

## Chapter 11: The Economic Development Plan

### Economic Development Plan Summary

Berkeley County's economy is growing strong. In fact, growth in total employment in Berkeley County in 2014 was the strongest among the surrounding counties, with an increase of 30 percent since 2001 levels. However, even with this growth, approximately 55 percent of the workforce was traveling outside the county to work in 2009, which indicates more needs to be done to increase employment opportunities within the county.

Berkeley County is just over an hour's drive from the Baltimore-Washington DC metropolitan area, which is among the nation's fastest growing and most affluent. In fact, the county's strategic location places it within 500 miles or two-thirds of all industrial activity and retail consumers in the United States. The county is well connected to these markets by a highly developed highway-rail-air transportation network and should take advantage of them as part of an overall economic development strategy.

### Economic Development Goals

The 2006 comprehensive plan update planning process established the following vision for Berkeley County's economic future, "A diversified economy that takes advantage of access to regional markets, opportunities for recreational, heritage, and ecology base tourism, and continues to support strong agricultural sector."

### Economic Development Plan Profile

Berkeley County's economy continues to evolve and change. Agriculture has traditionally been a significant part of the county's economy. During the early 1700s the first settlers worked the land and many of the original farm complexes are still in operation. With the arrival of the B&O Railroad in the 1840s and the Pennsylvania Railroad 30 years later, the area's economy diversified with flour and textile mills providing products to the Alexandria and Baltimore markets. In addition, the various machine shops associated with the railroads were also important.

This profile provides an assessment of Berkeley County's economic structure and performance, as well as its labor force. This analysis provides a basis for strategic planning for a healthy and sustainable economy. The structure and performance of Berkeley County's economy are evaluated primarily using available public data on employment figures and employee earnings. Data came from two sources. The original source of the Berkeley County Development Authority data provided in this chapter was the U.S. Bureau of Labor Statistics. This agency provides data on employment covered under unemployment insurance programs. Categories excluded from these data are federal employment, interstate railroads, self-employed, and household workers. These data include approximately 95% of all employment. The other source is The U.S. Bureau of Economic Analysis. This agency begins with the Bureau of Labor Statistics data and adds estimates for the missing classes of employment, as well as provides earnings statistics for all of these categories. Employment data from the U.S. BEA, however, are only available at a more aggregated industry sectoring scheme. All of these employment data are for both full-time and part-time employment.

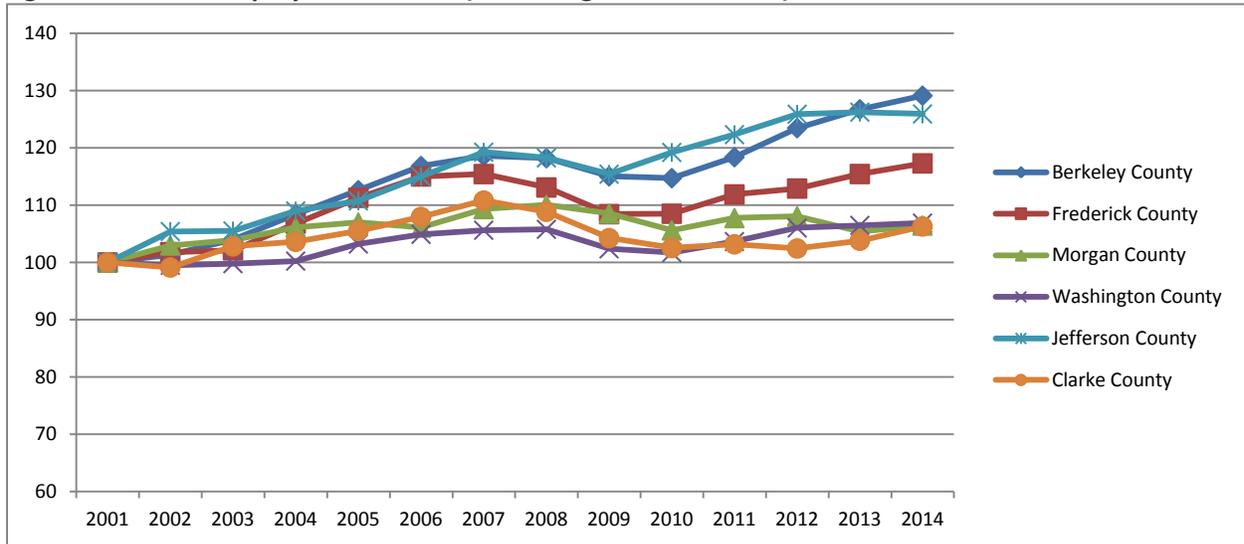
### Employment Trends

This section examines the employment in terms of "place of work"; that is, workers employed in Berkeley County regardless of where they live. These data thus reflect the local industry performance and employment opportunities available in the county. The adjacent counties are referenced for context. A look at data on total employment trends (Figure 11-1) reveals a continued strong growth

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trends for Berkeley County – about 30 percent over 2001 levels. This is the highest growth trend among all of the surrounding counties. Frederick County, VA continued to experience somewhat similar growth, while growth in Jefferson County nearly mirrored Berkeley County growth and even exceeded it in 2010, 2011 and 2012. Morgan County, Washington County and Clarke County maintained a growth rate at or below 10 percent over the same time period.

**Figure 11-1 Total Employment Trends (Percentage of 2001 Value)**



Source: Bureau of Economic Analysis

Private sector employment accounted for 78 percent of Berkeley County’s total employment in 2014 (Table 11-1). This is a 2 percent drop from the 80% reflected in the comprehensive plan 2003 data. This is fairly consistent throughout the region. Washington County continues to have the highest percentage of private sector employment at 87 percent, along with Frederick County, VA.

