ECONOMIC DEVELOPMENT & MARKETING STRATEGY

CITY OF BERLIN, NEW HAMPSHIRE

OCTOBER 2019

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Executive Summary

As it emerges from a period of economic transition, the City of Berlin is undergoing a process of internal and external transformation to support local residents, grow economic opportunities, and boost recognition. This process is not easy but the community, public officials, and businesses are ready to work to diversify the economy, improve overall community-esteem and move forward towards a prosperous future. In pursuit of improved quality of life and increased awareness of the city, the City of Berlin undertook an economic development and marketing strategy planning process to understand current assets, analyze economic data, incorporate public feedback, and focus on specific implementation opportunities that will have the greatest impact. The goal of this economic development and marketing strategy process is to address the severe challenges that businesses and residents face such as limited workforce, downtown disinvestment, need to diversify the economy, and infrastructure challenges, while at the same time respecting the community's values and principals.

The planning process included economic data analysis, interviews and focus groups, public meetings, and best practices research, all of which is summarized below with more detail included as attachments. The information collection portion of the planning process found that there were several themes that rose to the top as key to economic development, including:

There is significant opportunity for Berlin in the outdoor recreation and tourism industry, if the right goods and services are made available. The vast natural resources within close proximity of Berlin (including trails, rivers, mountains, and more) has driven increased visitation of all types to the region, including ATVs, hiking, biking, hunting, fishing, boating, birding, and others. These assets are being utilized to varying degrees; however, the lack of tourist amenities in Berlin is a constraint to the city's ability to capitalize on these visitors. The lack of a hotel and limited eating options force those who are visiting Berlin to stay (and spend their money) outside of the city limits.

Riddled with vacant and underused properties, a lack of housing options, and the Dead River abutting some properties, **redefining and/or expanding the location of Downtown Berlin will help expand the opportunities for redevelopment**. The City of Berlin has the "bones" and history of a healthy downtown, with the buildings and streetscape that are needed to create a unique place that could be a benefit to residents and visitors alike. However, recent decades have seen high levels of vacancy, disinvestment in the buildings, need for infrastructure upgrades, and lack of significant community engagement or support to move the needle from decline to prosperity.

Improving Berlin's reputation, both internally and externally, will be critical to address some of the concerns expressed by the business community including perceptions around the ability to work with the city, the desire for the city to be helpful, and the need for community support in attracting and retaining businesses. Improving communication, both internally and externally, will benefit efforts to attract investment and activity to the community. Reviewing the audience, message, and channels of outreach effort will ensure increased understanding of the assets of Berlin and may attract people to the area who otherwise may have chosen to go elsewhere.

The economic development and marketing plan recognizes that there are many unique challenges facing Berlin but at the same time there are unique assets that few other communities can claim as their own. With a history of a boom and bust economy plaguing the city, there is some apprehension, negative attitudes, and apathy towards economic development initiatives that must be combated in order to make the necessary changes towards a more positive future. The goals of this strategy are intended to guide the City and partner organizations towards a future that holds opportunities for all in a way that is sustainable and cognizant of capacity and resource constraints.

The goals for the City of Berlin that were identified through this planning process include:

Goal 1: *Expand outdoor recreation, tourism, community health initiatives, and related business opportunities.*

Goal 2: Reconceptualize the downtown area to improve community appearance and business vibrancy.

Goal 3: Support and develop business and workforce to enhance economic development.

Goal 4: Recognize and promote Berlin's quality of life through internal and external community marketing initiatives.

Priority First Steps:

City of Berlin

- Create an updated "How to Start a Business in Berlin" online guidebook.
- Update the City's website
    - *Add photos to create a more human connection between the page and its reader. Infuse with stories of people who have moved to Berlin and why.*
    - *Create landing pages by user: business, resident, visitor which then direct the person to the most commonly viewed pages for that audience.*
    - *Create a future forward story for Berlin based on its vision to replace the "Discover Berlin" page. Shorten or relocate the history of Berlin content.*
- Reach out to existing business in the region regarding establishing a second location.
- Review the current business retention and expansion efforts and identify areas for improvement. Track and review all work done on a regular basis and report out to city council and other constituents to demonstrate the need for continued investment in business visitation efforts.
- Prepare specific web and social media content that is geared towards the needs and style of entrepreneurs and tele-commuters.
- Create a business attraction team that is prepared to talk with potential new businesses that are considering Berlin as a location.

BIDPA (Berlin Industrial Development & Park Authority)

- Regularly report on progress of the Economic Development and Marketing Action Plan.
- Hire a third-party to analyze the economic and fiscal impact of outdoor recreation.
- Analyze the redevelopment opportunities for key parcels in Berlin such as the Brown School, 121 Main Street, and the vacant parcel near City Hall.
- Establish an inventory of the types of businesses/industries that would be attracted to a location with access to natural resources and waste heat and create targeted marketing materials/cut sheets.
- Identify options to establish a funding stream to support start-up efforts that are locating or expanding in Berlin.

Source: You Tube, Homegrown Help: UNH Alumni Make A Difference

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Introduction

In early 2019, the City of Berlin began a strategic planning process that focused on economic development and marketing with the goal of creating an implementable strategy that will help the city refocus priorities, build on their unique assets, and make progress towards city-wide goals of reversing population and industry decline. The strategy started with economic and demographic data analysis and included public engagement, stakeholder interviews, best practice review, and regular communication with critical city organizations.

WORK COMPLETED

To fully understand, analyze, and strategize the economic prospects for Berlin, the Camoin Team completed an economic base and market analysis to better understand the city's unique assets. These documents are included as an attachment to this report and the main findings are summarized below. A series of stakeholder interviews that were conducted to better understand issues facing the business community, residents, and developers added anecdotal and "on-the-ground" information to the data. Finally, focus groups and public meetings were held to receive feedback from community members.

The following bullets summarize the basic data findings with specific focus on what the data points mean for community and economic development in Berlin.

- From 2018-2023 the population is expected to decline by about 3% to 10,396. By age cohort, Berlin has proportionally fewer people under the age of 19, more aged 25-29, and more aged 85 and older. The median age of Berlin residents is 44.1 (compared to 48.1 in the county and 38.3 in the nation).
    - *Stable/declining numbers and an aging population will have a significant impact on the ability to attract and retain businesses to Berlin. These trends will also continue to put pressure on the health care system, housing types needed, and community support services required. Additional population is needed to address the critical workforce shortages being faced in health-related occupations.*
- Median household income in Berlin is lower than in the county, state, and nation. Eighteen percent of Berlin residents make less than $15,000 per year. Fourteen percent of Berlin's residents have higher than a bachelor's degree, compared to 19% in the county and 37% state-wide.
    - *Lower income and education levels in Berlin is putting pressure on support services and limiting discretionary spending potential to support local businesses. Opportunities to raise incomes and pursue education opportunities will be beneficial to residents as well as businesses looking for workers. Higher levels of poverty also result in unique community health challenges that should be addressed to continue to support residents in their health and wellness needs.*
- Government, (includes jobs at both the state and federal prison), is the leading industry sector in Berlin, followed by Health Care and Social Assistance, Retail Trade, and Manufacturing. Over half (56%) of Berlin's top industries are expected to decline by 2028. From 2008-2018, Berlin saw a 9% decrease in the number of jobs.
    - *With the total number of jobs declining and a heavy reliance on government, there is need to diversify the economy to better prepare for the future and create new opportunities. Berlin's history of heavy reliance on a certain industry has resulted in negative consequences and as a result it is critical that the City continue to pursue alternative economic options.*

Opportunities and Challenges Assessment

The findings of the interviews/focus groups, data analysis, and knowledge of the region were compiled into a list of Berlin's opportunities and challenges related to economic and community development. This assessment is used to inform the goals, and actions identified in the Action Plan Matrix. The full list of opportunities and challenges are outlined below.

Berlin's Opportunities

- Natural resources
- Affordable housing
- Committed and skilled city staff
- Growing ATV and snowmobile brand
- Committed volunteer network
- Vast outdoor recreation and arts/cultural amenities
- Available waste heat from bio plant
- Community college engagement and trades training at high school
- High quality hospital and health center
- Opportunity Zone, New Market Tax Credit, Tax Increment Financing options
- Parcels available for development/redevelopment in downtown, around periphery, along Route 110
- Historical significance
- Airport
- Regional Comprehensive Economic Development Strategy
- Communications network (two newspapers, active online community)
- Reuse of the Brown School
- Isolated Location

Berlin's Challenges

- High tax rates and perception
- Isolated location
- Disinvestment in the downtown
- High number of vacant/underutilized parcels
- Negative local (internal) perception of the community
- Negative external perception
- Contradicting perception of development process
- Volunteer burnout
- Declining and aging population
- Maintaining great education with decreasing number of kids
- Decreasing state education funding
- Deferred infrastructure maintenance and high improvement costs
- Low unemployment rate (lack of available workers)
- Lack of service amenities
- Community health challenges
- Lack of health care professionals
- Conflict surrounding motorized and non-motorized recreation
- Closing of the Brown School

EMERGING THEMES

There were a number of core economic development related themes that kept arising throughout the planning process. These themes drove the development of the specific goals and objectives and guided the conversation about how best to move forward with the Town's economic development initiatives. The core concepts and areas for focus included: Outdoor Recreation and Tourism; The Downtown Area; Business Development and Workforce; and Berlin's Quality of Life. These four categories all play a role in Berlin's ability to become a more vibrant and diversified economy that works to support the lives of its residents. The following explains the themes and describes initial ideas around the types of initiatives that will be expanded in the strategy portion of the project.

EXPAND AND EXPLORE: OUTDOOR RECREATION AND TOURISM

Description

Tourism and outdoor recreation can be strong economic drivers for rural regions, with many communities capitalizing on the growing desire for tourists looking to unwind in a quiet location and disconnect during their vacations. Tourists of all kinds bring energy, vibrancy, and investment into a community and with the right atmosphere and connection, a short-term visitor can transition to a seasonal or full-year resident.

During an ATV Festival in Berlin.
Source: dirttoysmag.com/2016/07/7th-annual-jericho-atv-festival

The vast natural resources within close proximity of Berlin (including trails, rivers, mountains, and more) has driven increased visitation of all types to the region, including ATVs, hiking, biking, hunting, fishing, boating, birding, and others. These assets are being utilized to varying degrees; however, the lack of tourist amenities in Berlin is a constraint to the city's ability to capitalize on these visitors. The lack of a hotel and limited eating options force those who are visiting Berlin to stay (and spend their money) outside of the city limits.

Why it's important

Outdoor recreation assets already exist and are being utilized by locals and visitors throughout the year. Finding ways to build up the tourism and outdoor recreation assets in downtown and along key corridors like Route 110 Berlin will have fiscal benefits, including both increased economic activity and potentially increased residents and property tax revenue. The same amenities that benefit tourists and encourage increased visitation also are valuable to residents, thus improving quality of life and the potential to attract more residents.

Enhancing tourism and outdoor recreation assets combined with increased internet access and the ability to work remotely will encourage more people to move to Berlin to pursue their personal hobbies and interests while still being able to work for a non-Berlin based company. Finding ways to increase awareness of outdoor recreation access, build up the housing stock to align with the market demand from telecommuters, and brand the community as a great place to live and work will go a long way in increasing the vibrancy of the economy.

RECONCEPTUALIZE: THE DOWNTOWN AREA

Description

A revitalized downtown can mean different things to different people; oftentimes it is described as one of those things you just know when you see it. Having a downtown with people on the street, a mix of uses, events, unique stores and restaurants, and an inviting atmosphere is critical to creating the types of places that people want to be in and around. Having a vibrant downtown leads to increased property values in close proximity to the downtown district, increased revenues for businesses, and a renewed sense of community for residents.

In the many conversations we have had with business owners and citizen champions, it was noted that it may be time to reconsider where and what Downtown Berlin represents. Riddled with vacant and underused properties, a lack of housing options, and the Dead River abutting some properties, redefining and/or expanding the location of Downtown Berlin will help expand the opportunities for redevelopment. It is important to recognize that there has been recent work related to revitalizing downtown, including the 2012 plan Moving Downtown Forward that outlines design and economic development strategies. This work was critical and should be built on as part of this effort.

As part of this project, an **assessment** was completed **of the current land use regulations**, **review processes**, and **"customer service"** being performed by the City of Berlin staff as it relates to economic development initiatives. Our findings of this assessment indicate that the **greatest needs** are related to **public awareness of opportunities**, **clarity around process/timelines**, and overall **perception of the City's efforts**. The specifics of the regulations, the actual time things take, and the policies are not overly stringent or difficult towards development, but rather **public relations** related to this issue have made it seem more challenging. All communities have rules, regulations, and policies in place and most developers understand this and are willing to work within the system as long as it is clear and predictable. Our recommendation is to **improve transparency related to decision making** and expected processes and issue customer service surveys to continue to make improvements.

Why it's important

The City of Berlin has the "bones" and history of a healthy downtown, with the buildings and streetscape that are needed to create a unique place that could be a benefit to residents and visitors alike. However, recent decades have seen high levels of vacancy, disinvestment in the buildings, need for infrastructure upgrades, and lack of significant community engagement or support to move the needle from decline to prosperity.

Redefining Downtown Berlin will require a close look at the existing building inventory, identification of types of businesses that could be a good fit, and investment in its overall infrastructure. Successful revitalization would have a very positive impact on the community, including financial and psychological aspects, and create a focal point that residents can be proud of. In addition, by expanding the Downtown discussion to include a potentially larger area (such as reaching out Route 110 towards the recreation assets), it will expand the possibilities and person-power of potential redevelopment initiatives.

SUPPORT AND DEVELOP: BUSINESS AND WORKFORCE

Description

The business environment of a community includes everything from regulations, land use policy, available incentive programs, tax rates, access to capital, and perception - all of the various considerations developers and businesses use when they are deciding where to invest their money or start a business. Without a customer service approach, developers or business owners may take their projects elsewhere. Smaller businesses are often the most active job creators and local investors in a community; being a community that is supportive, celebratory, and encouraging can go a long way. And without the proper skilled people at-the-ready, it is hard to illustrate to a business why they should locate in an area. Thus, business and workforce development go hand-in-hand.

Why it's important

By being a place that is attractive for businesses to locate and expand, Berlin will create new jobs, diversify the tax base, reduce the property tax burden on residential property owners, and create a more vibrant community. Training and expanding the workforce will both staff needed positions and prepare others for entrepreneurial endeavors. Improving Berlin's reputation, both internally and externally, will be critical to address some of the concerns expressed by the business community including perceptions around the ability to work with the city, the desire for the city to be helpful, and the need for community support in attracting and retaining businesses.

Entrepreneurial spaces like Assemble being available in the community is a good sign in terms of the ability for Berlin to attract and retain entrepreneurs who are looking for space that meets their needs, networks that can help boost their work, and a community of passionate and likeminded individuals.

RECOGNIZE AND ACKNOWLEDGE: BERLIN'S QUALITY OF LIFE

Description

Being able to communicate the assets and benefits of visiting, living, and working in a community is critical to being able to attract investment. For Berlin, this needs to happen both internally and externally, as many people living in and around the city have a negative perception of life in Berlin. The intended consequence of creating an internal marketing campaign creates a positive feedback loop which will percolate externally out of the city. Your residents are your greatest marketing tool; if they like where they live, they want other people to live their too.

Why it's important

Improving communication, both internally and externally, will benefit efforts to attract investment and activity to the community. Reviewing the audience, message, and channels of outreach will ensure increased understanding of the assets of Berlin and may attract people to the area who otherwise may have chosen to go elsewhere.

Source: Wikipedia

Marketing Strategy

Accomplishing the goals outlined in this Economic Development Strategy requires capturing the attention of those who will create business opportunities, increase the vibrancy of downtown Berlin, and otherwise support economic development initiatives. The purpose of this marketing strategy then, is to outline ways the City of Berlin, BIDPA, and community partners can inform, engage, and create dialog among the internal and external audiences to move forward the goals of the Action Matrix. The Marketing Strategy outlines those activities that will assist in this process indicating the Audience (who is being targeted), the Message (what is being said), and the Channel (where it is being said).

The marketing strategy outlines three campaigns to implement:

1) Give more voice to Berlin's successes;
2) Broaden the "Open for Business" initiative; and
3) Brand and showcase the region for recreation.

Economic Development Action Plan

The Economic Development and Marketing Strategy for Berlin has been developed to address the primary issues, themes, and opportunities identified. These initiatives are intended to act as a work plan for Berlin and partner organizations and task status should be reviewed regularly for progress-to-completion or a need to change course. While these are important goals and objectives right now, the ever-changing economy, as well as fluctuating state and national priorities, are likely to dictate adjustments to the plan.

The following is a narrative description of the Action Plan.

IMPLEMENTATION

Successful implementation of a plan must be based on strategies that are grounded in data, fit with market conditions, and most importantly are responsive to the needs and hopes of the community. Finding ways to work together with local and regional organizations to build community spirit, heal overall morale, and continue to build momentum for change will drive this plan towards successful implementation.

Leadership: Proper implementation of an action plan like this requires a combination of consistent leadership and coordinated partnerships among various organizations, including but not limited to the City departments, BIDPA, Chamber of Commerce, and others. Working together and delegating tasks from this strategy will position the City of Berlin for successful implementation, however there should be a clear "owner" of this plan that is charged with guiding and managing implementation and partners should be asked to report back on status update of the various tasks.

Capacity: Capacity includes people, resources, knowledge, and structures. It is not intended that this strategy be implemented solely by the City staff. However, with any increase in initiatives and economic development efforts there is an increase in demands placed on staff capacity resources that should be recognized. A full review of staff resources should be conducted to identify any areas where additional staff or outside assistance is necessary to make progress on the actions identified.

PRIORITY FIRST STEPS

While all the strategies listed in the action plan matrix are important and have been included for a reason, the following items should be implemented as soon as possible to create positive momentum to support future efforts.

City of Berlin

- Create an updated "How to Start a Business in Berlin" online guidebook that outlines available funding, regulations/land use policies, potential mentors, workforce development assets, and other information. Make it attractive, clear, exciting, and accessible.
- Update the City's website
    - *Add photos to create a more human connection between the page and its reader. Infuse with stories of people who have moved to Berlin and why.*
    - *Create landing pages by user: business, resident, visitor which then direct the person to the most commonly viewed pages for that audience.*
    - *Create a future forward story for Berlin based on its vision to replace the "Discover Berlin" page. Shorten or relocate the history of Berlin content.*
    - *Track analytics of web pages, social media, and other external facing content to inform additional marketing strategies and review if what you've done is working.*
- Reach out to existing businesses in the region regarding establishing a second location, pop-up shop, or food truck in Berlin as a way to test out the market.
- Review the current business retention and expansion efforts and identify areas for improvement. Institute a more formalized program that includes goals related to number of businesses visited per year, total number of contacts made, and speed of follow-up. Establish an inventory of available real estate to be considered by expanding or relocating businesses. Track and review all work done on a regular basis and report out to city council and other constituents to demonstrate the need for continued investment in business visitation efforts. Prepare specific web and social media content that is geared towards the needs and style of entrepreneurs and tele-commuters who may be looking for an alternative to the large and medium sized cities of the east coast.
- Create a business attraction team that is prepared to talk with potential new businesses that are considering Berlin as a location. Team should be well versed in issues related to workforce, training opportunities, financing, real estate inventory, and state and local regulations.

BIDPA

- Regularly report on progress of the Economic Development and Marketing Action Plan, highlight new projects, accomplishments, volunteers, organizations, and others who have been engaged with the process.
- Hire a third-party to analyze the economic and fiscal impact of outdoor recreation as a way to gain support for additional investments. Consider analysis of the overall outdoor recreation industry on Berlin or the region as well as the return on investment of the extension of the urban compact.
- Analyze the redevelopment opportunities for key parcels in Berlin such as the Brown School, 121 Main Street, and the vacant parcel near City Hall. Conduct a market analysis, community engagement, and a pro forma analysis to identify community supported and feasible redevelopment scenarios to be used in a developer RFP. Consider impact on transportation and parking infrastructure.
- Establish an inventory of the types of businesses/industries that would be attracted to a location with access to natural resources and waste heat and create targeted marketing materials/cut sheets. Use this marketing material on websites, at conferences, and with regional partners to highlight the assets of Berlin with a targeted focus on the factors that would be appealing to these industries. Consider targeted outreach and lead generation for attraction.
- Identify options to establish a funding stream to support start-up efforts that are locating or expanding in Berlin. Continue to support organizations that are providing networking, space, and services to entrepreneurs, small businesses, and telecommuters.

Goal 1 Expand outdoor recreation, tourism, community health initiatives, and related business opportunities.

Rationale: Tourism and outdoor recreation can be strong economic drivers for rural regions, with many communities capitalizing on the growing desire for tourists looking to unwind and disconnect during their vacations. Tourists of all kinds bring energy, vibrancy, and investment into a community and with the right atmosphere and connection, a short-term visitor can transition to a seasonal or full-year resident. The vast natural resources within close proximity of Berlin (including trails, rivers, mountains, and more) has driven increased visitation of all types to the region, including ATVs, hiking, biking, hunting, fishing, boating, birding, and others. These assets are being utilized in Berlin to varying degrees; however, the lack of tourist amenities is a constraint on the city's ability to capitalize on these visitors. The lack of a hotel and limited eating options force those who are visiting Berlin to stay (and spend their money) outside of the city limits.

Strategy #1.A. - Increase the number of hospitality, retail, restaurant, and other service businesses.

I. Establish a suite of financial assistance programs available to businesses that fall into the categories of hospitality and services. Research grant funds available from the State, establish a community loan fund, create industry specific mentoring programs, and promote all available programming to potential business owners. Outline requirements for funding that direct assistance towards the type and location desired by the community.

II. Reach out to existing businesses in the region regarding establishing a second location, pop-up shop, or food truck in Berlin as a way to test out the market.

III. Continue to pursue a co-op grocery store to serve both locals and visitors.

IV. Expand number of lodging opportunities in Berlin, including a mix of AirBnb, VRBO, and traditional hotels. Look to attract a modern, name brand hotel to meet the growing needs of visitors to Berlin that is in close proximity to the major tourist attractions.

Marketing Your Short-Term Rental

Based on a recent market study, Berlin is not in the position to attract a name-brand hotel. However, the familiarity of AirBnB makes increasing the number of rooms available relatively easy. To increase the number of bookings in your community, consider informing property owners how best to market their AirBnB or VRBO. Include tips such as:

- Include about 20 high quality images per listing
- Have a title that describes the area and description of area amenities
- Lower expectations around price, cleaning fee, cancellation policy (to start)
- Don't cancel confirmed bookings
- Quickly respond to inquires
- Offer basic amenities like a hair dryer and iron

Strategy #1.B. - Expand and promote access to all types of regional outdoor recreation and arts and cultural opportunities.

One-Stop Shop for Tourists

Develop a one-stop-shop web-based model for tourists who may be doing research. Make this easily accessible, searchable, and include testimonials. Take the guess work out of planning a vacation. This would make a great class project at White Mountain Community College.

I. Facilitate regular community conversations around issues related to non-motorized vs. motorized conflicts. Encourage calm, open, and productive conversations that lead to solutions, ideas, and next steps related to improving relations and addressing challenges.

II. Use access to recreation as a key message when working to attract businesses, residents, and visitors. Conduct a substantial public awareness campaign targeted towards educating residents' and businesses about all the various assets, how to talk about the assets to visitors, and why it is important to the economy. Encourage businesses to locate in ways that enhance access and appreciation for the resources, like outdoor seating, windows overlooking the river, boat up or bike up access, etc. See Goal 4 for more information about marketing initiatives.

III. Hire a third-party to analyze the economic and fiscal impact of outdoor recreation as a way to gain support for additional investments. Consider analysis of the overall outdoor recreation industry on Berlin or the region as well as the return on investment of the extension of the urban compact.

IV. Continue to support the work of local and regional artists through public art competitions, funding for creating gallery space, support for creation and use of theater space, and encouraging the use of vacant space for displaying art.

V. Conduct a review of existing regional systems and begin identifying priorities related to expanding and investing in the networks of trails and access points, including land and water recreation opportunities. Work regionally, within the state, and interstate to identify a 5-year plan to expand all types of recreation opportunities.

VI. Continue to research opportunities to connect Jericho State Park to downtown, including a review of the urban compact, easements, and/or land purchases.

Strategy #1.C. - Encourage collaboration among providers and the creation of tourism packages.

I. Review capacity for a more formalized promotion effort of events and existing businesses and resources. Consider creating a paid position with responsibilities related to maintaining a comprehensive calendar of events, promoting all of the existing business and resources, connecting different organizations and groups, and pursuing new opportunities. This person should also help with encouraging and informing residents around how to support businesses through online reviews and ratings to help with search engine optimization.

II. Work with regional tour groups, lodging providers, associations, and chamber of commerce to identify opportunities to collaborate, co-market, and partner to create both standard and custom packages. Facilitate regular round table discussions to identify, discuss, and address critical issues that arise throughout the year and develop solutions.

III. Connect with White Mountain Community College to find ways to connect the Resort and Recreation Management degree and certificate program with business management skills and opportunities in Berlin. Identify any opportunities for class projects or business competitions, particularly around the popular culinary program.

IV. Develop attraction package and effort around bringing and promoting regional and national outdoor outfitters and tour guides to the region to start adventure tourism packages in Berlin.

Strategy #1.D. - Pursue community health initiatives.

I. Conduct an inventory of the critical community health issues in Berlin. Facilitate annual round table discussions with key stakeholders to identify issues and solutions. Build on the success of Coos County Dental project.

II. Fund and invest in the city departments that can promote and support healthy living such as the Health Department and Recreation Department.

III. Continue to build out community and family friendly amenities like playgrounds, indoor community/play space, and community fun/educational events to encourage healthy habits and living.

