



Martinsburg, West Virginia

Comprehensive Plan - 2018

Adopted by Martinsburg City Council: December, 2018





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I. Vision, Goals & Objectives



A Vision Statement for Martinsburg

“Martinsburg’s future will rely on its sense of community, location, cultural diversity, and history to build a strong regional economy and healthy city with a wealth of historic, architectural, and recreational resources worthy of a first-class municipality.”

(Developed by citizens of Martinsburg during Comprehensive Plan Workshops)

Goals and Objectives

Guided by the input of Martinsburg citizens, staff, business owners, and other stakeholders, and aimed squarely at the City’s vision for its future, this chapter of the Comprehensive Plan proposes broad goals to help drive this vision. Each goal is supported by several objectives, or sub-tasks that provide finer detail and more precise direction.

Demographics

Goal: Proactively provide for the health, safety, and welfare of both existing and future Martinsburg residents and visitors.

- Provide services to support the needs of seniors, youth, and individuals with special needs.
- Work with the school system to increase educational attainment and to promote trade education.
- Support local business creation and retention to reduce poverty and out-commuting.
- Explore and implement innovative ways to address community health issues including drug rehabilitation, mental health, crime, and homelessness.



Playground – War Memorial Park.

Land Use

Goal: Coordinate land use plans and regulations to achieve a balanced mix of commercial, residential, industrial, civic, cultural, and recreational land uses throughout the City.

- Explore the potential for new residential and commercial development in the City's west end.
- Adjust land use regulations to better achieve the City's desired balance of land uses.
- Protect and promote the City's historic districts and resources as important economic and cultural assets.
- Increase the proportion of property devoted to recreation and open space, and ensure the interconnectedness and accessibility of these areas.
- Pursue incentives for investment and redevelopment.



Interwoven Mills – John Street.

Housing

Goal: Offer a variety of quality housing opportunities, including a diverse mix of both affordable and market rate units for residents of all ages, interests, and family sizes.

- Increase property maintenance enforcement to promote clean and attractive neighborhoods.
- Increase the share of owner occupied housing in the City.
- Promote and incentivize residential uses in the Downtown to enhance street life and strengthen Downtown businesses.
- Seek available funding for the rehabilitation of substandard housing and the provision of affordable housing.
- Participate in local and regional efforts to alleviate homelessness and poverty.
- Convert vacant or underutilized commercial and industrial buildings into residential and mixed-use space, including desired housing types such as affordable and senior housing.



Recent development in the City's West End.

Transportation

Goal: Build a transportation network that safely and efficiently serves all modes, including automobile, bicycle, and pedestrian travel.

- Increase road and sidewalk maintenance.
- Increase access to Downtown and West End redevelopment zones
- Study and improve traffic congestion points.
- Work toward a complete network that allows convenient pedestrian and/or bicycle travel to all areas of the City.
- Explore increased public transit, addressing convenience, efficiency, and user-friendly accessibility.
- Improve Ride-Share and Park & Ride solutions for commuters.



EPTA – Martinsburg's Public Transit Partner.

Economic Development

Goal: Cultivate a business-friendly atmosphere that focuses on Downtown, and on new development in the West End, to increase the City's tax base through both local and visitor commerce.

- Cultivate the City's role as a regional center of government, education, culture, arts, and professional services.
- Promote Downtown Martinsburg as a destination for tourists, residents, and other visitors.
- Continue development of the West End to orient this area toward regional housing, office, and retail markets.



Queen and Martin - Downtown Martinsburg.

Community Facilities and Services

Goal: Provide state of the art public safety, government administration, utilities, and recreational facilities for the City's residents and businesses.

- Increase public safety resources to address drug abuse and community health.
- Continue to improve and expand City facilities to meet current and projected needs.
- Add to the City's stock of recreational amenities
- Provide public facilities to the West End to support growth in this area.



City water tower near Delmar Orchard Road.

Implementing the Goals and Objectives

The final chapter of this Comprehensive Plan describes the implementation of the plan's vision, goals, and objectives. This is where the success of the Comprehensive Plan will be decided, not by the plans made herein, but by how it will influence the individual actions of City government, residents, business owners, and others. The implementation chapter takes the above goals and objectives one step farther, setting out specific strategies to attain each, and describing these strategies in terms of who will lead them, how long they will take, and how much they will cost.

II. Plan Process & Background

This Comprehensive Plan is designed to carry the City of Martinsburg from broad vision and goals to the individual steps that the City must take to bring these aspirations to reality. The plan should be a constant guide for City administrators, elected leaders, and other decision makers as they confront the many small tasks that make up their service to Martinsburg. While some elements may be quickly and easily accomplished, other initiatives of this plan will take many years to achieve. In both cases, this Comprehensive Plan has the ability to steer Martinsburg toward a more successful future.

What is a Comprehensive Plan?

The Comprehensive Plan is a long-range planning document that is designed to guide the future growth and development of a locality over the next twenty or more years. It is the local government's guide to community, physical, and economic development.

It is important to note that the Comprehensive Plan is not a legal regulatory document like the Zoning or Subdivision Ordinances. Instead, it is a vision for what the citizens and leadership of Martinsburg want the City to be in the future. This vision is packaged together with goals and programs to help bring the community's vision to reality. The plan will serve as a guide

for City staff, appointed and elected leaders, property owners and other stakeholders as they make many small land use, fiscal, and other decisions over the coming years. The primary purpose of this plan is to



Caperton Station office entrance.



Pedestrian bridge at Caperton Station.

protect and improve the quality of life of City residents by providing for the public health, safety, convenience, and welfare of Martinsburg.

The Martinsburg Comprehensive Plan recommends development areas, land use activities, and programs for the immediate and distant future. These recommendations are based on existing conditions, anticipated population and economic changes, and the desires of Martinsburg citizens expressed through surveys, community meetings, and the representation of the Planning Commission

and City Council. The policies expressed in this plan are intended to serve as the basis for the City's zoning and other ordinances, which will be used to implement the plan. The plan should also be used by the Planning Commission and City Council in considering rezoning and development proposals, transportation and other public facilities, the capital improvement program, and budget recommendations.

Planning is a multi-faceted process balancing public interests with private property rights. This plan must be more than a wish list of projects. A good plan identifies current and future challenges, and recommends possible solutions.



Historic home - South Water Street.

Legal Basis and Use of the Plan

Chapter 8A of the West Virginia Code establishes the scope and requirements of community comprehensive plans. Each comprehensive plan and subsequent update must follow the requirements found in state code.

As stated in W. Va. Code §8A-1-1(a)(5) “a comprehensive plan is a guide to a community’s goals and objectives and a way to meet those goals and objectives.” According to the West Virginia Code the comprehensive plan should also “be the basis for land development and use, and be reviewed and updated on a regular basis [W. Va. Code §8A-1-1(b)(3)], which the Code later defines as every 10 years [W. Va. Code §8A-3-11(a)].

A comprehensive plan is required if a governing body wants to enact a zoning ordinance, enact a subdivision and land development ordinance, require plans and plats for land development, or issue improvement location permits for construction.



Regional Context

The City of Martinsburg encompasses an area of 6.67 square miles within Berkeley County, in West Virginia's Eastern Panhandle area, and is home to a population of 17,687 (US Census estimate, 2016). Martinsburg is the largest city in the Eastern Panhandle, and the ninth largest municipality in West Virginia. The City's location puts it in the prosperous and growing Capitol region – within 78 miles of Washington, D.C.; 90 miles of Baltimore, MD; 25 miles of Winchester, VA; and 21 miles of Hagerstown, MD.



Martinsburg has a strong transportation network that connects it to Berkeley County and the larger region, including intercity train service and three exits on Interstate 81. The City has formerly been a major manufacturing location, but now strives to be a more diversified economy that includes retail, healthcare, and government facilities.

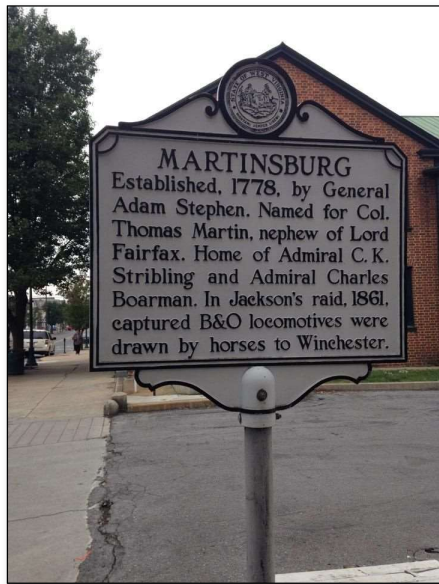
History of Martinsburg

Martinsburg was formed by action of the Commonwealth of Virginia General Assembly during the Revolutionary War, in December of the year 1778. Founded by General Adam Stephen, at the northern entrance to the Shenandoah Valley, and named for a nephew of Lord Fairfax, Col. Thomas B. Martin,



The story of Civil War spy Belle Boyd.

Martinsburg served as a gateway for western expansion, and soon became a strategic trading center. The oldest house still standing in the City, Aspen Hall [1745, also known as the Edward Beeson House], was the site of several significant historical events during all three major domestic conflicts in this area: the French & Indian War, the Revolutionary War, and the Civil War. Three buildings that date from the 18th century survive, including the military blockhouse, Mendenhall's Fort, and the stone house built by General Stephen.



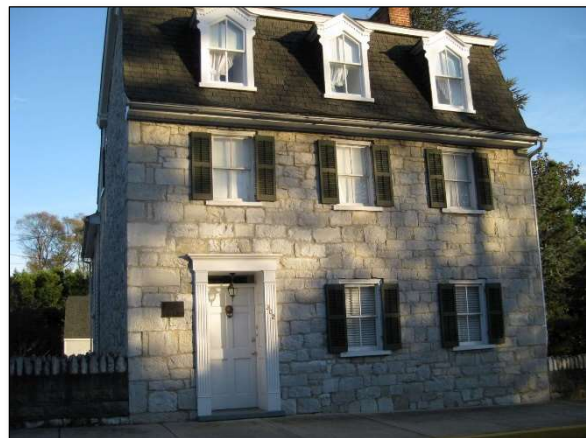
Historic marker – West King Street.

The first US Post Office in this part of the state was established at Martinsburg in 1792. The railroad reached westward to Martinsburg in 1840, establishing a stop on the Baltimore & Ohio (B & O) Railroad in 1842. The railroad remained a vital part of the local transportation economy throughout the nineteenth and twentieth centuries.

During the Civil War, Martinsburg played a part in the Underground Railroad, yet residents were active on both sides of the conflict. However, West Virginia was admitted as the 35th state on June 20, 1863, after the Wheeling Convention, during which the majority of the northern and westernmost county representatives voted to separate from the Commonwealth of Virginia in support of the Union. On March 30, 1868, the city of Martinsburg was re-incorporated by the West Virginia Legislature.

Martinsburg continued to thrive in the decades after the Civil War, establishing telephone service and electricity in the City in the 1880s, which allowed manufacturing to increase. By the turn of the century, lumber, textiles and knitting mills, along with the railroad, dominated the economy. Citizens prospered as demonstrated by the number of grand homes still evident from this period. Construction of the “Apollo Civic Theatre” was completed in 1913. The economy continued to diversify. Automobiles were made in Martinsburg in the first quarter of the twentieth century, taking advantage of the proximity of steel manufacturing just to the north, and the transportation network joining the area to major population centers.

During World War I, over a thousand men from Berkeley County fought and were memorialized with a monument erected in the City in 1925. During World War II, the Newton D. Baker Hospital treated thousands of injured soldiers, eventually becoming the VA Medical Center, which still provides care to veterans.



Historic home - South Water Street.

The Comprehensive Plan Process

This Comprehensive Plan document updates the City’s previous Comprehensive Plan, which was adopted in 2007. Martinsburg’s Comprehensive Plan Update began in November of 2016 with the selection of a professional consulting firm to assist the City’s staff and Planning Commission in preparing the plan. After

reviewing several proposals, the City chose The Berkley Group for this work. The role of the consultant was to organize a public input process, facilitate Planning Commission and staff work sessions, prepare maps and graphics, and produce the final document.

Public Workshops

In addition to conducting a community-wide survey, City staff and consultants met in person with Martinsburg residents and stakeholders at two workshops held during the planning process. Both workshops were well-attended, and the input received was invaluable to the production of this plan.