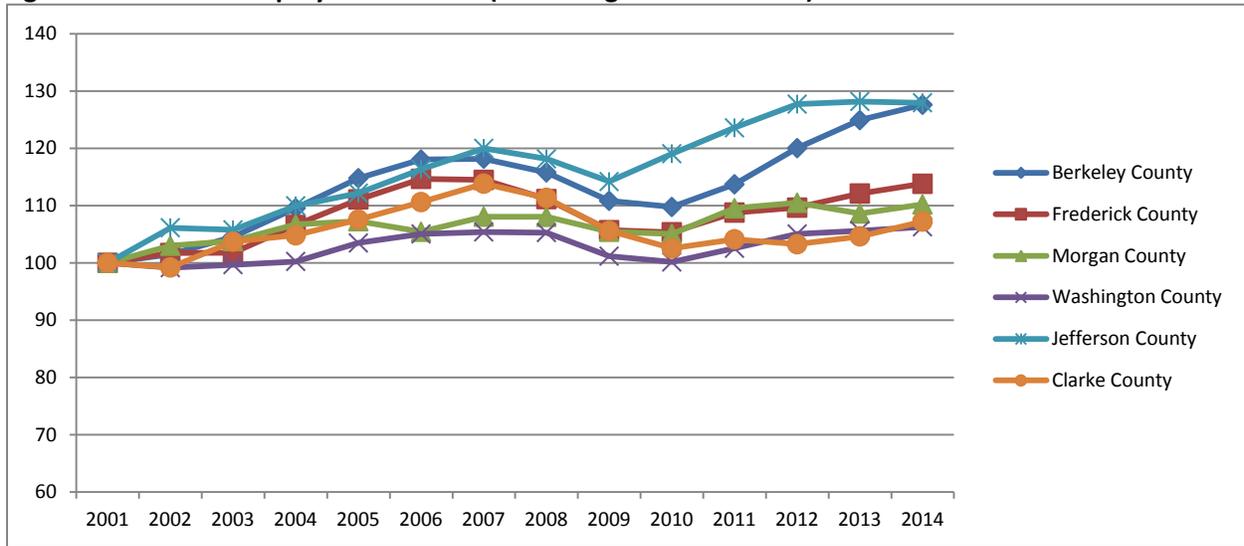
**Table 11-1 Private Employment Totals as a Percentage of Total Employment**

Employment	Berkeley	Jefferson	Frederick	Morgan	Clarke	Washington
<b>Total</b>	45,364	22,359	68,714	4,795	6,781	81,318
<b>Private</b>	35,255	17,679	59,533	3,758	5,396	70,632
<b>Percentage</b>	78%	79%	87%	78%	80%	87%

Source: Bureau of Economic Analysis

As shown in Figure 11-2, private sector employment in 2014 was almost 30 percent higher than the 2001 private sector employment percentage. The growth in the private sector in Berkeley County continues to be one of the strongest in the region. Jefferson County also experienced close to 30 percent growth over the same time period, while Frederick, Morgan, Washington and Clarke Counties are hovering near 10 percent.

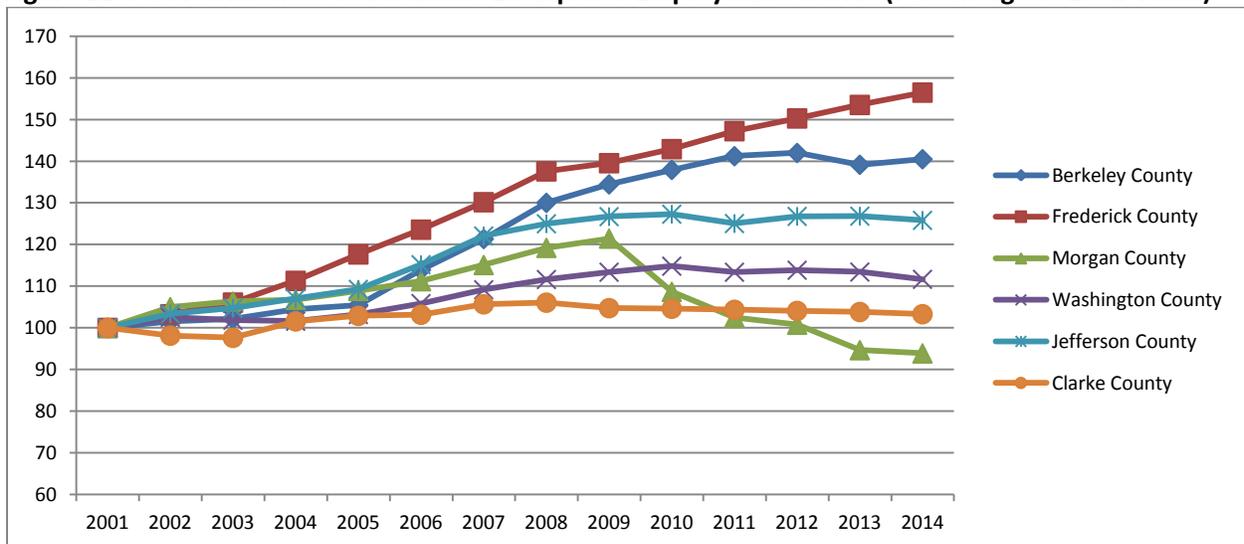
Figure 11-2 Private Employment Trends (Percentage of 2001 Value)



Source: Bureau of Economic Analysis

Trends in the government and government enterprises sector employment are illustrated in Figure 11-3. The 50 percent growth Clarke County, VA experienced from 1990 through 2000 (2006 comprehensive plan) began to decline in 2001 and has hovered around 5 percent growth of 2001 totals through to 2014. Frederick County, VA employment numbers in this sector reflected 40 percent growth over 1990 totals (2006 comprehensive plan). This growth has not only continued in Frederick County, it has increased to nearly 60 percent of 2001 totals, leading the region in this sector. Berkeley County government and government enterprises employment continues an overall upward trend with 40 percent growth in 2014 over 2001 employment totals. All other counties in the region experienced an increase of less than 30 percent, with the exception of Morgan County which experienced a decline in employment totals compared to 2001 totals.

