

A RESOLUTION  
2021-05

**City of Berlin**  
NEW HAMPSHIRE



**A RESOLUTION** adopting the Housing & Community Development Plan (HCDP) which is required to be updated every three years as part of the process for applying for Community Development Block Grants.

**Resolved by the City Council of the City of Berlin as Follows:**

Whereas, the Housing & Community Development Plan is updated every three years; and

Whereas, it is required to be part of the application process for Community Development Block Grants; and

Whereas, the HCDP is made up of goals & priorities from several existing plans such as the City's Master Plan, Community Profile, and Economic Development & Marketing Strategy; and

Now Therefore Be It Resolved by the City Council of the City of Berlin as Follows:

That, the City Council adopts the attached Housing & Community Development Plan;

This Resolution shall be in full force and effect from and after passage.

PASSED: \_\_\_\_\_  
March 1, 2021

APPROVED: \_\_\_\_\_  
Paul Grenier, Mayor

ATTEST: \_\_\_\_\_  
Shelli Fortin, City Clerk

City of Berlin, New Hampshire

**HOUSING AND COMMUNITY DEVELOPMENT PLAN**  
**March 2021**

General Strategy

The City of Berlin's Master Plan along with a short and long term action plans, which was adopted in March 2010 lays out strategies around housing and community & economic development. Also utilized is the City's Economic Development & Marketing Strategy alongside Berlin's Community Profile, both of which were completed in 2019. We also reference a plan prepared for the City which is the Berlin Housing Revitalization Strategy (1999, updated in 2004). This plan has been drawn upon for planning in the housing sector. The major goals of the City's general strategy for development stem from these studies and are as follows:

1. Short Term: To assist the City of Berlin in responding to the continuing change and evolution of the City's economic base alleviating and/or mitigating the impact of underemployment. To build working relationships with community participants and programs to address and implement plans for resolving these issues.
2. Long Term: To reverse long term economic deterioration through expansion and diversification of the economic base of the Berlin area. To select neighborhoods or zones for intensive rehabilitation after thoughtful planning and scrutiny.

**It is the City's policy, that involuntary displacement of households from their neighborhoods shall be minimized when possible.**

The above goals will be accomplished through the following key actions:

- 1. Attraction of New Industry** (Short-term and Long-term goal).
  - A. Improve Berlin's image both internally & externally
  - B. Position the community to access new value adding investments from the Canadian forest products sector
  - C. Expand internal industrial development & manufacturing capability
  - D. Market available commercial buildings
  - E. Offer any available tax incentives to both new and existing businesses
  - F. Provide incubation or starter space
- 2. Stabilization of Existing Industry** (Short-term and Long-term goal).
  - A. Support the Gorham paper mill and their economic position and retain, where possible, logging and paper related jobs
  - B. Support the corrections and healthcare industries in the area
  - C. Support the economic position of Berlin's smaller industries & entrepreneurs
- 3. Expansion of Small Commercial/Industrial Businesses** (Short-term and Long-term goal).

Create sites for commercial expansion

  - A. Provide technical assistance to small business through referral to small business counseling agencies
  - B. Encourage economic development activities to increase quality industrial and

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commercial development. Encourage the expansion and retention of employment opportunities for residents.

4. **Continued Development of Medical Center and Other Non-Profit Service Agencies** (Short-term and Long-term goal).
  - A. Analyze the future needs of the medical community in the vicinity of the Androscoggin Valley Hospital.
  - B. Assist non-profit/service agencies in expansion, consolidation and relocation efforts.
5. **Development of Tourism Sector in Local Economy** (Short-term and Long-term goal).
  - A. Enhance the area's tradition as a winter sport center.
  - B. Protect access to Androscoggin River Frontage.
  - C. Work with the Androscoggin Valley Chamber of Commerce to promote tourism throughout the North Country including OHRV use in Berlin and throughout the county via the Ride the Wilds tourism initiative.
6. **Downtown Revitalization** (Short-term and Long-term goal).
  - A. Optimize the City's unique river location.
  - B. Position substandard downtown structures for adaptive reuse.
  - C. Address parking concerns in the downtown.
  - D. Continue to provide tax incentives for new business in the downtown
  - E. Investigate restoring a program of facade restorations and streetscape improvements for downtown.
  - F. Improve and promote Berlin's image as a commercial center.
  - G. Work with the Berlin Main Street program to improve marketing techniques, expand choice of consumer goods and increase the retail aggregate dollar.
  - H. Rehabilitate existing buildings when practical.
  - I. Rehabilitate and enhance the transportation system in downtown
7. **Transportation Improvements** (Short-term and Long-term goal)..
  - A. Rehabilitate and enhance Main Street/NH Route 16 as the gateway to the City and downtown area
  - B. Complete East Side Arterial by realigning Hutchins Street from Pershing Avenue to the intersection with Bridge Street.
  - C. Support Regional Transportation Efforts.
  - D. Continue to upgrade existing bridges.
  - E. Continue Airport improvements.
  - F. Develop intermodal transportation opportunities.
8. **Other Municipal Improvements** (Short-term and Long-term goal).
  - A. Implement Capital Improvement Plan projects.
  - B. Review and revise Master Plan recommendations as adopted in March 2010 with an updated Master Plan for 2021.
  - C. Explore extending sewer & water systems to other areas, especially the Route 110 area.
  - D. Insure that all homes and businesses which are within the sewer area of the City are connected to the sewer system.
9. **Housing and Neighborhood Development** (Short-term and Long-term goal).

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- A. Expand HUD Section 8 Rent Assistance program when necessary.
- B. Examine the need and utility of a revolving loan fund for subsidized home improvement loans to low and moderate income families.
- C. Develop plans for improving handicapped accessibility of municipal structures and programs.
- D. Continue with plans for razing abandoned buildings beyond their useful life expectancy.
- E. Encourage a varied stock of safe, sanitary, decent and affordable housing for persons of all age and income groups.
- F. Understand what housing options are lacking for our residents and work to make housing more universally available to everyone.

**10. Water and Wastewater** (Short-term and Long-term goal).

- A. Encourage municipal and private water and wastewater systems that are safe, sanitary and that meet DES regulations.

**11. Human Resources** (Short-term and Long-term goal).

- A. Encourage the implementation of OJT incentives for business which employ laid off area workers.
- B. Encourage the NH Department of Employment Security to conduct a human resources needs inventory of the Berlin area and provide a training program to upgrade skills of displaced workers.
- C. Continue to encourage and support physical and program expansion at White Mountains Community College.

These goals are consistent with Berlin's Master Plan and Ordinances.

Any federal CDBG grant funds awarded to address any of these goals shall be expended consistent with national objectives and shall, at a minimum, provide improved housing in accordance with Section 8 standards, be used for public facility projects, employment opportunities, or feasibility studies. All CDBG funded projects, shall primarily benefit low and moderate income persons or households, and shall not benefit moderate income persons to the exclusion of low income persons.

Adopted by the City Council on March 1, 2021.

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James A Wheeler, City Manager