IV. Pursue development of a downtown community wellness center to provide gathering space, medical office space, counseling services, educational space, and other needed community amenities. Conduct financial feasibility analysis, identify partners, research funding sources, and inventory available spaces.

What exactly is Community Health?

Community health focuses on the physical and mental well-being of people in a particular geographic location. It combines elements of healthcare, economics, and social interaction and affects the lives of community members at the neighborhood level. It explores topics such as school nutrition, the spread of infectious disease, safety and crime, and education - basically anything that can affect health in the community environment.

Consider the **Community Loan Fund** as a potential partner to provide loans for affordable housing, community health initiatives, business loans, etc.

The mission of the Community Loan Fund is to “serve as a catalyst, leveraging financial, human, and civic resources to enable traditionally underserved people to participate more fully in New Hampshire’s economy.”

Find more here: https://www.communityloanfund.org/

Community Health Spotlight: Holland, MI

As a way to compete with the shopping mall spike in the 1980s, the City of Holland developed a strategy to keep people coming to main street all year long – they invested in a snowmelt system using heat from the Holland Board of Public Work’s cooling system. The snowmelt system has increased accessibility for people of all ages and abilities, has created a boost to the local economy, and has added overall to community health. The area is a mecca for winter walkers and runners, and was featured in *Runner’s World* magazine as “running winter wonderland.” In addition, the Holland Running Club started in 2014, with over 200 paying members.

Goal 2 Reconceptualize the downtown area to improve community appearance and business vibrancy.

Rationale: A revitalized downtown can mean different things to different people; oftentimes it is described as one of those things you just know when you see it. Having a downtown with people on the street, a mix of uses, events, unique stores and restaurants, and an inviting atmosphere is critical to creating the types of places that people want to be in and around. Having a vibrant downtown leads to increased property values in close proximity to the downtown district, increased revenues for businesses, and a renewed sense of community for residents. In the many conversations we have had with business owners and citizen champions, it was noted that it may be time to reconsider where and what Downtown Berlin represents. Riddled with vacant and underused properties, a lack of housing options, and the Dead River abutting some properties, redefining and/or expanding the location of Downtown Berlin will help expand the opportunities for redevelopment.

Strategy #2.A. - Take a progressive approach to infrastructure, streetscape, and community improvements.

I. Continue to pursue sidewalk/street melt project using the heat from the bio plant and other gateway improvement projects.

II. Establish a facade improvement program to provide funds to downtown property owners to make upgrades to the appearance of their buildings.

> Create a consent form that can be used by property owners to lease out their space for temporary use, to avoid liability concerns.

III. Expand volunteer base, including youth, for the downtown association to assist with beautification efforts, networking opportunities, and collaboration among downtown business owners. Consider expanding the borders or creating a second corridor to increase resources, man/woman-power, and investment.

IV. Make improvements and investments along the Route 110 corridor towards Jericho State Park to make it a more attractive, comfortable, and easy way to travel for all forms of transportation. Review zoning, code enforcement, and the overall vision to ensure it aligns with the goals of the community and adjust as necessary.

V. Consider allowances for use of vacant store fronts for galleries, pop-up shops, and other temporary uses that will bring life, vibrancy, and beauty to Main Street. Look into other temporary but impactful design ideas that would bring life, vibrancy, whimsey, and recognition to the streets of Berlin – example of the pianos in Littleton.

VI. Research the costs and benefits associated with realigning, covering, and/or daylighting the Dead River.

Strategy #2.B. - Address critical buildings and infrastructure issues in downtown.

I. Establish an inventory of existing buildings in downtown, including noting any issues related to health/safety, structural concerns, and other areas to establish a base understanding of areas of concern. Identify any catalyst sites that have the potential to create momentum and work with owner to discuss opportunities.

II. Analyze the redevelopment opportunities for key parcels in Berlin such as the Brown School, 121 Main Street, and the vacant parcel near City Hall. Conduct a market analysis, community engagement, and a pro forma analysis to identify community supported and feasible redevelopment scenarios to be used in a developer RFP. Consider impact on transportation and parking infrastructure.

Example: Use a land trust model to encourage cooperative property ownership. By establishing a land trust, they would be able to purchase underlying land on a property, leaving the buyer responsible for purchasing the building structures and improvements made. This significantly reduces the cost. As the land holder, the land trust would have the right to purchase any structures built on the property. These typically involve a 99-year lease on the underlying land.

III. Examine policies that could be used to remove or redevelop blighted buildings in the downtown area. Review best practices, review code enforcement and zoning, and financial assistance programs to address priority issues.

IV. Conduct public awareness campaign regarding various financial and community development tools including TIF, PILOT, Opportunity Zone, New Market Tax Credits, Historic Preservations tax credits, land trusts, and others.

Strategy #2.C. - Continue to conduct planning around urban design for downtown.

I. Use Moving Downtown Forward 2012 Action Plan as a starting point to continue discussions around the future of downtown and implement priority recommendations.

II. Develop a downtown master plan that incorporates community engagement and considers issues like transportation, parking, pedestrian access, traffic patterns, underutilized lots, and activity centers.

III. Conduct a review of housing quality in Berlin and continue to pursue the removal of blighted properties. Consider creative uses of vacant parcels as a way to incentivize new residents to move in and build community, like urban homesteading, community gardens, and pocket playgrounds, or targeted recreational vehicle parking (including bikes and ATVs). Conduct review of existing regional systems and begin identifying priorities related to expanding the networks of trails. Work regionally, within the state, and interstate to identify a 5-year plan to expand all types of recreation opportunities.

VI. Continue to research opportunities to connect Jericho State Park to downtown via Route 110, including review of the urban compact, easements, and/or land purchases.

Goal 3	Support and develop business and workforce to enhance economic development.

Rationale: The business environment of a community includes everything from regulations and land use policy to available incentive programs, tax rates, access to capital, and perception. All of these various considerations will be contemplated by developers and businesses when they are deciding where to invest their money or start a business, and without a customer service approach, developers or business owners may take their projects elsewhere. Smaller businesses are often the most active job creators and local investors in a community so being a community that is supportive, celebratory, and encouraging can go a long way. Without the properly skilled workforce at-the-ready, it is hard to illustrate to a business why they should locate in an area, which demonstrates why business and workforce development go hand-in-hand.

Strategy #3.A. - Increase communications, public awareness, and customer service regarding economic and community development issues.

I. Regularly report on progress of the Economic Development and Marketing Strategic Plan, highlight new projects, accomplishments, volunteers, organizations, and others who have been engaged with the process.

II. Create an updated "How to Start a Business in Berlin" online guidebook that outlines available funding, regulations/land use policies, potential mentors, workforce development assets, and other information. Make it attractive, clear, exciting, and accessible.

III. Conduct regular training for public officials and volunteers regarding economic development tools and how they can be used, why they are important, and the truth around the cost/benefit of various programs.

IV. Prepare regular communication, press releases, and updates for residents and businesses about the work being done to get community support and build excitement.

V. Establish a customer service survey to be completed following applications, site plan review, and other interactions with City Hall and make improvements as appropriate. Highlight any success stories, positive feedback, and testimonials to improve reputation of Berlin as open for business.

Strategy #3.B. - Work to encourage entrepreneurship and non-traditional work opportunities.

I. Conduct regular review of telecommunications infrastructure to make it possible for telecommuting. Once the infrastructure is shown to be at a level of service that surpasses the needs of most telecommuters include this information in marketing material and highlight the opportunities.

II. Prepare specific web and social media content that is geared towards the needs and style of entrepreneurs and tele-commuters who may be looking for an alternative to the large and medium sized cities of the east coast.

III. Identify options to establish a funding stream to support start-up efforts that are locating or expanding in Berlin. Continue to support organizations that are providing networking, space, and services to entrepreneurs, small businesses, and telecommuters.

IV. Highlight and celebrate the work of local entrepreneurs and showcase the potential that does exist for a younger generation who may be considering what to do. Use high school programs, clubs, camps, competitions, and mentoring to establish increased entrepreneurism in youth.

V. Facilitate discussions around opportunities for collaboration between White Mountains Community College students and existing businesses. For example, website design, social media content, mentorships, and job shadowing to support existing businesses and provide real life experience for students.

Strategy #3.C. - Implement a more robust business visitation program and attraction initiatives.

I. Review the current business retention and expansion efforts and identify areas for improvement. Institute a more formalized program that includes goals related to number of businesses visited per year, total number of contacts made, and speed of follow-up. Establish an inventory of available real estate to be considered by expanding or relocating businesses. Track and review all work done on a regular basis and report out to city council and other constituents to demonstrate the need for continued investment in business visitation efforts.

II. Establish an inventory of the types of businesses/industries that would be attracted to a location with access to natural resources and waste heat and create targeted marketing materials/cut sheets. Use this marketing material on websites, at conferences, and with regional partners to highlight the assets of Berlin with a targeted focus on the factors that would be appealing to these industries. Consider targeted outreach and lead generation for attraction.

III. Create a business attraction team that is prepared to talk with potential new businesses that are considering Berlin as a location. Team should be well versed in issues related to workforce, training opportunities, financing, real estate inventory, and state and local regulations.

Strategy #3.D. - Increase number of available workers in critical occupations.

I. Expand programs in high school that highlight available occupations, career ladders, and pathway programs. Look for ways to offer scholarships, training, incentives, mentorships or stipends for local kids looking to get trained in the critical occupations.

II. Continue to work collaboratively with high schools and community colleges around creating new programs for health care and mental health workers.

III. Work with the business community to develop a list of critical occupations that they see a high need/low supply of over the coming 10 years. Begin discussions with business community around establishing a loan repayment program to attract and retain people with the critical skills needed to serve the local population, including mental health related occupations.

Goal 4	Recognize and promote Berlin's quality of life through internal and external community marketing initiatives.

Rationale: The City of Berlin and BIDPA recognize the efforts and positive effects that are happening within the area to create economic opportunity, acknowledge the area's abundance of natural assets, and increase the quality of life for everyone in the community. However, these efforts are less known if someone is not involved directly in a civic organization, are from out-of-town, or have a less-than-positive perception of Berlin. In order to harness the complete power of these positive happenings, the following strategies will help elevate the successes that are and will continue to happen in Berlin. The intended consequence is to create a positive feedback loop which will percolate externally out of the city. Your residents are your greatest marketing tool; if they like where they live, they want other people to live their too.

Strategy #4.A. - Showcase and highlight the community's positive attributes to build the community-esteem.

I. Establish a funding source to pursuing marketing initiatives to avoid relying on volunteer organizations that are already at capacity.

II. Host a community-wide event that kicks off the implementation of the economic development and marketing strategy and celebrates the future of Berlin. Sign up new volunteers, focus on getting positive press, welcome new and old residents, and celebrate those who have made a positive impact on Berlin over the last 50 years.

III. Work with the town newspapers to publish a "who's happening" section of the newspaper, highlighting a person or business on a regular basis to create excitement and recognize the positives in the community.

IV. Expand use of the Building a Better Berlin Instagram page and continue to highlight photos of the community and its assets. Create hashtags which people from out of town can follow and keep track of local happenings.

V. Brand this effort and those involved with a catchy name such as "Berlin Benefactors" or "Berlin Backers" to replace the local phrase, "Berlin Bashers."

VI. Attend meetings of civic organizations throughout the area and explain this "positivity plan," leaving the talking points and action steps behind to show how everyone can be part of this effort.

VII. Create a "volunteer of the year" or "resident of the month" award.

VIII. Sponsor local events to show BIDPA's interest in current community happenings. Host community-based networking events to encourage cross-community discussions and positive relationship building.

Rutland, VT established the "Rutland Red Carpet" program to introduce potential new residents to the community to answer any questions as they consider moving. The program aims to fill local jobs and reverse the population's declining trend. Businesses leaders have been appointed as concierges, who are partnered with potential new residents. It's a focused approach that shows the community atmosphere and has been successful in drawing new people to Rutland.

IX. Funnel stories to the Androscoggin Chamber of Commerce and other regional media outlets.

Strategy #4.B. - Refresh and update language on the City of Berlin's website.

I. Add photos to create a more human connection between the page and its reader. Infuse with stories of people who have moved to Berlin and why.

II. Create landing pages by user: business, resident, visitor which then direct the person to the most commonly viewed pages for that audience.

III. Create a future forward story for Berlin based on its vision to replace the "Discover Berlin" page. Shorten or relocate the history of Berlin content.

IV. Track analytics of web pages, social media, and other external facing content to inform additional marketing strategies and review if what you've done is working.

Strategy #4.C. - View marketing as a collaborative, region-wide effort.

I. Coordinate marketing with nearby communities to bring people to Berlin and beyond, consider taglines that highlight the values, assets, and unique advantages of the region. Consider language that highlights the community's unique assets, like A Real NH Adventure.

II. Create specific community values and tagline based on a broad reaching public input campaign and/or previous planning documents.

III. Pursue visitor markets that are looking for range of activities such as inter-generational family trips, women's weekends, adventure clubs, and others.

IV. Hold an annual gathering of civic leaders in the county to discuss how the region can move forward collectively to increase economic opportunities for the entirety of the region. How can you leverage all resources and work together?

Lack of information can lead to misunderstanding, general disappointment in what's happening, and limited support. At the same time, too much information can cloud out what is important. It's a fine balance. Make sure to include all relevant updates on project happenings, highlighting a "call to action" as appropriate.

Berlin Critical Partners and Measures of Success	
Goal 1: Expand outdoor recreation, tourism, community health initiatives, and related business opportunities.	
Partners: City of Berlin, BIDPA, Chamber of Commerce, Co-Op Committee, Community College, State Park System, AVH, CCFHS	**Measures of Success**: Annual vacancy rate, number of visitors, amount of financial assistance provided, community health metrics, miles of trails.
Goal 2: Reconceptualize the downtown area to improve community appearance and business vibrancy.	
Partners: City of Berlin, BIDPA, Property Owners, Residents	**Measures of Success**: Property value in downtown, number of people on list of volunteers, implementation of previous plans, number of blighted buildings removed.
Goal 3: Support and develop business and workforce to enhance economic development.	
Partners: City of Berlin, BIDPA, Community College, High School, Chamber of Commerce	**Measures of Success:** Customer service survey ratings, number of businesses visited per year, financial assistance provided, total population.
Goal 4: Recognize and promote Berlin's quality of life through internal and external community marketing initiatives.	
Partners: City of Berlin, BIDPA, Chamber of Commerce	**Measures of Success:** Social media and website analytics, population and visitor counts, number of regional events.

Attachment 1: Action Plan Matrix

Goal 1: Expand outdoor recreation, tourism, community health initiatives, and related business opportunities.				
1	**Strategy**	**Actions**	**Priority and Timeframe**	**Partners**
1.A	Increase the number of hospitality, retail, restaurant, and other service businesses.	I. Research a suite of financial assistance programs available to hospitality and service-based businesses. **II. Contact existing business to establish a second location, pop-up shop, or food truck.** III. Continue to pursue a co-op grocery store to serve both locals and visitors. IV. Expand number of lodging opportunities in Berlin.	High Priority and Short Term	City, Chamber of Commerce, Co-Op Committee
1.B	Expand and promote access to all types of regional outdoor recreation opportunities.	I. Conduct regular community conversations around non-motorized vs. motorized conflicts. II. Educate residents and businesses about the various recreation assets, and why it is important to the economy and how to capitalize on it more fully. **III. Hire a third-party to analyze the economic and fiscal impact of outdoor recreation.** IV. Continue to support art and cultural establishments. V. Review existing regional systems and identify trail expansion priorities. VI. Connect Jericho State Park to downtown.	High Priority and Short Term	City, BIDPA, State Park System, Chamber of Commerce
1.C	Encourage collaboration among providers and the creation of tourism packages.	I. Review capacity for a more formalized promotion effort of events and existing businesses and resources II. Work with regional service providers to create recreation packages. III. Connect with White Mountain Community College to connect the Resort and Recreation Management degree with opportunities in Berlin. III. Develop attraction packages through regional and national outdoor outfitters and tour guides.	Medium Priority and Mid Term	City, Chamber of Commerce, Community College
1.D	Pursue community health initiatives.	I. Conduct regular inventory of the critical community health issues in Berlin. II. Invest in the city departments that promote and support healthy living. III. Continue to build community and family friendly amenities. IV. Pursue development of a downtown community wellness center to provide community amenities.	Medium Priority and Mid Term	Health System, City, AVH, CCFHS
Performance Measures: Annual vacancy rate, number of visitors, amount of financial assistance provided, community health metrics, miles of trails.				

Goal 2: Reconceptualize the downtown area to improve community appearance and business vibrancy.				
2	**Strategy**	**Actions**	**Priority and Timeframe**	**Partners**
2.A	Take a progressive approach to infrastructure, streetscape, and community improvements.	I. Continue to pursue sidewalk street melt project using the heat from the bio plant. II. Establish a facade program for building improvements. III. Expand volunteer base for the downtown association. Expanding the downtown border to increase resources and investment. IV. Make improvements along the Route 110 corridor towards Jericho State Park for all forms of transportation. V. Consider allowances for use of vacant store fronts for galleries, pop-up shops, and other temporary uses. VI. II. Research the costs and benefits associated with realigning or daylighting the Dead River.	High Priority and Short Term	City, Property Owners, Residents, BIDPA
2.B	Address critical buildings and infrastructure issues in downtown.	I. Establish an inventory of existing buildings in downtown. **II. Analyze the redevelopment opportunities for key parcels in Berlin. Consider impact on transportation and parking infrastructure.** III. Examine policies that could be used to remove or redevelop blighted buildings in the downtown area. IV. Conduct public awareness campaign regarding various financial and community development tools.	High Priority and Mid Term	City, BIDPA
2.C	Continue to conduct planning around urban design for downtown.	I. Continue discussions around the future of downtown, using the Moving Downtown Forward 2012 Action Plan. II. Develop a downtown master plan that considers issues like transportation, parking, traffic patterns, underutilized lots, and activity centers. III. Conduct review of housing quality in Berlin and continue removal of blighted properties.	Medium Priority and Mid Term	City
Performance Measures: Property value in downtown, number of people on list of volunteers, implementation of previous plans, number of blighted buildings removed.				

Goal 3: Support and develop business and workforce to enhance economic development.				
3	**Strategy**	**Actions**	**Priority and Timeframe**	**Partners**
3.A	Increase communications, public awareness, and customer service regarding economic and community development issues.	**I. Regularly report on progress of the Economic Development and Marketing Strategic Plan.** **II. Create an updated "How to Start a Business in Berlin" online guidebook.** III. Conduct regular training for public officials regarding economic development tools. IV. Prepare regular communication about the work being done to get community support and build excitement. V. Establish a customer service survey to be completed following interactions with City Hall.	High Priority and Immediate	BIDPA, City, Chamber
3.B	Work to encourage entrepreneurship and non-traditional work opportunities	I. Conduct regular review of telecommunications infrastructure. Include this information in marketing material and highlight the opportunities. II. Prepare specific web and social media content geared towards the needs of entrepreneurs and tele-commuters. **III. Establish a funding stream to support start-up efforts that are locating or expanding in Berlin.** IV. Highlight and celebrate the work of local entrepreneurs and showcase the potential that exists for a younger generation. V. Facilitate discussions around opportunities to collaborate between college students at the Community College and existing business owners.	High Priority and Short Term	BIDPA, City, Community College, Chamber
3.C	Implement a more robust business visitation program and attraction initiatives.	**I. Review the current business retention and expansion efforts and identify areas for improvement.** II. Establish an inventory of the types of businesses/industries that would be attracted to a location with access to natural resources and waste heat and create targeted marketing materials. **III. Create a business attraction team that talks with potential new businesses.**	Medium Priority and Mid Term	City, BIDPA, Chamber
3.D	Increase number of available workers in critical occupations.	I. Expand programs in high school that highlight available occupations, career ladders, and pathway programs. II. Work collaboratively with the Community College around creating new programs for health care and mental health workers. III. Work with business community to develop a list of critical occupations needed. Establish a loan repayment program to attract and retain people with these skills.	Medium Priority and Mid Term	High School, Community College, Androscoggin Valley Hospital
Performance Measures: Customer service survey ratings, number of businesses visited per year, financial assistance provided, total population.				

Goal 4: Recognize and promote Berlin's quality of life through internal and external community marketing initiatives.				
4	**Strategy**	**Actions**	**Priority and Timeframe**	**Partners**
4.A	Showcase and highlight the community's positive attributes to build the community-esteem.	I. Establish funding for marketing implementation. II. Kick off the implementation of the economic development and marketing strategy with a celebration of Berlin. III. Work with the town newspapers to publish a "who's happening" section. IV. Expand use of the Building a Better Berlin Instagram page. V. Brand this effort and those involved with a catchy name such as "Berlin Benefactors" "Berlin Backers." VI. Attend meetings of civic organizations and explain this "positivity plan," to show how everyone can be part of this effort. VII. Create a "volunteer of the year" or "resident of the month" award. VIII. Sponsor local events to show BIDPA's interest in community happenings. IX. Funnel stories to the Androscoggin Chamber of Commerce and other regional media outlets.	High Priority and Immediate	Chamber of Commerce, BIDPA, City, Local Media
4.B	Refresh and update language on the City of Berlin's website.	**I. Add photos to create a more human connection between the page and its reader.** **II. Create landing pages by user: business, resident, visitor.** **III. Create a future forward story for Berlin based on its vision to replace the "Discover Berlin" page.** **IV. Track analytics of web pages, social media, and other content.**	High Priority and Immediate	City
4.C	View marketing as a collaborative, region-wide effort.	I. Coordinate marketing with nearby communities to bring people to Berlin and beyond. II. Create specific community values and tagline based on a broad reaching public input campaign. III. Pursue visitor markets that are looking for range of activities. IV. Hold an annual gathering of civic leaders in the county.	Medium Priority and Mid Term	Chamber of Commerce, City
Performance Measures: Social media and website analytics, population and visitor counts, number of regional events.				

Attachment 2: Economic Base Analysis

SUBMITTED TO:
City of Berlin & Berlin Industrial Development
and Park Authority
168 Main Street
Berlin, NH 03570

ECONOMIC BASE ANALYSIS

ECONOMIC DEVELOPMENT AND MARKETING STRATEGY

City of Berlin, NH

JUNE 2019

PREPARED BY:
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ABOUT CAMOIN 310

Camoin 310 has provided economic development consulting services to municipalities, economic development agencies, and private enterprises since 1999. Through the services offered, Camoin 310 has had the opportunity to serve EDOs and local and state governments from Maine to California; corporations and organizations that include Lowes Home Improvement, FedEx, Amazon, Volvo (Nova Bus) and the New York Islanders; as well as private developers proposing projects in excess of $6 billion. Our reputation for detailed, place-specific, and accurate analysis has led to projects in 40 states and garnered attention from national media outlets including Marketplace (NPR), Forbes magazine, The New York Times and The Wall Street Journal. Additionally, our marketing strategies have helped our clients gain both national and local media coverage for their projects in order to build public support and leverage additional funding. We are based in Saratoga Springs, NY, with regional offices in Portland, ME; Boston, MA; Richmond, VA and Brattleboro, VT. To learn more about our experience and projects in all of our service lines, please visit our website at **www.camoinassociates.com**. You can also find us on Twitter **@camoinassociate** and on **Facebook**.

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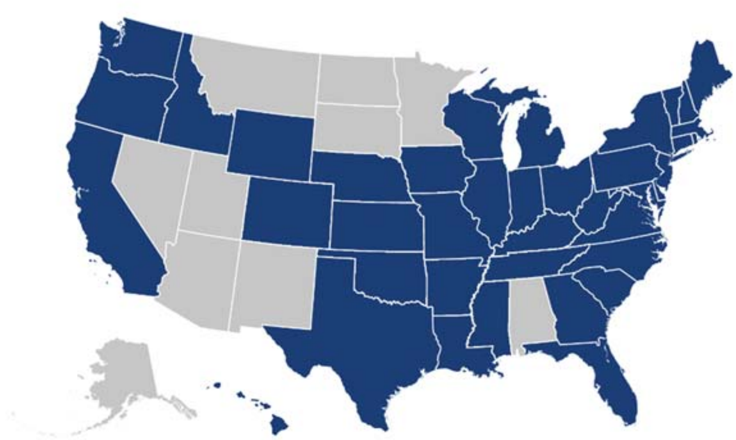


CONTENTS

KEY FINDINGS

This Economic Base Analysis is the initial data step in creating the Economic Development and Marketing Strategy for the City of Berlin. The purpose of this report is to provide a statistical foundation for economic strategies, and includes socioeconomic information including population, age distribution, educational attainment, median household income, commuting patterns, and unemployment levels. In addition, the industry section of the report identifies and compares average annual earnings by industry sector, employment by sector, historic and projected growth of industry sectors, concentration of each sector relative to the nation, and more. Hereafter we will complete additional stakeholder interviews, public meetings, an assessment of opportunities and challenges within the city, and an economic development action map to outline strategies and track implementation progress. The following key findings summarize this Economic Base Analysis.

SOCIOECONOMIC ANALYSIS

- From 2010-2018, the population in Berlin increased by 7% to 10,747. From 2018-2023 the population is expected to decline by about 3% to 10,396.
- By age cohort, Berlin has proportionally fewer people under the age of 19, more aged 25-29, and more aged 85 and older. The median age of Berlin residents is 44.1 (compared to 48.1 in the county and 38.3 in the nation).
- Median household income in Berlin is lower than any other comparison geography studied, at approximately $40,500. This is $4,000 lower than the county, $31,000 lower than the state, and $18,000 lower than the nation. Eighteen percent of Berlin residents make less than $15,000 per year.
- Fourteen percent of Berlin's residents have higher than a bachelor's degree, compared to 19% in the county and 37% state-wide. Ten percent of residents have no diploma in the city compared to 9% in the county and only 5% in the state.
- Unemployment is low in Berlin (at 3.2%) but higher than the county (2.2%) and state (2.9%), and lower than the nation (4.8%).
- Consumer characteristics reflect a population is generally older in age that values community ties, rural activities, and avoiding debt.
- Overall, 1,465 people commute in to Berlin for work, and 2,268 people commute from Berlin to their place of work. About 1,300 both live and work in Berlin.