Figure 11-3 Government & Government Enterprises Employment Trends (Percentage of 2001 Value)



Source: Bureau of Economic Analysis

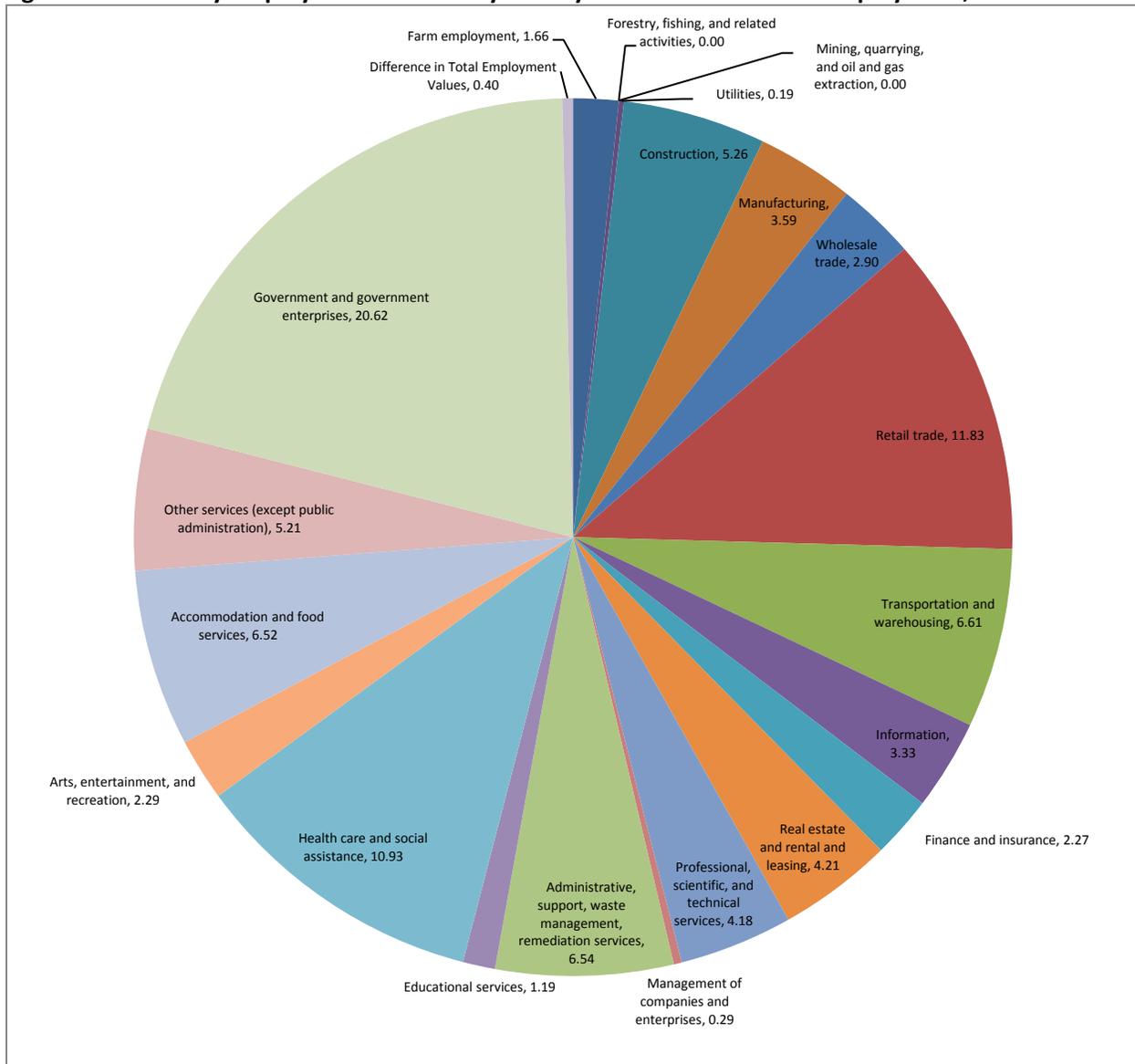
Industrial Structure

The examination of Berkeley County’s industrial structure begins with a snapshot look at employment and earnings in broadly defined sectors within the county. The section concludes with a close-up view of more narrowly defined industrial categories that have special prominence in Berkeley County’s economy.

Employment and Earnings

Figures 11-4 and 11-5 depict the composition of Berkeley County’s economy based on employment and earnings, respectively.

