
Berlin, Wisconsin

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Contents	**Pages**

Appendix Summary

Appendix A: Public Engagement

Several public engagement opportunities occurred for this strategy. The feedback from these engagement opportunities is in Appendix A.

The Public Open House on March 31, 2022 had a public presentation, plus a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis with the public in attendance. Residents asked questions and pointed out concerns on several maps and concluded with an exercise stating what they would like to see in the City. Daycare was available for parents who wanted to engage in the activity and needed childcare during the event.

The Housing and Economic Development Survey in April 2022 contained forty-nine (49) questions. There were 120 responses to this survey, which informed broad—or very specific—concerns residents had for the City's housing, economic development, and overall future.

Informed with door hangers delivered out by the City, the Priorities Survey acted as a virtual workshop in October 2022 asking City residents to rank the most important of the three (3) housing and seven (7) economic goals with associated recommendations.

Plan Commission Meeting on November 29, 2022 saw a public presentation on the 'Priority Survey' results, key findings in the draft document, and potential placemaking efforts around downtown.

Appendix B: Demographics

Appendix B provides the City's population and household data. Population data examines past trends in demographics and total population numbers by year. Household data was gathered from the U.S. Census Bureau and the Department of Administration. The data included in Appendix B looks at the total number of households, typical characteristics such as household size, income, industry of all employed workers, and commuting patterns.

Appendix C: Economic Analysis

The Analysis strategy ends with Appendix C, which provides an in-depth look at the economic characteristics of the City. Indicators helped identify housing and economic development challenges and opportunities for the City.

Appendix D: Goals and Recommendations

To address the identified opportunities and challenges, the planning team developed goals and recommendations, along with recommended priorities, timeframes for completion, and potential partners. The goals and recommendations along with the Implementation Matrix can be found in the Appendices.

Chapter 1 Introduction

Introduction

This housing and economic development strategy for the City of Berlin is intended to be used by the City and its civic and business partners to maximize efficiency, coordinate activities, and focus on initiatives which have the greatest chance of improving the local economy in meaningful and measurable ways.

This strategy focuses on quality of life, a different direction than in the past. Quality of life can be defined as characteristics that make a place where people want to live, work, play and learn. In economic development, the concept of "quality of life" includes a complex balance of indicators from jobs and education to healthcare and housing. It includes arts, culture and infrastructure.

These facets are important to strengthen and diversify the economy and build community with a great quality of life, numerous jobs, great education, healthcare, and available housing. These components need to grow together. The highest priority was to ensure public engagement completed during the strategic process acted as the foundation for all goals and recommendations crafted as part of this strategy. This chapter provides readers with an introduction to the community and examines the community's history, recent development efforts, and community assets. After reading this chapter, strategy users should have a better sense of the community and be able to put the data, goals, and information contained in later chapters into context.

Community Overview

As of the 2020 census, the City of Berlin has a population of 5,571, while The 2010 U.S. Census recorded a population of 5,524. The median age in Berlin is 37.9 and the median age for Wisconsin is 40.1. The City of Berlin's median household income is $52,090, which is lower by $15,034 compared to Wisconsin's medium income of $67,124 (ACS,2020).

The City saw a 4.49% increase in median household income from $49,637 in 2019. There are a total of 2,610 housing units in Berlin. Of the total housing units, 64.5% are owner-occupied housing and 35.5% are renter-occupied housing (ACS 2020).

Residential population growth is the simplest and often primary factor in contributing to economic development. An increase in population, either from migration into a community or a natural increase from births creates the need for additional housing and expanded retail trade. The creation of new jobs can assist in partially addressing these needs.

Additional breakdowns on demographics will be discussed later in the document and all graphs and charts are saved in the appendices.

Location, Access, and Geographic Boundaries

The City of Berlin is in northeastern Green Lake County, with a small portion of northern Berlin in Waushara County along the Fox River in central Wisconsin. The Berlin area provides excellent natural year-round recreational facilities for boating, fishing, hunting, camping, and swimming. . The community serves as a crossroads, because the City is located on Interstate Highways 91 and 49 approximately 20 miles west-southwest from Oshkosh and State Highway 41. The City has been proactive in providing suitable commercial and industrial land for development, managing targeted programs to promote private investment, and undertaking initiatives to revitalize its riverfront and downtown areas. Berlin's position in the region is impacted by commuter travel, with this explored later in the document. The increasing demand for local housing, goods, services, and employment are derived from an area larger than the City of Berlin's geographical boundaries.

Socioeconomic Market Segmentation

One way to look at a community is by reviewing its tapestry. The following tapestry comes from ESRI's Tapestry Segmentation system. This gives the us a snapshot into what the residents in a community value. It gives an overview of workforce and common industries residents contribute to. Tapestries are used as identify unique consumer markets and allow developers, investors to understand the community better.

Heartland Communities (50.1%)

1. This market is dominated by older householders, and many have paid off their mortgages. Their children have moved away, but they have no plans to leave their homes.
2. Retirees in this market depress the average labor force participation rate to less than 60%.
3. The rural economy of this market provides employment in the manufacturing, construction, utilities, healthcare, and agriculture industries.
4. These are budget savvy consumers; they stick to brands they grew up with and know the price of goods they purchase.
5. Motorcycling, hunting, and fishing are popular; walking is the main form of exercise.