INDUSTRY ANALYSIS

- By Gross Regional Product (GRP) Berlin's leading industries are Government (24% of GRP); Health Care and Social Assistance (18%); and Utilities (8%).
- Only 49% of Berlin residents are in the workforce (this is compared to 57% in the county and 68% in the state).
- From 2008-2018, Berlin saw a 9% decrease in the number of jobs. From 2018-2028, job numbers are projected to increase by 3% (about 90 jobs). Average earnings are roughly $13,000 less in the county and city versus the state.

CITY OF BERLIN

- Unsurprisingly, Government, as it includes jobs at both the state and federal prison, is the leading industry sector in Berlin, followed by Health Care and Social Assistance, Retail Trade, and Manufacturing.
- Over half (56%) of Berlin's top industries are expected to decline by 2028.
- About 7% of all jobs in Berlin belong to people that are self-employed. Self-employed jobs are expected to increase by 4% by 2028.
- Registered nurses are the most common occupation in Berlin (130 jobs) followed by personal care aides (86 jobs) and office clerks (85 jobs). Over half of the top 10 occupations (six of 10) are expected to decline by 2028.

INTRODUCTION

The purpose of the Economic Base Analysis is to provide a statistical foundation for economic strategies. This report includes socioeconomic information including population, age distribution, educational attainment, median household income, commuting patterns, and unemployment levels. In addition, the industry section of the report identifies and compares average annual earnings by industry sector, employment by sector, historic and projected growth of industry sectors, concentration of each sector relative to the nation, and more. This comparison of data within specific geographic locations, in concert with other aspects of the project (interviews, community meetings, input from City staff), will help form our recommendations and craft the Economic Development and Marketing Strategy.

Figure 1

STUDY REGIONS

We compare one geographic location to another to assess the economic health, potential opportunities, and potential challenges that the city may face. For this analysis we are comparing the City of Berlin with Coos County and the State of New Hampshire. This comparison of geographic locations can also help support or challenge economic perceptions held in the city.

DATA SOURCES

Much of the data in this report was acquired from Esri Business Analyst Online (Esri) and Economic Modeling Specialists International (Emsi). Esri uses the 2000 and 2010 Census as its base data. It uses proprietary statistical models and data from the US Census Bureau, the US Postal Service, and other sources to project current statistics and future trends. Esri data are often used for economic development, marketing, site selection, and strategic decision making. For more information, visit **www.esri.com**.

Emsi uses data compiled from several sources, including the US Census Bureau and US Departments of Health and Labor. Using specialized proprietary processes and models, it provides estimates on current statistics and predicts future trends. Visit **www.economicmodeling.com** for additional information. The data used are from Emsi's Complete Employment data set, which includes both jobs covered and uncovered by unemployment insurance. In other words, it includes both traditional employment and non-traditional employment such as the self-employed. As traditional jobs have been replaced or augmented by freelance work, consulting, and self-employment, these non-covered jobs have become much more important to the economy, and Emsi provides researchers with a way to track the trends over time.

Other data sources include the American Community Survey for demographic and socioeconomic data; for a full list of data sources see Attachment A: Data Sources.

SOCIOECONOMIC ANALYSIS

Understanding the socioeconomic conditions of Berlin and the surrounding region create a baseline of information to understand community economic health and growth. With this data we can ascertain how the population has and will change and what that means for workforce availability, a stable population to support existing and future businesses, available jobs comparted to educational requirements, and other factors that describe the characteristics of the community.

POPULATION

The City of Berlin saw a 7% increase in population from 2010-2018, increasing by about 700 people. However, the population in both the city and the county are expected to decline by 2023, by approximately 3% in each location. The state is expected to see a 2.5% increase during the same time period.

Table 1

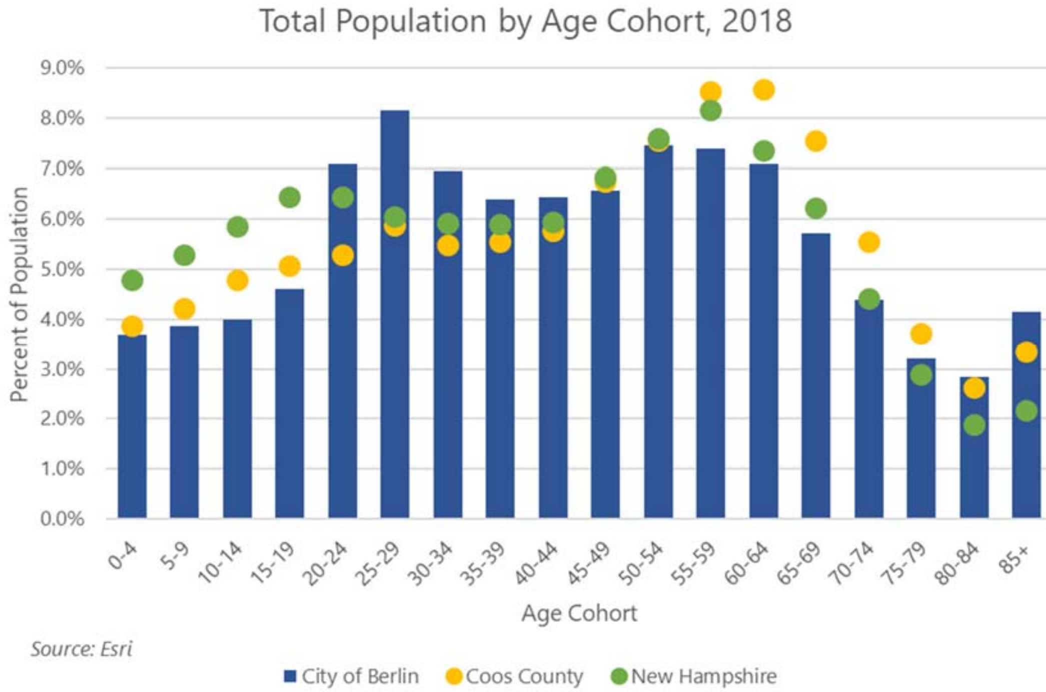
Comparison of Population Change, 2010-2023					
	2010 Total Population	2018 Total Population	2023 Total Population	% Change 2010-2018	% Change 2018-2023
City of Berlin	10,051	10,747	10,396	6.9%	(3.3%)
Coos County	33,055	33,151	32,038	0.3%	(3.4%)
New Hampshire	1,316,470	1,374,067	1,408,984	4.4%	2.5%

Source: Esri

Figure 2 outlines total population by age cohort comparing the City of Berlin to Coos County and New Hampshire. Proportionally, the city has a higher number of those aged 25-29 compared to the county and state – over 2%. This is most likely due to the two prisons (one state and one federal) within city limits. Additionally, Berlin has a lower proportion of those younger than 19. A lower number of school-aged children aligns with the recent elementary school closure. Berlin also has a higher proportion of those ages 85 and over comparatively.

CITY OF BERLIN

Figure 2



Source: Esri

As of 2018, the City of Berlin had a median age of 44.1, making it younger than Coos County but older than the state and nation.

Table 2

Median Age, 2018			
City of Berlin	Coos County	New Hampshire	USA
44.1	48.1	42.9	38.3

Source: Esri

HOUSEHOLDS & INCOME

When comparing the number and change in households from 2010-2018 and 2018-2023, the City of Berlin mirrors Coos County with a decreasing number of households in both timeframes (although Berlin's loss of households is slightly higher). The state however, shows an increasing number of households – 4.6% from 2010 to 2018 and 2.7% from 2018-2023.

Table 3

Comparison of Household Change, 2010-2023					
Site	2010 Total Households	2018 Total Households	2023 Total Households	% Change 2010-2018	% Change 2018-2023
City of Berlin	4,178	4,031	3,876	(3.5%)	(3.8%)
Coos County	14,171	13,828	13,366	(2.4%)	(3.3%)
New Hampshire	518,973	542,892	557,683	4.6%	2.7%

Source: Esri

CITY OF BERLIN

Median household income in Berlin runs lower than the other comparison geographies (Table 4). In 2018, the City of Berlin's median household income was $4,000 lower than the county, $31,000 lower than the state, and $18,000 lower than the nation. Projected to 2023 the household income will increase the most in Berlin (26%, to $51,000) but will still lag behind the other comparison geographies.

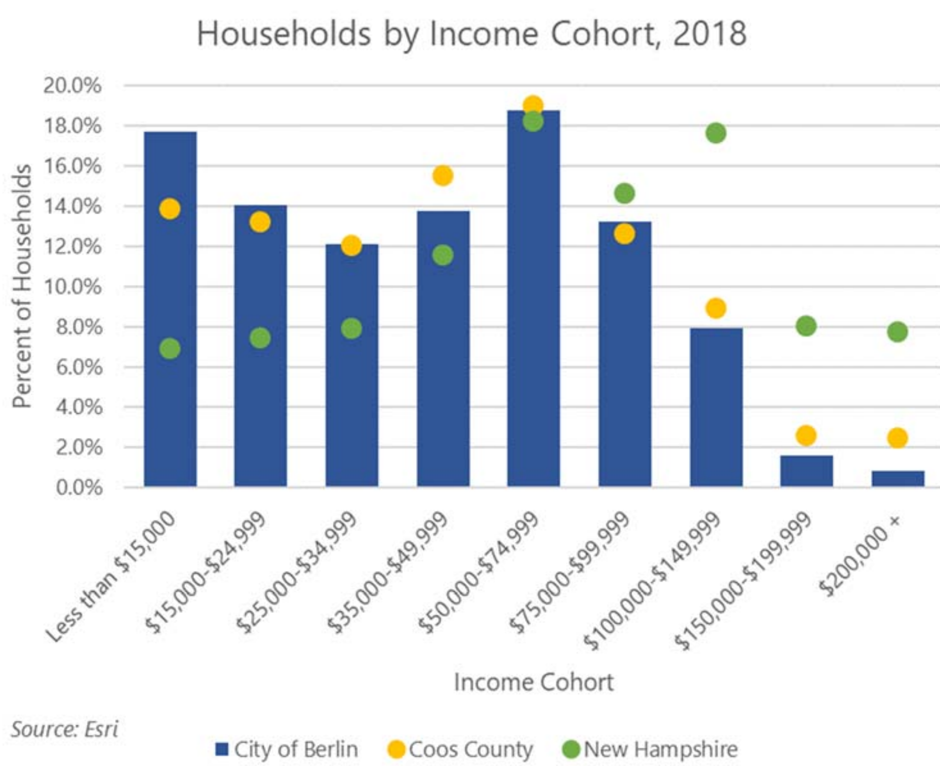
Table 4

Median Household Income, 2018-2023				
Site	2018	2023	Change 2018-2023	% Change 2018-2023
City of Berlin	$ 40,535	$ 50,867	$ 10,332	25.5%
Coos County	$ 44,504	$ 53,807	$ 9,303	20.9%
New Hampshire	$ 71,195	$ 78,931	$ 7,736	10.9%
USA	$ 58,100	$ 65,727	$ 7,627	13.1%

Source: Esri

When examining households by income cohort, we see similar trends for both the city and the county. However, Berlin's proportion of those making less than $15,000 per year is higher (18% versus 14%), and those making over $150,000 per year is lower (2% versus 5%) than in the county.

Figure 3

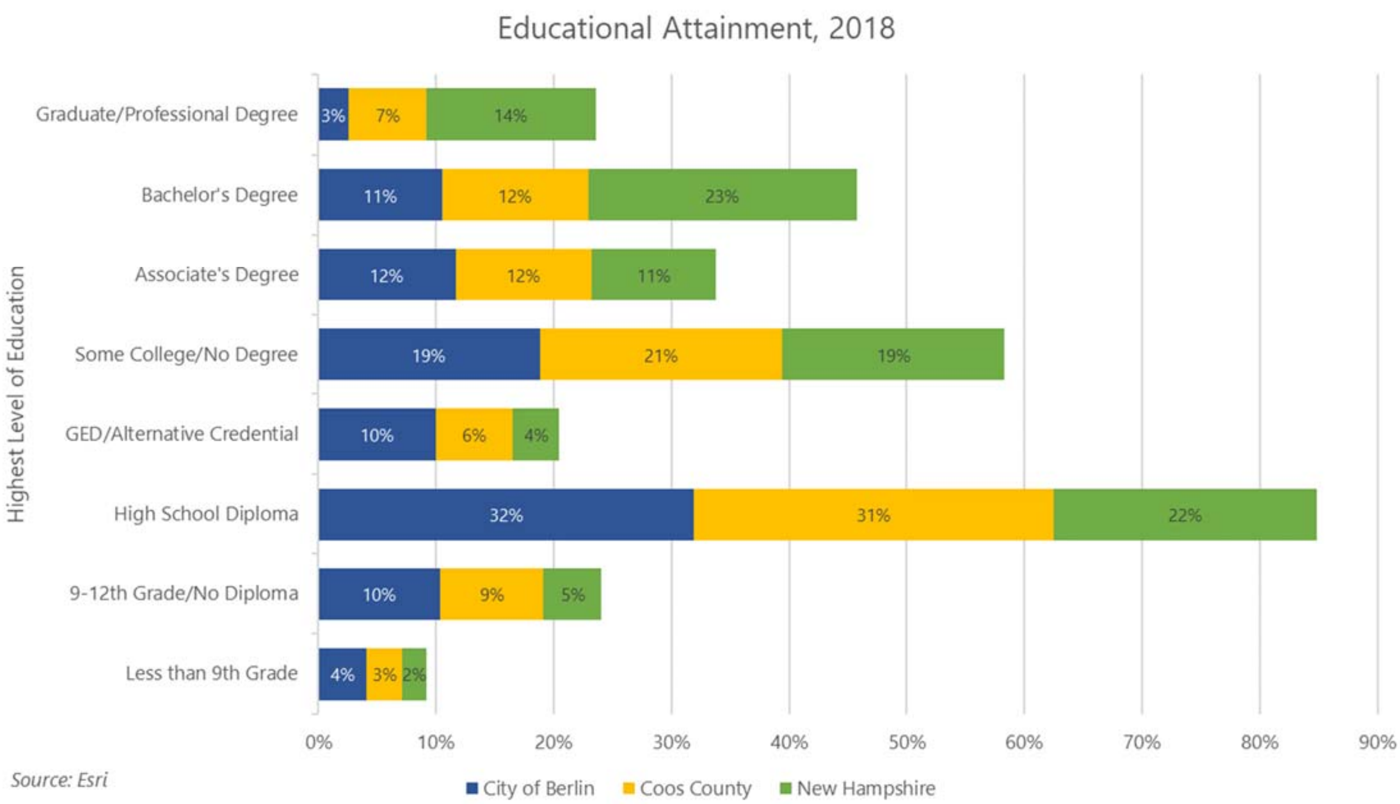


Source: Esri

EDUCATIONAL ATTAINMENT

Berlin and Coos County show similar characteristics in educational attainment (for those over age 25) when comparted to the state. Only fourteen percent of Berlin's residents have higher than a bachelor's degree, compared to 19% in the county and 37% state-wide. Ten percent of residents have no diploma in the city compared to 9% in the county and only 5% in the state. An overall lower educational attainment has workforce implications; skill development needs to be supplemented to align with regional industry needs, which will be examined later in this report.

Figure 4



Source: Esri

UNEMPLOYMENT RATES

The 2018 unemployment rate was lower in Berlin than the nation (3.2% compared to 4.8%) but higher than the county and state (2.2% and 2.9% respectively). This lower rate reflects a tight labor market. This was echoed by interviewees who indicated it is increasingly difficult to attract and retain workers.

Table 5

2018 Unemployment Rates			
City of Berlin	Coos County	New Hampshire	USA
3.2%	2.2%	2.9%	4.8%

Source: Esri

CONSUMER CHARACTERISTICS

As the City of Berlin looks to bring additional businesses to downtown, understanding the characteristics of its consumers is vital to success. A market segmentation analysis provides insight into the likely preferences and behaviors of a community's residents, based on their demographic and economic characteristics. For Berlin, this analysis is used to understand what types of activities, shopping, dining, and experiences its residents are likely to enjoy. Market segmentation is based on the concept that people with similar demographic characteristics, purchasing habits, and media preferences naturally gravitate into the same neighborhoods. Businesses utilize market segmentation to understand their customers' lifestyle choices, purchasing preferences, and how they spend their free time.

Esri's Tapestry Segmentation System classifies US neighborhoods based on socioeconomic and demographic composition. Descriptions of all tapestry segments listed below, Table 6, shows the breakdown of the tapestry segments that make up the City of Berlin. Note that these Tapestry segments are generic and not meant to exactly typify Berlin residents; the same segments are used nationwide so every element of a Tapestry description may not precisely align.

Table 6

City of Berlin Tapestry Segments					
Tapestry Segment	Number of Households	Percent	Median Age	Median Household Income	Median Net Worth
Small Town Simplicity	1,853	46.0%	40.8	$ 31,500	$ 15,300
Heartland Communities	1,258	31.2%	42.3	$ 42,400	$ 70,900
Retirement Communities	361	9.0%	53.9	$ 40,800	$ 53,300
Traditional Living	324	8.0%	35.5	$ 39,300	$ 33,900
Comfortable Empty Nesters	235	5.8%	48	$ 75,000	$ 293,000

Source: Esri

The five largest Tapestry segments in the City of Berlin are described below:

- ***Small Town Simplicity*** includes young families and senior householders that are bound by community ties. The lifestyle is down-to-earth and semirural, with television for entertainment and news, and emphasis on convenience for both young parents and senior citizens. Residents embark on pursuits including online computer games, renting movies, indoor gardening, and rural activities like hunting and fishing. Since 1 in 4 households is below the poverty level, residents also keep their finances simple—paying bills in person and avoiding debt.
- Well settled and close-knit, ***Heartland Communities*** are semirural and semiretired. These older householders are primarily homeowners, and many have paid off their mortgages. Their children have moved away, but they have no plans to leave their homes. Their hearts are with the country; they embrace the slower pace of life here but actively participate in outdoor activities and community events. Traditional and patriotic, these residents support their local businesses, always buy American, and favor domestic driving vacations over foreign plane trips.
- ***Retirement Communities*** combine single-family homes and independent living with apartments, assisted living, and continuous care nursing facilities. Over half of the housing units are in multiunit structures, and the majority of residents have a lease. This group enjoys watching cable TV and stays up-to-date with newspapers and magazines. Residents take pride in fiscal responsibility and keep a close eye on their

finances. Although income and net worth are well below national averages, residents enjoy going to the movies, fishing, and taking vacations. While some residents enjoy cooking, many have paid their dues in the kitchen and would rather dine out.

- ***Traditional Living*** residents live primarily in low-density, settled neighborhoods. The households are a mix of married-couple families and singles. Many families encompass two generations who have lived and worked in the community; their children are likely to follow suit. The manufacturing, retail trade, and health care sectors are the primary sources of employment for these residents. This is a younger market—beginning householders who are juggling the responsibilities of living on their own or a new marriage, while retaining their youthful interests in style and fun.
- ***Comfortable Empty Nesters*** in this large, growing segment are older, with nearly half of all householders aged 55 or older; many still live in the suburbs where they grew up. Most are professionals working in government, health care, or manufacturing. These Baby Boomers are earning a comfortable living and benefitting from years of prudent investing and saving. Their net worth is well above average. Many are enjoying the transition from child rearing to retirement. They value their health and financial well-being.

TOURISM & RECREATION

As tourism is New Hampshire's second largest industry (if combining smart manufacturing and high technology sectors) and Berlin has a growing recreation sector, we have outlined national trends in the tourism and recreation industries.

National Trends

Nationally, the tourism industry currently produces upward of $932.6 billion in revenue and supports over $188.0 billion in wages annually. Furthermore, tourism in the United States is anticipated to grow at an annualized rate of 1.8% from 2017 to 2022.[1] Travelers are embracing experiences engrossed in local features and culture, and the tourism market is evolving to incorporate experiences into aspects of traditional traveling. Some of this change is accredited to the coming of age of millennials who travel more and are more passionate about travel in comparison to previous generations, such as Baby Boomers or Gen X. Destinations and businesses that can promise travelers quality experiences will prosper in this new age of tourism.

The hotel industry has responded to the demand for experiences by expanding from traditional hotels that serve as a place to rest your head at night to establishments that aid travelers in developing experiences. Hotels are adapting communal spaces, and local design touches in addition to providing digital connectivity throughout. Hotel businesses are shifting towards smaller buildings in more hospitable locations that prioritize convenience to events and attractions. Additionally, the industry is being affected by the sharing economy through house sharing companies such as AirBnB.

Growing in popularity are nontraditional entertainment options including high-adrenaline options like indoor trampoline parks, indoor rock climbing, and axe throwing, as well as less physically demanding options like paint-and-sip studios. Individually, these industries are smaller and less encompassing, however, consumers are taking interest in availability of new and unique options. Since consumers have less time to spend on leisure activities, they are looking for new and worthwhile experiences. However, these experiences must be convenient for the consumer, both in location and price. Additionally, consumers demand experiences that are tailored to them, providing them with high-quality customer service and supportive amenities.

[1] IBIS, Tourism in the US.

Regional Characteristics

Table 7 and Table 8 below analyze the demand for outdoor activities and leisure products and services in Coos County. Table 7 and 8 pull from the same data source; in Table 8 we pulled out the outdoor-oriented activities the survey tracks to provide a sense of the potential of those activities. In addition, we analyzed restaurant potential (Table 9). This information helps show what types of entertainment, recreation, and leisure businesses are likely to be the most successful in Berlin based on regional consumer demand. Market potential is measured by the Market Potential Index (MPI), which is an indication of the probability of residents to engage in certain activities as compared to the U.S. overall. A MPI of 100 means that residents of the region have the same participation rate for that activity as the rest of the U.S. while a MPI greater than 100 means that residents have a greater participation rate in that activity. Note that just because a higher number of people completing an activity, doesn't mean the MPI will be equally high, because it's looking at other factors (like age, income, etc.).

This information comes from Esri, a supplier of geographic information system software and geodatabase management applications which Camoin 310 subscribes to. From Esri's website:

> *These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by GfK MRI in a nationally representative survey of U.S. households. Esri forecasts for 2018 and 2023.*

The company that completes this survey, Gfk MRI, talks to 25,000 people annually around the US about various things, including leisure activities.[2]

Table 7 shows the recreation and leisure activities with the greatest MPI in the region. Households that own an ATV is the top ranked activity, followed by hunting with a rifle, fishing, watching rodeo and bull riding on TV, and being a member of a Veteran's club. The analysis indicates a propensity of regional residents to engage in both indoor activities (watching TV), purchasing activities (goods for children, books), and outdoor activities (boating, fishing, hunting). Other activities such as, birdwatching, woodworking, and indoor gardening also ranked among the highest leisure activities.

[2] For more, you can go here: **https://mri.gfk.com/solutions/the-survey-of-the-american-consumerr/the-survey-of-the-american-consumerr/**.

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Table 7

Leisure and Sports Market Potential, Top 25, Coos County			
Product/Consumer Behavior	Expected Number of Adults	Percent	MPI
HH owns ATV/UTV	1,431	10.3%	178
Participated in hunting with rifle in last 12 months	1,980	7.1%	168
Participated in fishing (fresh water) in last 12 months	4,577	16.5%	143
Watch on TV: rodeo	1,224	4.4%	142
Watch on TV: bull riding (pro)	1,156	4.2%	141
Member of veterans club	979	3.5%	141
Participated in hunting with shotgun in last 12 months	1,305	4.7%	139
Watch on TV: auto racing (NASCAR)	4,023	14.5%	138
Did woodworking in last 12 months	1,729	6.2%	137
Bought for child last 12 months: word game	896	3.2%	128
Participated in horseback riding in last 12 months	794	2.9%	126
Did birdwatching in last 12 months	1,537	5.5%	124
Watch on TV: wrestling (WWE)	1,736	6.2%	123
Watch on TV: auto racing (not NASCAR)	1,443	5.2%	122
Bought for child last 12 months: fashion doll	1,454	5.2%	121
Rented movie/oth video/30 days: western	914	3.3%	121
Participated in boating (power) in last 12 months	1,703	6.1%	120
Watch on TV: fishing	1,556	5.6%	120
Member of AARP	3,944	14.2%	119
Participate in indoor gardening/plant care	2,987	10.7%	117
Bought book last 12 months: mail order	638	2.3%	117
Watch on TV: motorcycle racing	951	3.4%	116
Bought romance book in last 12 months	1,890	6.8%	115
Participated in archery in last 12 months	851	3.1%	114
Bought for child last 12 months: action game	803	2.9%	114

Source: Esri

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As previously discussed, outdoor activities are a strong market, and while most of these activities are not provided by the private market, outdoor recreation participants are the target market for certain types of retailers such as clothing and equipment providers. Table 8 shows the outdoor activity by MPI within the county. Note that those activities with a lower MPI may not be an activity that occurs by members of the county, but may be a draw for those that live outside the county.

Table 8

Outdoor Activity Market Potential, Coos County	
Activity	MPI
Hunting with rifle	168
Fishing (fresh water)	143
Hunting with shotgun	139
Horseback riding	126
Boating (power)	120
Archery	114
Target shooting	104
Walking for exercise	93
Swimming	90
Backpacking	83
Bicycling (mountain)	81
Golf	79
Hiking	77
Bicycling (road)	74
Ice skating	69
Jogging/running	69
Skiing (downhill)	62
Rock climbing	48

Source: Esri

Berlin and the surrounding area have immense outdoor recreation offerings, both motorized and non-motorized. A closer look at the Arts, Entertainment, and Recreation industry and the Accommodation and Food Services industry is included in the industry analysis section.