**Figure 11-4 Industry Employment in Berkeley County as a Percent of Total Employment, 2014**



Source: Bureau of Economic Analysis

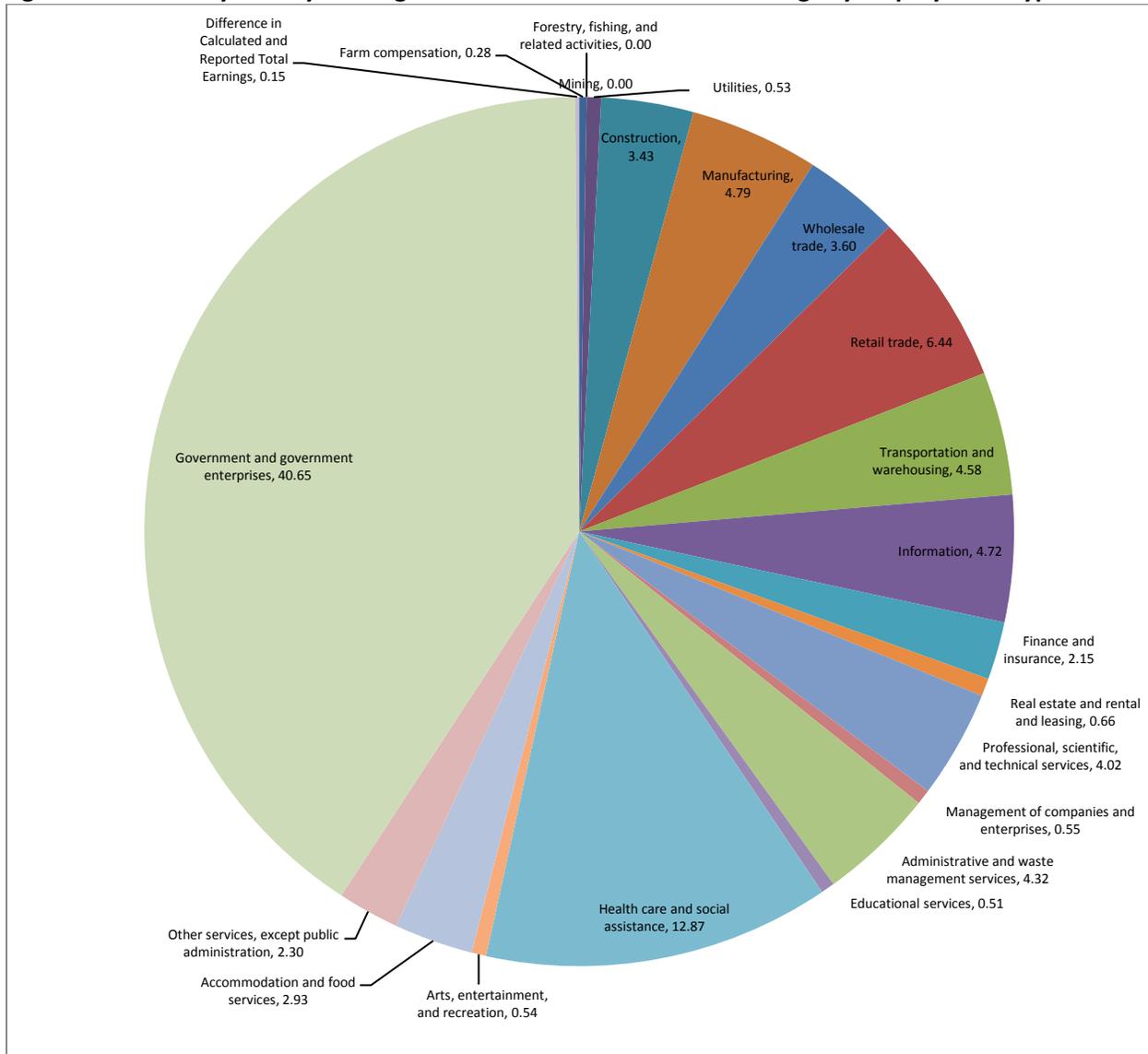
Totals not shown to avoid disclosure of confidential information were reflected as (D) in the bureau data, but the estimates for these item were included in the overall totals. As a result of this requirement, “Forestry, fishing and related activities” and “Mining, quarrying, and oil and gas extraction” are reflected in this pie as “0%” but could actually be part of the “Difference in Total Employment Values” portion of the overall total not included in any specific industry.

According to the Bureau of Economic Analysis, the following industries each comprised over ten percent of total employment in the county in 2014.

- Government and Government Enterprises: 21% (up from 19% in 2006)
- Retail trade: 12% (down from 14 percent in 2006)
- Education, health care and social assistance: 12% (consistent with 12% in 2006)

All other industries each represent less than 10 percent of total employment in 2014.

**Figure 11-5 Berkeley County Earnings in 2014 as Percent of Total Earnings by Employment Type**



Source: Bureau of Economic Analysis

Totals not shown to avoid disclosure of confidential information were reflected as (D) in the bureau data, but the estimates for these item were included in the overall totals. As a result of this requirement, “Forestry, fishing and related activities” and “Mining” are reflected in this pie as “0%” but could actually be part of the “Difference in Calculated and Reported Total Earnings” portion of the overall total not included in any specific industry.

The sheer number of jobs is only part of the picture. Some industries play a larger role in the economy by injecting more labor income, due to a higher rate of earnings per job. This higher earnings rate

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results from a combination of higher wages and higher average hours worked per job. Note that the employment figures do not distinguish between full- and part-time employments.

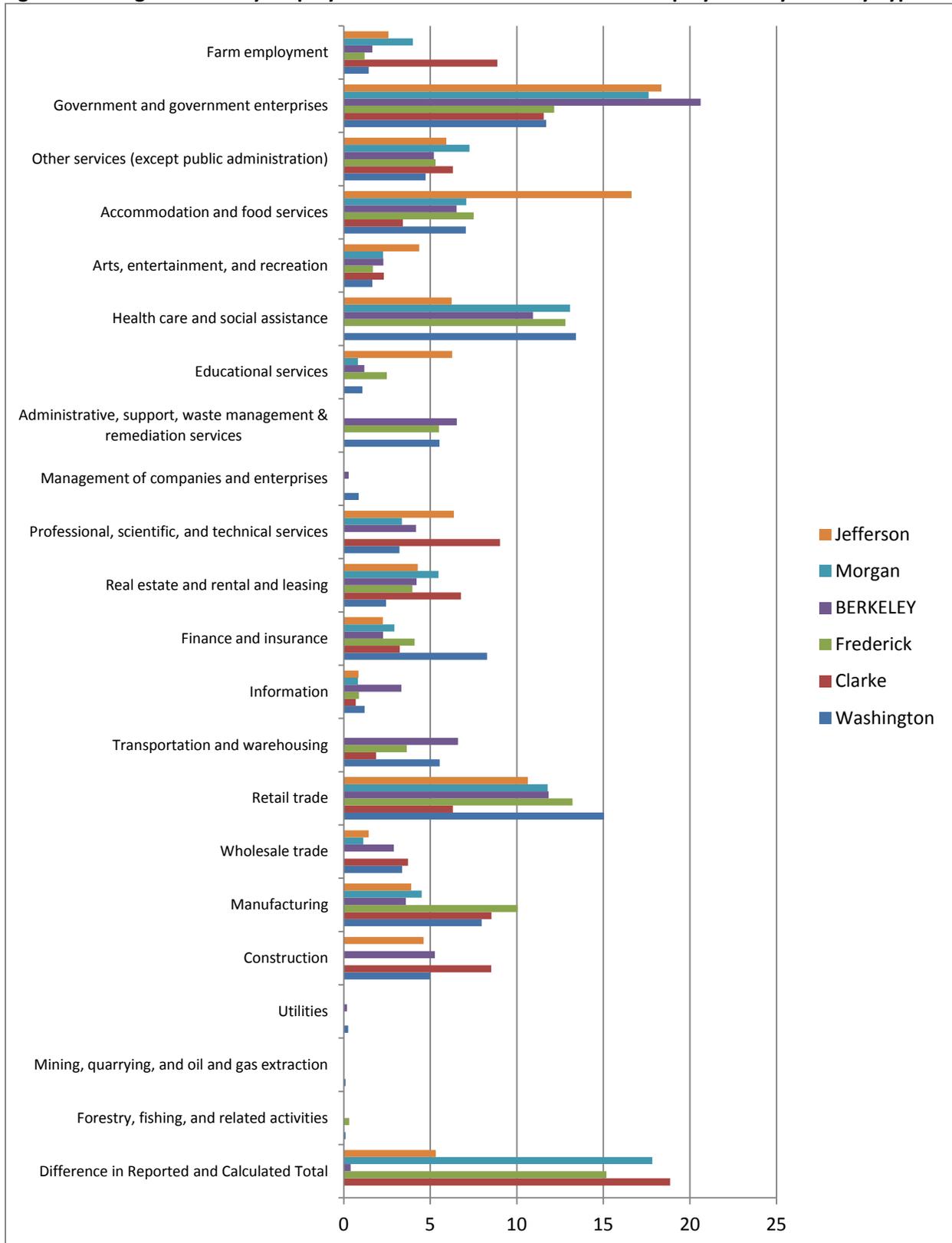
When measured by earnings proportions, government and government enterprises takes on an even greater prominence, accounting for almost 41 percent of all earnings in Berkeley County in 2014 (Figure 11-5). This earnings percentage is almost double the total employment percentage of 21%. Health care and social assistance maintain roughly the same percentage of earnings (12.87%) as total employment percentage (11%). All other industries decline in prominence when the measure changes from jobs to earnings.