Salt of the Earth (18.1%)

1. Nearly two in three households in the Salt of Earth tapestry are composed of married couples; less than half have children at home.
2. Most live in single-family homes built before 1980; a higher portion was built before 1940.
3. Higher percentage of vacant housing.
4. Steady employment in construction, manufacturing, and related services industries.
5. Household income just over the national median, while net worth is nearly double the national median.
6. Last to buy the latest and greatest products.
7. Outdoor sports and activities, such as fishing, boating, hunting, and overnight camping trips are popular.
8. They own the equipment to maintain their lawns and tend to their vegetable gardens.
9. Residents often tackle home remodeling and improvement jobs themselves

Methodology

This Housing and Economic Development Analysis used data gathering and public engagement to inform goals and recommendations for housing as well as economic development.

The strategy development process began with a Public Open House on March 31, 2022, which had a public presentation, plus a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis with the public in attendance. Residents asked questions and pointed out concerns on several maps and concluded with an exercise stating what they would like to see in the City. Daycare was available for parents who wanted to engage in the activity and needed childcare during the event.

In April 2022, the Housing and Economic Development Survey with forty-nine (49) questions went out. There were 120 responses to this survey, which informed broad—or very specific—concerns residents had for the City's housing, economic development, and overall future. Respondents' top choices for characteristics that made Berlin a great place to live or work were location, parks and safety. Housing and location factors influenced respondents' decisions to live in Berlin. Additional top factors stated were the ability to remain close to family, affordability, and walkability.

Informed with door hangers mailed out by the City, the Priorities Survey in October 2022 acted as a virtual public workshop, asking City residents to rank the most important of the three (3) housing and seven (7) economic goals with associated recommendations.

An additional public workshop was held through a virtual survey. All responses were used to prioritize goals, recommendations and create the implementation matrix.

The Plan Commission Meeting on November 29, 2022 saw a public presentation on the 'Priority Survey' results, key findings in the draft document, and potential placemaking efforts around downtown.

To further support these public engagement efforts, data from ESRI, the U.S. Census Bureau, Wisconsin Department of Administration (DOA), and other sources were obtained for the household market analysis, housing stock analysis, and economic market analysis. This data was then examined for trends and indicators that strengthened the results from the public engagement opportunities.

This strategy stems from City resident input. The resident input and information gathered along with City administration and staff input, allowed for the creation of this strategy.

Review of Existing Reports

It is important when crafting a strategy for a community that the goals and recommendations in the implementation matrix align with existing goals and recommendations from other planning initiatives. This section reviews other relevant housing and economic development plans, goals, and programs that the City is already pursuing.

Berlin has various community plans providing direction to the City. The following is a summary of the selected plans.

Tax Increment District Plans

The City has four active Tax Increment Districts (TIDs). Three of the TIDs (TID No. 1, TID No. 2, TID No. 14) are within Green Lake County, and one (TID No. 10) is in Waushara County. TID No. 10 is in Waushara County. The termination date is July 2023 and it is distressed.

TID No. 15, the Downtown TID, has an expenditure period end date of 2030. The City needs to focus efforts on development to increase assessed value in the TID No. 15. The TID Plan identifies Downtown Building Improvement Programs, Business Assistance Workshops, Downtown Events & Marketing, and Developer Incentives as potential expenses.

Comprehensive Outdoor Recreation Plan (CORP)

The City completed the Comprehensive Outdoor Recreation Plan (CORP) update in 2020. The Plan provides general recommendations and Park-specific recommendations. The City should continue to prioritize the recommendations in the CORP as funding allows because parks and recreation are critical to quality of life in communities. This plan is generally updated every five years to ensure eligibility for grants and programs.

Comprehensive Plan

The City's most recent Comprehensive Plan update was in 2010 with the original plan adopted in 2003. A community's Comprehensive Plan requires updates every ten years to comply with Wisconsin statute.

One of the vital elements of a community's Comprehensive Plan are the community's maps. In particular for Berlin, the Future Land Use Map needs to be revisited to reflect the current community vision and changing future community needs.

Berlin Tourism/Destination Assessment

The City completed a Tourism Assessment in 2019. This document provides detail about the needs and wants of the community that align with the responses from the public survey completed for this Plan The Tourism Assessment outlined Tourism/Marketing opportunities that should continue to be prioritized by City Staff and also identified tasks for local volunteer community groups.

Berlin Economic Development Plan (2014)

The City completed a Economic Development Plan in 2014. Top recommendations are;

- Increased residential development to cater to a changing demographics.
- Development of professional and retail space best suited to the types of goods and services with unmet market demand.
- Attracting additional small employers to available properties in the North Business Park to help diversify and promote future employment growth in the community.