Workshop 1

The first workshop was held on December 16, 2016, at the Holiday Inn located at 301 Foxcroft Avenue in Martinsburg. At this workshop City planning staff and planning consultants gave an overview to the purpose of comprehensive plans, and an introduction to the planning process that was about to begin. Working in small groups, participants in this workshop were asked to describe the top strengths of their City, as well as the top challenges that the City faces. Participants also proposed vision statements that captured their ideas about Martinsburg's future, as well as goals to help achieve the vision. The vision and goals generated during this workshop are directly reflected in the vision statement and goals contained in this Comprehensive Plan.



Workshop 1 – December 16, 2016.

Workshop 2



Workshop 2 – March 15, 2017.

The second workshop was held on March 15, 2017, at the Berkeley Senior Services Center. This workshop was a chance for City residents to take a hands-on role in creating the Comprehensive Plan. Workshop participants working in small groups were given maps of the City and asked to mark areas of importance to a variety of topics, including areas ready for change, growth, or redevelopment, areas of transportation concern – both for automobiles and for pedestrians – and areas where improvements are needed to public infrastructure, including sidewalks, trails, parks, recreation

facilities, and bicycle lanes. The results of this workshop and small group exercise are reflected in the goals and objectives of this document, as well as in the land use and public facilities discussions, maps, and recommendations contained herein.

Public Opinion Survey

There is no more important component of the long-term vision for Martinsburg than the opinions of residents, business owners, property owners, and other stakeholders. Common practice for the development of a comprehensive plan incorporates public input through workshops or regularly scheduled public meetings. In the case of this plan, the Planning Commission chose to conduct public opinion surveys to gather community sentiment on a variety of topics. By using surveying, this planning effort has allowed for a wider variety of public input, letting those with tight schedules, long commutes, and busy family lives to have their voices heard, even if they could not be present at the in-person workshops.



Working with the Planning Commission, the consultant designed an 18-question survey that touched on a variety of City land use, public infrastructure, and other issues. The survey form began with a brief explanation of Comprehensive Plans, and of the City's effort to update this document. The survey was conducted between December 2016 and March 2017, with surveys available online or on paper. In total 899 responses were collected, including online and returned paper survey forms.

Summary of Community Survey Responses	
<i>* Questions 1-5 were scored on a scale between 1 (strongly disagree) and 5 (strongly agree)</i>	
	Average Score
1. Taking all things into account, the quality of life in Martinsburg is good.	3.03
2. Major Issues - The following are major issues in Martinsburg:	
Affordable Housing	3.15
Lack of Employment Opportunities	3.64
Too Much New Development	2.55
Crime	4.12
Cleanliness	3.50
3. Services - The availability of the following services is adequate:	
Police Protection	3.43
Fire and Ambulance Services	3.72
Street and Road Maintenance	2.78
Parks and Recreation	3.24
Public Schools	3.15
4. Additions - The following would be welcome additions to Martinsburg:	
More Downtown Development	4.22
More Shopping and Dining Options	4.06
More Cultural Events and Tourist Attractions	4.29
5. Transportation - The City should pursue the following transportation issues:	
Provide More Bicycle and Pedestrian Facilities	3.83
Improve Public Transportation	3.81
Reduce Traffic Congestion	3.97
6. Change - Name one change that you would like to see in Martinsburg to make it a more livable and enjoyable place for you: (most frequent responses shown)	
<ol style="list-style-type: none"> 1. Revitalization of the Downtown 2. Improvement in Crime and Drug Issues 3. Rehabilitation of Buildings and Housing 4. Better Walking and Biking 5. More Events and Cultural Activities 6. Solutions to Traffic Issues 	

Public Participation Summary

The workshops and community survey associated with this Comprehensive Plan update are the foundation for the strategies and recommendations found in the plan. Plan recommendations are drawn from both the general information found in the community survey, and from the very specific exercises completed by workshop participants.

Strengths, Challenges, and Vision

The first community workshop asked residents to describe the strengths and challenges they see facing the City. Common strengths described by community members included the City's cultural diversity, the relative affordability of housing in Martinsburg, the City's rich history, and the sense of community that residents feel. Other noted strengths include good educational opportunities and the City's advantageous location within a prospering region with excellent transportation connections.



Downtown – a crucial revitalization area.

All cities face challenges that should be confronted in the Comprehensive Plan. Participants in the first workshop identified challenges that include Martinsburg's acknowledged drug and crime problems, negative press, and lack of a coherent identity. This workshop also identified structural challenges including parking and transportation problems, dilapidated buildings, and an underperforming Downtown.

Vision and Goals

When asked to try crafting vision statements for the future of Martinsburg, participants in the first workshop explored a variety of ideas, but common themes included in these visions were safety, reliance on the City's history, revitalization of areas including the Downtown, and the hope of economic prosperity. Goals proposed by workshop participants to lead Martinsburg toward this vision included investing in the Downtown, attracting and retaining youth and millennials, making greater efforts to promote and market the City, and the need to align local regulations and enforcement with the vision.



Retail along West Martin Street.

Areas for Development

The second public workshop was an interactive exercise in which participants were given maps of the City on which to identify key locations in various categories. When asked to identify key areas for development and revitalization, community members overwhelmingly selected Martinsburg’s Downtown, but also noted the City’s entrance gateways, the area west of Interstate 81, the former Interwoven Mills site, and the Raleigh / Edwin Miller area as key locations for investment and change.



Interwoven Mills – prime for redevelopment.

Congestion Areas

Traffic and transportation were also important topics of the second workshop, with participants noting key areas of congestion near Apple Harvest Drive and Interstate 81, the hospital area, the intersection of Queen Street and Moler Avenue, and the Edwin Miller area.



EPTA public transit on Queen Street.

Walking, Biking, and Transit

Transportation issues affect pedestrians, cyclists, and riders of public transit in addition to car drivers. When asked about key areas for improvements in non-car transportation, participants in the workshop identified the needs of pedestrians throughout the Downtown and pedestrian issues in the Tavern Road and Edwin Miller areas. Residents also registered their hope that the proposed Tuscarora Creek Linear Park can be brought to fruition to provide recreation and trails.

Issues and Services

Residents responding to the Comprehensive Plan survey were nearly evenly split on the quality of life in the City. Crime and lack of employment opportunities were identified as the most important issues facing Martinsburg. The City’s public safety services (fire, ambulance, and police) were viewed positively, while street maintenance was seen as inadequate. Respondents felt very strongly about the need for tourism and cultural events, as well as Downtown development for a successful future for the City.



Efforts to alleviate traffic congestion were seen as the most important transportation priority, but were very closely followed by the need for public transportation and bicycle and pedestrian facilities. Finally, the Downtown ranked as the most important area for revitalization among survey respondents, while issues of crime and transportation were also mentioned.

III. Demographics



Goal: Proactively provide for the health, safety, and welfare of both existing and future Martinsburg residents and visitors.

- *Provide services to support the needs of seniors, youth, and individuals with special needs.*
- *Work with the school system to increase educational attainment and to promote trade education.*
- *Support local business creation and retention to reduce poverty and out-commuting.*
- *Explore and implement innovative ways to address community health issues including drug rehabilitation, mental health, crime, and homelessness.*

The life and character of Martinsburg comes from its people. This section presents Martinsburg's demographic profile to better understand the composition of the City, how it has changed over time, how it compares to its neighbors, and how it may continue to change in the future.

Population Perspectives

As of 2016, Martinsburg was home to an estimated 17,687 people (United States Census). Not long ago, Martinsburg was the fastest growing city in West Virginia, having grown by over 15% between the US Census counts in 2000 and 2010. However, like almost every city in America, Martinsburg's growth slowed dramatically in late 2008, at the onset of the Great Recession, a financial crisis that affected local home building, employment, and many other facets of City life.



Roundhouse – a proud railroad history.

Martinsburg is the largest city in the Eastern Panhandle and the ninth-largest municipality in West Virginia. Martinsburg is a part of the Hagerstown-Martinsburg, MD-WV Metropolitan Statistical Area, and the county seat of Berkeley County. Growth in the City due to annexations in the 2000-2010 decade has added a significant number of residents, many of these being families with middle-class incomes and school-aged children, which shifted the population characteristics from what had been an increasingly older, lower income, single-household cohort.

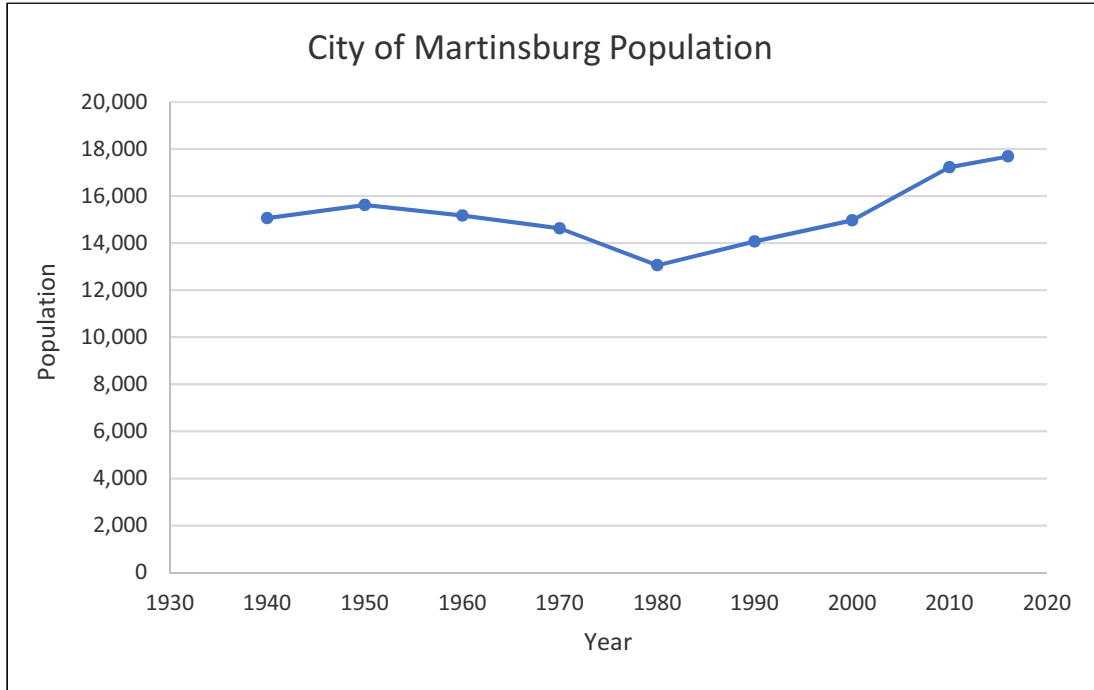
The City's population has also gradually become more ethnically and socially diverse, with minority populations rising from less than 10% of all residents prior to the 1990s, to over 15% in 2000, and to nearly 20% of the total population belonging to a cultural or ethnic minority by the year 2010. Over this same period of time, West Virginia as a whole has seen a less pronounced, but notable, trend of diversification.

The City's population has risen and fallen on economic trends, the fortunes of industries, and changes in neighboring cities and in the region. As part of a growing nation, and a prosperous region, Martinsburg's population will almost certainly grow in the future, although how fast cannot be known. As it develops, the City must strive to keep up with the needs of a changing populace.

City of Martinsburg Population

Year	Population	% Change
1940	15,063	--
1950	15,621	3.7%
1960	15,179	-2.8%
1970	14,626	-3.6%
1980	13,063	-10.7%
1990	14,073	7.7%
2000	14,972	6.4%
2010	17,227	15.1%
2016	17,687	2.7%

United States Census (2016 estimated)



United States Census (2016 estimated)

Population Characteristics

Age

The age of City residents is of great concern to the community and its provision of services. High rates of youth mean high demand for educational and other youth services, while elderly residents have their own social service, transportation, and healthcare needs. Since 2000, the City of Martinsburg has become younger on average, moving from a median age of 37 years to 33.3 years. While the City has a significant share of children under 5, it also has a slightly higher rate of senior citizens than does Berkeley County.

This trend may continue with the influx of younger people and families seeking proximity to work in the neighboring metropolitan areas, due to the lower cost of housing in the City and the availability of education and health services. As a goal, Martinsburg should endeavor to be home to a variety of ages. However, the revitalization of culture and commerce will likely best be served by young professionals and families whose needs for entertainment and good schools must be met.