**Table 11-2 Berkeley County 2010 Average Earnings Per Employee by Industry**

Industry	Earnings
Forestry, fishing, hunting, agriculture support	\$38,462
Mining	N/A
Utilities	N/A
Construction	\$39,435
Manufacturing	\$42,798
Wholesale Trade	\$45,456
Retail trade	\$22,239
Transportation & warehousing	N/A
Information	\$41,241
Finance & insurance	\$42,244
Real estate & rental & leasing	\$26,932
Professional, scientific & technical services	\$51,486
Management of companies & enterprises	\$55,622
Administration & Support, Waste Management and Remediation	\$25,803
Educational services	\$36,846
Health care and social assistance	\$36,846
Arts, entertainment & recreation	\$18,095
Accommodation & food services	\$13,535
Other services (except public administration)	\$25,085

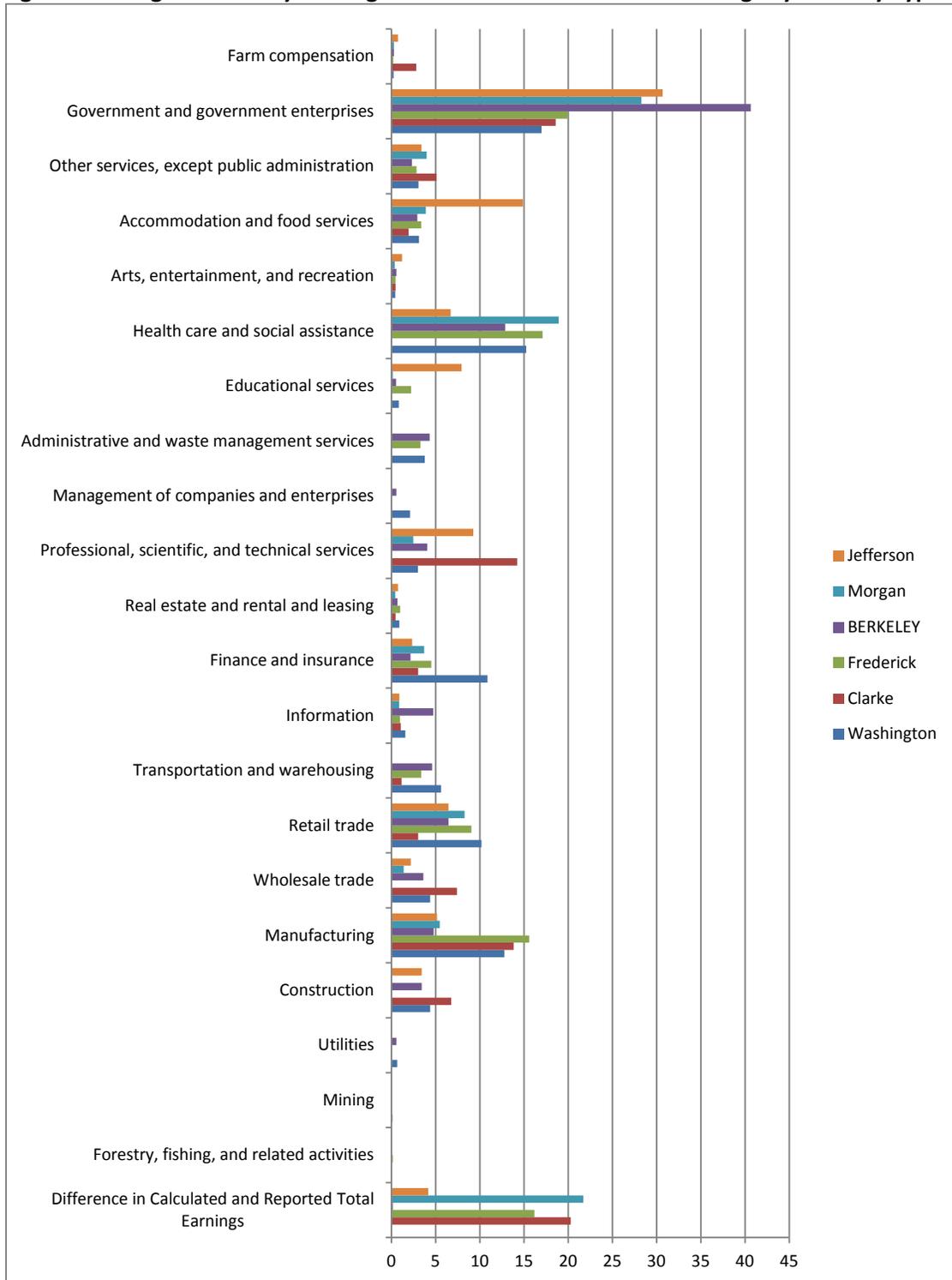
Source: Berkeley County Development Authority (N/A: Data not available)