Chapter 2 Housing

Housing Summary

The Housing Chapter highlights the current housing market analysis, key challenges and recommendations. It provides Berlin specific data that was used to determine housing goals and recommendations. These goals and recommendations provide the City with a strategy to enhance housing options and address housing challenges in the community. By determining key findings within the housing analysis. The final goals and recommendations in the implementation matrix allow the City to dive into implementation.

Housing Analysis

A housing market analysis provides an overview of local demographics, such as income and social factors that contribute to the demand for housing in the City of Berlin. The analysis examines the impact of household size, income, age, and ownership status of Berlin's population. By studying the relationships and changes in these factors over time, we can identify current and future gaps in supply based on household needs. Categories that are projected to have potential needs are divided based upon the type of housing that is most demanded by these groups.

For example, the need for rental housing and affordable housing, as well as active senior and retirement communities are areas of need in our aging society. As with the retail trade area, the housing demand comes from a broader geographic pool than just the City. This larger pool includes employees who currently work in or near the City but would prefer to live closer to their place of employment, as well as newly formed households due to children exiting their parents' household.

Additionally, we compared past data from previous plans. The Housing Analysis found an increased demand for new rental units, more senior living options, and more amenities. All the former plans have help strengthen the community and will assist in evaluating current and future needs. The valuable information from previous plans and community input also assisted in the creation of the goals and recommendation document. All can be found in Appendix B.

This section, details the housing analysis completed in Berlin. The analysis examined household size, income, age, and ownership status of Berlin's population. Berlin's average household size is 2.38 and median income is $52,090. The median value of owner-occupied units is $103,800 (U.S Census).

Age and family status are the most influential factors for households considering renting versus owning. The overall percentage of people who own in Berlin is 64.5% whereas 35.5% rent (ACS 2020).

The Housing and Economic Development survey in April 2022 asked respondents about housing preferences. For example, Question 18g asked "how many bedrooms you prefer?" Around 40.9% of respondents chose three bedrooms and 34.1% chose four bedrooms (Appendix A).

The City of Berlin occupied housing units by bedroom are shown below in **Figure AB-4.** Many of the current occupied housing units have 2-3 bedroom. This provides an opportunity for residents to move within City limits and have their housing affordability needs met.

Figure AB-4 Bedrooms

Bedrooms in Occupied Housing Units	Value
No bedroom	3.0%
1 Bedroom	7.5%
2 or 3 Bedrooms	69.0%
4 or More Bedrooms	20.5%

Source U.S. Census 2020

Figure AB-3 examines the units in structure and use of existing housing and units in structure. The City has 2,610 units in structure of that 2,369 are occupied housing units and 241 are currently vacant. (U.S. Census).

A variety of unit types are available, with the majority being single family detached homes. There are also several apartment options available. These numbers outlined below indicate a market for affordable rental units catering to the needs of young adults.

Figure AB-3 Units in Structure

Units in Structure	Total
1, detached	1591
1, attached	61
2 apartments	169
3 or 4 apartments	58
5 to 9 apartments	181
10 or more apartments	267
Mobile home or other type of housing	55
Total units	2382
Source U.S. Census 2020	

Household Income

Housing stock influences the decision to purchase or rent and indicates the price point at which future units will be purchased for 30 percent or less of its gross income, which varies From household to household, and community to community. Households earning less than 80 percent of the Area Median Income (AMI) are considered low-to-moderate-income households. One problem is that many families try to reduce their housing costs by moving further away from job centers, but this only increases their transportation costs (ACS 2020).

Figure AB-11 Household Income

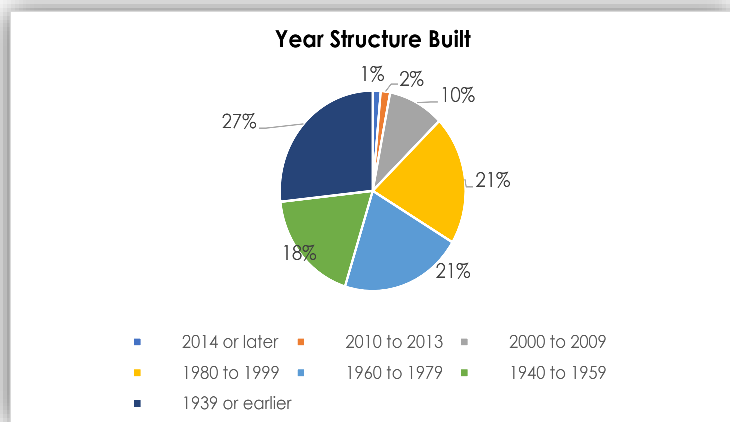
Household Income in the last 12 months	
Less than $10,000	17
$10,000 to $24,999	71
$25,000 to $34,999	76
$35,000 to $49,999	243
$50,000 to $74,999	305
$75,000 to $99,999	136
$100,000 to $149,999	237
$150,000 or more	43
Source U.S. Census, 2020	

Household monthly cost in the City is shown in **Figure AB-12**. The median monthly housing cost in the City is $1,069.