Berkeley Senior Services – High Street.

Martinsburg Age Distribution; 2000 - 2015

	2000	2010	2015
Under 5 years	7.0	10.1	7.5
5 to 9 years	6.3	6.7	7.0
10 to 14 years	6.1	5.2	6.4
15 to 19 years	6.0	5.3	7.0
20 to 24 years	7.1	5.0	7.8
25 to 34 years	14.5	16.0	16.2
35 to 44 years	14.2	13.8	11.2
45 to 54 years	13.5	13.5	11.4
55 to 59 years	4.6	6.1	5.3
60 to 64 years	4.1	5.2	6.7
65 to 74 years	8.2	6.7	6.8
75 to 84 years	6.2	5.3	4.6
85 years and over	2.0	1.3	2.0
Median Age	37.0	36.3	33.3

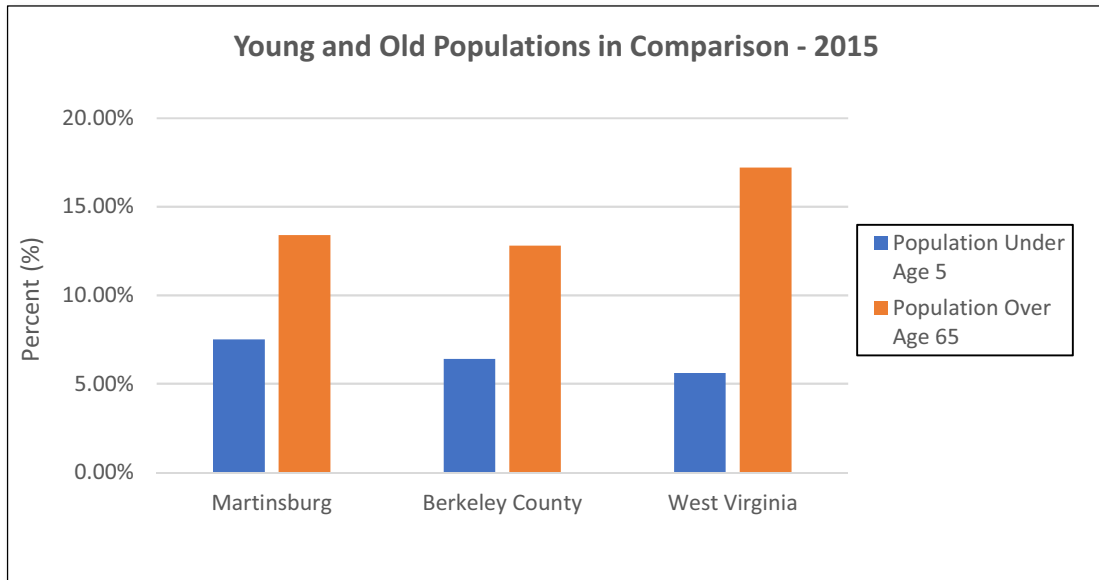
United States Census (2015 estimated)



Young and Old Populations in Comparison - 2015

	Population Under Age 5	Population Over Age 65
Martinsburg	7.5%	13.4%
Berkeley County	6.4%	12.8%
West Virginia	5.6%	17.2%

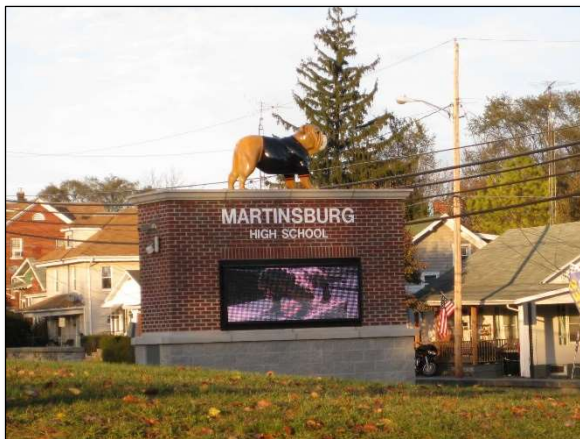
United States Census estimates



United States Census estimates

Education

Educational attainment is one measure that can affect the community's economic power. Increasing educational opportunities and attainment can be a powerful force in alleviating poverty, raising wages, and increasing disposable income, as well as helping Martinsburg to attract employers who rely on skilled and educated workers. Colleges and universities within the region may play a role in helping to raise Martinsburg's educational attainment, including Blue Ridge Community and Technical College, Shenandoah University, and Shepherd University.



Increasing educational attainment starts with the public school system. Public schools, particularly at the high school level, should focus on post-secondary career education, preparing students for skilled work or higher education through job shadowing, internships, and technical education programs. The City can also boost community education by attracting educated residents, both by marketing the City's advantages as a home for regional workers, and by providing the cultural, recreational, and other amenities that young professionals and young families increasingly seek.

Educational Attainment

	High School	Bachelor’s Degree
Martinsburg	81.3%	17.9%
Berkeley County	87.1%	19.7%
West Virginia	85.0%	19.2%

United States Census, 2015 estimates

Income

Census block data for Martinsburg demonstrates that, in general, incomes are lower in the central areas of the City, with areas of higher income in both the western neighborhoods of the old city and annexed areas west of Interstate 81.

In a recent study by The Equality of Opportunity Project, jointly published by Bloomberg and the Washington Post, economic mobility was shown to be relatively stationary in the City of Martinsburg, Berkeley County, and the counties and localities to the immediate east and west, with children attaining about the same level of income as their parents, as measured against changes in the cost of living.

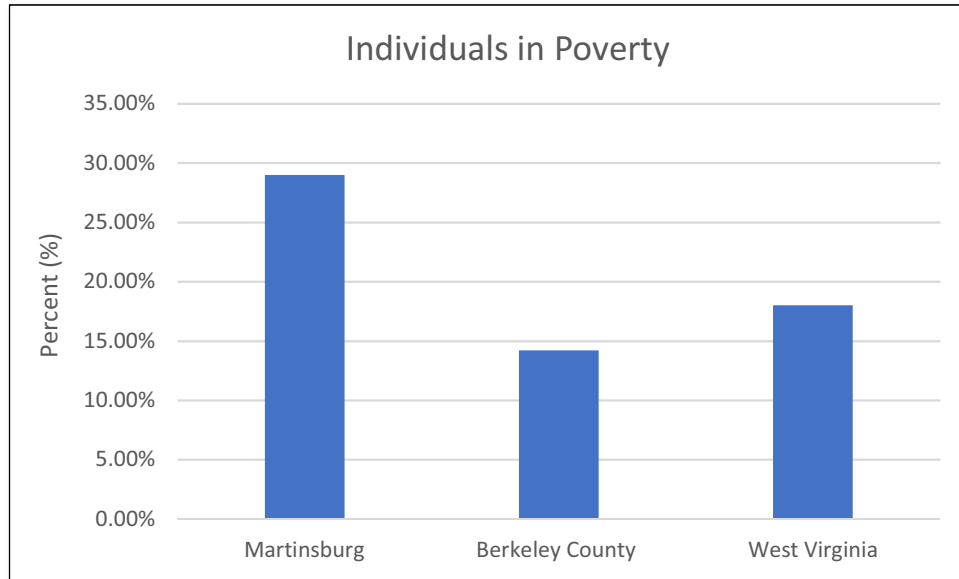
Many factors can contribute to economic mobility, including opportunities for education, household size, health care, employment availability and distance traveled to and from job locations, and demonstrate the ease or difficulty with which a child can attain a better standard of living than their parents, as measured by income growth vs. cost of living growth.

Unfortunately, poor economic mobility means that it can be very difficult for the large numbers of impoverished City residents to improve their income, even between generations. Martinsburg finds itself with significantly lower average incomes than Berkeley County, lower incomes than the state as a whole, and a dramatically higher poverty rate than both.

Income and Poverty

	Median Household Income	Individuals in Poverty
Martinsburg	\$37,843	29.0%
Berkeley County	\$55,239	14.2%
West Virginia	\$41,751	18%

United States Census, 2015 estimates



United States Census 2015 estimates

Employment

In the late twentieth century, the manufacturing and transportation economies shifted; Martinsburg’s citizens have seen major changes not just to their livelihoods, but their community as factories closed, the railroad downsized, and jobs moved to states farther south or offshore. As a result, the population of the City declined somewhat, losing over 2,100 people between 1960 and 1980, as residents left in search of employment. The City is experiencing significant problems with crime, homelessness, and drug addiction, which may stem from the challenges and changes people have witnessed since the last quarter of the twentieth century.

However, as the City’s proximity to Interstate 81 offered opportunities for businesses to replace the ones that had left, the City saw a rise of nearly 2,000 residents in the next twenty years. The population has become less homogenous, with rising percentages of minorities that reflect an overall change in areas that adjoin transportation corridors. Today, many residents are employed locally in government, service, retail, tourism, and medical positions, and a significant portion are commuting to jobs in areas with a higher cost of living than locally, such as to the DC-Metro area and northern Virginia.



Berkeley County Courthouse – King Street.



War Memorial Park.

Despite relatively high rates of poverty and the closing of many important industries that once fueled the City's economic prosperity, Martinsburg's unemployment rate is just 3.8%, somewhat better than West Virginia's 4.7% rate of unemployment, as well as the national rate of 4.4% (United States Bureau of Labor Statistics). This data indicates that residents in search of work can find employment, and that commerce is active in the Martinsburg area. However, while business in the region is fruitful, many businesses are located outside of the City, leaving residents with an average commute of 25.7 minutes (United States Census).