COMMUTE PATTERNS

How residents move around a region is important when analyzing workforce characteristics, employment locations, shopping for daily necessities, and leisure and entertainment. It can also be an important component of regional culture, covering how residents move around, how far they need to travel to find work suitable for their skills, and how far they are willing to travel for entertainment.

Overall, 1,465 people commute in to Berlin for work, and 2,268 people commute from Berlin to their place of work. About 1,300 both live and work in Berlin. See the figure below.

Figure 5

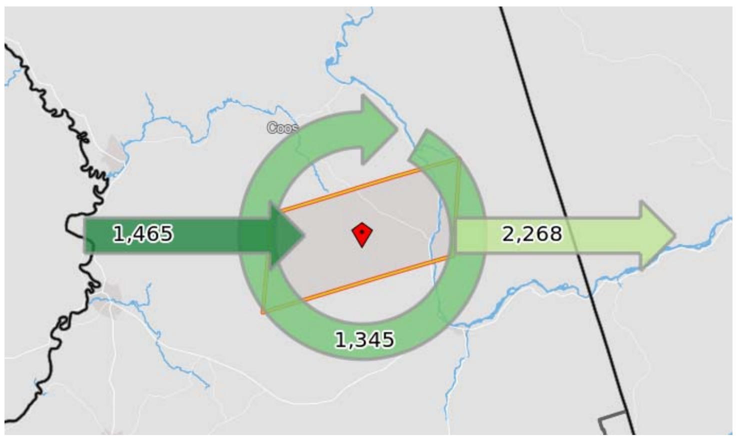


Table 9 shows the top 10 places of work for Berlin residents, and the top 10 places of residence for Berlin workers. The highest number of people both work and live in Berlin (1,345, or 37% of all workers and 48% of all residents). This high number of people both living and working in Berlin speaks to its comparative geographic isolation, but also gives rise to a more dominant "sense of place" as Berlin is the largest city in the area.

Table 9

Places of Work for Berlin Residents		
Place of Work	Number of Workers	Percent of Workers
Berlin	1,345	37.2%
Gorham	410	11.3%
Concord	243	6.7%
Conway	128	3.5%
Bartlett	70	1.9%
Lancaster	59	1.6%
Manchester	59	1.6%
Littleton	54	1.5%
Milan	52	1.4%
Whitefield	41	1.1%
All Other Locations	1,152	31.9%
All County Subdivisions	3,613	100.0%

Source: US Census OnTheMap 2015

Places of Residence for Berlin Workers		
Place of Residence	Number of Residents	Percent of Residents
Berlin	1,345	47.9%
Gorham	317	11.3%
Milan	203	7.2%
Northumberland	59	2.1%
Shelburne	39	1.4%
Errol	38	1.4%
Lancaster	35	1.2%
Dummer	31	1.1%
Jefferson	25	0.9%
Colebrook	24	0.9%
All Other Locations	694	24.7%
All County Subdivisions	2,810	100.0%

Source: US Census OnTheMap 2015

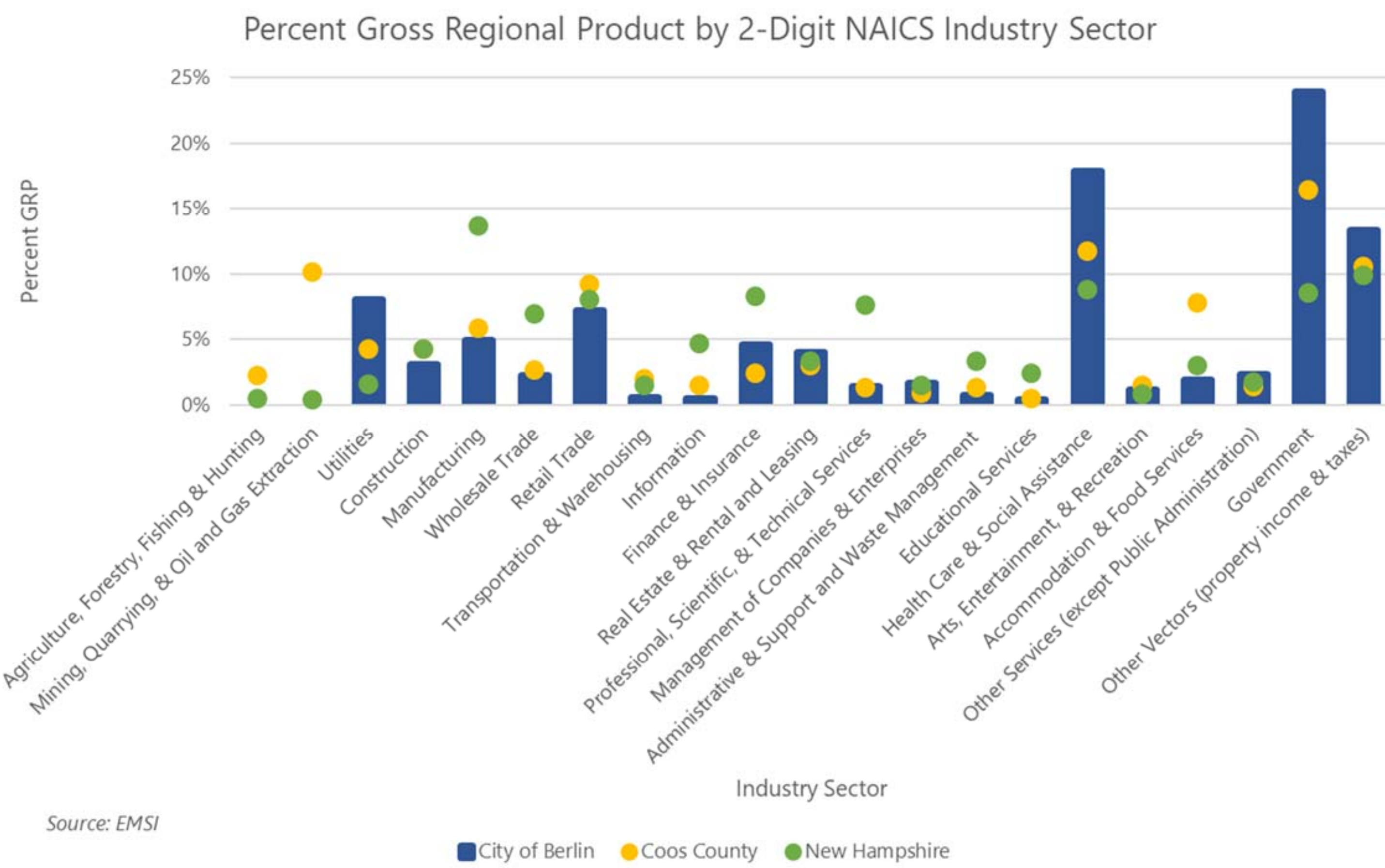
INDUSTRY ANALYSIS

This section provides an analysis of economic trends and industry performance for the three comparison geographies: City of Berlin, Coos County, and the State of New Hampshire. The sociodemographic data, combined with this industry data, will provide a more complete picture of Berlin's economic outlook in the context of the larger region.

GROSS REGIONAL PRODUCT

Gross Regional Product (GRP), like national Gross Domestic Product (GDP), provides a snapshot of the size of a regional economy, as measured by the value of goods and services produced in that region. Figure 6 below compares the City of Berlin against Coos County and the State of New Hampshire. The City of Berlin's top five industries by GRP include Government (24%); Health Care and Social Assistance (18%); Utilities (8%); Retail Trade (7%); and Finance and Insurance (5%). Government is the largest contributor to Berlin's GRP because of the state and federal prisons within the city.

Figure 6



Source: EMSI

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LABOR FORCE PARTICIPATION

For this analysis, labor force participation is defined as all residents aged 16 years old and over who are either employed or are seeking employment. Of all the comparison geographies, the City of Berlin has the lowest labor force participation rate at 49%. This means the available labor pool is much smaller proportionally.

Table 10

Labor Force Participation Rates	
Region	Rate
City of Berlin	49.0%
Coos County	57.1%
New Hampshire	67.9%
United States	63.4%

2013-2017 American Community Survey 5-Year Estimates
Only includes those 16 years of age and older.

INDUSTRY TRENDS

HISTORIC INDUSTRY OVERVIEW

When examining all jobs in the City of Berlin and other geographies from 2008-2028 (Table 11) we see a drop in jobs from 2008-2018 in both the city (9%) and the county (12%), but a 3% increase in jobs at the state level. Projected jobs numbers see jobs increase in the city by 3%, stay flat in the county, and increase by 6% state-wide. Average earnings are roughly $13,000 less in the county and city versus the state.

Table 11

Industry Overview by Region, 2008-2028								
Region	2008 Jobs	2018 Jobs	2028 Jobs	2008 - 2018 Change	2008 - 2018 % Change	2018 - 2028 Change	2018 - 2028 % Change	Avg. Earnings Per Job
City of Berlin	3,680	3,347	3,438	(333)	(9%)	91	3%	$ 50,718
Coos County	15,543	13,646	13,705	(1,897)	(12%)	59	0%	$ 50,990
New Hampshire	716,193	734,222	774,903	18,029	3%	40,681	6%	$ 64,345

Source: EMSI

INDUSTRY OVERVIEW (2-DIGIT NAICS[3])

The following tables show a summary of all jobs in the City of Berlin (Table 12), Coos County (Table 13), and the State of New Hampshire (Table 14). They are categorized by 2-digit NAICS code; number of jobs in 2008, 2018, and 2028; the average yearly earnings of each category; and the industry's Location Quotient. The Location Quotient measures an industry's relative concentration in a given area compared to the rest of the United States. A Location Quotient above 1 denotes a higher concentration of an industry in a given geographic area compared to the rest of the United States, while a Location Quotient below 1 denotes a lower relative density. This figure is used to show industry clustering, and identify industries that may be particularly prominent in the area in question.

[3] Industries are classified by the North American Industrial Classification System (NAICS). The U.S. Census Bureau maintains NAICS codes, which are the standard used by Federal statistical agencies in classifying business establishments. 2-digit codes are the most basic aggregate NAICS code level and represent broad categories such as "retail," whereas 4-digit industry codes present a finer level of detail such as "grocery stores." For those interested in understanding the composition of the NAICS and more detail about what is included in each industry, visit: **http://www.census.gov/eos/www/naics/**.

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NAICS 90, Government, represents the greatest number of jobs in Berlin, 1,114.[4] Note that the Government industry includes local and state government jobs in Berlin, but also spans positions at local, state and federally owned educational and health care institutions, as well as military jobs. Following Government, the industries with the greatest number of jobs are Health Care and Social Assistance (NAICS 62), Retail Trade (NAICS 44), and Manufacturing (NAICS 31). Industries with the top Location Quotients include Utilities (3.58), Government (2.21), Health Care and Social Assistance (1.81), and Arts, Entertainment, and Recreation (1.59). As these in Industries have a higher relative concentration than the nation it indicates Berlin may have a relative specialization. Management of Companies and Enterprises (NAICS 55) increased dramatically from 10 to 61 jobs from 2008-2018. This growth can be attributed to the 6-digit NAICS code Corporate, Subsidiary, and Regional Managing Offices (NAICS 551114).

[4] Employment figures in the following tables represent jobs, not workers, since 1 individual may hold multiple jobs. Additionally, employment figures include both full and part-time jobs, meaning job counts are not adjusted to FTE.

Table 12

Employment by Sector, 2-Digit NAICS - City of Berlin											
NAICS	Description	2008 Jobs	2018 Jobs	2028 Jobs	2008 - 2018 Change	2008 - 2018 % Change	2018 - 2028 Change	2018 - 2028 % Change	Avg. Earnings Per Job	2018 Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	-	-	-	0	0%	0	0%	$ -	-
21	Mining, Quarrying, and Oil and Gas Extraction	-	-	-	0	0%	0	0%	$ -	-
22	Utilities	39	41	38	2	5%	(3)	(7%)	$ 134,155	3.58
23	Construction	170	120	110	(50)	(29%)	(10)	(8%)	$ 42,365	0.65
31	Manufacturing	228	212	335	(16)	(7%)	123	58%	$ 50,012	0.81
42	Wholesale Trade	68	36	19	(32)	(47%)	(17)	(47%)	$ 78,580	0.29
44	Retail Trade	394	315	300	(79)	(20%)	(15)	(5%)	$ 33,401	0.93
48	Transportation and Warehousing	56	26	21	(30)	(54%)	(5)	(19%)	$ 39,530	0.21
51	Information	<10	<10	<10	Insf. Data	Insf. Data	Insf. Data	Insf. Data	Insf. Data	0.10
52	Finance and Insurance	159	94	71	(65)	(41%)	(23)	(24%)	$ 63,915	0.69
53	Real Estate and Rental and Leasing	94	32	33	(62)	(66%)	1	3%	$ 90,044	0.57
54	Professional, Scientific, and Technical Services	49	28	24	(21)	(43%)	(4)	(14%)	$ 42,258	0.13
55	Management of Companies and Enterprises	10	61	73	51	510%	12	20%	$ 72,794	1.28
56	Administrative and Support and Waste Management and Remediation Services	38	48	49	10	26%	1	2%	$ 37,759	0.23
61	Educational Services	11	38	49	27	245%	11	29%	$ 32,614	0.44
62	Health Care and Social Assistance	921	767	727	(154)	(17%)	(40)	(5%)	$ 58,570	1.81
71	Arts, Entertainment, and Recreation	48	92	149	44	92%	57	62%	$ 25,783	1.59
72	Accommodation and Food Services	129	157	163	28	22%	6	4%	$ 23,649	0.55
81	Other Services (except Public Administration)	170	160	162	(10)	(6%)	2	1%	$ 26,639	1.00
90	Government	1,085	1,114	1,111	29	3%	(3)	(0%)	$ 54,654	2.21
99	Unclassified Industry	-	-	-	0	0%	0	0%	$ -	-
Total		3,680	3,347	3,438	(333)	(9%)	91	3%	$ 50,718	

Source: EMSI

Table 13

Employment by Sector, 2-Digit NAICS - Coos County										
NAICS	Description	2008 Jobs	2018 Jobs	2028 Jobs	2008 - 2018 Change	2008 - 2018 % Change	2018 - 2028 Change	2018 - 2028 % Change	Avg. Earnings Per Job	2018 Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	346	266	201	(80)	(23%)	(65)	(24%)	$ 42,477	1.65
21	Mining, Quarrying, and Oil and Gas Extraction	22	33	38	11	50%	5	15%	$1,980,287	0.59
22	Utilities	100	105	132	5	5%	27	26%	$ 123,291	2.23
23	Construction	920	673	620	(247)	(27%)	(53)	(8%)	$ 45,198	0.89
31	Manufacturing	1,359	730	739	(629)	(46%)	9	1%	$ 54,001	0.68
42	Wholesale Trade	227	190	193	(37)	(16%)	3	2%	$ 67,351	0.38
44	Retail Trade	2,199	1,861	1,778	(338)	(15%)	(83)	(4%)	$ 33,589	1.34
48	Transportation and Warehousing	478	330	281	(148)	(31%)	(49)	(15%)	$ 47,155	0.67
51	Information	96	75	74	(21)	(22%)	(1)	(1%)	$ 67,279	0.30
52	Finance and Insurance	319	205	168	(114)	(36%)	(37)	(18%)	$ 60,857	0.37
53	Real Estate and Rental and Leasing	216	126	140	(90)	(42%)	14	11%	$ 84,081	0.55
54	Professional, Scientific, and Technical Services	236	166	163	(70)	(30%)	(3)	(2%)	$ 46,242	0.19
55	Management of Companies and Enterprises	23	132	158	109	474%	26	20%	$ 72,795	0.68
56	Administrative and Support and Waste Management and Remediation Services	278	323	380	45	16%	57	18%	$ 32,206	0.38
61	Educational Services	85	122	144	37	44%	22	18%	$ 40,814	0.35
62	Health Care and Social Assistance	2,567	2,229	2,254	(338)	(13%)	25	1%	$ 56,531	1.29
71	Arts, Entertainment, and Recreation	367	474	528	107	29%	54	11%	$ 23,148	2.00
72	Accommodation and Food Services	2,172	2,013	2,053	(159)	(7%)	40	2%	$ 26,918	1.72
81	Other Services (except Public Administration)	523	481	475	(42)	(8%)	(6)	(1%)	$ 23,823	0.74
90	Government	3,012	3,111	3,186	99	3%	75	2%	$ 58,448	1.51
99	Unclassified Industry	-	-	-	0	0%	0	0%	$ -	-
Total		15,543	13,646	13,705	(1,897)	(12%)	59	0%	$ 50,990	

Source: EMSI

Table 14

Employment by Sector, 2-Digit NAICS - State of New Hampshire										
NAICS	Description	2008 Jobs	2018 Jobs	2028 Jobs	2008 - 2018 Change	2008 - 2018 % Change	2018 - 2028 Change	2018 - 2028 % Change	Avg. Earnings Per Job	2018 Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	3,946	4,062	4,246	116	3%	184	5%	$ 35,068	0.47
21	Mining, Quarrying, and Oil and Gas Extraction	622	584	589	(38)	(6%)	5	1%	$ 188,329	0.19
22	Utilities	2,455	2,037	1,715	(418)	(17%)	(322)	(16%)	$ 154,752	0.80
23	Construction	43,833	39,055	39,443	(4,778)	(11%)	388	1%	$ 60,283	0.96
31	Manufacturing	77,839	71,222	69,898	(6,617)	(9%)	(1,324)	(2%)	$ 86,529	1.23
42	Wholesale Trade	29,404	28,548	32,249	(856)	(3%)	3,701	13%	$ 105,762	1.05
44	Retail Trade	100,734	98,836	98,275	(1,898)	(2%)	(561)	(1%)	$ 37,598	1.33
48	Transportation and Warehousing	14,817	16,267	17,177	1,450	10%	910	6%	$ 53,641	0.62
51	Information	13,297	13,060	13,688	(237)	(2%)	628	5%	$ 103,988	0.97
52	Finance and Insurance	30,775	29,161	28,168	(1,614)	(5%)	(993)	(3%)	$ 126,586	0.98
53	Real Estate and Rental and Leasing	10,736	9,908	10,289	(828)	(8%)	381	4%	$ 56,144	0.80
54	Professional, Scientific, and Technical Services	37,360	44,203	52,300	6,843	18%	8,097	18%	$ 101,161	0.93
55	Management of Companies and Enterprises	8,112	9,077	9,607	965	12%	530	6%	$ 121,746	0.87
56	Administrative and Support and Waste Management and Remediation Services	32,636	40,718	46,044	8,082	25%	5,326	13%	$ 52,132	0.89
61	Educational Services	29,596	29,513	32,267	(83)	(0%)	2,754	9%	$ 53,595	1.57
62	Health Care and Social Assistance	86,856	96,175	108,429	9,319	11%	12,254	13%	$ 65,671	1.04
71	Arts, Entertainment, and Recreation	12,698	14,053	15,195	1,355	11%	1,142	8%	$ 24,832	1.10
72	Accommodation and Food Services	53,467	61,028	64,851	7,561	14%	3,823	6%	$ 24,595	0.97
81	Other Services (except Public Administration)	31,882	32,908	34,917	1,026	3%	2,009	6%	$ 33,742	0.94
90	Government	94,852	93,215	94,641	(1,637)	(2%)	1,426	2%	$ 67,858	0.84
99	Unclassified Industry	276	592	916	316	114%	324	55%	$ 105,618	0.59
Total		716,193	734,222	774,903	18,029	3%	40,681	6%	$ 64,345	

Source: EMSI

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A CLOSER LOOK: TOP 4-DIGIT BERLIN INDUSTRIES

Table 15 below outlines the top industries by 2018 jobs by 4-digit NAICS codes (which are more refined industry sectors than 2-digit codes). This is a snapshot of what is happening now with Berlin's largest industry sectors and how these sectors are anticipated to grow or decline into the future.

While jobs classified under government and health care dominate the city's employment, machine shops, recreation, and management show potential for growth in the Berlin economy. However, many of Berlin's top industries are expected to decline by 2028; of the 27 sectors listed below, 15 (or 56%) of all top industries are expected to decline. Health care industries in particular (hospitals, outpatient care centers, child day-care centers, nursing care, etc.) are expected to decline.

Table 15

Top 4-Digit NAICS Industries by Number of 2018 Jobs - City of Berlin

NAICS	Description	2008 Jobs	2018 Jobs	2028 Jobs	2008 - 2018 Change	2008 - 2018 % Change	2018 - 2028 Change	2018 - 2028 % Change	Avg. Earnings Per Job	2018 Location Quotient
6221	General Medical and Surgical Hospitals	392	327	307	(65)	(17%)	(20)	(6%)	$ 82,871	3.38
9036	Education and Hospitals (Local Government)	323	304	292	(19)	(6%)	(12)	(4%)	$ 55,470	1.72
9039	Local Government, Excluding Education and Hospitals	255	247	261	(8)	(3%)	14	6%	$ 47,410	2.11
9026	Education and Hospitals (State Government)	222	204	167	(18)	(8%)	(37)	(18%)	$ 41,584	3.18
7225	Restaurants and Other Eating Places	125	154	159	29	23%	5	3%	$ 23,707	0.70
6241	Individual and Family Services	121	143	148	22	18%	5	3%	$ 27,764	2.68
9011	Federal Government, Civilian	47	134	158	87	185%	24	18%	$ 89,813	2.25
3327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	13	133	265	120	923%	132	99%	$ 46,473	17.61
9029	State Government, Excluding Education and Hospitals	136	127	136	(9)	(7%)	9	7%	$ 76,097	2.72
9012	Federal Government, Military	103	97	96	(6)	(6%)	(1)	(1%)	$ 21,625	2.46
6214	Outpatient Care Centers	159	93	74	(66)	(42%)	(19)	(20%)	$ 50,542	4.70
7139	Other Amusement and Recreation Industries	38	85	140	47	124%	55	65%	$ 25,325	2.85
6231	Nursing Care Facilities (Skilled Nursing Facilities)	103	78	59	(25)	(24%)	(19)	(24%)	$ 40,620	2.33
5221	Depository Credit Intermediation	131	64	38	(67)	(51%)	(26)	(41%)	$ 57,797	1.80
5511	Management of Companies and Enterprises	10	61	73	51	510%	12	20%	$ 72,794	1.28
4451	Grocery Stores	77	57	46	(20)	(26%)	(11)	(19%)	$ 21,804	1.00
6244	Child Day Care Services	80	55	56	(25)	(31%)	1	2%	$ 21,705	2.16
4441	Building Material and Supplies Dealers	75	52	44	(23)	(31%)	(8)	(15%)	$ 47,820	2.16
2361	Residential Building Construction	66	49	48	(17)	(26%)	(1)	(2%)	$ 29,442	1.93
4471	Gasoline Stations	58	44	37	(14)	(24%)	(7)	(16%)	$ 20,315	2.25
4413	Automotive Parts, Accessories, and Tire Stores	38	42	39	4	11%	(3)	(7%)	$ 33,934	3.58
8111	Automotive Repair and Maintenance	40	40	44	0	0%	4	10%	$ 32,950	1.68
2211	Electric Power Generation, Transmission and Distribution	39	40	37	1	3%	(3)	(8%)	$ 133,719	4.95
6111	Elementary and Secondary Schools	<10	38	49	Insf. Data	Insf. Data	11	29%	$ 32,614	1.58
2382	Building Equipment Contractors	59	36	29	(23)	(39%)	(7)	(19%)	$ 54,641	0.73
3211	Sawmills and Wood Preservation	38	36	33	(2)	(5%)	(3)	(8%)	$ 54,712	17.73
4543	Direct Selling Establishments	34	34	34	0	0%	0	0%	$ 53,533	7.97

Source: EMSI

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SELF-EMPLOYED WORKERS

About 240, or 7%, of all jobs in Berlin belong to people who are self-employed. The following table lists all 6-digit NAICS industries with more than 10 self-employed individuals in 2018. Residential Remodelers make up the largest share of self-employed workers with 35 jobs. Over the last 10 years, four jobs were lost in this industry, with another three expected to be lost by 2028. Overall, the number of those who are self-employed is expected to grow by 4%, making up for losses between 2008-2018, which saw a decrease of 50 workers (17%). The industries listed below demonstrate the skillsets that the local community possesses and the opportunity to harness the entrepreneurial initiatives of these individuals and their larger networks.

Table 16

City of Berlin Self Employed Jobs, 2008-2028

NAICS	Description	2008 Jobs	2018 Jobs	2028 Jobs	2008 - 2018 Change	2008 - 2018 % Change	2018 - 2028 Change	2018 - 2028 % Change	Avg. Earnings Per Job	2018 Location Quotient	2018 GRP
236118	Residential Remodelers	39	35	32	(4)	(10%)	(3)	(9%)	$ 29,079	5.73	$2,804,716
624410	Child Day Care Services	28	16	13	(12)	(43%)	(3)	(19%)	$ 15,074	2.22	$1,322,364
238210	Electrical Contractors and Other Wiring Installation Contractors	13	14	14	1	8%	0	0%	$ 29,079	6.76	$3,017,658
811310	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	12	12	11	0	0%	(1)	(8%)	$ 22,298	10.92	$1,090,460
238330	Flooring Contractors	10	11	12	1	10%	1	9%	$ 29,079	7.05	$ 894,540
All Self-Employed Jobs in Berlin		290	240	249	(50)	(17%)	9	4%	$ 30,139		
All Jobs in Berlin		3,680	3,347	3,438	(333)	(9%)	91	3%	$ 50,718		

Source: EMSI

TOURISM & RECREATION

As an additional focus area of the economic base analysis, the tables below provide additional detail on the industry groups within the Arts, Entertainment, and Recreation and Accommodation and Food Services sectors within Coos County.