Figure AB-12 Monthly Housing Cost

MONTHLY HOUSING COSTS	Total
Less than $200	0
$200 to $399	0
$400 to $599	8
$600 to $799	240
$800 to $999	241
$1,000 to $1,499	473
$1,500 to $1,999	140
$2,000 to $2,499	5
$2,500 to $2,999	17
$3,000 or more	4
Median (dollars)	1069
Source: U.S. Census, 2020	

Figure AB-5 Year Structure Built



Source U.S. Census, 2020

Figure AB-5 shows the year the housing structure was built. This data indicates there is a significant number of homes built before 1960. This figure reveals that Berlin has considerably older housing stock. Older homes are subject to a variety of issues including the need for more sudden repairs when systems reach the end of their life cycle. Older housing stock may potentially require the need for maintenance, upgrades, and repairs. Programs that aid in funding and labor can reduce homeowner burden, maintain affordability, and help retain an existing housing unit into the long term.

The Housing and Economic Development Survey asked 49 questions ranging from demographics and business retention, to current housing stock and future housing needs. One of the questions asked was "Rate your satisfaction with your current housing". **Housing and Economic Development Survey Q-15** below outlines responses. The full survey results can be found in Appendix A.

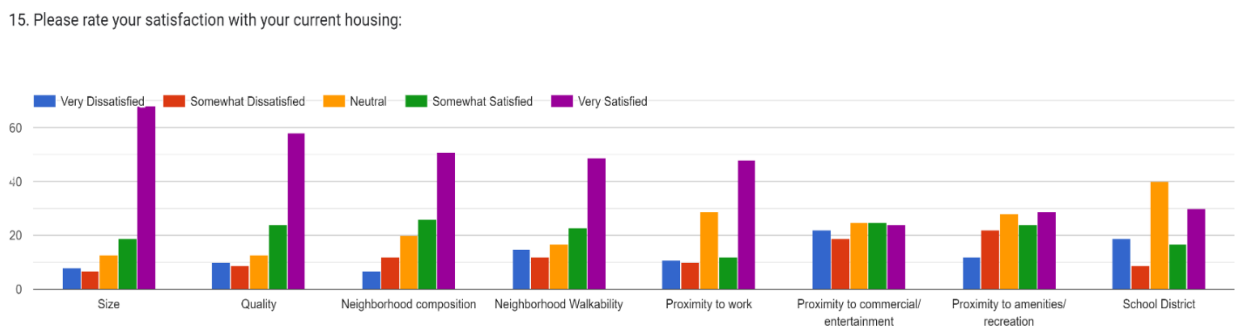
existing homes in reinvestment areas, or a rent-to-own development to increase affordable ownership and equity-building opportunities.

Figure AB-6 Occupied Units & Vacancy

Vacancy	Total
Occupied	2369
Vacant	241
Total Units	2610
U.S. Census 2020	

Source U.S. Census 2020

Q-15 Survey results



Key Housing Challenges

Vacancy

Berlin is facing an increased vacancy rate. Homes that are in poor condition or are obsolete should be gradually updated or replaced in the City's housing supply. **Figure AB-6** shows the total occupied units, including 241 vacant properties.

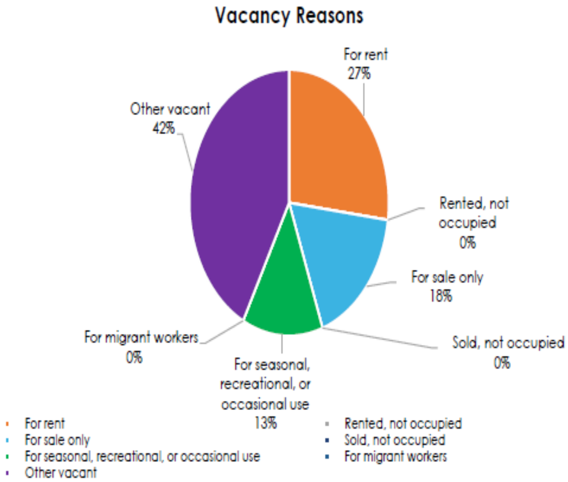
Vacancy reasons are listed in **Figure AB-7**. Common reasons a housing unit is labeled "Other Vacant" include no one lives in the unit, and the owner does not want to sell. Or, no one lives in the unit, and the owner is using the unit for storage. Another reason could be the owner is elderly and living in a nursing home or with family members.

Possible solutions to vacant properties include rehabilitation programs, resale of

Berlin also has smaller buildings with vacant areas above commercial spaces on Main Street. Many of these historic commercial properties have underutilized spaces on the second and third story which are being used for storage or are not being used at all. These represent the potential for new units.

Established neighborhoods also have opportunities for rehabilitation. Many homeowners may need assistance in rehabilitating older homes to sell or to age-in-place and accommodate for disabilities. In addition, property owners frequently convert single-family homes to rentals resulting in considerable financial investment to re-convert back to single-family housing. The goals and recommendations found in Appendix D address these challenges and opportunities by providing potential solutions and guidance.