Figure 11-7 Regional County Employment in 2014 as Percent of Total Employment by Industry Type



Source: Bureau of Economic Analysis

Figure 11-8 Regional County Earnings in 2014 as Percent of Total Earnings by Industry Type



Source: Bureau of Economic Analysis

Earnings or compensation of employees is the sum of wage and salary disbursements and supplements to wages and salaries, including employer contributions for employee pension and insurance funds and of employer contributions for government and social insurance-US.

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Figures 11-7 and 11-8 compare industry composition by employment (11-7) and by earnings (11-8) for Jefferson, Morgan, Berkeley, Frederick, Clarke, and Washington Counties. With the exception of “Farm employment”, “Farm compensation” and “Government and government enterprises”, all the industries listed reflect private sector industries. Availability of data for “Utilities”, “Mining”, and “Forestry, fishing and related activities” is limited to avoid disclosure of confidential information. However, the estimates for these items were included in the totals and represent an unknown portion of the “Difference in Reported and Calculated Total” percentages.

The industry percentages of Total Employment and Total Earnings are somewhat similar throughout the region. The Government and government enterprises industry is the top sector for both employment and earnings in Jefferson, Morgan and Berkeley counties. The Retail trade sector is the top sector for Frederick and Washington counties in Total Employment but not in Total Earnings where the Health care and social assistance sectors represent the top sector for these two counties.

In comparing 2003 percentages to 2014 percentages one sector stands out. In Jefferson County the Accommodations and food services sector appears to have jumped from about 9 percent in 2003 to about 17 percent in 2014. The Education, health care, and social services sector in 2003 is reflected in two separate sectors in the 2014 data with Educational services as its own sector and Health care and social assistance as its own sector. The Professional sector of 2003 has been redistributed among other sectors in the 2014, including Administrative, support, waste management & remediation services, which appears as a new sector in 2014 data. Berkeley County is leading the region in total employment percentage for the following sectors: Government and government enterprises; Administrative, support, waste management and remediation services; and Transportation and warehousing.

### Berkeley County Top Employers

Table 11-3 lists the top ten employers in Berkeley County, the number of employees, their primary product and location. Since the 2006 comprehensive plan, the first five top employers remain unchanged. WVU Hospital East was called City Hospital, Inc. Macy’s and the U.S. Coast Guard Operations Systems Center are new to the top ten employers list, ranking at number eight and nine respectively. Aker Plastics (MAAX) Bathroom Sector and Quebecor Printing no longer appear as one of the top ten employers of Berkeley County.

**Table 11-3 Berkeley County Top Employers, 2013**

Employer	# of Employees	Primary Product or Service	Location
Berkeley County Schools	2,300	Other General Government Support	Martinsburg
Veteran’s Administration Center	1,569	Health Care	Martinsburg
West Virginia Air National Guard	1,230	Air Defense Training	Martinsburg
Quad/Graphics Inc	900	Trade-Binding & Related Work	Martinsburg
Enterprise Computing System	900	Public Finance Activities	Martinsburg
WVU Hospital East	900	General Medical & Surgical Hospitals	Martinsburg
Bureau of Alcohol, Tobacco, & Firearms	600	U.S. Government Services	Martinsburg
Macy’s	800	Distribution Center	Martinsburg
U.S. Coast Guard Operations Systems Center	535	National Security	Kearneysville
Regional Educational Service Agency VIII	400	Legislative Bodies	Martinsburg

Source: Berkeley County Development Authority

### The Agriculture Sector

Agriculture has been an important industry in Berkeley County since the earliest settlers arrived in the 1700s. Crop production is still an area of specialization in the county. Even though the sector only accounted for approximately 2 percent of total employment in 2014 this is double the 1 percent total employment reflected in 2003 data. The market value of production has also increased from

\$18,430,000 in 2002 to \$30,545,000 in 2012. The number of farms remains at 676 and acreage continues to drop from 76,393 acres in 2002 to 70,089 acres in 2012. These figures are according to the USDA Census of Agriculture and reported on the WVU Extension services website. Apple production continues to rank first in the state.

### Workforce Characterization and Trends

The characteristics of an area's workforce are among several priority factors that influence a company's decision to locate a new facility or expand operations. In the past, the cost of labor, i.e., the hourly wage, was the primary labor-related consideration. Today, those responsible for making corporate site selection decisions are also looking very closely at the skills, productivity, work ethic, and size of the prospective labor force, as well as "quality of life" and other intangibles offered by a community or region.

This section profiles Berkeley County's resident workforce, i.e., the people who live in Berkeley County regardless of where they work. It is developed to help county officials, the Berkeley County Development Authority, and the Martinsburg-Berkeley County Chamber of Commerce assess the desirability of the county as a place to do business and also to plan strategically for the future. It will also provide these organizations with the statistical data that companies are looking for as they go through the initial stages of the site selection process.

**Table 11-4 Change in Civilian Labor Force in Berkeley County in 2010**

Year	Number
2000	39,606
2010	44,066
November, 2011	43,346
% Change 2000-2010	11.3%

Source: Berkeley County Development Authority

The 30 percent increase in the civilian labor force experienced between 1990 and 2000 was not seen between 2000 and 2010 when the county experienced an 11.3% increase.

**Table 11-5 Unemployment in Berkeley County in 2010**

Year	Number	Percent
2000	1,426	3.6
2010	4,212	9.6
November, 2011	3,319	7.7

Source: Berkeley County Development Authority

In 1990 the unemployment rate for Berkeley County was a little over 6 percent. By 2000 it dropped to its lowest rate of the decade at 3.6 percent. In 2010 it had risen to 9.6 percent. However 2011 numbers indicate that unemployment in Berkeley County is declining again.