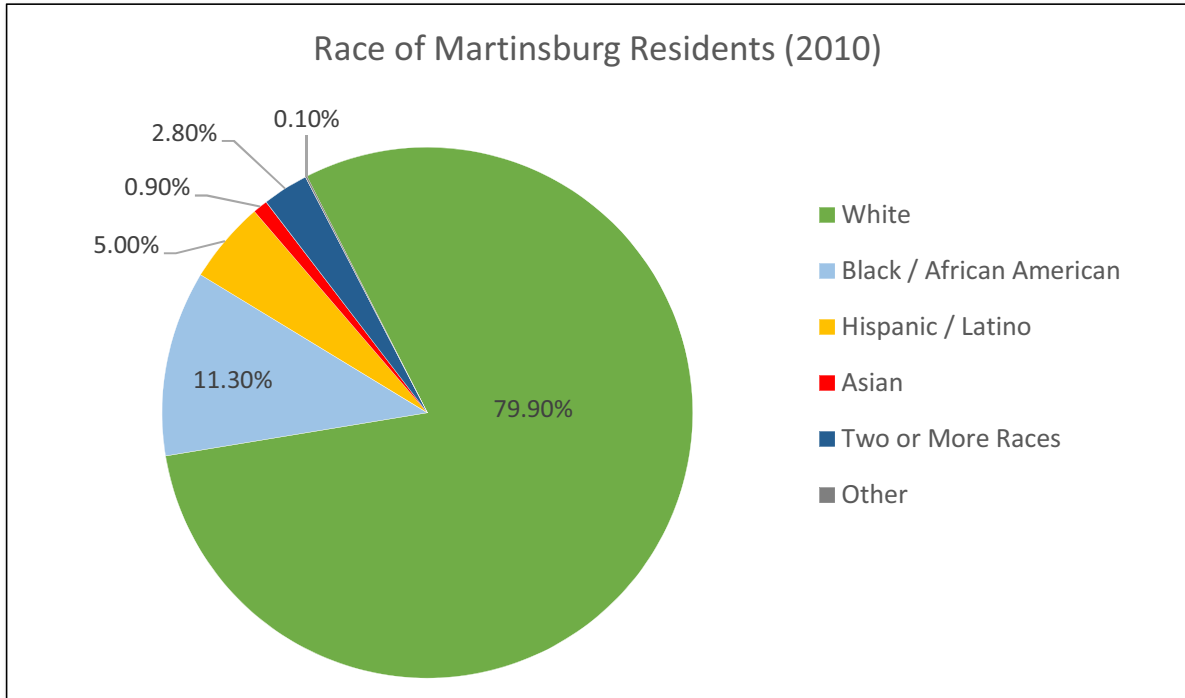


Ethnic Diversity

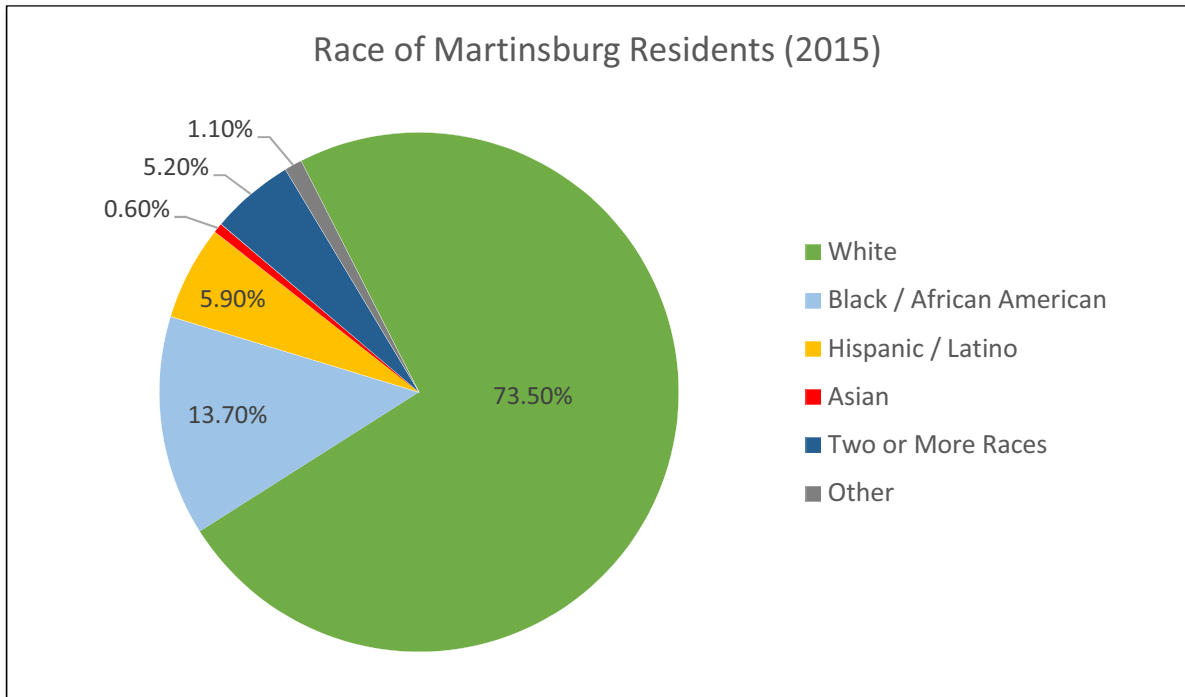
While most Martinsburg residents are still of European origin, the City's growing diversity reflects the changing face of the entire nation, as well as Martinsburg's increasing participation in the Washington, D.C. metropolitan area, where ethnic and cultural diversity are a major influence. In addition to ethnic origin, an increasing number of City residents were born outside of the United States. The foreign-born population of Martinsburg was 3.2% in 2000, a number that has risen to 5.8% as of 2015. For the state of West Virginia, just 1.5% of the population was born outside of the United States.



The diversification of Martinsburg can be a powerful economic driver, opening up cultural and artistic channels that can benefit the revitalizing Downtown. Ethnic food, art, and culture is a potential attractor that is not well represented by national chain stores and restaurants, differentiating the Downtown experience from that of Foxcroft and other regional shopping and dining destinations.



United States Census 2010



United States Census 2015 estimates

Race of Martinsburg Residents

	2010	2015
White	79.9%	73.5%
Black / African American	11.3%	13.7%
Hispanic / Latino	5.0%	5.9%
Asian	0.9%	0.6%
Two or More Races	2.8%	5.2%
Other	0.1%	1.1%

United States Census (2015 estimated)

Health

Community health is in large part driven by levels of poverty, environmental factors, transportation issues, stress, and other local conditions. While instances of disease and other personal health measurements may not be tracked demographically, census data does provide one crucial indicator of public health; the level of insurance coverage for Martinsburg’s residents. Insurance is key to receiving proper and ongoing health care. The City must take care not to underestimate the impact of a healthy population on Martinsburg’s future. Residents in good health are more reliable employees, are more active in the community, and have more disposable income to contribute to the City’s economic success.



Health services and clinics – Tavern Road.

Health Insurance Coverage

	Martinsburg	National Average
Private Insurance	54.2%	66.1%
Public Insurance	43.6%	32.1%
No Insurance	15.4%	13.1%

United States Census, 2015 estimates

This demographic category is also a primary area where City programmatic and land use decisions intersect with the most serious issue facing Martinsburg – drug use. Rehabilitation and drug treatment facilities were identified by the residents who participated in the Small Group Workshops as a very definite need in the community. City government should allow and encourage commercial, non-profit, and other private treatment facilities at every possible opportunity. Acknowledging that this issue is not specific to the City, regional cooperation and collaboration will also be critical to successfully addressing drug abuse.



Future streetscape corridor - East Martin Street.

Population Density

As an urban place, Martinsburg has a relatively high population density when compared to the surrounding County, and most of West Virginia. Urban places feature compact lots, some measure of attached or multi-family living, public utilities, and other features that enable closer living. At the same time, urban places often rely on rural places for recreation, water supply, waste disposal, or agricultural production. Martinsburg is currently home to 4.14 persons for every acre of land in the City. This compares to just 0.55 residents per acre for Berkeley County. However, Martinsburg’s overall population density is still low when compared to the nearby cities of Hagerstown and Winchester. This is likely due to areas of City land annexed in the early 2000s that have not yet built out, as well as unused industrial tracts such as the former Interwoven Mills that do not currently host residential uses, although they may in the future. Population density comparisons indicate that Martinsburg can still reasonably grow its population within its existing boundaries.

Population Density

	Density (persons per acre)
Martinsburg	4.14
Hagerstown	5.19
Winchester	4.62
Berkeley County	0.55

United States Census, 2015 estimates

Population projections

As the US population, as well as the population of the greater Washington, D.C. metro area, continues to grow steadily, it is inevitable that the Martinsburg region will also see population growth. Population statistics to the present show the important relationship between regional growth and the growth of the City, in which Martinsburg’s population has made up a shrinking portion of County population over the past several decades.

The chart below shows past and anticipated future population based on projections made by the Bureau of Business and Economic Research at West Virginia University. These projections show the potential for Martinsburg to cross 18,000 residents by 2020, 19,000 by 2025, and 20,000 by 2030, but only if the City is able to stabilize its growth relative to Berkeley County. The projections shown below are based on the assumption that the City is able to stabilize itself at a level of 15% of total County population.



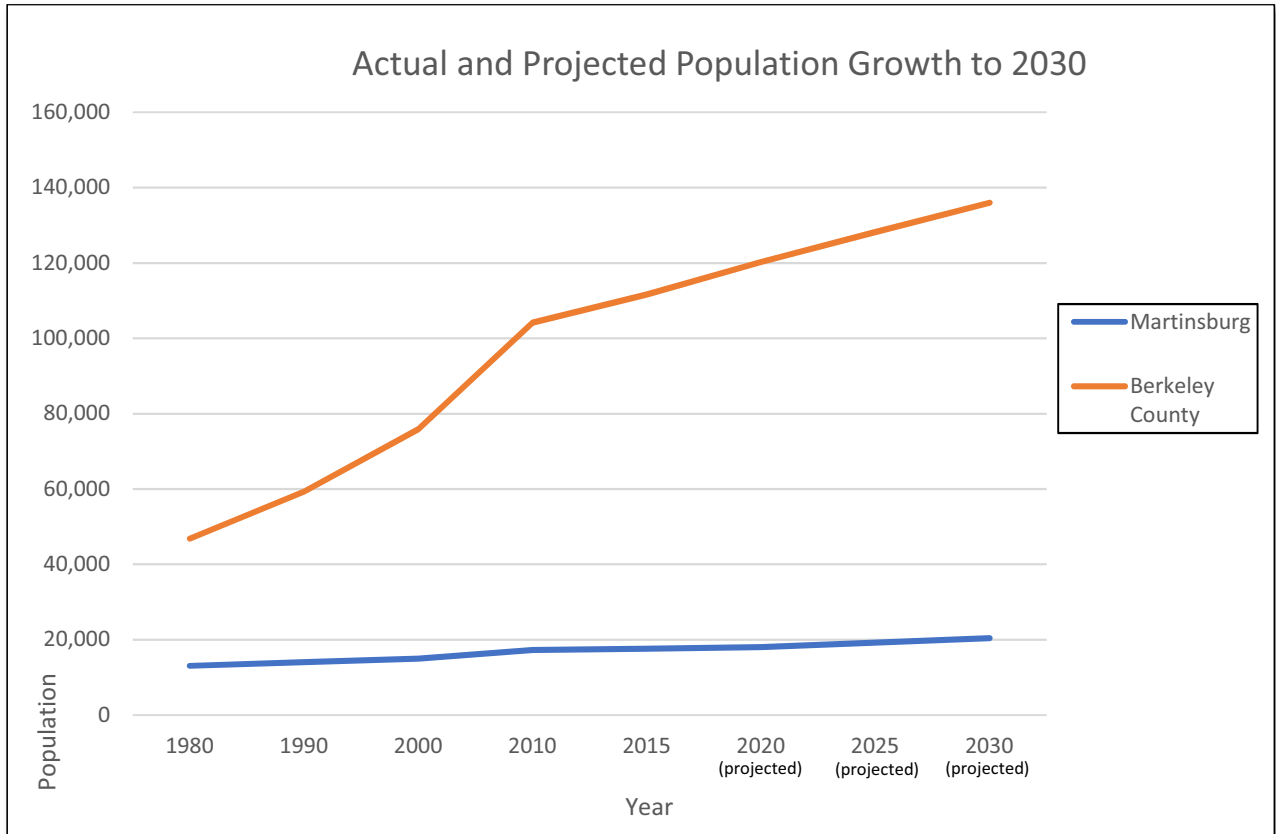
Recent growth west of Interstate 81.

The potential for future population growth is a key statistic for the City, as it must continue to provide necessary public services to its residents. For economic reasons, Martinsburg should continue to welcome new residents, but must be conscious of these residents’ needs with respect to water and sewer utilities, transportation infrastructure, administrative capacity, parks, and many other elements of public service.

Actual and Projected Population Growth to 2030

	1980	1990	2000	2010	2015	2020 (projected)	2025 (projected)	2030 (projected)
Martinsburg	13,063	14,073	14,972	17,227	17,640	18,036	19,229	20,402
Berkeley County	46,846	59,325	75,905	104,169	111,635	120,240	128,196	136,015
City as % of County	27.9%	23.7%	19.7%	16.5%	15.8%	15.0%	15.0%	15.0%
West Virginia	1,949,644	1,793,477	1,808,344	1,852,994	1,841,053	1,857,795	1,850,140	1,833,536

United States Census 1980, 1990, 2000, 2010, 2015 (estimate); Bureau of Business and Economic Research, West Virginia University, 2020, 2025, 2030 projections



United States Census 1980, 1990, 2000, 2010, 2015 (estimate); Bureau of Business and Economic Research, West Virginia University, 2020, 2025, 2030 projections

Demographics Objectives and Strategies

To achieve the objectives stated at the beginning of this chapter, Martinsburg should take the following specific, measurable actions, bringing the Comprehensive Plan to fruition.

Provide services to support the needs of seniors, youth, and individuals with special needs.

- *Promote recreational activities designed for youth, seniors, and those with disabilities.*

Work with the school system to increase educational attainment and to promote trade education.

- *Conduct a survey of local employers to ascertain desired skills and training opportunities.*
- *Work with Berkeley County Schools to incorporate identified workforce training needs.*

Support local business creation and retention to reduce poverty and out-commuting.

- *Provide site selection assistance to prospective businesses.*
- *Create specialized marketing materials geared toward target industries identified in the 2013 Economic Development Strategy.*
- *Execute a branding and marketing campaign to promote the City's quality of life, recreation, and other opportunities.*

Explore and implement innovative ways to address community health issues including drug rehabilitation, mental health, crime, and homelessness.

- *Work with Berkeley County on regional drug rehabilitation services.*
- *Work with Berkeley County on regional homeless services.*
- *Meet with peer cities to share common experiences and issues.*

IV. Land Use



Goal: Coordinate land use plans and regulations to achieve a balanced mix of commercial, residential, industrial, civic, cultural, and recreational land uses throughout the City.