Figure AB-7 Vacancy Reasons



Source: ESRI Business Analyst 2022

Aging Population

The aging population raises issues in Berlin. "Senior housing" does not only encompass nursing homes and assisted living facilities. Senior housing means housing that matches the needs of an aging population. These units would be low maintenance and designed with accessibility in mind, often referred to as universal design, allowing seniors to remain in their home communities for longer. By providing independent-living options, a quality entry-level or family-sized home is often also brought to the market as seniors, retirees, or empty-nesters move out of traditional single-family dwellings.

The ability of local households to afford existing housing stock is an important factor to consider when completing Housing Analysis.

Household income is also a critical factor impacting housing demand. A new term has been coined to address an emerging household: workforce housing. This group includes teachers, police officers, firefighters, health care workers, retail clerks, administrative personnel, and other moderate-income workers, all essential to the economic vitality of an area and its success. Berlin has a need for workforce housing. Based on the 30% of median income for residents, monthly available spending median is $1,069.

Missing Middle Housing is a term for a range of multi-unit or clustered housing types that help meet the demand of workforce housing and meet the demand of walkable living. The Missing Middle covers households that make 80% to 120% of the AMI. Not all housing types in the Missing Middle Housing are appropriate for every community, but a combination is applicable, especially to explore for Berlin.

Missing Middle Housing

Chapter 3 Economic Development

Economic Development Summary

The Economic Development Chapter highlights the economic market analysis, key challenges, and recommendations. As defined by the International Economic Development Council (IEDC), economic development is "a program, group of policies, or set of activities that seek to improve the economic well-being and quality of life for a community by creating and/or retaining jobs that facilitate growth and provide a stable tax base." Economic development, jobs, and quality of life is different in every community. Economic information gathered from public outreach as well as data sources was used to determine economic development goals and recommendation.

Economic Analysis

The UW extension defines economic analysis as the impact of occupation, educational attainment, age, and commuter profiles of a population. By studying the relationships and changes in these factors over time, we can identify current and future gaps in economic development needs. Economic trends provide important information that describe the health and vitality of a community. This information helps businesses and investors make decisions regarding development within the community. The information can also be used to identify opportunities for improved amenities within the downtown corridor and main street.

Educational Attainment

Figure AC-1 shows the highest level of educational attainment for residents in the City. The percentage of high school graduates is 34.3%. The percentage of bachelor's degrees is 15.2%. One way to review educational attainment data is to look at the overall education success of the population.

By looking at Berlin's data, there are higher percentages at the high school graduate education level that leave the community to go to work. This indicates a strong, skilled, labor force working for local manufacturers and other employers in skilled and semi-skilled labor fields.

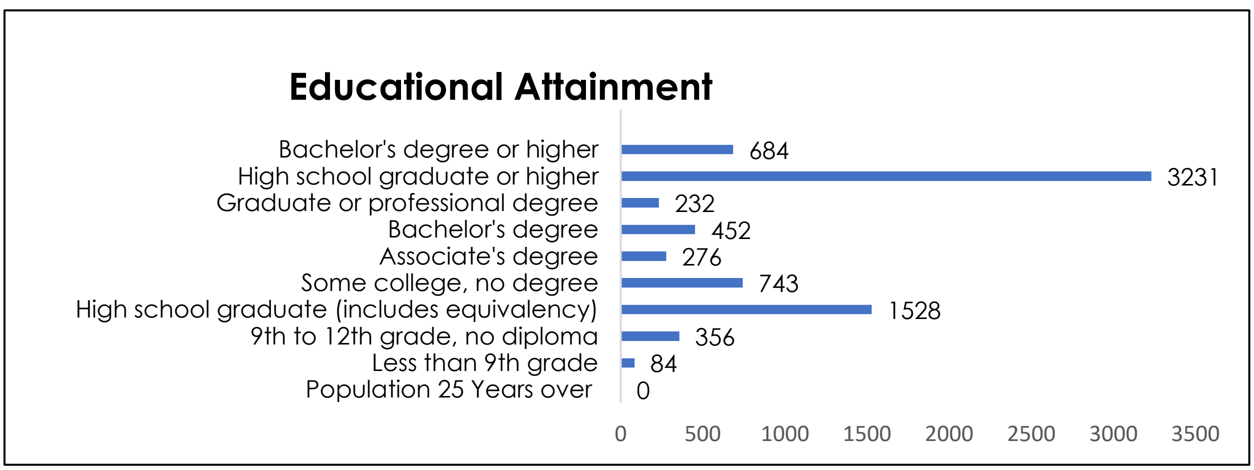
Many communities strive to match local economic opportunities to the skill of the available workforce. Residents benefit from more convenient employment opportunities and as a result, spend more time and money in the community. On the other hand, they will seek other job opportunities elsewhere but still reside in the community.

Employment

"Employment by Industry" in the City of Berlin is shown in **Figure AC-2**. These figures indicate a strong, skilled, labor force working for local manufacturers and other employers in that industry sector. Health care and retail trade represent the next top industries that residents of Berlin work in.

Figure AC-3 reflects the unemployment rate and type of job class for the City skilled and semi-skilled labor fields. The most common industries in Berlin represent manufacturing, retail trade and health care.