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**Table 11-6 Commutation Patterns in Berkeley County in 2009**

Residence Location	Percent	Employment Location	Percent
Total	100.0	Total	100.0
Berkeley County, WV	67.2	Berkeley County, WV	45.0
Jefferson County, WV	7.5	Washington County, MD	10.5
Washington County, MD	4.2	Jefferson County, WV	9.4
Morgan County, WV	3.7	Winchester City, VA	4.2
Frederick County, VA	2.4	Frederick County, MD	3.6
Mineral County, WV	1.1	Frederick County, VA	3.5
Hampshire County, WV	0.8	Fairfax County, VA	3.4
Winchester City, VA	0.7	Montgomery County, MD	2.7
Franklin County, PA	0.7	Loudoun County, VA	2.6
Frederick County, MD	0.6	Kanawha County, WV	0.9
All other Locations	11.2	All Other Locations	14.2
<b>Non-residents as % of employees</b>	<b>32.8</b>	<b>% of workforce working outside home county</b>	<b>55.0</b>

Source: Berkeley County Development Authority

### Commuting Patterns

A review of the commuting patterns of the County's workforce helps to further define Berkeley County's economic position. By comparing historical and current data, it is possible to see the changes in the location of the region's employment centers.

### Place of Work by County 1990-2009

The percentage of residents who traveled out of Berkeley County for employment continued to increase from 38 percent in 1990, to 43 percent in 2000, to 55 percent in 2009. Berkeley County continues to be the top destination for its residents but the percentage of residents staying in Berkeley County to work has been declining from 62.1 percent in 1990 to 56.2 percent in 2000 to 45.0% in 2009. While there are more residents working in the county, this number continues to represent a smaller percentage of the workforce.

### Travel Time to Work 1990-2009

Travel time to work can indicate distance to work and may be an indicator of congestion. The following illustrates the trends in travel time for Berkeley County residents from 1990 to 2000. The data is also referenced in the transportation plan. The approximately 63 percent of Berkeley County's workforce that traveled less than thirty minutes to their place of employment in 2000 was about 5 percent less than in 1990 and continues to drop. In 2010, 61.4 percent of residents traveled less than 30 minutes to work which is 1.6 percent less than 2000.

**Table 11-7 Commutation in Berkeley County in 2010**

% of Workforce with:	Percent
Under 15-minute commute or work at home	27.6
15 to 29-minute commute	33.8
30 to 59-minute commute	25.1
60-minute or more commute	13.5

Source: Berkeley County Development Authority

### Educational Attainment (Decennial Census)

According to a 1991 report regarding the practice of economic development, (American Economic Development Council Education Foundation, "Practicing Economic Development", 1991) "the increasing incorporation of technology in virtually every type of job...calls for better reading and mathematical skills and a generally higher level of employee competence." This section analyzes trends in the educational attainment levels of Berkeley County's 25 years and older population as reported by the Census Bureau for 1990, 2000 and 2010.

**Table 11-8 Educational Attainment in Berkeley County in 2010**

Highest Level	Percent	Summary
No High School Diploma	17.8	17.8
High School Diploma Only	37.8	
1 to 3 Years College (No Degree)	19.8	
Associate Degree	6.4	
Bachelors Degree	11.2	
Graduate Degree	6.9	
12 to 15 Years of Education	64.1	64.1
16 or More Years of Education	18.1	18.1
TOTAL		100.0

Source: Berkeley County Development Authority

The number of high school and college graduates residing in Berkeley County has increased. Data indicates that 15.5 percent of the county's 25 year and older population had obtained college degrees in 1990. By 2000, that figure had increased by 4.1 percent to 19.6 percent and in 2010 this increased another 4.9 percent to 24.5 percent of Berkeley County residents having obtained college degrees. Berkeley County residents have a wealth of education and training resources available to them. More detailed information regarding Berkeley County workforce education and training resources are provided in The Education Plan chapter of this comprehensive plan.

### Relationships to Infrastructure Conditions

The county's ability to sustain and expand its economy is related not only to market and workforce trends but also to the availability of land and physical infrastructure (roads, water, sewer, waste disposal and telecommunications networks). More detailed inventories of land use and infrastructure are provided in their corresponding chapters in this comprehensive plan.

### Land Markets

Land availability is critical for business retention and new business development. Existing businesses need land for expansion and new businesses, whether initial start-ups or relocating businesses, need land for new facilities. The location of available land in relation to other infrastructure conditions is equally important.

There are a variety of locations and sites available for new and expanding businesses. The West Virginia Development Office provides specific information about each, including available utilities, proximity to transportation facilities, and contact information. The Berkeley County Development Authority is the local organization for providing assistance with regard to these properties. A complete list of sites and properties currently available in Berkeley County is provided by the Berkeley County Development Authority and can be accessed through their website <http://www.developmentauthority.com/>.

The Berkeley County Development Authority's mission is to attract and retain jobs in Berkeley County. Most new businesses are referred through the WV Development Office. Business retention is achieved through a business calling program that allows the Development Authority to better understand the needs and concerns of the county's existing businesses. According to the Development Authority, there is a great deal of hiring going on in the county, which is creating a certain amount of competition. Linking businesses with customized and appropriate training resources is also a key role of the EDA.

### **2006 Summary of Economic Development Action Strategies**

- Protect sites near the interstate interchanges, along the rail lines, and in proximity to the airport for light industry and transportation related industries.

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- Encourage existing owners of vacant retail and industrial properties to redevelop/revitalize them.
- Support the revitalization efforts of the City of Martinsburg by encouraging the reuse of older buildings in the downtown for much needed office space.
- Continue to develop and maintain a county-level database of all available development sites, including brownfields and other sites that could be redeveloped.
- Continue to work with and support Berkeley County Public Schools and all of the region's secondary and post secondary educational providers to ensure a skilled workforce for existing and future businesses.
- Encourage the development of an adequate communications technology network in the county.
- Work with the farming community to identify future role of agriculture in the county's economy.
- Enhance opportunities to establish historical, cultural and recreational tourism-related businesses.