In sum, the Arts, Entertainment, and Recreation sector holds 474 jobs within 29 payrolled businesses and is expected to grow by 11% from 2018-2028. Other Amusement and Recreation Industries is the largest industry in this sector, with 309 jobs in 2018, and it is expected to grow to 419 by 2028. The Amusement Parks and Arcades sector is expected has been and is expected to decline, loosing 78 jobs from 2018 to 2028.

The Accommodation and Food Services sector is comprised of six industries with 2,013 jobs in 2018. With 111 payrolled businesses, growth in this sector declined from 2008 to 2018 by 7% but is trending to increase slightly from 2018 to 2028 by 2%. The largest increase in jobs will come from the RV Parks and Recreational Camps (growing by 31% from 2018 to 2028), while the industry shrinking the most is Traveler Accommodation (declining by 12% from 2018 to 2028).

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Table 18

NAICS	Description	2008 Jobs	2018 Jobs	2028 Jobs	2008 - 2018 Change	2008 - 2018 % Change	2018 - 2028 Change	2018 - 2028 % Change	Avg. Earnings Per Job	2018 Location Quotient	2018 GRP	2018 Payrolled Business Locations
Coos County Arts, Entertainment, and Recreation Sector, 2008-2028												
7139	Other Amusement and Recreation Industries	190	309	419	119	63%	110	36%	$25,096	2.55	$10,730,189	19
7113	Promoters of Performing Arts, Sports, and Similar Events	16	<10	<10	Insf. Data	Insf. Data	Insf. Data	Insf. Data	Insf. Data	0.35	$ 664,864	4
7131	Amusement Parks and Arcades	123	93	15	(30)	(24%)	(78)	(84%)	$19,434	5.04	$ 3,795,709	2
7121	Museums, Historical Sites, and Similar Institutions	<10	<10	<10	Insf. Data	Insf. Data	Insf. Data	Insf. Data	Insf. Data	0.18	$ 83,543	2
7112	Spectator Sports	10	19	24	9	90%	5	26%	$12,867	1.14	$ 343,556	1
7111	Performing Arts Companies	<10	12	14	Insf. Data	Insf. Data	2	17%	$10,867	0.91	$ 347,056	1
7132	Gambling Industries	-	20	40	20	Insf. Data	20	100%	$29,893	1.85	$ 1,916,025	0
7115	Independent Artists, Writers, and Performers	20	14	13	(6)	(30%)	(1)	(7%)	$11,405	0.55	$ 1,063,360	0
7114	Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures	<10	-	-	Insf. Data	Insf. Data	0	0%	$ -	-	$ 34,375	0
		367	474	528	107	29%	54	11%	$23,148			29

Source: EMSI

Table 17

NAICS	Description	2008 Jobs	2018 Jobs	2028 Jobs	2008 - 2018 Change	2008 - 2018 % Change	2018 - 2028 Change	2018 - 2028 % Change	Avg. Earnings Per Job	2018 Location Quotient	2018 GRP	2018 Payrolled Business Locations
Coos County Accommodation and Food Services Sector, 2008-2028												
7225	Restaurants and Other Eating Places	750	937	973	187	25%	36	4%	$24,029	1.04	$34,436,040	59
7211	Traveler Accommodation	1,192	763	671	(429)	(36%)	(92)	(12%)	$27,799	4.69	$44,660,825	37
7212	RV (Recreational Vehicle) Parks and Recreational Camps	199	272	356	73	37%	84	31%	$34,240	46.88	$19,778,472	10
7223	Special Food Services	29	27	32	(2)	(7%)	5	19%	$24,200	0.39	$ 1,319,428	5
7213	Rooming and Boarding Houses, Dormitories, and Workers' Camps	<10	14	21	Insf. Data	Insf. Data	7	50%	$35,477	9.96	$ 1,347,766	0
7224	Drinking Places (Alcoholic Beverages)	-	-	-	0	0%	0	0%	$ -	-	$ -	0
		2,172	2,013	2,053	(159)	(7%)	40	2%	$26,918			111

Source: EMSI

TOP OCCUPATIONS[5]

Table 19, Table 20, and Table 21 show the top occupations at the city, county and state level by 2018 jobs.[6] The county shares 11 of 15 of the same top occupations as Berlin and 12 of 15 same occupations with the state, indicating a heavy reliance on service based jobs in health care, education, and retail. Registered nurses are the most common occupation in Berlin (130 jobs) followed by personal care aides (86 jobs) and office clerks (85 jobs). Over half of the top 10 occupations in Belin (60%) are expected to decline by 2028. The occupational profile is very similar

[5] Occupations are classified by using the Standard Occupational Classification (SOC) system. This is the system used by Federal statistical agencies to classify workers into one of 840 occupational categories. For more detail on occupations and the "Standard Occupational Classification" (SOC) system, we refer the reader to **http://www.bls.gov/soc/**.

[6] Emsi SOC code 55-9999 Military-only occupations combines all 20 military occupations in standard SOC codes. This includes Military Offices Special and Tactical Operations Leaders; First-Line Enlisted Military Supervisors; and Military Enlisted Tactical Operations and Air/Weapons Specialist and Crew Members. Emsi does not use standard codes due to lack of good data.

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between these geographic regions but the average annual earnings are $13,000 more state-wide. This suggests that Belin is not competing for top talent, as workers can receive more compensation for the same job elsewhere.

Table 19

City of Berlin Top Occupations							
SOC	Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change	Median Hourly Earnings	Typical Entry Level Education
29-1141	Registered Nurses	130	128	(2)	(2%)	$ 33.50	Bachelor's degree
39-9021	Personal Care Aides	86	98	12	14%	$ 11.77	High school diploma or equivalent
43-9061	Office Clerks, General	85	80	(5)	(6%)	$ 16.02	High school diploma or equivalent
41-2011	Cashiers	77	68	(9)	(12%)	$ 9.07	No formal educational credential
25-9041	Teacher Assistants	73	72	(1)	(1%)	$ 13.14	Some college, no degree
31-1014	Nursing Assistants	73	63	(10)	(14%)	$ 14.26	Postsecondary nondegree award
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	67	60	(7)	(10%)	$ 15.60	High school diploma or equivalent
41-2031	Retail Salespersons	63	66	3	5%	$ 10.95	No formal educational credential
35-3031	Waiters and Waitresses	51	59	8	16%	$ 9.56	No formal educational credential
25-2021	Elementary School Teachers, Except Special Education	50	51	1	2%	$ 25.13	Bachelor's degree
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	49	49	0	0%	$ 11.97	No formal educational credential
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	45	45	0	0%	$ 26.25	Bachelor's degree
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	43	44	1	2%	$ 8.78	No formal educational credential
55-9999	Military-only occupations	43	42	(1)	(2%)	$ 17.48	N/A
11-1021	General and Operations Managers	42	47	5	12%	$ 42.94	Bachelor's degree

Source: EMSI

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Table 20

Coos County Top Occupations							
SOC	Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change	Median Hourly Earnings	Typical Entry Level Education
41-2011	Cashiers	463	411	(52)	(11%)	$ 9.06	No formal educational credential
41-2031	Retail Salespersons	378	392	14	4%	$ 10.79	No formal educational credential
35-3031	Waiters and Waitresses	369	390	21	6%	$ 9.56	No formal educational credential
29-1141	Registered Nurses	291	294	3	1%	$ 33.49	Bachelor's degree
37-2012	Maids and Housekeeping Cleaners	290	268	(22)	(8%)	$ 10.56	No formal educational credential
39-9021	Personal Care Aides	290	333	43	15%	$ 11.77	High school diploma or equivalent
43-9061	Office Clerks, General	278	265	(13)	(5%)	$ 16.04	High school diploma or equivalent
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	235	237	2	1%	$ 8.77	No formal educational credential
25-9041	Teacher Assistants	225	223	(2)	(1%)	$ 13.04	Some college, no degree
53-3032	Heavy and Tractor-Trailer Truck Drivers	216	172	(44)	(20%)	$ 19.27	Postsecondary nondegree award
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	212	192	(20)	(9%)	$ 15.65	High school diploma or equivalent
43-5081	Stock Clerks and Order Fillers	203	195	(8)	(4%)	$ 11.05	High school diploma or equivalent
31-1014	Nursing Assistants	199	179	(20)	(10%)	$ 14.27	Postsecondary nondegree award
11-1021	General and Operations Managers	185	195	10	5%	$ 42.84	Bachelor's degree
35-2014	Cooks, Restaurant	183	198	15	8%	$ 13.78	No formal educational credential

Source: EMSI

Table 21

New Hampshire Top Occupations							
SOC	Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change	Median Hourly Earnings	Typical Entry Level Education
41-2031	Retail Salespersons	25,195	25,054	(141)	(1%)	$ 11.49	No formal educational credential
41-2011	Cashiers	21,484	20,747	(737)	(3%)	$ 9.95	No formal educational credential
43-9061	Office Clerks, General	17,090	17,242	152	1%	$ 17.80	High school diploma or equivalent
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	14,854	16,111	1,257	8%	$ 9.65	No formal educational credential
43-5081	Stock Clerks and Order Fillers	14,377	14,767	390	3%	$ 11.88	High school diploma or equivalent
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	13,523	13,024	(499)	(4%)	$ 17.28	High school diploma or equivalent
29-1141	Registered Nurses	13,342	14,839	1,497	11%	$ 32.90	Bachelor's degree
35-3031	Waiters and Waitresses	13,048	13,991	943	7%	$ 9.27	No formal educational credential
11-1021	General and Operations Managers	12,046	13,051	1,005	8%	$ 47.72	Bachelor's degree
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	11,409	12,326	917	8%	$ 13.31	No formal educational credential
43-4051	Customer Service Representatives	11,198	11,693	495	4%	$ 17.36	High school diploma or equivalent
39-9021	Personal Care Aides	9,051	10,952	1,901	21%	$ 12.08	High school diploma or equivalent
25-9041	Teacher Assistants	8,916	9,086	170	2%	$ 14.37	Some college, no degree
41-1011	First-Line Supervisors of Retail Sales Workers	8,418	8,584	166	2%	$ 18.91	High school diploma or equivalent
31-1014	Nursing Assistants	8,277	8,319	42	1%	$ 14.55	Postsecondary nondegree award

Source: EMSI

ATTACHMENT A: DATA SOURCES

PROPRIETARY DATA SOURCES

ECONOMIC MODELING SPECIALISTS INTERNATIONAL (EMSI)

To analyze the industrial makeup of a study area, industry data organized by the North American Industrial Classification System (NAICS) is assessed. Camoin 310 subscribes to Economic Modeling Specialists Intl. (Emsi), a proprietary data provider that aggregates economic data from approximately 90 sources. Emsi industry data, in our experience, is more complete than most or perhaps all local data sources (for more information on Emsi, please see www.economicmodeling.com). This is because local data sources typically miss significant employment counts by industry because data on sole proprietorships and contractual employment (i.e. 1099 contractor positions) is not included and because certain employment counts are suppressed from BLS/BEA figures for confidentiality reasons when too few establishments exist within a single NAICS code.

ESRI BUSINESS ANALYST ONLINE (BAO)

Esri is the leading provider of location-driven market insights. It combines demographic, lifestyle, and spending data with map-based analytics to provide market intelligence for strategic decision-making. Esri uses proprietary statistical models and data from the U.S. Census Bureau, the U.S. Postal Service, and various other sources to present current conditions and project future trends. Esri data are used by developers to maximize their portfolio, retailers to understand growth opportunities, and by economic developers to attract business that fit their community. For more information, visit www.esri.com.

REFERENCEUSA

ReferenceUSA's searchable database of U.S. businesses allows the user to identify businesses matching various criteria, including industry, geography, sales, employment count, and other characteristics. ReferenceUSA is useful for developing company lists for business attraction and retention activities, as well as gaining a more granular understanding of the businesses that make up a region's economy. ReferenceUSA is a division of Infogroup. For more information, visit http://resource.referenceusa.com/

REALTYRATES.COM

RealtyRates.com is a comprehensive resource of real estate investment and development trends, analytics, and market research. RealtyRates.com™ surveys more than 300 lenders, investors, brokers, and property managers nationwide on a quarterly basis to track trends in cap rates, financing terms, rents, sales, and operating expenses. This data provides an up-to-date snapshot of the national real estate market. More information is available at http://www.realtyrates.com/

indexes can be used to adjust costs over time. For more information, visit https://www.rsmeans.com/

YOURECONOMY (YE), BUSINESS DYNAMICS RESEARCH CONSORTIUM (BDRC)

YourEconomy (YE) aggregates longitudinal establishment-level data by state, metro, and county, enabling the user to track change in a region's establishments, jobs, and sales over time. These variables can be cross-tabulated by business stage (e.g. Self-Employed, Stage One – 2-9 employees, Stage 2 – 10-99 employees, etc.) to show the region's economic makeup by business size and how these businesses have fared economically. It reveals a granular view of business activity in a particular region and shows how communities compare to others. YE uses the Infogroup Historical Database as its underlying data. For more information, visit http://youreconomy.org/

PUBLIC DATA SOURCES

AMERICAN COMMUNITY SURVEY (ACS), U.S. CENSUS

The American Community Survey (ACS) is an ongoing statistical survey by the U.S. Census Bureau that gathers demographic and socioeconomic information on age, sex, race, family and relationships, income and benefits, health insurance, education, veteran status, disabilities, commute patterns, and other topics. The survey is mandatory to fill out, but the survey is only sent to a small sample of the population on a rotating basis. The survey is crucial to major planning decisions, like vital services and infrastructure investments, made by municipalities and cities. The questions on the ACS are different than those asked on the decennial census and provide ongoing demographic updates of the nation down to the block group level. For more information on the ACS, visit http://www.census.gov/programs-surveys/acs/

LOCAL AREA UNEMPLOYMENT STATISTICS (LAUS), U.S. BUREAU OF LABOR STATISTICS (BLS)

The Local Area Unemployment Statistics (LAUS) program estimates total employment and unemployment for approximately 7,500 geographic areas on a monthly basis, from the national level down to the city and town level. LAUS data is developed through U.S. Bureau of Labor Statistics (BLS) by combining data from the Current Population Survey (CPS), Current Employment Statistics (CES) survey, and state unemployment (UI) systems. More information on LAUS can be found here: http://www.bls.gov/lau/lauov.htm

ONTHEMAP, U.S. CENSUS

OnTheMap is a tool developed through the U.S. Census Longitudinal Employer-Household Dynamics (LEHD) program that helps to visualize Local Employment Dynamics (LED) data about where workers are employed and where they live. There are also visual mapping capabilities for data on age, earnings, industry distributions, race, ethnicity, educational attainment, and sex. The OnTheMap tool can be found here, along with links to documentation: http://onthemap.ces.census.gov/.

BUSINESS DYNAMICS STATISTICS (BDS), U.S. CENSUS CENTER FOR ECONOMIC STUDIES

The Business Dynamics Statistics (BDS) program provides annual measures of business dynamics (such as job creation and destruction, establishment births and deaths, and firm startups and shutdowns) for the economy and aggregated by establishment and firm characteristics. It covers the entire U.S. economy and is available at the national, state, and MSA levels.

POPULATION ESTIMATES PROGRAM (PEP), U.S. CENSUS

The Census Bureau's Population Estimates Program (PEP) produces estimates of the population for the U.S. and its states, counties, cities, and towns. Demographic components of population change (births, deaths, migration) are produced at the national, state, and county levels. PEP provides population estimates on an annual basis.

ECONOMIC CENSUS

The Economic Census is the U.S. Government's official five-year measure of American business and the economy. It is conducted by the U.S. Census Bureau for years ending in '2' and '7'. The Economic Census is the most comprehensive source of information about American businesses from the national to the local level. Published statistics cover more than 1,000 industries, 15,000 products, every state, over 3,000 counties, 15,000 cities and towns, and Puerto Rico and other U.S. Island Areas. More at: https://www.census.gov/programs-surveys/economic-census/about.html.

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Attachment 3: Market Analysis & Rural Economic Development Assessment

SUBMITTED TO:
City of Berlin & Berlin Industrial Development
and Park Authority
168 Main Street
Berlin, NH 03570

MARKET ANALYSIS & RURAL ASSESSMENT

ECONOMIC DEVELOPMENT AND MARKETING STRATEGY

City of Berlin, NH

JUNE 2019

PREPARED BY:
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ABOUT CAMOIN 310

Camoin 310 has provided economic development consulting services to municipalities, economic development agencies, and private enterprises since 1999. Through the services offered, Camoin 310 has had the opportunity to serve EDOs and local and state governments from Maine to California; corporations and organizations that include Lowes Home Improvement, FedEx, Amazon, Volvo (Nova Bus) and the New York Islanders; as well as private developers proposing projects in excess of $6 billion. Our reputation for detailed, place-specific, and accurate analysis has led to projects in 40 states and garnered attention from national media outlets including Marketplace (NPR), Forbes magazine, The New York Times and The Wall Street Journal. Additionally, our marketing strategies have helped our clients gain both national and local media coverage for their projects in order to build public support and leverage additional funding. We are based in Saratoga Springs, NY, with regional offices in Portland, ME; Boston, MA; Richmond, VA and Brattleboro, VT. To learn more about our experience and projects in all of our service lines, please visit our website at **www.camoinassociates.com**. You can also find us on Twitter **@camoinassociate** and on **Facebook**.

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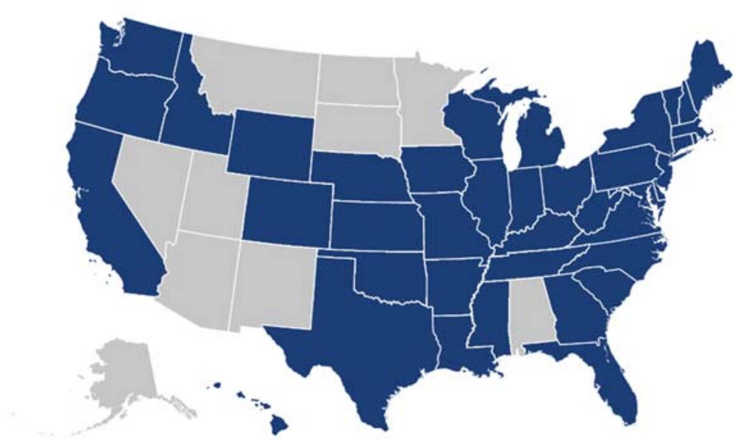


CONTENTS

KEY FINDINGS

MARKET ANALYSIS

The purpose of a real estate market analysis is to identify opportunities for development considering the existing market, community assets, and space demand.

RETAIL

- The shifting nature of retail, especially in rural communities suggests that retail establishments need to 1) reach out to a global audience, 2) sell both online and at brick-and-mortar stores, 3) anticipate the shift to an aging demographic, 4) provide an authentic local experience through products and services, and 5) embrace the sharing economy.
- The regional trade area is projected to decline by 1,000 people by 2023. However, median household income will increase considerably for those in the regional trade area, by 4% each year to 2023 to $54,000 (from $45,000 in 2018).
- Projected 2023 numbers indicate a higher percentage of households making over $50,000, with a concentration of those households making between $50,000 and $149,999. The number of households making less than $50,000 is expected to decrease.
- The retail leakage analysis shows the largest retail potential in the following industries: Motor Vehicle & Parts Dealers; Home Furnishing Stores; General Merchandise Stores; Electronic & Appliance Stores; and Drinking Places.
- The supportable retail space in Berlin hovers around 27,000 square feet. Within the regional trade area, one clothing store, one miscellaneous retailer, and one restaurant could be supported. However, this needs to be balanced with the realities of retail shopping today and the supply of retail space within the area.
- While there is currently limited demand for "net new" retail in the City of Berlin, the infrastructure exists to re-create a downtown atmosphere. If new housing is developed on the upper floors of downtown buildings as part of an overall redevelopment plan, demand for retail, restaurants, and services will rise as the downtown population increases. The presence of non-retail anchors, such as athletic, health care, or entertainment facilities, and/or office space may also drive traffic to and support retail businesses.

OFFICE

- National data shows that even after nine years of continuous expansion, the office market still has momentum. The new supply in office space is helping to shift the market in a tenant-favorable direction.
- A cultural shift is affecting the types of office space demanded by local businesses. Employees expect to see open space with lounge areas, cafés, glass walls and doors dispersed throughout their work environment.
- Regionally, office market trends in the Interstate 93/Route 3 Corridor show that vacancies are lower in southern New Hampshire as compared to other New England regions; however, rents are also lower.
- Berlin is projected to see a net increase of 91 jobs, but decrease in office utilizing jobs, which will result in 2,600 of excess office space. However, 17% of projected new jobs will be concentrated within office-utilizing industries within the county, resulting in potential demand for 19,400 rentable square feet of office space county-wide.

- The medical office space demand analysis suggests demand for 6,250 square feet of new office space in the county by 2028, but a reduction of 10,000 square feet of space within the city.

INDUSTRIAL & FLEX

- Regionally and nationally, the strongest demand for light industrial space is concentrated among warehouse and distribution centers, driven by the continued expansion of ecommerce. As Berlin is relatively far from access to I-93, its location generally precludes it from large-scale industrial uses; however, the area may be a logical fit for small- to medium-scale light manufacturing and assembly operations, which do not require large spaces.
- There have been significant long term decreases in manufacturing employment nationally, regionally, and locally, although very recent data indicates that such jobs are growing again nationally.
- Comprising 6% of Berlin's job base and 6% of its GRP, manufacturing employment in Berlin is less concentrated relative to the county, state, and nation.
- Discussions with local stakeholders indicate that while overall jobs may continue to drop, small selective manufacturing industries may grow, particularly if businesses are able to attract and retain qualified trained staff.

RURAL ASSESSMENT

The purpose of this section is to understand best practices and trends in rural economic development, addressing trends in rural America, the urban-rural divide, and novel approaches in economic development for rural America.

- Recovery from the Great Recession has not reached rural areas; 98.5% of all job growth and 98.7% of all population growth since the Great Recession has occurred in metropolitan areas, primarily in the south and western regions of the country.
- Between 2008 and 2017, rural populations in the US declined by 5.5% and nonfarm employment shrunk by 10.3%. In Coos County in 2008, 67% of young adults reported that "it is easy for people their age to find a job." In 2011, only 19 percent felt this way.
- The decrease in working-aged individuals is leading to an aging demographic. A decline in population also reduces the tax base and makes funding infrastructure, schools, and other public services difficult. This impact is felt through the relatively high property taxes in Berlin.
- Employers moving to where workers live adds to the cyclical nature of disinvestment in rural communities. Employers feel that they need to be where the workers are and workers feel the right places (with the right opportunities) are in cities.
- New Hampshire is among the top five states in the country with the highest rate of opioid-deaths, with the majority of emergency hospital visits occurring in the southern portion of the state.
- The urban/rural divide can traditionally be seen through voting behavior, concentration of wealth and jobs, population density, health (both access to health care and rates of preventable conditions). Rural communities are known for their strong social networks, local pride, and abundant access to natural capital.
- Best practices in rural economic development include: define what success looks like for your individual community; build off natural and cultural assets; get connected to services not traditionally offered online, such as mental health services; focus on building density in downtown areas; and, adapt a cluster approach to rural development.

CITY OF BERLIN

- Berlin organizations should continue to work to develop a collaborative, regional approach to economic development, particularly within the tourism industry. Creating a hub of regional activity will amplify the reach of efforts of any individual community.
- Communicating Berlin's assets both internally and externally to negate the city's negative perception will be critical to advancing economic development initiatives. For example, regularly highlighting business successes, recognizing local resident works, and working to create positive community spirit will be critical.

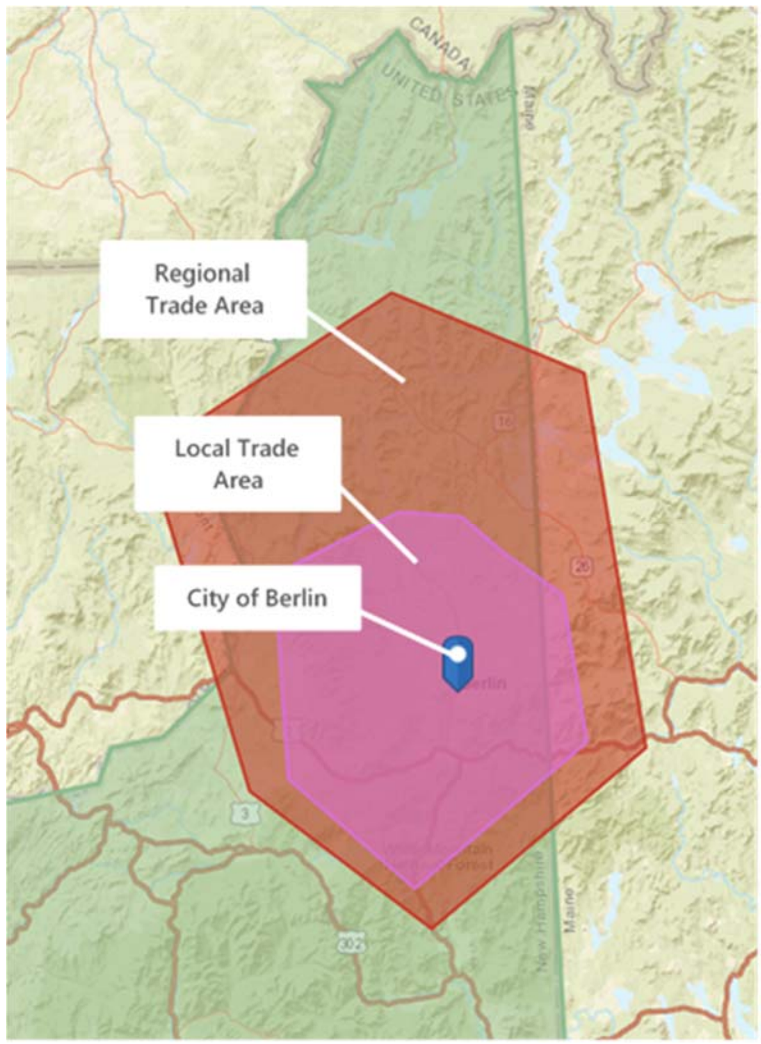
MARKET ANALYSIS

The purpose of a real estate market analysis is to identify opportunities for development considering the existing market, community assets, and space demand. Below is an analysis of the potential within the retail, office and industrial markets.