Figure AC-1 Educational Attainment



Source U.S. Census 2020

The employment rate in the City of Berlin is 59.8% compared the State of Wisconsin's

Figure AC-2 Jobs

Jobs by Industry Sector NAICS	Total
Agriculture, Forestry, Fishing and Hunting	25
Mining, Quarrying, and Oil and Gas Extraction	2
Utilities	9
Construction	107
Manufacturing	834
Wholesale Trade	92
Retail Trade	346
Transportation and Warehousing	98
Information	29
Finance and Insurance	104
Real Estate and Rental Leasing	16
Professional, Scientific, and Technical Services	71
Management of Companies and Enterprises	49
Adminstration & Support, Waste Management and Remediation	109
Educational Services	168
Health Care and Social Assistance	400
Arts, Entertainment and Recreation	20
Accommodation and Food Serviceees	221
Other Services (excluding Public Administration	82
Public Adminstration	166
Source U.S. Census 2019	

62.7% employment rate. The employment rate is an important indicator when studying developments within labor markets. This indicator estimates the proportion of the working age population between the ages of 20 and 64 that is currently in employment (defined as having worked at least one hour in the reference week).

Figure AC-3 Type of worker class

Employement	Percent
White Collar	50%
Blue Collar	40%
Services	9%
Unenployment Rate	2%
Source U.S. Census 2020	

Consumer Spending

Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and average amount spent per household represent annual figures. The Spending Potential Index (SPI) represents the amount spent in the area relative to a national average of 100.

Consumer spending data is important to businesses in the community. Understanding where consumers are spending, helps business and investors determine business strategies and capture spending dollars.

Figure AC-4 on the following page shows the consumer spending data for The City of Berlin. This data also allows business partners and investors to identify the market categories that achieve the highest spending each year. Tracking consumer spending helps forecast and plan investment and policy decisions.

In the City of Berlin there are an estimated 309 businesses (Esri Total Residential Population forecasts for 2021). Health care, manufacturing, and retail trade industries employ the most people in the City of Berlin. In 2021. Identifying leading industries will allow the community to attract businesses that support the already established market.

While Berlin competes with larger markets in the Fox Valley the opportunity to capture consumer spending within the City is possible. Continuing the relationships with local small business owners and supporting downtown shopping opportunities only increases the impact of consumer spending.

Figure AC-4 Consumer Spending

2021 Consumer Spending		
Apparel & Services: Total $		3,491,186
Average Spent		1,481.83
Spending Potential Index		70
Education: Total $		2,311,849
Average Spent		981.26
Spending Potential Index		57
Entertainment/Recreation: Total $		5,993,568
Average Spent		2,543.96
Spending Potential Index		79
Food at Home: Total $		9,696,054
Average Spent		4,115.47
Spending Potential Index		76
Food Away from Home: Total $		6,156,600
Average Spent		2613.16
Spending Potential Index		69
Health Care: Total $		12,115,54,8
Average Spent		5,142.42
Spending Potential Index		82
HH Furnishings & Equipment: Total $		3,768,300
Average Spent		1,599.45
Spending Potential Index		71
Personal Care Products & Services: Total $		1,513,053
Average Spent		642.21
Spending Potential Index		72
Shelter: Total $		31,037,325
Average Spent		13,173.74
Spending Potential Index		65
Support Payments/Cash Contributions/Gifts in Kind: Total $		3,956,772
Average Spent		1,679.44
Spending Potential Index		70
Travel: Total $		3,943,956
Average Spent		1,674
Spending Potential Index		66
Vehicle Maintenance & Repairs: Total $		2,047,089
Average Spent		868.88
Spending Potential Index		78

Source: Consumer Spending data are derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

Key Economic Challenges

Challenges addressed in this document were accumulated from previous Market Analysis and current data trends. The City of Berlin 2019 Market Analysis Update found that population growth is expected to decline or be stagnant over the next 15-20 years. Population growth and household family size is a key economic driver that will consistently influence economic growth.

Because of its geographic location along HWY 91 and HWY 49, downtown Berlin's central main street corridor is ideally suited to capture a large share of residents and commuters who travel through Berlin. Economic activity in the corridor, if leveraged effectively, could provide an opportunity to capture spending.

Commuters in Berlin spend 7+ hours per week commuting to and from work. Nearly 40% of Berlin residents commute 25 miles away (with 23% commuting more than 50 miles). This suggests that Berliners like living in Berlin despite having a long commute or there is a need for more local jobs. To entice residents new and old, the City could explore options such as municipal internet and network communications infrastructure that would appeal to technology businesses, bringing jobs, disposable income and added tax revenue.

The 2019 retail analysis notes that downtown retailers could rely on unique products and service to entice customers. The City will need to collaborate with business owners to identify a broader market, due to the City's proximity to the Fox Valley.

E-commerce is changing the way consumers spend, which impacts the local business market. An opportunity for local business would be implementing or increasing their online presence, which brings outside spending into the local community.

Another opportunity for growth in Berlin is to look at experiential business in the community. People are shifting spending from material goods to experience-based entertainment, such as escape rooms, arcades, breweries, and destination type places.