### **2016 Berkeley County Economic Development Highlights**

- Data for Berkeley County reveals a continued strong growth trend in total employment which is about 30 percent over 2001 levels.
- Private sector employment accounted for 78 percent of Berkeley County's total employment in 2014. This is a 2 percent drop from the 80 % reflected in 2006 comprehensive plan data.
- Government and government enterprises employment grew 30 percent from 1990 totals and continues a steady upward trend with 40 percent growth in 2014 over 2001 employment totals.
- Government and government enterprises encompassed 21 percent of total jobs in Berkeley County (up from 19 percent in 2006). Retail Trade encompassed 12 percent (down from 14 percent in 2006). Education, health care and social assistance encompassed a consistent 12 percent of total jobs in Berkeley County.
- Government and government enterprises continue to take on a greater prominence in Berkeley County, accounting for 41 percent of total earnings by employment type.
- Berkeley County is leading the region in total employment percentage for the following sectors: Government and government enterprises; Administrative, support, waste management and remediation services; and Transportation and warehousing.
- Since the 2006 comprehensive plan, the first five top employers remain unchanged.
- Procter and Gamble has broken ground in Berkeley County and has the potential to become one of the top ten employers with an estimate of 700 employees to be hired in 2017.
- The market value of production in Berkeley County in the Agriculture Sector has increased from \$18,430,000 in 2002 to \$30,545,000 in 2012. Apple production continues to rank first in the state.
- In 2010 unemployment in Berkeley County had risen to 9.6 percent, however, 2011 data indicates that unemployment is declining again.
- The percentage of residents who traveled out of Berkeley County for employment continues to increase and was up to 55 percent by 2009. While there are more residents working in the county, this number continues to represent a smaller percentage of the workforce.
- Data indicates that the percentage of college graduates residing in Berkeley County continues to increase. As of 2010, 24.5 percent of residents, 25 years and older have obtained a college degree.

### Looking Forward to 2026

Protect sites near the interstate interchanges, along the rail lines, and in proximity to the airport for light industry and transportation related industries:

- The Development Authority continues to encourage the use of sites near the interstate interchanges, along rail lines, and in proximity to the airport for light industrial and transportation related industries to take advantage of multiple modes to move goods. This supports the Growth Management Plan and the County's Priority Transportation Network.
- Development since the 2006 comprehensive plan and future county development plans along the Interstate-81 corridor are listed by exit from north to south include:
  - Falling Waters - Williamsport Pike
    - Food Lion Shopping Center (completed)
  - Spring Mills – Hammonds Mill Road
    - Multiple Commercial Projects including a hotel, a medical center and more retail (in progress and planned future development)
  - Martinsburg – Hedgesville Road and Edwin Miller Boulevard
    - Macy's Fulfillment Center (complete; some small pad sites still available)
  - Hospital – Dry Run Road and Tavern Road
    - Hospital (continual growth of existing)
    - Civic Center (planned future development)
  - Tuscarora Pike and King Street
  - Apple Harvest Drive
    - Weis Markets Shopping Center
  - Tabler Station Road
    - Procter & Gamble (in progress)
    - Equis BBG (future industrial on Connector Road)
  - Gerrardstown Road

Where appropriate, make provisions for home-based businesses by including standards in the Subdivision and Land Development Ordinance to mitigate possible light and noise issues:

- The Subdivision and Land Development Ordinance includes standards to mitigate possible light and noise issues in the "Off-Street Parking, Buffering and Screening Section of the ordinance.

Encourage existing owners of vacant retail and industrial properties to redevelop/revitalize them; support the revitalization efforts of the City of Martinsburg by encouraging the reuse of older buildings in the downtown for much needed office space; Continue to develop and maintain a county-level database of all available development sites, including brownfields and other sites that could be redeveloped:

- The Development Authority continues to develop and maintain a county-level listing of available development sites, including brownfields and other sites that could be redeveloped.

Continue to work with and support Berkeley County Public Schools, and all of the region's secondary and post secondary educational providers to ensure a skilled workforce for existing and future businesses:

- Procter and Gamble has partnered with Blue Ridge Community and Technical College to train its future workforce in Berkeley County.
- The Education Plan chapter in this comprehensive plan expands upon this in more detail.

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### Encourage the development of an adequate communications technology network in the county:

- Broadband access and other communications tools are still needed to facilitate business activity in the county and capture the expanding technology businesses which are close by to the county.

### Work with the farming community to identify future role of agriculture in the county's economy:

The WVU Extension Service has been a key partner in this strategy. This agency's mission is: "WVU Extension Service educators and volunteers build and help sustain collaborations and partnerships with people and organizations in West Virginia, to improve their lives and communities. Our programs and services strengthen leaders of all ages, youth, and families. We develop and teach best practices for sustainable agriculture, for responsible use of renewable resources, and stewardship of natural resources. We work to improve our state's communities, workforce, and the economy." The website, [www.berkeley.ext.wvu.edu](http://www.berkeley.ext.wvu.edu) provides information and expertise in Agriculture & Natural Resources, the Master Gardener program, 4-H & Youth Development, Community Educational Outreach Service (CEOS), the Families, the Food & Health program and Soil Testing.

### Enhance opportunities to establish historical, cultural and recreational tourism-related businesses:

The Martinsburg-Berkeley County Chamber of Commerce provides a wealth of information on its website, <http://www.berkeleycounty.org/> regarding upcoming community events and reasons to visit or bring businesses to Berkeley County. The Parks Recreation and Culture Plan chapter of this comprehensive plan outlines many of these opportunities and the steps being taken to improve them.

### Entrepreneurial Enterprise Development:

The Berkeley County Development Authority, along with Jefferson County and Morgan County, continues to conduct Eastern Panhandle Entrepreneur Forums regularly for those already in business or wishing to start a business in the Eastern Panhandle Counties.