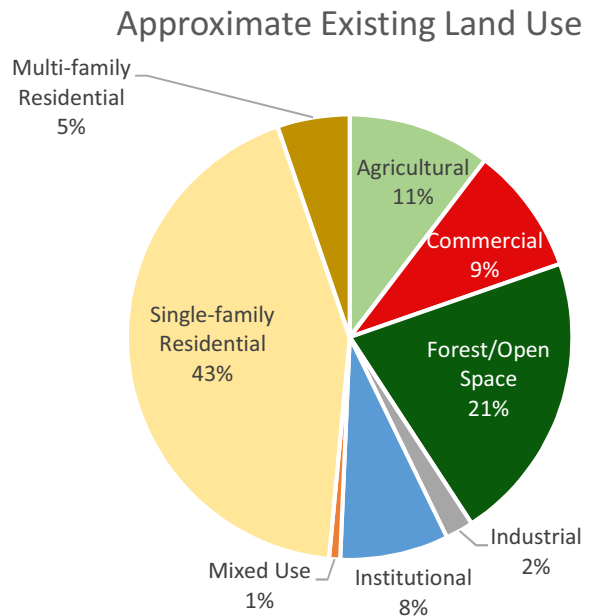
- *Explore the potential for new residential and commercial development in the City's West End.*
- *Adjust land use regulations to better achieve the City's desired balance of land uses.*
- *Protect and promote the City's historic districts and resources as important economic and cultural assets.*
- *Increase the proportion of property devoted to recreation and open space, and ensure the interconnectedness and accessibility of these areas.*
- *Pursue incentives for investment and redevelopment.*

Growth will come to the City of Martinsburg. As the City grows, it must maintain a balanced mix of residential, commercial, industrial, and public land uses to meet the needs of current and future residents. In some areas, Martinsburg has land that is primed for new development, while in other areas the City will be challenged to grow within existing neighborhoods while remaining considerate of its history and environmental constraints.

Existing Land Use

In 2000, the City had an area of 3,264 acres and a density of approximately 5 persons per acre. Since then the City has annexed land bringing its current acreage to 4,147 acres (6.5 square miles). Nearly all the land and population within the City limits in 2000 was located in the “old city,” the area east of I-81. Today, there is very little vacant land east of I-81 and most of this land is located along the City’s boundaries. The West Side of the City still offers much opportunity for development.

Most of the land in the City of Martinsburg is in residential use (48%) and open space/forested/agricultural land (32%), followed by commercial land (9%), and institutional land (8%). Residential land surrounds the Downtown area with the largest residential communities in the City located on the eastern and western sides of Downtown Martinsburg.



Commercial Uses

In Downtown Martinsburg, the greatest concentration of commercial land use is located along Queen Street, between King Street and Race Street. The typical commercial uses, including office, service, entertainment, financial institutions, and retail outlets are found here. Many storefronts along Queen Street, normally occupied as retail outlets, are vacant. Lower intensity commercial uses are found along King Street. Retail uses are also concentrated along King Street at the intersection with Winchester Avenue. Interspersed throughout the Downtown core are commercial lands predominately in use as professional offices, with most located in converted residential structures.



Commercial in the Downtown core – Queen Street.



Major national brands – Foxcroft area.

The City's existing Downtown Plan (2004) indicates opportunities for infill development for the vacant storefronts and loft apartments in buildings along Queen and King Streets up to Race Street. City efforts should be made to encourage such uses. Renovation of existing buildings as a means of attracting new uses should be incentivized.

The City also contains a significant section of commercial uses adjacent to I-81 from WV 45 to King Street. This section of the City includes the Foxcroft Towne Center which hosts a variety of national chain stores and restaurants. Other commercial sites are scattered throughout the City and support daily needs of citizens and visitors.

Residential Uses

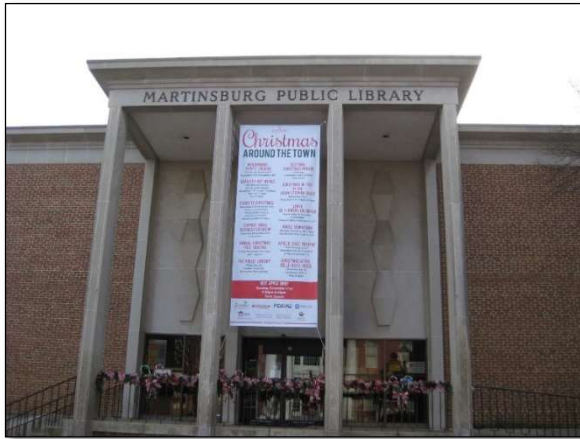
Almost half of the City's parcels are used for residential purposes. A significant number of single-family properties are located west of the Winchester-Western railroad lines. For example, there are many neighborhoods along W. King Street, W. Stephen Street, and W. Race Street. These properties are easily accessible from I-81 and are located in close proximity to Foxcroft Towne Center and other commercial sites.



Downtown Martinsburg is also interspersed with land dedicated to single-family, duplex, and multifamily residential uses. Often, residential uses are found on upper floors in many of the occupied and vacant commercial structures along Queen Street. Most land concentrated in single-family residential uses is located on small lots which are close to the periphery of the Downtown area. The greatest concentrations of single-family and multi-family land uses are in the southern and western parts of the Downtown area. Within the area bounded by Race Street, Red Hill Road, King Street, and North College Street, the character of residential uses changes from single-family to multi-family dwellings.

Institutional Uses

Institutional uses include buildings for governmental functions as well as schools, libraries, religious structures, hospitals, museums, fire stations, cultural facilities, and other similar public uses. As the seat

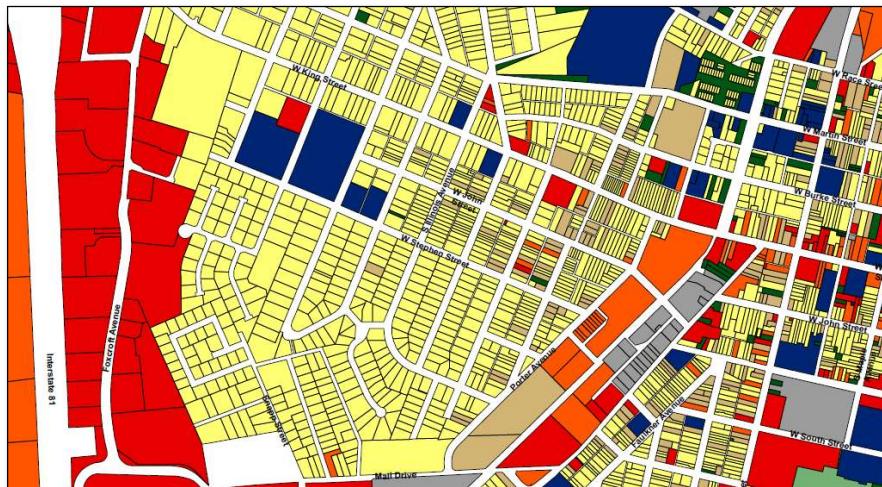


Martinsburg Public Library – King Street.

of Berkeley County, Martinsburg has a considerable amount of land dedicated to governmental functions (11%). These buildings include City administrative buildings, Berkeley County offices, and Federal offices. The Martinsburg City Hall is located on North Queen Street between Martin and Race Streets. The Berkeley County Courthouse is located at 380 West South Street, and the US District Courthouse shares a building with other Federal offices at King Street and Maple Avenue. The City Library is located at the intersection of King and Queen Streets and it includes a public plaza.

Industrial Uses

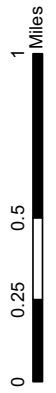
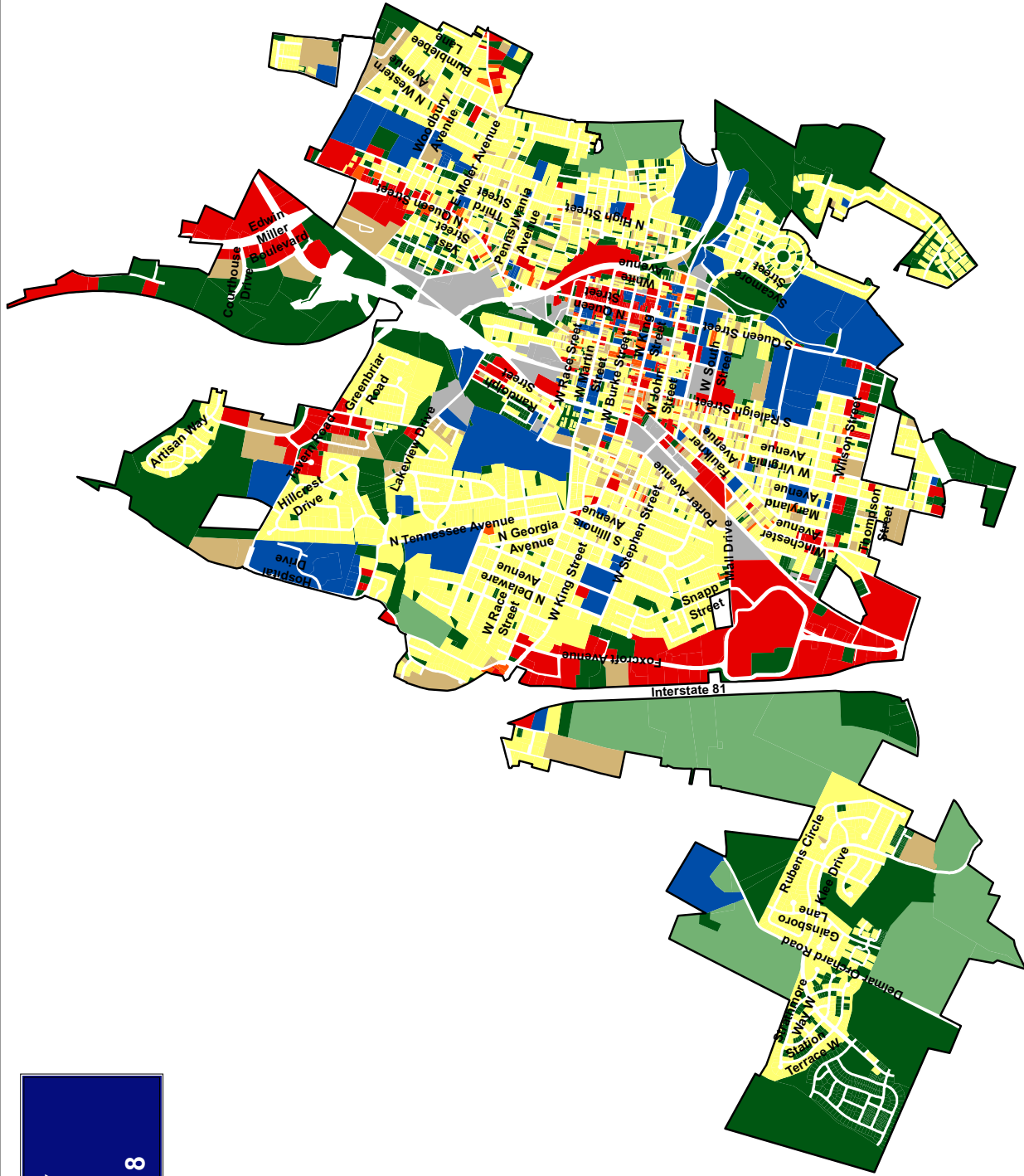
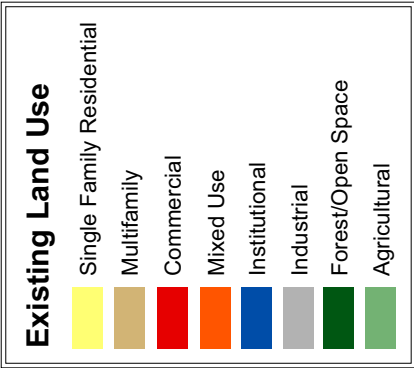
Industrial lands are located generally on a north-south axis adjacent to the Winchester-Western railroad line. Several concentrations of warehouses are located along Race Street, near the intersection of Raleigh Street. Other warehouse areas are in the southeastern corner of Downtown Martinsburg on West King and Stephen Street, and in the northeast corner on Exchange Place.



Excerpt from 2018 Future Land Use Map – full map follows.