Economic Resilience

Residents and leadership are responsible for the feel of the community and for how people experience life in Berlin. Making people feel at home and feel they belong, shapes the look and feel of the community for current and future generations. This is imperative because jobs are no longer the driving force: people choose a community and people define a location.

To entice people to Berlin, the following ideas will be important. First, emphasis should focus on the human environment. For commuters from the City or elsewhere, HWY 91 and HWY 49 present opportunities for Electric Vehicle charging stations. While people wait to charge Electric Vehicles, they can be spending at local businesses.

The Covid-19 pandemic changed many things in health, business, households, and recreation spaces. It reminded communities to value what they have. Parks are a huge asset to the City of Berlin. The City has space for outdoor activities and events.

Throughout the United States, the pandemic also taught businesses to adapt. Restaurants changed by offering new and varied business approaches and utilizing outdoor spaces. This is something that Berlin should embrace to diversify restaurant offerings.

Climate resilience, specifically floodplain implementation, ensures that regulations reduce the risk of future floods. Every time communities experience flood disasters the community is responsible for paying a portion of repairs and clean up. Building smarter and collaborating with Wisconsin DNR will save Berlin time and money if a flood were to occur.

Opportunities for new growth areas for businesses within the downtown are also critical to the long-term economic stability of the City.

The City should utilize the proposed development area map shown below for future planning. The industrial park is a potential space for the missing middle housing units. Creating these housing units is an important step to creating places that residents want to occupy.

Proposed Development Areas

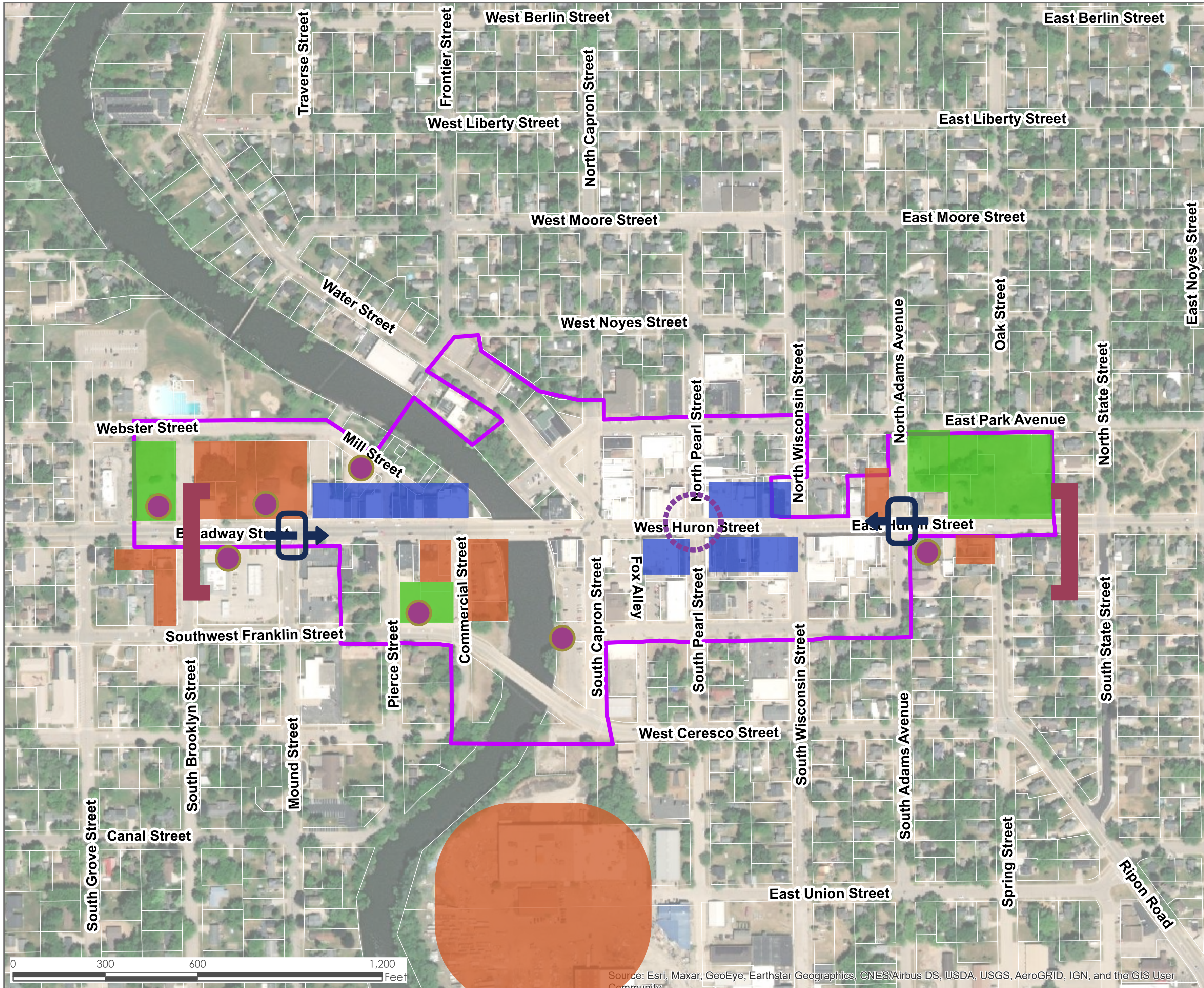
Opportunities for new growth areas for businesses within the downtown are critical to the long-term economic stability of the City. As demonstrated in the public engagement and the community housing survey there is a need for experience-based businesses in the City. These businesses include amenities for residents and housing options. The Downtown needs a public meeting place such as a Market square that will create an outdoor space for all seasons that the community can benefit from. Creating an outdoor space for pedestrians to occupy will increase the number of people visiting the downtown.