RETAIL

For the retail market analysis, we analyzed retail spending within a local trade area (providing more day-to-day items and services from groceries, pharmacies, etc.) and within a regional trade area (providing larger or more specialized products people are willing to travel for). By analyzing the retail sales data from these regions, we are able to calculate the number of additional retail establishments the city could support.

Figure 1



The map to the right indicates the regions analyzed. The pink region represents a 30-minute drive from the city center. The red regional trade area is based on a 35-minute drive from a trade area to the south of the city center; to make this larger would encroach on other retail trade areas and would not provide an accurate measure for analysis. To the north of the city center however, we encompass a larger area as the availability of retail establishments is scarcer.

General merchandise stores within Berlin City limits include a Family Dollar Store and several locally owned variety stores. Within the regional trade area, there are additional options: a Dollar Tree, Peebles, and a Walmart Supercenter in Gorham, and Family Dollar Stores in Lancaster and Whitefield. These limited options mean many residents are traveling beyond the regional trade area to meet their retail needs.

THE SHIFTING NATURE OF RETAIL

At one time, the City of Berlin's downtown was bustling. People shopped, ate, and gathered on Main and Pleasant Streets. Where residents once met social and material needs downtown, preferences have shifted. Along with many other small rural downtowns, preferences for downtown, main street retail has changed and shifted to big-box, strip malls and particularly, ecommerce.

CITY OF BERLIN

While some would like things to go "back to the way things were" with the former hustle and bustle, the changing nature of retail indicates that a modern approach to downtown retail is necessary in order to be successful. Brick-and-mortar retail cannot compete with the convenience of purchasing goods online, delivered to your door within 24 hours, or at large "one-stop" stores. The changing nature of retail needs to include more experiential opportunities, services, and recreation in addition to being connected via online platforms. This shift should also provide opportunities for cultural and neighborhood vibrancy, practical workforce learning, and entrepreneurship.

Through our work with many communities in similar situations, we see the new face of retail including strategies that 1) reach out to a global audience, 2) sell both online and at brick-and-mortar stores, 3) anticipate the shift to an aging demographic, 4) provide an authentic local experience through products and services, and 5) embrace the sharing economy.[1] Overall, a broader approach to integrating technology is imperative for successful main street businesses.

RETAIL MARKET TRENDS

The regional trade area contains about 27,000 people and is projected to decline by 1,000 people by 2023, with an annual decrease of 0.6%. Households will decrease by the same annual amount over the next five years. However, median household income will increase considerably for those in the regional trade area, by 4% each year to 2023 to $54,000 (from $45,000 in 2018).

Table 1

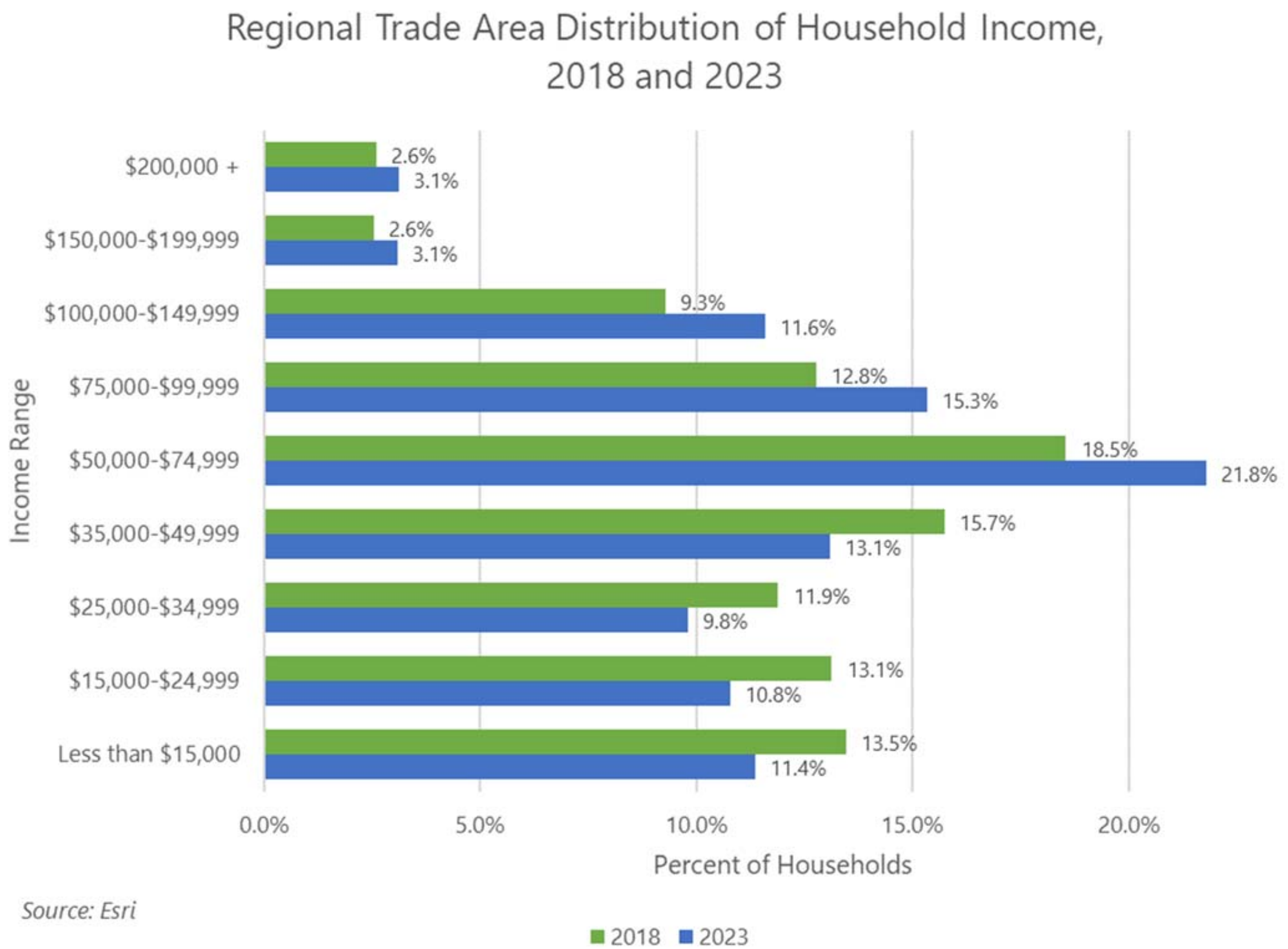
Berlin Regional Trade Area Demographic Profile			
	2018	2023 (proj.)	Annual Growth Rate, 2018-2023
Population	27,028	26,155	(0.6%)
Households	11,172	10,809	(0.6%)
Median Household Income	$44,956	$53,935	4.0%
Median Age	47.8	48.8	0.4%

Source: Esri

Looking further into this change in median income, the table below outlines the distribution of household income for both 2018 and 2023. Projected 2023 numbers indicate a higher percentage of households making over $50,000, with a concentration of those households making between $50,000 and $149,999. The number of households making less than $50,000 is expected to decrease.

[1] Like AirBnB and Uber, the sharing economy uses resources we already have for others' benefit. Another example is a lending library (for tools or toys).

Figure 2



LOCAL & REGIONAL TRADE AREA RETAIL GAP

The following tables contain a list of industry groups sorted by 3 and 4-digit NAICS codes and include figures for sales demand (estimated spending by local trade area residents), sales supply (existing retail sales within the trade area), and retail gap (demand minus supply). Retail categories with sales leakage are in green, and those with sales surplus are in red. There is a mix of retail categories experiencing leakage and surplus in both the regional and local trade areas.

Retail sectors that show leakage represent opportunities for new or expanding businesses. However, not all retail categories that exhibit sales leakage within a particular trade area are a good fit for the region. Also note that any new retail in these categories would have to be unique enough to draw customers from not only the local and regional trade areas, but also from farther distances. Changes in consumer expectations and shopping habits have upended the retail market, rendering the retail sector a challenging bid for any business. Finding the right retail mix and density is essential for a community that seeks to create a sense of place that can provide services to residents and offer interesting finds to attract visitors.

A sales surplus might exist for several reasons. The region might be a popular shopping destination for tourists and other out-of-town visitors, or a cluster of competing businesses offering a similar product or service may be located within the trade areas, creating a specialty cluster. Alternatively, a sales surplus could be an indication of market saturation.

Findings from this analysis indicate the following industries show the largest retail sales leakages, indicating potential opportunities:

- Motor Vehicle & Parts Dealers;
- Home Furnishing Stores;
- General Merchandise Stores;
- Electronic & Appliance Stores; and
- Drinking Places.

CITY OF BERLIN

Table 2

Retail Gap, Local Trade Area					
NAICS	Retail Category	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Number of Businesses
441	Motor Vehicle & Parts Dealers	$ 43,609,775	$224,421,043	($180,811,268)	18
4411	Automobile Dealers	$ 35,577,819	$194,394,587	($158,816,768)	4
4412	Other Motor Vehicle Dealers	$ 4,976,300	$ 7,182,433	($2,206,133)	4
4413	Auto Parts, Accessories & Tire Stores	$ 3,055,657	$ 22,844,023	($19,788,366)	9
442	Furniture & Home Furnishings Stores	$ 5,459,005	$ 3,411,034	$2,047,971	3
4421	Furniture Stores	$ 2,963,228	$ -	$2,963,228	0
4422	Home Furnishings Stores	$ 2,495,776	$ 3,395,080	($899,304)	3
443	Electronics & Appliance Stores	$ 5,596,365	$ 7,174,698	($1,578,333)	6
444	Bldg Materials, Garden Equip. & Supply Stores	$ 14,370,971	$ 7,266,893	$7,104,078	11
4441	Bldg Material & Supplies Dealers	$ 13,119,665	$ 6,013,391	$7,106,274	10
4442	Lawn & Garden Equip & Supply Stores	$ 1,251,306	$ 1,253,501	($2,195)	1
445	Food & Beverage Stores	$ 32,793,964	$ 20,785,506	$12,008,458	12
4451	Grocery Stores	$ 29,918,502	$ 18,413,689	$11,504,813	9
4452	Specialty Food Stores	$ 1,452,384	$ 508,411	$943,973	1
4453	Beer, Wine & Liquor Stores	$ 1,423,078	$ 1,863,406	($440,328)	2
4461	Health & Personal Care Stores	$ 12,172,441	$ 5,858,939	$6,313,502	5
4471	Gasoline Stations	$ 21,611,485	$ 14,202,772	$7,408,713	1
448	Clothing & Clothing Accessories Stores	$ 10,116,082	$ 498,800	$9,617,282	2
4481	Clothing Stores	$ 7,056,952	$ 438,339	$6,618,613	2
4482	Shoe Stores	$ 1,399,279	$ -	$1,399,279	0
4483	Jewelry, Luggage & Leather Goods Stores	$ 1,659,851	$ -	$1,659,851	0
451	Sporting Goods, Hobby, Book & Music Stores	$ 7,442,817	$ 4,878,346	$2,564,471	9
4511	Sporting Goods/Hobby/Musical Instr Stores	$ 6,518,745	$ 4,597,442	$1,921,303	7
4512	Book, Periodical & Music Stores	$ 924,072	$ 280,904	$643,168	2
452	General Merchandise Stores	$ 27,773,619	$ 42,912,104	($15,138,485)	11
4521	Department Stores Excluding Leased Depts.	$ 21,049,912	$ 37,101,000	($16,051,088)	2
4529	Other General Merchandise Stores	$ 6,723,707	$ 5,811,104	$912,603	9
453	Miscellaneous Store Retailers	$ 9,061,566	$ 14,820,852	($5,759,286)	20
4531	Florists	$ 362,313	$ 564,456	($202,143)	3
4532	Office Supplies, Stationery & Gift Stores	$ 1,671,188	$ 1,124,713	$546,475	6
4533	Used Merchandise Stores	$ 911,674	$ 11,805,577	($10,893,903)	6
4539	Other Miscellaneous Store Retailers	$ 6,116,392	$ 1,326,106	$4,790,286	5
454	Nonstore Retailers	$ 3,419,034	$ 1,695,374	$1,723,660	2
4541	Electronic Shopping & Mail-Order Houses	$ 2,305,829	$ 1,695,374	$610,455	2
4542	Vending Machine Operators	$ 114,485	$ -	$114,485	0
4543	Direct Selling Establishments	$ 998,720	$ -	$998,720	0
722	Food Services & Drinking Places	$ 18,431,384	$ 14,215,443	$4,215,941	37
7223	Special Food Services	$ 626,288	$ 136,187	$490,101	2
7224	Drinking Places - Alcoholic Beverages	$ 293,559	$ 1,042,778	($749,219)	1
7225	Restaurants/Other Eating Places	$ 17,511,536	$ 13,036,478	$4,475,058	34

Source: Esri

**Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.*

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Table 3

Retail Gap, Regional Trade Area					
NAICS	2017 Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Number of Businesses
441	Motor Vehicle & Parts Dealers	$ 69,951,750	$261,332,578	($191,380,828)	29
4411	Automobile Dealers	$ 57,023,762	$208,952,112	($151,928,350)	7
4412	Other Motor Vehicle Dealers	$ 8,019,889	$ 11,432,386	($3,412,497)	7
4413	Auto Parts, Accessories & Tire Stores	$ 4,908,099	$ 40,948,080	($36,039,981)	16
442	Furniture & Home Furnishings Stores	$ 8,755,746	$ 5,604,777	$3,150,969	9
4421	Furniture Stores	$ 4,767,824	$ 898,711	$3,869,113	2
4422	Home Furnishings Stores	$ 3,987,923	$ 4,706,065	($718,142)	7
443	Electronics & Appliance Stores	$ 8,989,729	$ 8,032,151	$957,578	9
444	Bldg Materials, Garden Equip. & Supply Stores	$ 22,959,790	$ 12,205,399	$10,754,391	18
4441	Bldg Material & Supplies Dealers	$ 20,960,216	$ 9,703,817	$11,256,399	15
4442	Lawn & Garden Equip & Supply Stores	$ 1,999,573	$ 2,501,581	($502,008)	2
445	Food & Beverage Stores	$ 52,477,448	$ 47,033,080	$5,444,368	25
4451	Grocery Stores	$ 47,832,813	$ 43,089,355	$4,743,458	19
4452	Specialty Food Stores	$ 2,380,319	$ 608,899	$1,771,420	2
4453	Beer, Wine & Liquor Stores	$ 2,264,316	$ 3,334,826	($1,070,510)	4
4461	Health & Personal Care Stores	$ 19,580,317	$ 10,440,384	$9,139,933	7
4471	Gasoline Stations	$ 34,796,040	$ 24,537,834	$10,258,206	8
448	Clothing & Clothing Accessories Stores	$ 16,182,538	$ 2,173,106	$14,009,432	5
4481	Clothing Stores	$ 11,271,527	$ 466,085	$10,805,442	2
4482	Shoe Stores	$ 2,236,989	$ 1,524,761	$712,228	2
4483	Jewelry, Luggage & Leather Goods Stores	$ 2,674,022	$ 182,261	$2,491,761	1
451	Sporting Goods, Hobby, Book & Music Stores	$ 12,202,460	$ 16,978,377	($4,775,917)	16
4511	Sporting Goods/Hobby/Musical Instr Stores	$ 10,748,223	$ 16,620,751	($5,872,528)	14
4512	Book, Periodical & Music Stores	$ 1,454,238	$ 357,626	$1,096,612	2
452	General Merchandise Stores	$ 43,978,677	$ 48,506,511	($4,527,834)	16
4521	Department Stores Excluding Leased Depts.	$ 33,308,534	$ 38,661,209	($5,352,675)	2
4529	Other General Merchandise Stores	$ 10,670,142	$ 9,845,302	$824,840	13
453	Miscellaneous Store Retailers	$ 14,412,363	$ 18,203,518	($3,791,155)	33
4531	Florists	$ 572,997	$ 955,695	($382,698)	6
4532	Office Supplies, Stationery & Gift Stores	$ 2,694,911	$ 2,306,337	$388,574	9
4533	Used Merchandise Stores	$ 1,470,042	$ 13,014,531	($11,544,489)	12
4539	Other Miscellaneous Store Retailers	$ 9,674,412	$ 1,926,955	$7,747,457	6
454	Nonstore Retailers	$ 5,656,897	$ 2,449,618	$3,207,279	2
4541	Electronic Shopping & Mail-Order Houses	$ 3,881,265	$ 2,114,228	$1,767,037	2
4542	Vending Machine Operators	$ 185,190	$ -	$185,190	0
4543	Direct Selling Establishments	$ 1,590,442	$ -	$1,590,442	0
722	Food Services & Drinking Places	$ 29,436,902	$ 23,270,561	$6,166,341	56
7223	Special Food Services	$ 983,697	$ 319,928	$663,769	3
7224	Drinking Places - Alcoholic Beverages	$ 477,836	$ 1,401,877	($924,041)	2
7225	Restaurants/Other Eating Places	$ 27,975,369	$ 21,548,757	$6,426,612	51

Source: Esri

**Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.*

SUPPORTABLE RETAIL IN BERLIN

Looking within the local and regional trade area, Table 5 and Table 4 on the following page illustrates the supportable retail within each geographic area. An explanation of this table follows:

- **Column A:** NAICS (North American Industry Classification System) is the industry standard coding system used when explaining industries. Every business is coded under this system to help streamline data so that it can be used in analyses such as this.
- **Column B:** The retail category associated with that particular NAICS code.
- **Column C:** The retail gap is how much residents are spending outside of the area within each retail category.
- **Column D:** This is the amount we assume the area can recapture through expanding and creating businesses. We assumed 15% in this scenario. This is purposefully low to not inflate the potential business opportunity.
- **Column E:** Average sales per business is an average of all businesses classified under that NAICS code in New Hampshire.
- **Column F:** By dividing the amount of sales the village can recapture by the average sales per business, we get a sense of how many businesses the respective areas can support.
- **Column G**: Industry standards of average sales amount per square foot for each retail category.
- **Column H:** Based on the amount of sales the areas can recapture, we can divide this by the average sales per square foot to assess how many additional square feet could be supported by that retail category.

Those retail categories that could support more than one new business are highlighted in orange. Given this analysis we see that within the regional trade area, one clothing store, one miscellaneous retailer, and one restaurant could be supported. However, this needs to be balanced with the realities of retail shopping today and the supply of retail space within the area. In sum, approximately 27,000 square feet of additional retail space could be supported within the regional trade area, 22,000 of which could be supported in the local trade area.

A creative approach will be necessary to capture leaking retail dollars. Most simply, businesses could expand their current offerings, moving to larger spaces. They could also add additional product lines not being met within the areas that incorporate new retail categories. Additionally, businesses could combine multiple retail categories for multiple streams of income.

RETAIL CONSIDERATIONS FOR BERLIN

While there is currently limited demand for "net new" retail in the City of Berlin, the infrastructure exists to re-create a downtown atmosphere. Moreover, if new housing is developed on the upper floors of downtown buildings as part of an overall redevelopment plan, demand for retail, restaurants, and services will rise as the downtown population increases. The presence of non-retail anchors, such as athletic, health care, or entertainment facilities, and/or office space may also drive traffic to and support retail businesses.

Retail activity is evolving every day and it can be difficult for smaller towns to mitigate the challenges that brick-and-mortar stores face. As ecommerce continues to gain retail market share, concern about "over-retailing" and the "retail apocalypse" have pervaded communities around the country. To be successful, retailers are repositioning themselves to navigate the changing shopping environment as retail becomes more "experiential" and less transaction-based. With online shopping just a click away, consumers need a compelling reason to visit a physical store. A critical mass of business is vital to draw people from the popular destinations outside of the Berlin (the shops in Gorham and further away in Conway in particular). These businesses would have to be specialty stores; traditional retail will most likely be unsuccessful as there are options to meet these needs nearby. Working regionally with one unified voice will benefit the region as a whole, and each downtown individually.

CITY OF BERLIN

Table 5

Supportable Retail - Regional Trade Area							
A	B	C	D	E	F	G	H
NAICS	Retail Category	Retail Gap	15% Leakage Recapture	Average Sales per Business	Supportable Businesses (D / E)	Average Sales per SF	Supportable SF (D / G)
4421	Furniture Stores	$ 3,869,113	$ 580,367	$1,371,019	0.42	$ 300	1,935
4431	Electronics & Appliance Stores	$ 957,578	$ 143,637	$1,786,282	0.08	$ 500	287
4441	Bldg Material & Supplies Dealers	$11,256,399	$ 1,688,460	$2,547,670	0.66	$ 350	4,824
4451	Grocery Stores	$ 4,743,458	$ 711,519	$5,956,151	0.12	$ 500	1,423
4452	Specialty Food Stores	$ 1,771,420	$ 265,713	$ 695,268	0.38	$ 350	759
4461	Health & Personal Care Stores	$ 9,139,933	$ 1,370,990	$2,397,140	0.57	$ 400	3,427
4481	Clothing Stores	$10,805,442	$ 1,620,816	$1,322,130	1.23	$ 300	5,403
4482	Shoe Stores	$ 712,228	$ 106,834	$1,437,047	0.07	$ 300	356
4483	Jewelry, Luggage & Leather Goods Stores	$ 2,491,761	$ 373,764	$1,162,850	0.32	$ 500	748
4512	Book, Periodical & Music Stores	$ 1,096,612	$ 164,492	$1,752,030	0.09	$ 250	658
4529	Other General Merchandise Stores	$ 824,840	$ 123,726	$3,239,779	0.04	$ 500	247
4532	Office Supplies, Stationery & Gift Stores	$ 388,574	$ 58,286	$ 573,316	0.10	$ 300	194
4539	Other Miscellaneous Store Retailers	$ 7,747,457	$ 1,162,119	$ 956,157	1.22	$ 300	3,874
7225	Restaurants/Other Eating Places	$ 6,426,612	$ 963,992	$ 662,319	1.46	$ 350	2,754
Total Supportable Square Feet							**26,890**

Source: Esri, Camoin Associates

Table 4

Supportable Retail - Local Trade Area							
A	B	C	D	E	F	G	H
NAICS	Retail Category	Retail Gap	15% Leakage Recapture	Average Sales per Business	Supportable Businesses (D / E)	Average Sales per SF	Supportable SF (D / G)
4421	Furniture Stores	$ 2,963,228	$ 444,484	$1,371,019	0.32	$ 300	1,482
4441	Bldg Material & Supplies Dealers	$ 7,106,274	$ 1,065,941	$2,547,670	0.42	$ 350	3,046
4451	Grocery Stores	$11,504,813	$ 1,725,722	$5,956,151	0.29	$ 500	3,451
4452	Specialty Food Stores	$ 943,973	$ 141,596	$ 695,268	0.20	$ 350	405
4461	Health & Personal Care Stores	$ 6,313,502	$ 947,025	$2,397,140	0.40	$ 400	2,368
4481	Clothing Stores	$ 6,618,613	$ 992,792	$1,322,130	0.75	$ 300	3,309
4482	Shoe Stores	$ 1,399,279	$ 209,892	$1,437,047	0.15	$ 300	700
4483	Jewelry, Luggage & Leather Goods Stores	$ 1,659,851	$ 248,978	$1,162,850	0.21	$ 500	498
4511	Sporting Goods & Hobby Stores	$ 1,921,303	$ 288,195	$1,401,176	0.21	$ 250	1,153
4512	Book, Periodical & Music Stores	$ 643,168	$ 96,475	$1,752,030	0.06	$ 250	386
4529	Other General Merchandise Stores	$ 912,603	$ 136,890	$3,239,779	0.04	$ 500	274
4532	Office Supplies, Stationery & Gift Stores	$ 546,475	$ 81,971	$ 573,316	0.14	$ 300	273
4539	Other Miscellaneous Store Retailers	$ 4,790,286	$ 718,543	$ 956,157	0.75	$ 300	2,395
7225	Restaurants/Other Eating Places	$ 4,475,058	$ 671,259	$ 662,319	1.01	$ 350	1,918
Total Supportable Square Feet							**21,656**

Source: Esri, Camoin Associates

OFFICE

The office market analysis included comparisons between the City of Berlin and Coos County. This region was selected because Berlin is the largest city in the county, and acts as a hub; therefore, any potential within the county can be directed towards the city.

OFFICE MARKET TRENDS

National data shows that even after nine years of continuous expansion, the office market still has momentum. The new supply in office space is helping to shift the market in a tenant-favorable direction. In particular, of top-quality space that has come online, 34.5% of remains available. This indicates a leasing price that is out of reach for many users, so there will be more emphasis on cost effective retrofits and repositioning going forward. Asking rents in Q2 of 2018 were at $33.82 per square foot, indicating flat growth from the previous quarter at 0.1%.[2]

Office culture in the United States is drastically evolving due to changing preferences and priorities of employees. CBRE posits,

> *"Driven by the purported preferences of millennial employees, who make up an ever-increasing share of the workforce, 'traditional' office configurations have become a borderline liability in many places. Instead of long hallways with closed-door private offices and low-ceilinged, fluorescent-lit cube farms, open bench seating and exposed HVAC systems are becoming de rigueur for most remodeling efforts."*

This cultural shift is in turn affecting the types of office space demanded by local businesses. Employees expect to see open space with lounge areas, cafés, glass walls and doors dispersed throughout their work environment.