Martinsburg, WV

Comprehensive Plan - 2018



The Future Land Use Map

The Future Land Use Map is a general guide to the preferred long-term use of parcels within the City. This map does not affect the current zoning of any parcel, but may be indicative of areas where City leaders should be supportive of rezonings proposed by land owners or developers.

- *Low Density Residential*

Mainly located in established single family residential neighborhoods, these are areas that are best suited for the continuation of detached, single family residential uses. As an urban area, Martinsburg has an interest in higher housing densities that contribute to the tax base and vitality of the City. However, respect for existing housing patterns, and the preservation of historic areas, is paramount in Low Density Residential areas. Single family residential densities should be in keeping with the density of nearby existing development, or where no precedent is available, and should be in the general range of 6 to 8 dwelling units per acre.

- *Medium/High Density Residential*

For the sake of the City's economy, and the vitality of local business and employment uses, Martinsburg has an interest in promoting increased residential density as new development is proposed. Medium to High Density residential uses include single family attached uses like townhomes, as well as multifamily apartments or condominiums. Despite their higher density, these uses should be sensitive to their surroundings in their site design and architecture, and should aim for a density range beginning at 12 units per acre for townhomes, to as much as 40 units per acre in appropriate areas near the Downtown core where residential uses are desirable and available land is scarce.



Martins Landing apartment community – Tavern Road.

- **Commercial**

Future commercial use is a broad category containing a variety of stand-alone retail, service, restaurant, accommodation, and miscellaneous business uses. This category encompasses large and national chain retail stores like those found in the Foxcroft area, as well as local businesses providing daily services to residents and visitors. Commercial uses should conform to the needs of the business, but also to the character of their neighborhood. While large, visible parking areas may be appropriate in the Foxcroft area, commercial uses nearer the Downtown should be pedestrian-oriented, with any parking hidden from view to the extent possible.



Interwoven Mills complex offered for sale.

- **Mixed Use**

Mixed use development may include a variety of residential, commercial, or other uses composed in one site or building design. This may include vertical mixed use in the Downtown, where retail ground floor uses are topped with office or residential uses upstairs within one structure. Mixed use may also describe master planned mixed-use projects that include various sizes or densities of residential along with separate commercial buildings arranged on one site and intended to be built in concert. This type of mixed use is most applicable to areas west of I-81, or to large redevelopment or adaptive reuse projects in other areas of the City, including the reuse of former industrial facilities such as the Interwoven Mills complex.

- **Institutional**

Institutional uses include government buildings and educational uses. The core of government services already exists in the Downtown, both for the City and County. These uses provide everyday vitality to the Downtown, and should be maintained in this area to the extent possible, even as government services grow. Education uses are appropriate in a variety of areas, even in otherwise residential areas. In both cases, institutional uses should be sensitive to the scale and character of their surroundings, despite their often large size.



Private school – Queen Street.

- **Open Space**

Any urban area must be conscious of providing greenspace and recreational opportunities to residents and visitors. Martinsburg has a variety of parks, many centered around athletic fields and playgrounds. The City also has an interest in protecting sensitive environmental areas, such as wetlands and areas prone to flooding, from the encroachment of development. Martinsburg should continue to develop its inventory of open spaces, particularly where opportunities can be found to develop unprogrammed spaces such as forest preserves or greenways for walking or cycling. These open space uses are important to the health, lifestyle, and economic success of the City.

Urban Growth Boundary

Part of Martinsburg’s growth challenge will be the existing urbanization of the City. With little untouched land in the “old city” east of Interstate 81, any new development in this area can only take place on one of the small vacant parcels found scattered throughout the urban core, or must involve the redevelopment of existing lands and structures.



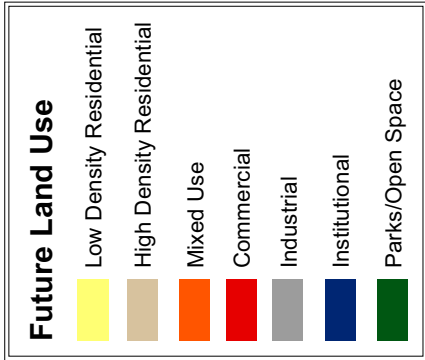
Recently-annexed area west of Interstate 81.

The one area of the City that can accommodate large-scale new development on unbuilt land is the West End, an area west of I-81 that was annexed after 2000, bringing County land into the City’s jurisdiction. Martinsburg leaders should continue to pursue annexation opportunities where they exist, but should do so in a strategic way that benefits City, County, and developer interests alike.

The attached map shows a sample Urban Growth Boundary for the City. This sample boundary should form a limit to future annexation of County lands by the City, and no new City services should be extended beyond the boundary. By establishing a boundary, the City limits any expectation of future service expansion, and encourages developers to propose appropriate urban-density developments on what land exists within the boundary. Further discussions between the City of Martinsburg and Berkeley County Council shall occur to determine if the Urban Growth Boundary concept is acceptable to both entities. The adoption of any Urban Growth Boundary would follow procedures established by West Virginia Code.

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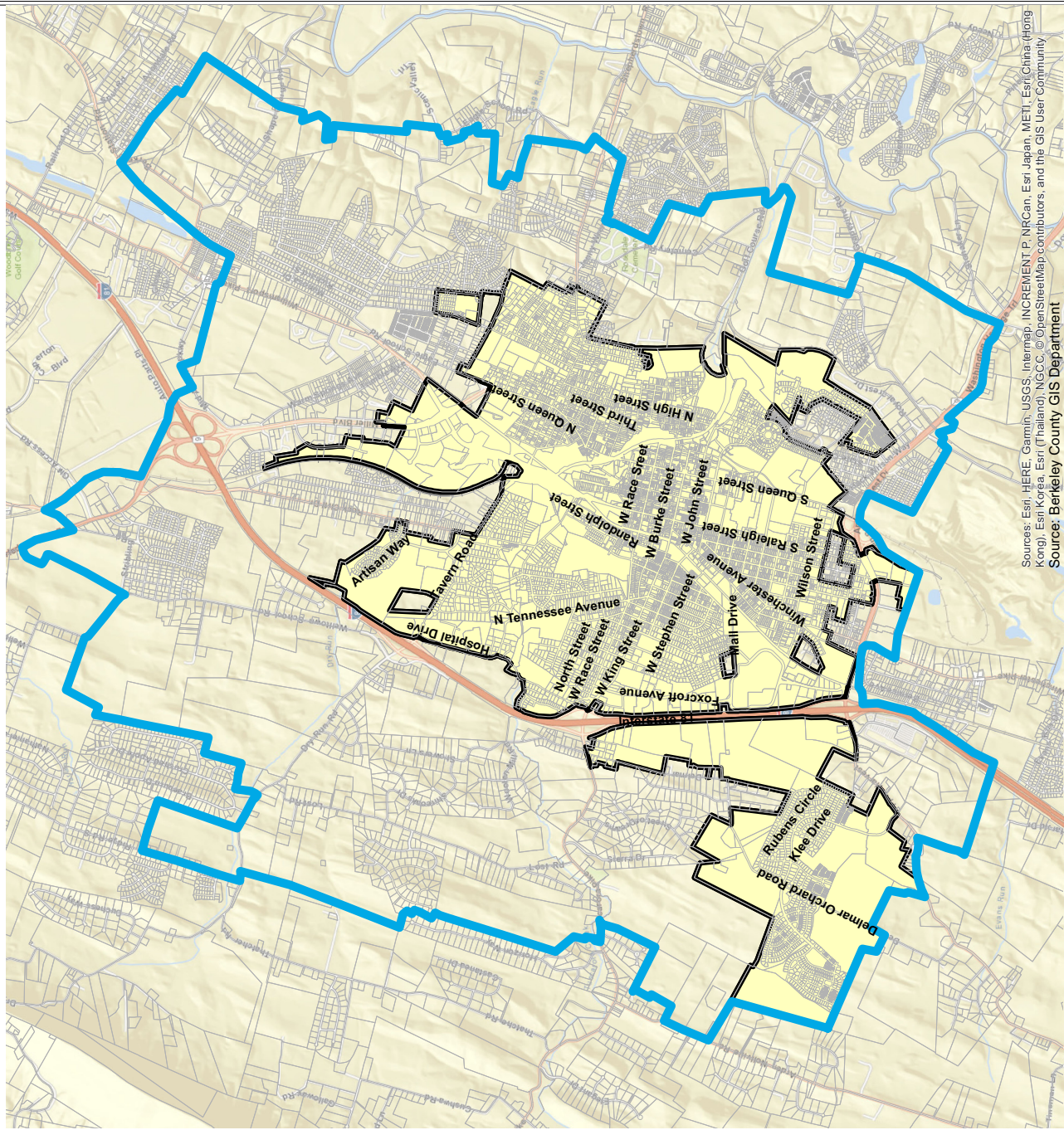
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Sample Urban Growth Boundary

-  Martinsburg City Limits
-  Urban Growth Boundary



0 0.25 0.5 1 Miles

Sources: Esri, HERE, Garmin, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), NGCC, © OpenStreetMap contributors, and the GIS User Community
Source: Berkeley County GIS Department

Brownfield Land Use

A brownfield site is any property whose future expansion, redevelopment, or reuse may be complicated by the presence, or potential presence, of environmentally hazardous substances, pollutants, or contaminants. Brownfields are especially important in Martinsburg, where shifting manufacturing economies have left the City with several former industrial sites that are now unused, many in excellent locations for future redevelopment. Despite the potential for environmental contamination, these sites can be cleaned up and returned to productive economic use.



Roundhouse complex brownfield site.

Martinsburg has already participated in the Brownfields Program offered by the Environmental Protection Agency, receiving a 3-year \$400,000 assessment grant to investigate the status of selected brownfield sites. The brownfield assessment sites include:

- *Thorn Lumber Site*
North Raleigh Street between Auburn Street and Boyd Avenue
- *Interwoven Mills Site*
West King Street between Winchester Avenue and Porter Avenue
- *Matthews Foundry Site*
North Queen Street between West Commerce Street and the railroad
- *Roundhouse Complex Site*
East Race Street between East Burke Street and East Liberty Street



Interwoven Mills complex brownfield site.

These brownfield sites each represent significant acreage in or near the Downtown. These sites may be ideal locations for master planned, mixed use infill projects that add to the City's economic capacity, and help to revitalize the Downtown. While the potential presence of pollutants complicates the development of these sites, there are additional grant and other programs that may be available to assist with their cleanup and redevelopment. The first such opportunity is the EPA Cleanup Grant program, through which the City could be eligible for grants of up to \$200,000 per site for cleanup activities that remove

contaminants and return the parcels to productive use. A second opportunity is the EPA's revolving loan fund, through which up to \$1 million may be loaned on favorable terms for investment in brownfield sites. Both programs are competitive, and require matching funds from local government, but may help to jumpstart redevelopment of otherwise stagnant resources. It is important to note that applications for competitive grants may be most successful when the City itself is a financial partner in the development of what are now privately held lands. For this reason, the City of Martinsburg, through an economic development authority, should be in full communication with these owners of brownfield tracts so that all may benefit from opportunities to return these sites to productive and vital use.

Downtown Development

Martinsburg's historic Downtown represents its number one opportunity for community and economic revitalization. This historic district is already a center of government administration and business, and enjoys excellent rail and street transportation access. The Downtown can be a destination for Martinsburg residents, and for visitors who arrive by vehicle or train.

The key to the revitalization of this district will be in promoting an organized vision for the Downtown as a district, rather than a collection of individual businesses or attractions. Downtown Martinsburg will not compete with retail areas like Foxcroft or other regional shopping centers for everyday purchases and convenience shopping, but will be an attraction that is based on the experience of niche shopping, dining, culture, arts, and entertainment.

The Future Land Use Map proposes a mixed-use district in the Downtown core that delivers flexibility to engage in a wide variety of enterprises including, galleries, shops, theaters, restaurants, offices, and residential, sometimes within the same structure. Key to the revitalization of Downtown will be the attraction of residential uses. Compact living arrangements are increasingly in demand, providing a low-maintenance, urban lifestyle, as well as walkability. Downtown residential also provides around-the-clock vitality to an area traditionally with little nightlife after local government offices close for the day. The adaptive reuse of commercial structures and other non-traditional spaces for residential use should be highly encouraged by the City.