Map 1 found on the next page depicts the areas for downtown core-placemaking improvements. Redevelopment, façade improvements, infill, and parking lot improvements in the Downtown Development Analysis propose improvements at a high-level. The Downtown Development Analysis has not been vetted through a public engagement process, thus each element in the map needs to be further discussed through community engagement. The following provides topics that need to be considered before implementation can take place.

Downtown Development Analysis

City of Berlin

July 2022



Facade Improvements

Infill

Redevelopment

Parking lot improvements

Gateway

Intersection Improvements

Downtown Core-Placemaking Improvements

vierbicher

planners | engineers | advisors

Document Path: M:\Berlin, City of\210304 CBDG Planning Project\Planning\3_Mapping\MXD\2_Downtown Development Analysis.mxd

Chapter 4 Implementation

Implementation Matrix

The implementation matrix is sorted by the core recommendations and goal items, and is labeled as the implementation matrix at the end of the document.

This implementation matrix is intended to serve as a guide for both Berlin and its partners. Community priorities should be prioritized given the City's staffing and resources. Some of the items are targeted for short term success. The implementation matrix focuses and guides efforts while including sufficient flexibility to allow the City to adapt to the requirements of future funders or to attract partners for individual initiatives. Within the implementation matrix, each action item is associated with a specific timeframe, anticipated cost, and potential implementation and funding partners.

With limited staffing and limited resources, prioritization allows Berlin staff to focus on items as time and resources allow. This also allows for local partners to play a big role in developing and implementing these areas. In fact, local partners will be essential to Berlin's continued growth.

Community input is vital when prioritizing. The public workshop #2 was a virtual survey. The community responded by ranking the importance of goals and recommendations. There was a total of 92 survey responses, and we have prioritized and ranked them based on community responses.

Recommendations

Recommendations were generated based upon data and community input. The goals and recommendations table found in Appendix D provides a path for initiatives started over the last year, recommends new initiatives which capitalize on emerging opportunities in the marketplace, and identifies resources and tactics for continued development efforts in the City.

Benchmark measurements allow for quantitative economic and performance measures which represent the specific outcomes desired by Berlin from its economic development program. Benchmark goals were identified for one-, three- and five-year time increments to provide reasonable and attainable goals for the City and its partners to work toward. When possible, benchmark goals are structured to compare Berlin's progress with regional drivers to reflect the potential for impacts from broader economic conditions. By tracking and measuring progress on these key indicators, the City will be able to measure the success of its efforts.

Evaluation Framework

This vision provides an implementation matrix for the City and its partners. Elements included in the plan were developed to: create organizational and community support, create engagement for sustained activity, provide physical enhancements in the downtown, support revitalization, and coordinate events with funding sources or capital improvement expenditures.

Initiatives' prioritization was determined through public outreach that identified areas which have the strongest public support and therefore will be easiest to implement because respondents prioritized housing and economic goals. While the City will need to take the lead on issues associated with zoning or other regulatory issues, other civic organizations and private businesses are better suited to carry out other recommendations.

The City of Berlin implementation matrix is after the appendices. When using the implementation matrix, the goal is defined with recommendations listed under. Then, the recommended initial priority is high, medium, low. Next, the time period for action was listed as less than 1 year, 1-3 years, and 3- 5 years. Finally, the last column lists the responsible party and/or potential partner(s). This implementation matrix is intended to be a living document that is updated by City Staff.

Conclusion

Collecting data from the community through surveys and public workshop opportunities provided an overview of what the community values in the City of Berlin and opportunities for improvement. When asked what residents would like to see Berlin focus on for the future, the community consensus is an improved downtown image.

Berlin is facing housing affordability challenges because of the lower median income and desire for multiple bedroom housing. To correct this challenge and address the need for additional rental units, Berlin should look at other options. Multifamily residential is a growing sector which is well-suited to Berlin, specifically downtown. Locating multifamily units in downtown or infill areas just outside of the downtown helps create an 'edge' and increases customer traffic.

Like many other Wisconsin communities, Berlin is facing a stagnate population growth. Determining what sets Berlin apart from other communities is key to retaining the current population and attracting new people to live and work in Berlin. The City has an opportunity to attract residents or economic activity with the daily commuters who traverse the City's extents.

The implementation matrix provides a list of goals and recommendations informed by public feedback that will guide the community to address current and future housing and economic development needs. This document will serve as a guide that will require City leaders, staff, local groups and the community to work together.