Office market trends in the Interstate 93/Route 3 Corridor show that vacancies are lower in southern New Hampshire as compared to other New England regions; however, rents are also lower. CBRE reported a vacancy rate of 10.4% in both 2016 and 2017 in the corridor, while NNN[3] rents also remained flat at $11.31. In total, the corridor currently houses about 22.3 million square feet of office space. CBRE's projections through 2018 show that vacancy and rental rates will remain flat, but will also stay above those of the adjacent Seacoast submarket.[4]

OFFICE DEMAND

The demand for future office space in the region is largely a product of industry growth as measured by jobs. Job growth in industries that typically require office space drives demand that is generally proportional to the number of employees. That is, as the number of jobs increases (or decreases) in office-utilizing industries, demand for office space will respond proportionally.

Table 6 and Table 7 below shows the projected 10-year job growth by 2-digit NAICS industries that utilize office space in the city and county. Between 2018 and 2028, the City of Berlin is projected to see a net increase of 91 jobs, while at the same time office-utilizing industries will shed about 15 jobs. We assume each of these potential new workers will require 175 rentable square feet. Applying this conservative assumption to projected loss of these jobs, it will create an excess of roughly 2,600 square feet of space over the next 10 years. However, broadening our analysis to Coos County, 17% of projected new jobs will be concentrated within office-utilizing industries, resulting in potential demand for 19,400 rentable square feet of office space.

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[2] JLL Office Outlook 2018.

[3] A triple net lease (or "nnn" lease) is a form of real-estate lease agreement where the tenant or lessee is responsible for the ongoing expenses of the property, including real estate taxes, building insurance, and maintenance, in addition to paying the rent and utilities.

[4] CBRE 2018 New England Market Outlook.

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Table 6

Office Utilizing Industries, City of Berlin						
NAICS	Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change	Rentable Square Feet
11	Agriculture, Forestry, Fishing and Hunting	-	-	0	0%	-
21	Mining, Quarrying, and Oil and Gas Extraction	-	-	0	0%	-
22	Utilities	41	38	(3)	(7%)	-
23	Construction	120	110	(10)	(8%)	-
31	Manufacturing	212	335	123	58%	-
42	Wholesale Trade	36	19	(17)	(47%)	-
44	Retail Trade	315	300	(15)	(5%)	-
48	Transportation and Warehousing	26	21	(5)	(19%)	-
51	Information	<10	<10	Insf. Data	Insf. Data	-
52	Finance and Insurance	94	71	(23)	(24%)	(4,025)
53	Real Estate and Rental and Leasing	32	33	1	3%	-
54	Professional, Scientific, and Technical Services	28	24	(4)	(14%)	(700)
55	Management of Companies and Enterprises	61	73	12	20%	2,100
56	Administrative and Support and Waste Management and Remediation Services	48	49	1	2%	175
61	Educational Services	38	49	11	29%	-
62	Health Care and Social Assistance	767	727	(40)	(5%)	-
71	Arts, Entertainment, and Recreation	92	149	57	62%	-
72	Accommodation and Food Services	157	163	6	4%	-
81	Other Services (except Public Administration)	160	162	2	1%	350
90	Government	1,114	1,111	(3)	(0%)	(525)
99	Unclassified Industry	-	-	0	0%	-
	Total, All Industries	3,347	3,438	91	3%	-
	Total, Office-Utilizing Industries	1,505	1,489	(15)	(16%)	(2,625)

Source: EMSI

Table 7

Office Utilizing Industries, Coos County						
NAICS	Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change	Rentable Square Feet
11	Agriculture, Forestry, Fishing and Hunting	266	201	(65)	(24%)	-
21	Mining, Quarrying, and Oil and Gas Extraction	33	38	5	15%	-
22	Utilities	105	132	27	26%	-
23	Construction	673	620	(53)	(8%)	-
31	Manufacturing	730	739	9	1%	-
42	Wholesale Trade	190	193	3	2%	-
44	Retail Trade	1,861	1,778	(83)	(4%)	-
48	Transportation and Warehousing	330	281	(49)	(15%)	-
51	Information	75	74	(1)	(1%)	(175)
52	Finance and Insurance	205	168	(37)	(18%)	(6,475)
53	Real Estate and Rental and Leasing	126	140	14	11%	-
54	Professional, Scientific, and Technical Services	166	163	(3)	(2%)	(525)
55	Management of Companies and Enterprises	132	158	26	20%	4,550
56	Administrative and Support and Waste Management and Remediation Services	323	380	57	18%	9,975
61	Educational Services	122	144	22	18%	-
62	Health Care and Social Assistance	2,229	2,254	25	1%	-
71	Arts, Entertainment, and Recreation	474	528	54	11%	-
72	Accommodation and Food Services	2,013	2,053	40	2%	-
81	Other Services (except Public Administration)	481	475	(6)	(1%)	(1,050)
90	Government	3,111	3,186	75	2%	13,125
99	Unclassified Industry	-	-	0	0%	-
	Total, All Industries	13,646	13,705	59	0%	-
	Total, Office-Utilizing Industries	4,493	4,604	111	17%	19,425

Source: EMSI

COWORKING SPACE

Coworking space has become increasingly popular in recent years among both self-employed individuals and other remote workers. This can be seen in Berlin as well, with the makerspace Assemble offering classes, events, membership and more. Their newest addition, assemble@work, is a coworking, meeting and gaming space.

Job projections in the city and county show self-employment in office-utilizing industries increasing only marginally, thus demand for co-working space is likely to come from non-traditional office users. Growth potential in this industry is likely limited in the city until coworking spaces become more widely accepted in rural communities.

Table 8

Self-Employed Jobs in Office-Utilizing Industries						
	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change	Self-Employed as a % of All Jobs in Office-Utilizing Industries	
					2018	2028
City of Berlin	86	95	11	11.0%	5.7%	6.4%
Coos County	484	512	29	5.7%	10.8%	11.1%

Source: EMSI

MEDICAL OFFICE SPACE

Medical office buildings are trending towards flexible space (flex space) and multi-specialty offices. This allows for the incorporation of a range of medical technology and equipment used in different procedures and appointments. Additionally, the amount of technological equipment being used in procedures and appointments has been increasing, further adding to the demand for efficient space. Flex space allows for adaptability as technology changes or the needs of patients change.

The level of future demand for medical office space can be determined by looking at industry job projections for the various health-related industry sub-sectors. See Table 9 and Table 10 for a breakdown of job growth in 4-digit health industries from 2018 to 2028 for the City of Berlin and Coos County. Over the next ten years, there will be an estimated reduction of 40 health industry jobs in the city and an increase of 25 jobs at the county level. Not all the sub-sectors require office space; however, some that do are expected to see significant gains, including Offices of Physicians (83 new jobs) and Individual and Family Services (50 new jobs).

The three industries driving a reduction in rentable space in Berlin are NAICS 6214 Outpatient Care Centers, 6221 General Medical and Surgical Hospitals, and 6231 Nursing Care Facilities. These changes are seen at the county level as well, but not necessarily at the state level. Outpatient Care Centers are decreasing by 20% in Berlin but increasing by 29% state-wide. This could be a result of the opioid crisis in the southern part of the state and need to increase the number of facilities in that part of the state. The opioid crisis is at a critical level in Berlin and there is ongoing demand for mental health providers, although rather than real estate constraining development it is lack of workforce that is the limiting factor.

Nursing Care Facilities are decreasing by 25% in Berlin and 16% state-wide, indicating an overall downward trend in this industry with a more concentrated impact on Berlin. Finally, General Medical and Surgical Hospitals are decreasing by 6% in Berlin but increasing by 6% statewide. This could be the result of workforce retainment, budget cuts, or overall decline in population in Berlin compared to an increase in population state-wide.

The tables below show potential demand for rentable space in the health care sector based on an industry standard of 250 square feet per job. Job increases throughout the sector suggest demand for 6,250 square feet of new office space in the county by 2028, but a reduction of 10,000 square feet of space within the city. Attracting more residents, through economic development and a mixed-use vision, would improve the appeal to healthcare practitioners.

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Table 9

Health Industry Growth, City of Berlin						
NAICS	Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change	Rentable Square Feet
6211	Offices of Physicians	33	44	11	33%	2,750
6212	Offices of Dentists	12	14	2	17%	500
6213	Offices of Other Health Practitioners	<10	<10	Insf. Data	Insf. Data	-
6214	Outpatient Care Centers	93	74	(19)	(20%)	(4,750)
6215	Medical and Diagnostic Laboratories	0	0	0	0%	-
6216	Home Health Care Services	<10	<10	Insf. Data	Insf. Data	-
6219	Other Ambulatory Health Care Services	<10	10	Insf. Data	Insf. Data	-
6221	General Medical and Surgical Hospitals	327	307	(20)	(6%)	(5,000)
6222	Psychiatric and Substance Abuse Hospitals	0	0	0	0%	-
6223	Specialty (except Psychiatric and Substance Abuse) Hospitals	0	0	0	0%	-
6231	Nursing Care Facilities (Skilled Nursing Facilities)	78	59	(19)	(24%)	(4,750)
6232	Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities	<10	<10	Insf. Data	Insf. Data	-
6233	Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	0	0	0	0%	-
6239	Other Residential Care Facilities	0	0	0	0%	-
6241	Individual and Family Services	143	148	5	3%	1,250
6242	Community Food and Housing, and Emergency and Other Relief Services	0	0	0	0%	-
6243	Vocational Rehabilitation Services	<10	<10	Insf. Data	Insf. Data	-
6244	Child Day Care Services	55	56	1	2%	250
	Total, Medical Office-Utilizing Industries	767	727	(40)	(5%)	(10,000)

Source: EMSI

Table 10

Health Industry Growth, Coos County						
NAICS	Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change	Rentable Square Feet
6211	Offices of Physicians	244	327	83	34%	20,750
6212	Offices of Dentists	82	91	9	11%	2,250
6213	Offices of Other Health Practitioners	39	46	7	18%	1,750
6214	Outpatient Care Centers	235	191	(44)	(19%)	(11,000)
6215	Medical and Diagnostic Laboratories	0	0	0	0%	-
6216	Home Health Care Services	<10	<10	Insf. Data	Insf. Data	-
6219	Other Ambulatory Health Care Services	28	34	6	21%	1,500
6221	General Medical and Surgical Hospitals	633	594	(39)	(6%)	(9,750)
6222	Psychiatric and Substance Abuse Hospitals	0	0	0	0%	-
6223	Specialty (except Psychiatric and Substance Abuse) Hospitals	0	0	0	0%	-
6231	Nursing Care Facilities (Skilled Nursing Facilities)	191	144	(47)	(25%)	(11,750)
6232	Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities	12	11	(1)	(8%)	(250)
6233	Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	110	128	18	16%	4,500
6239	Other Residential Care Facilities	25	<10	Insf. Data	Insf. Data	-
6241	Individual and Family Services	447	497	50	11%	12,500
6242	Community Food and Housing, and Emergency and Other Relief Services	14	18	4	29%	1,000
6243	Vocational Rehabilitation Services	<10	<10	Insf. Data	Insf. Data	-
6244	Child Day Care Services	155	157	2	1%	500
	Total, Medical Office-Utilizing Industries	2,229	2,254	25	1%	6,250

Source: EMSI

INDUSTRIAL & FLEX

Industrial space is commercial space that is utilized for purposes such as light manufacturing, warehousing and distribution, research and development, transportation, etc. Similar to industrial space, flex space is defined as:

> *"A type of building(s) designed to be versatile, which may be used in combination with office (corporate headquarters), research and development, quasi-retail sales, and including but not limited to industrial, warehouse, and distribution uses. At least half of the rentable area of the building must be used as office space. Flex buildings typically have ceiling heights under 18', with light industrial zoning. Flex buildings have also been called Incubator, Tech and Showroom buildings in markets throughout the country."*[5]

Flex space buildings can be used for office, medical, industrial, warehouse, distribution, quasi-retail, or research and development space.

[5] CoStar.

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LIGHT INDUSTRIAL BUILDING STOCK

Regionally and nationally, the strongest demand for light industrial space is concentrated among warehouse and distribution centers, driven by the continued expansion of ecommerce. As Berlin is relatively far from access to I-93, its access generally precludes it from these types of uses; however, the area may be a logical fit for small- to medium-scale light manufacturing and assembly operations, which do not require large spaces.

Historically Berlin relied on heavy industry, starting with the logging and wood industries, and later with the paper and pulp industries, to employ many people in its community. Currently, some smaller-scale manufacturing operations exist. Berlin has several areas within the city with industrial uses, mostly along route 10 and 16. Existing light industrial properties in Berlin are typically standalone buildings in a site-specific setting, accessible exclusively by car and isolated from commercial or residential uses.

MANUFACTURING TRENDS

The national manufacturing environment is changing rapidly, as companies are forced to continually adapt to remain competitive in the face of automation and off-shoring. There have been significant long term decreases in manufacturing employment nationally, regionally, and locally, although very recent reports for late 2017 and early 2018 indicate that such jobs are growing again nationally. As a result of increased productivity, manufacturing output continues to rise and remains a notable component of the economy. Comprising 6% of Berlin's job base and 6% of its GRP, manufacturing employment in Berlin is less concentrated relative to the county, state, and nation. Discussions with local stakeholders indicate that while overall jobs may continue to drop, small selective manufacturing industries may grow, particularly if businesses are able to attract and retain qualified trained staff.

Table 11

Manufacturing Employment, 2008-2028							
	2008 Jobs	2018 Jobs	2028 Jobs	2008-2018 # Change	2008-2018 % Change	2018-2028 # Change	2018-2028 % Change
City of Berlin	228	212	335	(16)	(7%)	123	58%
Coos County	1,359	730	739	(629)	(46%)	9	1%
New Hampshire	77,839	71,222	69,898	(6,617)	(9%)	(1,324)	(2%)
United States	13,630,772	12,762,501	12,691,202	(868,271)	(6%)	(71,299)	(1%)

Source: EMSI

Table 12

Manufacturing Share of the Economy, 2018				
	Manufacturing Jobs	% of Region Jobs	Manufacturing GRP ($ Billions)	% of Region GRP
City of Berlin	212	6.3%	$ 0.15	5.7%
Coos County	730	5.3%	$ 0.75	6.7%
New Hampshire	71,222	9.7%	$ 11.51	15.1%
United States	12,762,501	7.9%	$ 2,264.71	12.6%

Source: EMSI

RURAL ASSESSMENT

The purpose of this section is to understand best practices and trends in rural economic development. To start, we outline the trends in rural America and describe the urban-rural divide. We explain what approach is working best in rural America, and interpret this through the lens of the City of Berlin.

TRENDS IN RURAL AMERICA

Recovery from the Great Recession has not reached rural areas; 98.5% of all job growth and 98.7% of all population growth since the Great Recession has occurred in metropolitan areas, primarily in the south and western regions of the country. In addition, population loss, also known as rural flight or outmigration, is affecting the majority of rural communities across the US. Between 2008 and 2017, rural populations declined by 5.5% and nonfarm employment shrunk by 10.3%.[6] In Coos County in 2008, 67% of young adults reported that "it is easy for people their age to find a job." In 2011, only 19 percent felt this way.[7]

This decrease in working-aged individuals is in turn leading to an aging demographic. A lack in population also reduces the tax base and makes funding infrastructure, schools, and other public services difficult. This impact is felt through the relatively high property taxes in Berlin. These are discouraging patterns for parents and their children, whom are often encouraged to find opportunity somewhere else. The current trend of employers moving to where workers live adds to the cyclical nature of disinvestment in rural communities. Employers feel that they need to be where the workers are and workers feel the right places (with the right opportunities) are in cities.

Substance abuse, particularly of opioids, is an immediate threat to rural communities across the county. New Hampshire is among the top five states in the country with the highest rate of opioid-deaths.[8] While the majority of emergency hospital visits occur in the southern portion of the state, particularly Manchester, Berlin does have several deaths per year due to opioids.[9]

Case Study: Keweenaw County, Michigan

Located in the Upper Peninsula and surrounded by Lake Superior, this county has taken a regional approach to tourism, particularly around mountain biking. With a robust website managed by the Keweenaw Convention & Visitors Bureau, a potential visitor can find out about upcoming events, where to stay, learn about their dozens of annual events held throughout the area year-round, and download maps for their stay. The consolidation of efforts has increased capacity and highlighted the entire region as a recreational mecca.

For more information: **https://www.keweenaw.info/**

[6] https://www.citylab.com/perspective/2019/05/most-of-americas-rural-areas-are-doomed-to-decline/588883/
[7] http://harvardpolitics.com/united-states/keeping-rural-america-alive/
[8] https://www.drugabuse.gov/opioid-summaries-by-state/new-hampshire-opioid-summary
[9] https://www.dhhs.nh.gov/dcbcs/bdas/documents/state-response-opioid-crisis.pdf

THE URBAN/RURAL DIVIDE

The urban/rural divide can traditionally be seen through voting behavior, concentration of wealth and jobs, population density, health (both access to health and rates of preventable conditions). Rural communities are known for their strong social networks, local pride, and abundant access to natural capital.

A 2018 study of the urban/rural divide by the National League of Cities looked at population distribution, access to broadband, educational attainment, growth in high-value businesses, and GDP to measure the urban/rural divide. New Hampshire has:[10]

- 20% more of its population in urban areas versus its rural areas;
- 12% more of its rural population without access to broadband when compared to their urban counterparts;
- 7% of its urban population with a higher educational attainment compared to the rural population (at least some college);
- Much stronger rural growth in traded sector businesses (18% greater growth of high-value businesses than urban areas); and
- 2% higher urban growth, as measured by GDP.

> While rural regions may not be swimming in investment capital, they are awash in local pride and tight-knit communities.
>
> Jean Hardy, *How Rural America is Saving Itself*

Interestingly, if they had a choice, people would want to live in a rural community. A recent Gallup poll indicated that 27% of Americans would choose to live in a rural community, the number one answer when given the options of a rural community, a big city suburb, a small city, a big city town, or a small city suburb (15% reported currently living in a rural area).[11]

Case Study: Elkin, North Carolina

With the major employer leaving town (a textile mill), 17 empty storefronts in its downtown, and a stagnant population of 4,000, the Town of Elkin initiated *Elkin Explorers*, a program to sponsor and create events to draw visitors and potential residents to its community. Like a grass-roots economic development coop, community members pay a membership fee (starting at $100 per couple) and are trained to be community ambassadors, highlighting the positives about Elkin. They focus on messaging through out-of-state advertisements, weekly email blasts, and subsidizing local business events. They have also started a weekly food truck event (Food truck Fridays) and organizing music at the farmers market. These small, incremental changes have led to a reduction in the number of empty storefronts (to eight) since the organization's inception in spring of 2017.

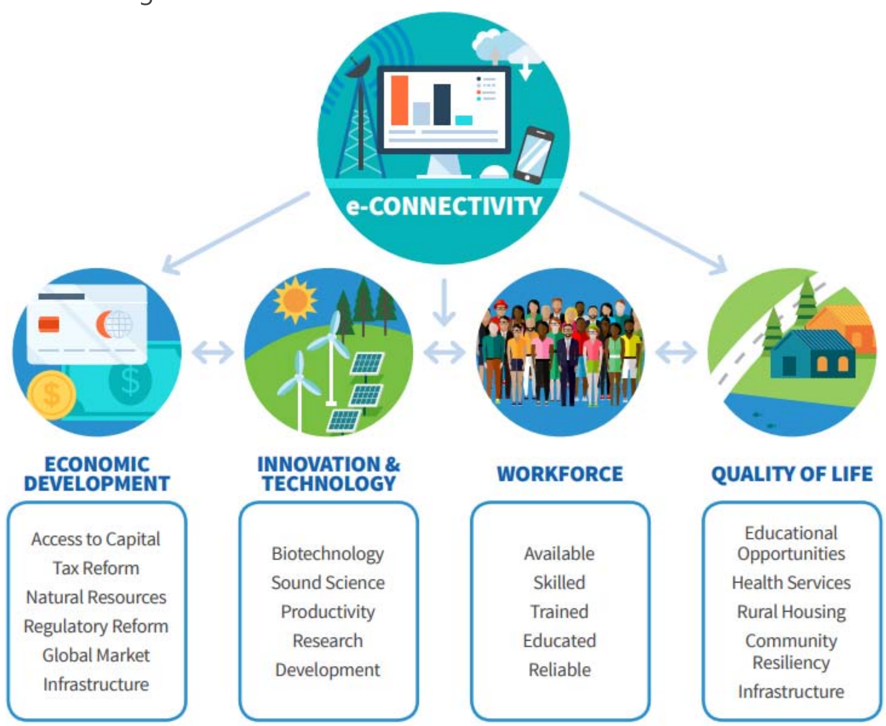
Read more here: **https://www.dailyyonder.com/reinvent-rural-economy-100-time/2019/02/13/30132/**.

[10] https://www.nlc.org/sites/default/files/2018-03/nlc-bridging-the-urban-rural-divide.pdf

[11] https://www.washingtonpost.com/business/2018/12/18/americans-say-theres-not-much-appeal-big-city-living-why-do-so-many-us-live-there/?noredirect=on&utm_term=.58d1fb742b31

RURAL ECONOMIC DEVELOPMENT TODAY

Federal priorities are outlined in the graphic below and center around e-Connectivity, with emphasis on economic development, innovation and technology, workforce, and quality of life.[12] Similar themes are echoed by the Center on Rural Innovation, whose approach is to create downtown innovation hubs tied to partnerships, downtown housing, entrepreneurship resources, workforce training, and high-speed internet.[13] These broad goal areas are congruent with what many rural areas, including Berlin, need to address in order to increase overall prosperity. While these may be the top priorities, the key is to understand how to implement them within a unique rural community with specific assets and challenges.



Case Study: Storm Lake, Iowa

When looking into rural communities, many of which are experiencing population increases because of an influx of immigrant residents. Such is the case for Storm Lake, Iowa, which has absorbed successive waves of immigrants and refugees from Asia, Mexico and Central America, and Africa. The majority relocated to the area to staff the robust meat packing industry. Besides spending money in the community and attending church and sporting events, their presence has had spillover effects such as opening businesses that kept downtowns thriving, buying homes, and repopulating schools. While at first the community wanted things to "go back to the way it was," over time the community evolved. Nonprofit and advocacy groups were created to ease the transition, and the police department hired bilingual community liaisons.

[12] https://www.usda.gov/sites/default/files/documents/rural-task-force-infographic.pdf
[13] https://ruralinnovation.us/approach/

BEST PRACTICES IN RURAL ECONOMIC DEVELOPMENT

As most of the post-recession wealth has been concentrated in urban areas, what strategies have proven effective to shift this recovery towards rural communities? The following themes indicate successful best practices that we have seen emerge recently in rural economic development:

- **Redefine what economic success looks like.** It's not the same scale or scope of their urban counterparts. The Rural Policy Research Institute examines eight forms of capital in rural communities which broaden the concept of community assets. These include 1) Physical Capital; 2) Financial Capital; 3) Human Capital; 4) Intellectual Capital; 5) Political Capital; 6) Natural Capital; 7) Social Capital; and 8) Cultural Capital. Furthermore, rural communities find ways of investing the flow of benefits from these sources of capital the to increase wealth into the future.[14] This more holistic way of thinking also focuses on community well-being as driver of economic development.
- **Build off your assets.** With abundant access to land, rural communities have the ability to leverage tourism, outdoor recreation, agritourism, and other economic generators that simultaneously protect the land and bring wealth to the community. Rural communities should focus on creating unique events that bring the community together and invest in public spaces. This being said, rural land conservation is imperative to protect the assets that make rural areas unique and special.
- **Get connected.** Telecommunications, access to broadband, and general wireless connectivity is imperative in growing your rural community and attracting new residents. This not only allows businesses to stay connected, but allows services (like medical, mental health, and work opportunities) to reach a broader number of people.
- **Take a regional approach.** Small communities in isolation, competing against each other, waste resources that could be used to market the area regionally. See the case study example of Keweenaw County, Michigan, where multiple towns in the county market the entire area as a recreation destination.
- **Focus on density**. All but three of the top 15 towns in *Budget Travel*'s "America's Coolest Small Towns 2013" had a population density of over 500 people per square mile. (Berlin has a population density of about 160 people per square mile.) Drawing people from more urban areas means providing them with what is attractive about urban environments, in particular a downtown that is active and walkable.[15]
- **Adapt a cluster approach to the rural context**. Industry clusters are groups of industries that are linked to common products, labor pools, technologies, supply chains, and/or training needs. Identifying clusters is crucial in long-term economic development planning, as benefits to one industry will generally impact other industries within the same cluster. To build off the concentrated growth in urban markets, link rural business to urban clusters (and conversely link urban businesses to rural clusters), and link rural entrepreneurship to urban markets. [16]

> Density can help create a stronger and more accessible downtown core, increase economic productivity, lower infrastructure costs and help create a lifestyle that many people believe only urban areas can provide.
>
> Andrew A. Pack, *Increasing Density: A Small-Town Approach to New Urbanism*

[14] http://www.rupri.org/wp-content/uploads/Rural-Wealth-Framework-Final-12.18.17.pdf
[15] https://www.stlouisfed.org/publications/bridges/fall-2013/increasing-density-a-smalltown-approach-to-new-urbanism
[16] https://www.nlc.org/sites/default/files/2018-03/nlc-bridging-the-urban-rural-divide.pdf

LESSONS FOR BERLIN

Given this assessment, how can the City of Berlin apply these lessons from rural economic development? While these strategies will be developed further, it is clear Berlin should extend efforts to develop a collaborative, regional approach to economic development, particularly within the tourism industry. Creating a hub of regional activity will amplify the reach of efforts of any individual community. At the same time, it is important to communicate Berlin's assets both internally and externally to negate the negative perception within the community.