Arts and Culture District

Central to the branding of Martinsburg’s Downtown should be the establishment of an arts and culture district to beautify the area and actively recruit revitalizing uses and people, including creators, artists, musicians, and purveyors of unique foods and products.

The potential exists to institute a downtown Arts and Entertainment District with a variety of incentives and programs for artistic and other business investments in the area. Incentives include:

- Property tax abatement
- Revolving loan fund
- Façade improvement grants
- Retail and Restaurant Incentive Program



Art and downtown revitalization – Martin Street.

In addition to policy incentives, Martinsburg must establish appropriate oversight of the district that includes artistic and business groups and individuals rather than being City-run. City administration will be challenged to flexibly administer a wide range of uses within a confined space in ways that may require reimagining existing rules. For example, some valuable creative enterprises may involve “makers” who create artisanal products in small workshop spaces. Such endeavors should be welcomed, rather than treated as disruptive manufacturing uses.

Population and Building Density

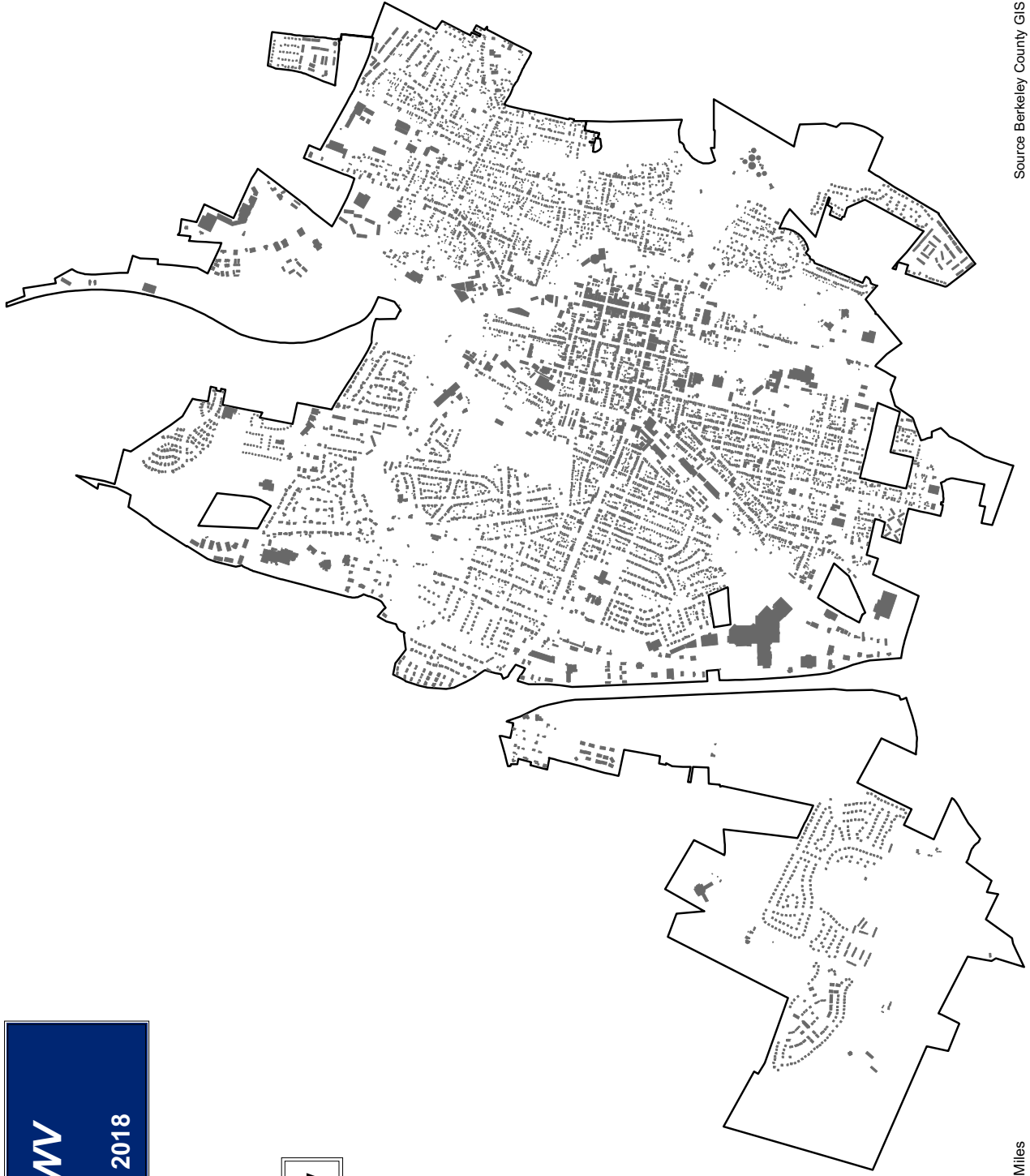
The City’s highest areas of building density are located in the Downtown area. Moving out from the Downtown core, building density decreases slightly. On the west side of the City, the built environment is much less dense and there is still much opportunity for additional development.

Population density within the City is higher in the outskirts of the Downtown area where lots are smaller (typically between 6,000 to 8,000 square feet) and residential building density is greater. Population density decreases slightly moving to the residential area just west of the Winchester-Western railroad lines where average lot sizes are typically between 10,000 to 15,000 square feet. Population density is lowest on the western side of the City largely due to the prevalence of undeveloped land.

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Building Density





Tuscarora Creek near Tennessee Avenue.

Challenges to Development

The City of Martinsburg is located within the beautiful Shenandoah Valley and has prominent natural features such as North Mountain. Vistas and other unique environmental features should be protected. Additionally, the City should consider environmental constraints that may be impacted by future development. If not appropriately managed, development and future growth within Martinsburg can impact local waterways and may lead to public safety concerns in areas prone to flooding, sinkholes, or other hazards. It is also important that the City efficiently protect sensitive natural resources without stifling economic development within Martinsburg.

Wetlands/Floodplains

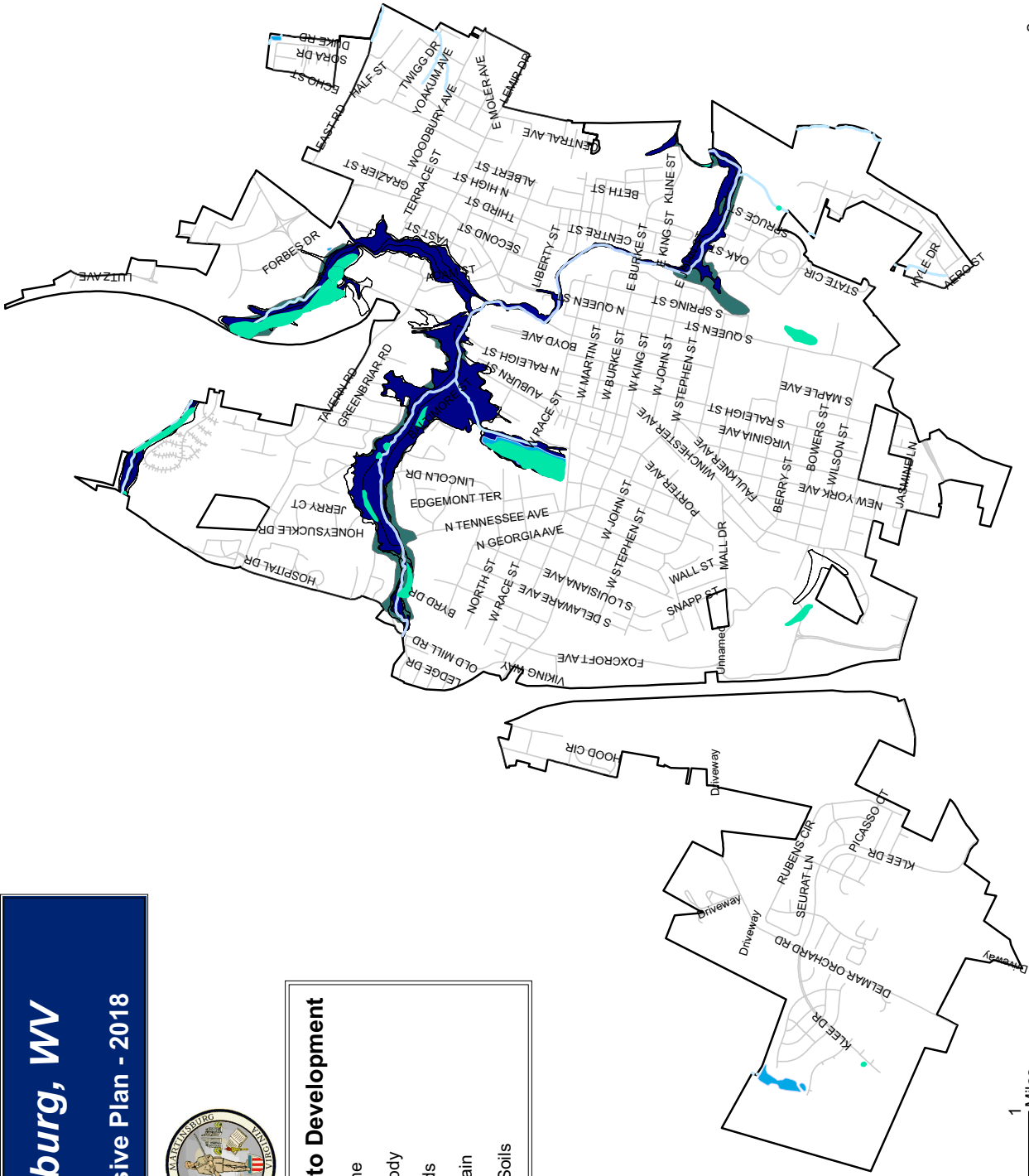
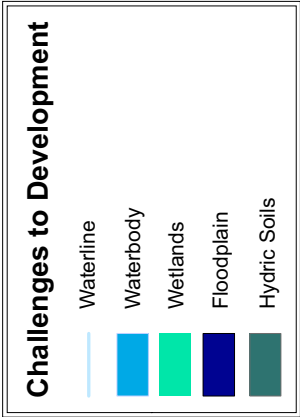
Wetlands and floodplains are found along Dry Run, Tuscarora Creek, and surrounding Lake Thomas. Such areas are subject to flooding during heavy rain events and support numerous ecological functions such as filtering pollutants, providing habitat, and providing additional capacity during floods. Flood-prone areas are subject to the City's Flood Plain Ordinance, as well as applicable floodplain regulations found in the City's Zoning Ordinance.

Subsidence

On the West Side, karst topography is evident at the surface and there is some potential for sinkholes and underground caverns. The history of Martinsburg has seen some underground mining of limestone in the area of the City. Further study of subsurface conditions should be made to ensure the viability and safety of future development efforts.

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Stormwater

Like many urban areas, appropriately managing stormwater is a concern throughout the City. Impervious surfaces such as roofs, sidewalks, driveways, and roads prevent stormwater from soaking into the ground. Generally, as land development occurs, the amount of these impervious surfaces increases which in turn increases stormwater runoff. Increased stormwater runoff can result in street flooding and downstream property damage in the City, as well as bank erosion and increased pollution as higher levels of flow discharge to local streams. The development process greatly increases the likelihood of sediment-laden stormwater runoff discharging to Tuscarora Creek, and adequate controls are necessary to properly treat stormwater and protect local waterways. New development within the City must occur in compliance with existing City and state regulations.



The City must be proactive in encouraging responsible development and adopting regulations that limit the ability of pollutants to reach surface waters. Evaluation of minimum parking requirements, street widths, and incorporating green infrastructure into road/street design rather than solely using traditional infrastructure is a solid first step in preventing many of the negative consequences of the development process. Managing stormwater at its sources, rather than using central facilities such as dry or wet ponds, must be given top priority during new development.

The City should continue to implement existing City and state regulations but should also consider implementation of policies that will offer choices during this process. Payment in-lieu and off-site mitigation options for in-fill developers and those projects that have other limiting factors should be pursued. Options for those located in the central business district/urban core to reduce stormwater impacts should be evaluated, such as shared parking agreements, retrofitting structures to support use of runoff such as green roofs and planter boxes, and greening of the impervious areas using bioretention practices and increasing urban tree canopy. Such controls are necessary to properly manage stormwater runoff, to improve water quality, and allows the City to reach full compliance with its federal and state stormwater management program requirements.