ATTACHMENT A: DATA SOURCES

PROPRIETARY DATA SOURCES

ECONOMIC MODELING SPECIALISTS INTERNATIONAL (EMSI)

To analyze the industrial makeup of a study area, industry data organized by the North American Industrial Classification System (NAICS) is assessed. Camoin 310 subscribes to Economic Modeling Specialists Intl. (Emsi), a proprietary data provider that aggregates economic data from approximately 90 sources. Emsi industry data, in our experience, is more complete than most or perhaps all local data sources (for more information on Emsi, please see www.economicmodeling.com). This is because local data sources typically miss significant employment counts by industry because data on sole proprietorships and contractual employment (i.e. 1099 contractor positions) is not included and because certain employment counts are suppressed from BLS/BEA figures for confidentiality reasons when too few establishments exist within a single NAICS code.

ESRI BUSINESS ANALYST ONLINE (BAO)

Esri is the leading provider of location-driven market insights. It combines demographic, lifestyle, and spending data with map-based analytics to provide market intelligence for strategic decision-making. Esri uses proprietary statistical models and data from the U.S. Census Bureau, the U.S. Postal Service, and various other sources to present current conditions and project future trends. Esri data are used by developers to maximize their portfolio, retailers to understand growth opportunities, and by economic developers to attract business that fit their community. For more information, visit www.esri.com.

REFERENCEUSA

ReferenceUSA's searchable database of U.S. businesses allows the user to identify businesses matching various criteria, including industry, geography, sales, employment count, and other characteristics. ReferenceUSA is useful for developing company lists for business attraction and retention activities, as well as gaining a more granular understanding of the businesses that make up a region's economy. ReferenceUSA is a division of Infogroup. For more information, visit http://resource.referenceusa.com/

REALTYRATES.COM

RealtyRates.com is a comprehensive resource of real estate investment and development trends, analytics, and market research. RealtyRates.com™ surveys more than 300 lenders, investors, brokers, and property managers nationwide on a quarterly basis to track trends in cap rates, financing terms, rents, sales, and operating expenses. This data provides an up-to-date snapshot of the national real estate market. More information is available at http://www.realtyrates.com/

indexes can be used to adjust costs over time. For more information, visit https://www.rsmeans.com/

YOURECONOMY (YE), BUSINESS DYNAMICS RESEARCH CONSORTIUM (BDRC)

YourEconomy (YE) aggregates longitudinal establishment-level data by state, metro, and county, enabling the user to track change in a region's establishments, jobs, and sales over time. These variables can be cross-tabulated by business stage (e.g. Self-Employed, Stage One – 2-9 employees, Stage 2 – 10-99 employees, etc.) to show the region's economic makeup by business size and how these businesses have fared economically. It reveals a granular view of business activity in a particular region and shows how communities compare to others. YE uses the Infogroup Historical Database as its underlying data. For more information, visit http://youreconomy.org/

PUBLIC DATA SOURCES

AMERICAN COMMUNITY SURVEY (ACS), U.S. CENSUS

The American Community Survey (ACS) is an ongoing statistical survey by the U.S. Census Bureau that gathers demographic and socioeconomic information on age, sex, race, family and relationships, income and benefits, health insurance, education, veteran status, disabilities, commute patterns, and other topics. The survey is mandatory to fill out, but the survey is only sent to a small sample of the population on a rotating basis. The survey is crucial to major planning decisions, like vital services and infrastructure investments, made by municipalities and cities. The questions on the ACS are different than those asked on the decennial census and provide ongoing demographic updates of the nation down to the block group level. For more information on the ACS, visit http://www.census.gov/programs-surveys/acs/

LOCAL AREA UNEMPLOYMENT STATISTICS (LAUS), U.S. BUREAU OF LABOR STATISTICS (BLS)

The Local Area Unemployment Statistics (LAUS) program estimates total employment and unemployment for approximately 7,500 geographic areas on a monthly basis, from the national level down to the city and town level. LAUS data is developed through U.S. Bureau of Labor Statistics (BLS) by combining data from the Current Population Survey (CPS), Current Employment Statistics (CES) survey, and state unemployment (UI) systems. More information on LAUS can be found here: http://www.bls.gov/lau/lauov.htm

ONTHEMAP, U.S. CENSUS

OnTheMap is a tool developed through the U.S. Census Longitudinal Employer-Household Dynamics (LEHD) program that helps to visualize Local Employment Dynamics (LED) data about where workers are employed and where they live. There are also visual mapping capabilities for data on age, earnings, industry distributions, race, ethnicity, educational attainment, and sex. The OnTheMap tool can be found here, along with links to documentation: http://onthemap.ces.census.gov/.

BUSINESS DYNAMICS STATISTICS (BDS), U.S. CENSUS CENTER FOR ECONOMIC STUDIES

The Business Dynamics Statistics (BDS) program provides annual measures of business dynamics (such as job creation and destruction, establishment births and deaths, and firm startups and shutdowns) for the economy and aggregated by establishment and firm characteristics. It covers the entire U.S. economy and is available at the national, state, and MSA levels.

POPULATION ESTIMATES PROGRAM (PEP), U.S. CENSUS

The Census Bureau's Population Estimates Program (PEP) produces estimates of the population for the U.S. and its states, counties, cities, and towns. Demographic components of population change (births, deaths, migration) are produced at the national, state, and county levels. PEP provides population estimates on an annual basis.

ECONOMIC CENSUS

The Economic Census is the U.S. Government's official five-year measure of American business and the economy. It is conducted by the U.S. Census Bureau for years ending in '2' and '7'. The Economic Census is the most comprehensive source of information about American businesses from the national to the local level. Published statistics cover more than 1,000 industries, 15,000 products, every state, over 3,000 counties, 15,000 cities and towns, and Puerto Rico and other U.S. Island Areas. More at: https://www.census.gov/programs-surveys/economic-census/about.html.

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Attachment 4: Marketing Strategy

SUBMITTED TO:
City of Berlin & Berlin Industrial Development and Park Authority
168 Main Street
Berlin, NH 03570

MARKETING STRATEGY

ECONOMIC DEVELOPMENT AND MARKETING STRATEGY

City of Berlin, NH

SEPTEMBER 2019

PREPARED BY:

camoin associates ECONOMIC DEVELOPMENT
310 Ltd

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ABOUT CAMOIN 310

Camoin 310 has provided economic development consulting services to municipalities, economic development agencies, and private enterprises since 1999. Through the services offered, Camoin 310 has had the opportunity to serve EDOs and local and state governments from Maine to California; corporations and organizations that include Lowes Home Improvement, FedEx, Amazon, Volvo (Nova Bus) and the New York Islanders; as well as private developers proposing projects in excess of $6 billion. Our reputation for detailed, place-specific, and accurate analysis has led to projects in 40 states and garnered attention from national media outlets including Marketplace (NPR), Forbes magazine, The New York Times and The Wall Street Journal. Additionally, our marketing strategies have helped our clients gain both national and local media coverage for their projects in order to build public support and leverage additional funding. We are based in Saratoga Springs, NY, with regional offices in Portland, ME; Boston, MA; Richmond, VA and Brattleboro, VT. To learn more about our experience and projects in all of our service lines, please visit our website at **www.camoinassociates.com**. You can also find us on Twitter **@camoinassociate** and on **Facebook**.

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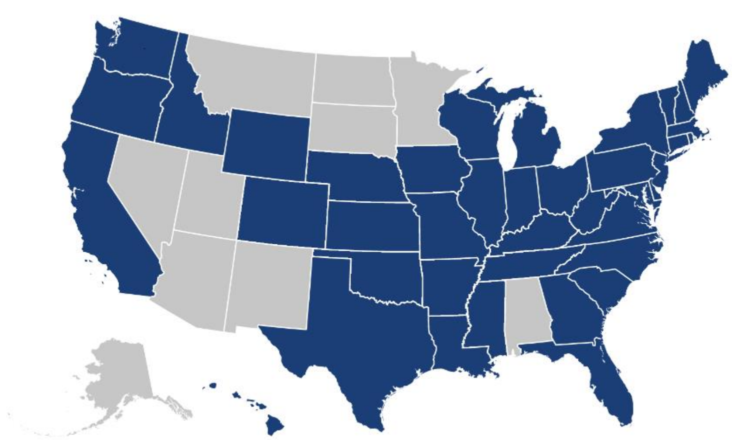

OVERVIEW & CONTEXT

In the context of Berlin's Economic Development and Marketing Strategy, we outlined an Action Matrix to mitigate Berlin's economic challenges and build on its opportunities. The Action Matrix is an ambitious set of strategies that will move the city forward to increase the number businesses, recreation opportunities (and the support services like hotels and restaurants to support this industry), and residents living in the city. It will also create an internal buzz of positivity that will spill over into the region. In order to articulate progress, the following Marketing Strategy includes three (3) campaigns that will help to frame Action Matrix and support its implementation.

Accomplishing the goals outlined in the Action Matrix requires capturing the attention of those who will create business opportunities, increase the vibrancy of downtown Berlin, and otherwise support economic development initiatives. The purpose of this marketing strategy then, is to outline ways the City of Berlin, BIDPA, and community partners can inform, engage, and create dialog among the internal and external audiences to move forward the goals of the Action Matrix. The Marketing Strategy outlines those activities that will assist in this process indicating the Audience (who is being targeted), the Message (what is being said), and the Channel (where it is being said).

Review of current marketing within the City of Berlin indicate that efforts within Berlin are significant. The Androscoggin Valley Chamber of Commerce has largely taken the lead on presenting information to an external audience to draw visitors to the area for ATV use. Two newspapers cover the day-to-day of the area. There are several active social media pages discussing the history of the area, conversing about current events, or highlighting local businesses and community organizations. There is a tightknit-ness to the city that is reflected in these media sources. Utilizing these current channels of communication is largely how we suggest moving forward with implementing tactics in the Action Matrix. The three campaigns we suggest are listed below, followed by a description of each strategy with matrix for implementation.

Campaign 1: Give more voice to Berlin's successes.

- *Amplifying the positive in Berlin will create internal, then external momentum.*

Campaign 2: Broaden the "Open for Business" initiative.

- *Communicate that Berlin is "the place" to develop a business in northern New Hampshire and provide the tools to do so.*

Campaign 3: Brand and showcase the region for recreation.

- *Using a regional approach, highlight the area as an epic destination for year-round outdoor recreation.*

MARKETING STRATEGIES

CAMPAIGN 1: GIVE MORE VOICE TO BERLIN'S SUCCESSES.

In our time in Berlin we heard the term "Berlin Bashers" to indicate those that have and speak of their negative perception of the city. We are biologically hard-wired to find fault in things; this quality is as human as is our ability to solve complex problems. Marketing and design company Cosmic advised a 3:1 ratio of positive to negative messaging within any marketing campaign.[1] While it is clearly important to acknowledge and address the challenges within a community, a campaign to amplify Berlin's positive aspects will help highlight the best things, people, and efforts that reside in Berlin.

This is a largely internal campaign, meaning the marketing and communications are designed to be seen by Berlin's internal audiences (local leaders, residents, business owners, etc.) but the intended effects are expected to percolate externally. We suggest branding this campaign with a name, color scheme, and tagline so stories look similar among each channel used. The long-term outcome of this campaign is to create an increase in the population and number of volunteers in the community. (If you have a growing population, it is more than likely you will have a growing economy.) With a consistent, persistent communication campaign that highlights the positive in Berlin, the ultimate goal is that it will drive people to visit this place and consider it as a community to move to. Celebrating the positive, while acknowledging and working on the negative, can also help create bonds within a community. The ultimate goal is to turn residents and businesses into advocates, increasing volunteerism and community-esteem.

Audience	Message	Channels
Local Community Leaders Municipal staff and elected leaders; board member **City of Berlin** Residents and businesses	Berlin is a community with burgeoning opportunity. We in Berlin love it here, and this is why: good neighbors, access to recreation, community-oriented, affordable living, lots of ways to get involved in creating the kind of community you want to be from. Berlin has learned to reinvent itself over its history. Want to be part of the reinvention? Here's how: support local businesses, get involved in a local organization, volunteer to help out at an annual event, serve on a board, mentor a youth – the possibilities are endless! While no community, including Berlin, is perfect, we address challenges with a DIY/head on approach/attitude only found in northern New Hampshire. It's the real deal here. Berlin's people are what makes this place special. We are hard workers who see the immense potential in the place. Do you? If so, be part of the movement. People in Berlin are making it work. Here's how.	**Meetings** – Meet with local organizations to illustrate how they can tell positive stories within their organization and share these stories throughout the community. Prepare hard-copy materials that can be shared, highlighting success stories. (A train-the-trainer approach.) **Website** – Redesign the City of Berlin's website to include a more human, personal element. See Action Plan Matrix for additional detail. **Social Media** – Posts featuring success stores from youth, new residents, business owners, visitors. **Newspaper** – Work with the newspapers to highlight these same stories that are shared in the other channels. **Poster Strategy** – Answers the question "Who is Berlin?" with an engaging photo and brief story. **Relationship Building** – Attend existing events to gather additional stories and share those collected. Assemble a booth with branding and include activities to engage with event attendees. **Awards** – Create a program to acknowledge the great things happening now in Berlin.

Additional Language

The following language has been scripted based on previous values statements created for the City of Berlin. This language can be used as a vision for Berlin's future and establishing a fresh perspective and can be printed in any number of places.

- Berlin values its beautiful location in the White Mountains of New Hampshire. Through care of our city, its neighborhoods and buildings we value the historic nature of our community. We have a diverse and strong economy while retaining our small-town atmosphere. We are looking for new businesses to support the regional tourism economy and want to hear from you. We can link you with trainings, mentors, and other resources to understand the tourism economy in the region and create a business that is built for success.

CAMPAIGN 2: BROADEN THE "OPEN FOR BUSINESS" INITIATIVE.

Berlin's biggest opportunity for business growth is to grow from within via existing businesses and entrepreneurs who have ties and a connection to the region. The City of Berlin's website has a tab called "Open for Business" which goes to a page of links which may or may not be of interest to a potential business owner. While this provides a bit of guidance, it does not convey an understanding on how to start a business through the City, or why an entrepreneur should choose Berlin for their business location or expansion. This page is also devoid of what types of people and businesses already exist.

This campaign is both internal and external in nature and largely encompasses website materials and resources such as a guidebook, website language, and examples of successful businesses in Berlin. There is some overlap between this and the first campaign (by highlighting success stories) and with the third campaign (for those wanting to start a business supported by the tourism economy). The ultimate outcome of this campaign is to increase the number of businesses in Berlin, and potentially prevent the out-migration of Berlin's younger populations by increasing their career options after high school or college.

Audience	Message	Channels
Existing & Potential Businesses	Look at these businesses that have opened and the success they have seen. They have succeeded and you can too. What's your passion? Find it here. Here is what you need to know about starting a business in Berlin, and how we can help you along the way. Want to start a business in Berlin? Here's how. And here are some existing businesses you can contact to understand what it's like to run a business in Berlin. This is a perfect place to grow your recreation-based business – be it as a tour guide, outfitter, or supporting business like a brew pub or supply store.	**Website** – "Open for Business" page to include a statement on what Berlin is about and what its values are, an online guidebook and additional resources. **BRE Program** – To support and survey existing businesses and their needs. See Action Plan Matrix for more information. **Cut Sheets** – How does living and owning a business in Berlin compare to other places in New Hampshire. Report on metrics like property cost, workforce availability, etc. Also, focus on success stories. **Networking Events** – Bring together the old and the new businesses to explore partnerships and share knowledge.

CITY OF BERLIN

Partner Organizations Androscoggin Valley Chamber of Commerce Community College & High School Job-Training or Workforce Programs, etc.	When businesses succeed, we all do. Gain real world experience for you while at the same time helping a business in need. Supporting businesses supports the community.	**Community College & High School** – address existing business classes and others which may contain potential wannabe entrepreneurs. **Youth entrepreneurship challenge -** Winner gets to run their business at one of several participating vacant downtown locations for a summer, or cash prize.

Additional Language

The following language has been scripted for the City of Berlin to use within the business guidebook mentioned above, on its "Open for Business" landing page, or other resource.

- With a strong and growing tourism economy and over 40% of preserved land within city limits, Berlin is one of the best places to explore motorized or non-motorized recreation. This makes it a great business opportunity! Be it a supply store, repair shop, or brew-pub, Berlin has the community support to grow the tourism industry and provides a great investment opportunity. Berlin is business friendly and is looking to grow!

CAMPAIGN 3: BRAND AND SHOWCASE THE REGION FOR RECREATION.

It is within this campaign where Berlin has the most current success and traction. The area is well known as an ATV destination and its access to a wealth of other outdoor amenities. Linking these natural amenities to economic development is amplified by the efforts of the Androscoggin Valley Chamber of Commerce through its numerous events and promotion of the area. Our suggestion here is to build off the current momentum and create more packaging around current offerings. In addition, we suggest branding the region as an outdoor recreation hub versus the entire city because to a visitor, they see this as an entire region to explore.

This campaign is largely external in focus, addressing regional collaboration to extend the reach of marketing funds. The ultimate goal of this campaign is to highlight the region as an epic destination for all types of recreation and outdoor opportunities. The long-term intent of this campaign is to increase visitors and the supporting businesses services that will enhance the tourism economy.

Partners that can help with implementation include:

- Nearby Municipalities such as the Town of Milan and Town of Gorham;
- Androscoggin Valley Chamber of Commerce;
- Community College and High School – in particular the Resort and Recreation Degree at the college;
- Existing businesses; and
- Pertinent recreation groups and clubs.

Audience	Message	Channels
Direct Tourism Marketing Previous & Potential visitors	How many cities are almost half preserved land? We're not sure, but we are! With 40% state preserved forest (or # of acres), there's not much you can't do in the outdoors here. The Androscoggin Valley has all you need to get away from the day-to-day – shopping, dining, and of course – adventure! Whether staying for a weekend or a week, you can keep busy in the Androscoggin Valley. Quiet woods retreat your preference? Or how about extreme ATV rides? Either way, you can recharge the way you want in the Androscoggin Valley. Stay where? Stay here. This is how. Camping, B&B, motels, or AirBnBs.	**Social Media & Website** – Support the efforts of the Chamber and feed them additional content. **Events** – existing and new. Expand offerings to year-round. Consider distance trail running, MTB races, other forms of non-motorized to balance with the motorized push. **SEO & Digital Marketing** – Review webpages for SEO and search adds. **Sponsorship of National Outdoor Events or Expos** **Branded Videos –** showcasing the visitor experience from a number of angles. **Infographics –** with statistics about the number of miles of trail, types of activities, list of annual events, etc. **Sport-specific Advertising** – market the area to those interested in specific activities like ATVing, hiking, and fishing via magazines and websites. **Email Marketing Campaign** – ensure businesses are tracking all emails in a coordinated effort. Data collected (via analytics) can be used to develop future marketing.

CONCLUSIONS

The City of Berlin should lead the effort to change the narrative in Berlin. Yes, its population was double that it is now in decades past. Yes, the largest employers have left town. Yes, young people continue to move away. However, this cannot be the sole focus; without focusing on the positive that is happening within the city and surrounding area, without cherishing and acknowledging the many assets the community has – from its people to its forests – the story will remain hidden, dominated by the stories of the past. The people behind Berlin's successes are what makes this community great and need to be celebrated to showcase the collective efforts of those who work so diligently to make Berlin a special place to live.

Overall, as the City and its partners continue to work towards making Berlin a great place to work and live, we offer these final themes around marketing the Action Matrix component of the Economic Development Strategy.

MARKETING TAKES PATIENCE AND EFFORT.

Marketing does not exist in a silo – it is part of every aspect of economic and community development. Understanding this will help frame every new development in a way that can be communicated – succinctly and simply – with the community. How the story is told will either create buzz or contempt, indifference or excitement. The key is to be persistent, using a variety of channels, to inform and engage people with all the good things happening in Berlin.

AMPLIFY THE STORIES; FOCUS ON THE POSITIVES.

We cannot stress this enough. With a branded effort across multiple channels, tell the stories of all that is good in Berlin. As this will take some staff capacity, consider working with the high school or community college to engage in the administrative or design aspect of this project. Try to keep to the 3:1 ratio (or higher) of positive to negative communications. Ultimately, people make decisions on feelings. Appeal to their feelings by telling them stories of success that they can then envision within themselves.

EACH RESIDENT IS AN ADVOCATE FOR BERLIN.

With an understanding that each resident in some way shapes Berlin's community, there is an increasing sense of ownership that everyone's attitude matters. While not every opinion can be swayed, it stands true that word of mouth is still the best way (both positive and negative) to advertise. How can these marketing campaigns be framed in easy to digest talking points that can be reiterated between residents, and beyond?

ENJOY WHAT EXISTS NOW AND TAKE PLEASURE IN NEW DEVELOPMENTS AS THEY HAPPEN.

We all know this: progress is never as fast as we would like. To prevent burnout at both staff and volunteer level, make sure there are times for enjoyment and celebration. Berlin's core volunteers work tirelessly to promote the city and region they care deeply about. And when the big developments happen, pop the bottle of champagne, cut the ribbon, and post to the appropriate social feed.

[1] https://designbycosmic.com/insights/articles/the-power-of-positive-messaging

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Attachment 5: Acknowledgements

The Economic Development and Marketing Strategy for the City of Berlin would not have been possible had it not been for the people of Berlin whom were interviewed, participated in the community meetings, and especially served on the BIDPA Board. We would especially like to thank the following:

BIDPA Board of Directors:

BIDPA's Mission is to promote the development and preservation of business and industry to serve the City of Berlin.

- Mike Caron
- Peter Higbee
- Gerald Dumoulin
- Jay Poulin
- Andre Duchesne
- David Poirier
- Richard Eastman
- Dick Huot
- Roland Olivier
- Robert Hill
- Diana Berthiaume (Nelson)
- Mike Scala
- Steve Halle

City of Berlin Staff:

- Pamela Laflamme, Community Development Director
- James Wheeler, City Manager

Community Interviewees:

- Michelle Moren-Grey & Stuart Arnett, NCC/ADG
- Mark Belanger & Diana Berthiaume, NH Employment Security
- Bob Chapman, Steve Binette, Local business/development
- Roland Berthiaume, Mike Couch, Local business/development
- Kelli Poulin, Robin Gallagher, Maureen Patry, Downtown business owners
- Lucie Remilliard, Jen Stewart, Realtors
- Paula Kinney & Sylvia Poulin, Androscoggin Valley Chamber of Commerce
- Laura Jamison, Maria Neal, Assemble/Makerspace
- Bill Woodward, Northway Bank
- Mike Peterson, Androscoggin Valley Hospital

Attachment 6: About Camoin 310

Camoin 310 has provided economic development consulting services to municipalities, economic development agencies, and private enterprises since 1999. Through the services offered, Camoin Associates has had the opportunity to serve EDOs and local and state governments from Maine to California; corporations and organizations that include Lowes Home Improvement, FedEx, Amazon, Volvo (Nova Bus) and the New York Islanders; as well as private developers proposing projects in excess of $6 billion. Our reputation for detailed, place-specific, and accurate analysis has led to projects in 32 states and garnered attention from national media outlets including Marketplace (NPR), Forbes magazine, The New York Times and The Wall Street Journal. Additionally, our marketing strategies have helped our clients gain both national and local media coverage for their projects in order to build public support and leverage additional funding. We are based in Saratoga Springs, NY, with regional offices in Portland, ME; Boston, MA; Richmond, VA and Brattleboro, VT. Camoin Associates merged with 310 Ltd. in early 2019 to become Camoin 310. Our clients now have a single source solution for gathering business information, attracting and retaining investment and jobs, and developing strategic initiatives. To learn more about our experience and projects in all of our service lines, please visit our website at www.camoinassociates.com. You can also find us on Twitter @camoinassociate and on Facebook.

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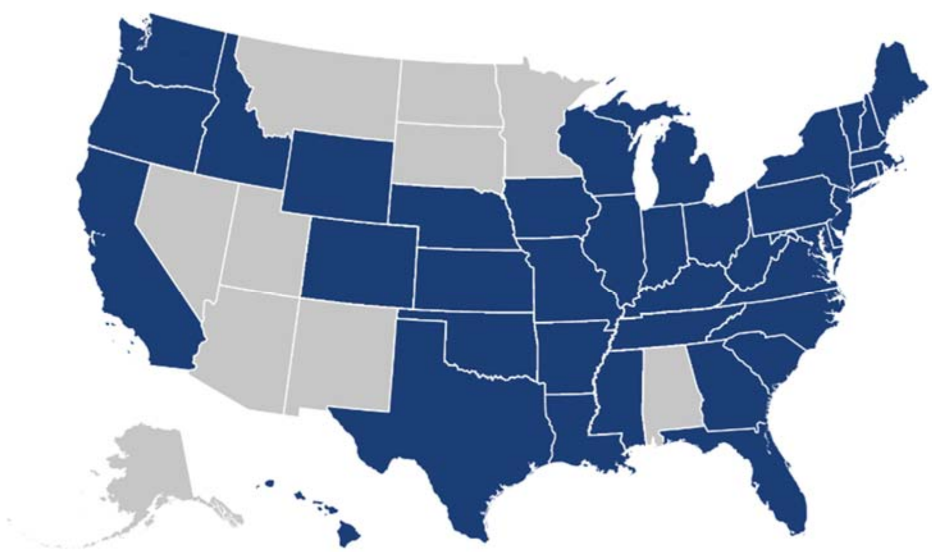

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