Historic Districts

The City of Martinsburg has a rich history that is seen in its many historic buildings. In recognition of this history, the City has adopted two kinds of historic districts to both promote and regulate its historic buildings and assets.

There are National Register Historic Districts in Martinsburg. These districts are largely honorary, offering the potential for historic tax credits to owners within the districts who conduct eligible building renovations, but are not actively regulated by City. These districts are:

<i>Historic District</i>	<i>Location</i>	<i>Date Added</i>
<i>Downtown</i>	<i>Roughly bounded by W. Race St., Water St., Stephen St. and Tuskegee St.</i>	<i>1980</i>
<i>Boomtown</i>	<i>Roughly along Winchester Ave. to Alonzo Dr., W. King St., to Red Hill Rd., W. Stephen, W Addition St. and Raleigh St.</i>	<i>1980</i>
<i>Baltimore & Ohio Railroad</i>	<i>Roughly bounded by B&O railroad from south side of Burke St. underpass to north side of B&O and PA railroad bridge</i>	<i>1980</i>
<i>South Water Street</i>	<i>Roughly bounded by E. John, Water, and E. Burke Streets, and B&O railroad</i>	<i>1980</i>
<i>Boydville</i>	<i>Roughly bounded by W. Stephen, S. Spring, and S. Queen Streets including Boydville grounds</i>	<i>1980</i>
<i>East Martinsburg</i>	<i>Roughly bounded by B&O railroad right-of-way, N. Queen St., Moler Ave. and High St.</i>	<i>1980</i>
<i>Greenhill Cemetery</i>	<i>486 E. Burke St.</i>	<i>1980</i>
<i>Tuscarora Creek</i>	<i>Roughly bounded by N. Tennessee Ave., S on Old Mill Rd. to Rt. 15</i>	<i>1980</i>
<i>MMM & I</i>	<i>Also known as Martinsburg Mining, Manufacturing, and Improvement Company. Located along NY, VA, WV, MD, FL and Faulkner Avenues</i>	<i>2002</i>
<i>Rosemont</i>	<i>Tennessee, Illinois, Georgia, Kentucky Aves.</i>	<i>2002</i>
<i>Boyd Avenue</i>	<i>Boyd Ave. and E. and W. side of N. Queen St.</i>	<i>2007</i>

Each of the historic districts has a theme and represents a period or a significant feature of the City’s development. The Downtown Historic District is the largest of the districts and encompasses the majority of the original town as laid out by General Adam Stephen in 1773. A Walking Tour Guide of the historic properties of Martinsburg has been generated and is regularly updated by the Berkeley County Historical Society. Studies by the Berkeley County Historic Landmarks Commission, the City, and other groups interested in local history are continuing.



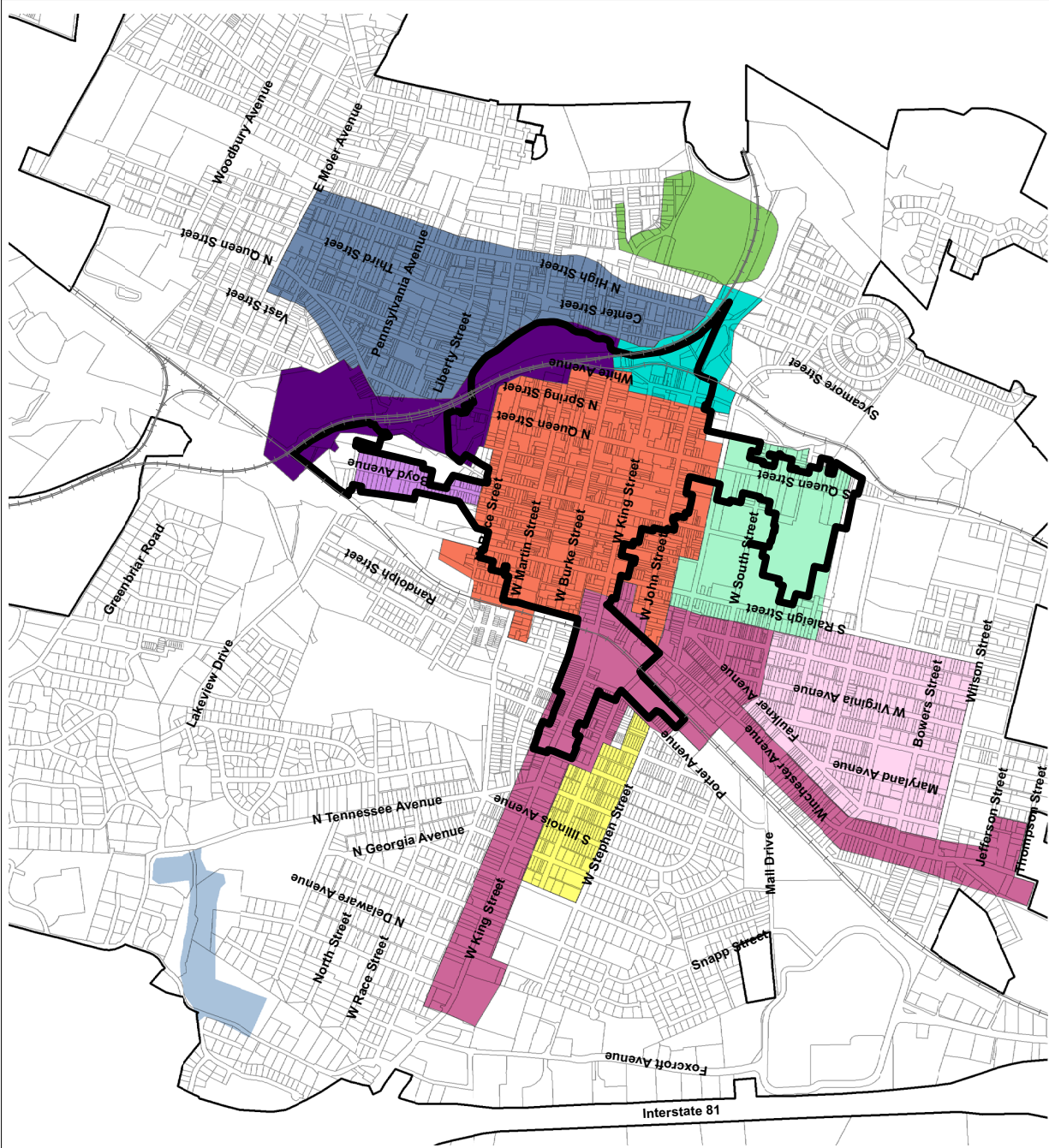
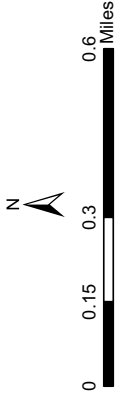
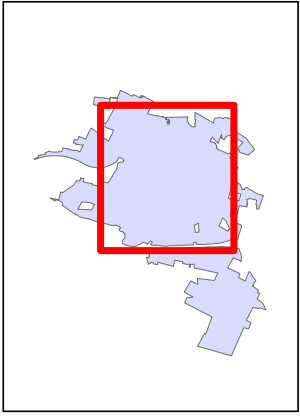
Historic plaques adorn significant structures.

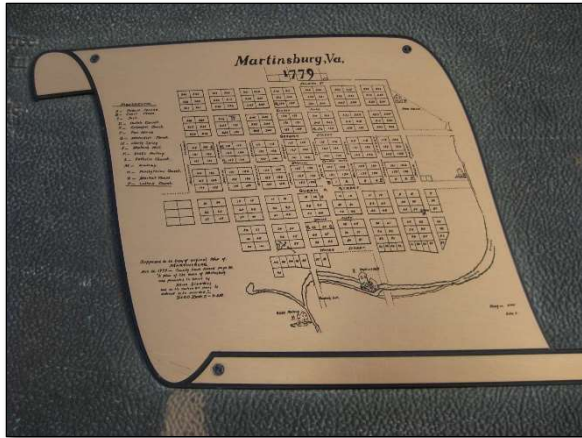
Martinsburg, WV

Comprehensive Plan - 2018



Historic Districts	
	Historic Preservation Zoning District
	Downtown
	B & O Railroad
	Boomtown
	Boyd Avenue
	East Martinsburg
	Boydville
	Greenhill Cemetery
	MMM & I
	Rosemont
	South Water Street
	Tuscarora Creek





Plan of Martinsburg circa 1779.

The City maintains a second type of historic district in its Historic Preservation Zoning District, a part of the Zoning Ordinance that applies additional regulation to properties within a small area of the Downtown (see included map). This overlay district includes all or part of several of the above-mentioned National Register Historic Districts, and is overseen by the Historic Preservation Review Commission (HPRC), which reviews development applications for adherence to historic guidelines and issues a Certificate of Appropriateness for projects that are found to conform.

City government should continue to promote its various historic districts, clearly differentiating between the National Register districts, whose purpose is for tourism and general promotion, and the Historic Preservation Overlay Zone, which is regulatory in nature. HPRC regulations should be updated to closely follow requirements and guidelines of the State Historic Preservation Office, and to apply up-to-date regulations for signs within this zone.

Open Space Use

In an urban locality, the provision of public open space serves a variety of functions. It protects environmentally sensitive areas from development, provides opportunities for organized athletics, makes the community more beautiful, and gives residents a chance to exercise and enjoy the outdoors. Open space is also an increasingly important factor in attracting new residents, particularly young families, and the businesses that follow them.

Martinsburg is already home to a variety of parks, playgrounds, and athletic fields and facilities, but lacks in unprogrammed open space such as natural areas and trails, and must continue to expand parks as various areas of the City see renewed interest and growth.

Special attention must also be paid to greenways and other trails that connect parks into a network of



War Memorial Park – dedicated 1947.

amenities rather than a set of separate places. New large-scale developments should include active, public park space in their plans, particularly in areas such as North Raleigh Street where bicycle lanes or other infrastructure provide a recreation corridor. Public green space is included on the development example given for the Thorn Lumber Site included elsewhere in this plan.



Gateway Children's Garden – dedicated 2016.

The City also has two clear opportunities to add to its stock of unprogrammed open spaces – Lake Thomas and the Tuscarora Creek Linear Park. In both cases, greenway trails can connect new or existing parks, make use of underutilized flood zones or stream corridors, and increase the value of nearby properties.

Tuscarora Creek Linear Park

The City commissioned the preparation of the Tuscarora Creek Linear Schematic Design Plan, culminating in a finished plan in 2004. The proposed Tuscarora Creek Linear Park would begin at the headwaters of Tuscarora Creek near the foot of North Mountain and travel east across farmland, through the suburban and urban development of Martinsburg, until it reaches its confluence with Opequon Creek near the historic Van Metre Bridge. A walking and bicycling trail would be the main feature of the linear park, with a four to ten-foot wide surface that may be crushed stone, asphalt, concrete, wooden, or mulch depending upon the location of the trail.

This proposed 10-mile long linear park is located within both Berkeley County and the City, following Tuscarora Creek for most of its length. The development of this proposed linear park would require the cooperation of both the City and County, as well as additional design and the acquisition of easements or rights-of-way. Despite being originally proposed in 2004, this park opportunity has not been realized. The City should aggressively pursue this open space opportunity, and publicize the resulting park as an amenity to the City, and as an attraction both for visitors and new residents of Martinsburg.



Lake Thomas

Lake Thomas presents a second major recreation opportunity for the community, using existing City lands and features. The lake is a former quarry located within the City limits just 0.6 miles from the heart of

Downtown, yet provides 9.5 acres of open water, along with acres of woodland and the potential for trails and other improvements. The lake is currently off limits to residents or visitors, but with proper design and implementation, could become an asset to the City. The City of Martinsburg should engage in further study of the safety and practicality of using the lake and surrounding lands to create a natural area that benefits nearby residents and the City as a whole.



Lake Thomas – Martin Street and Kentucky Avenue.

Other Park Improvements

Martinsburg’s community parks are an asset to the residents of the City, as well as an attraction for new residents and investors. Working with Martinsburg-Berkeley County Parks and Recreation, Martinsburg has been successful in improving park facilities over the past 10-15 years, including projects listed here:

- Martin Luther King Jr. Memorial Park

The City has continued to update Martin Luther King Jr. Memorial Park, including renovating basketball courts and adding a leisure area in 2005, a new pavilion, playground equipment, and ornamental fencing in 2015.

- Leeland Park

The City has also invested in upgrades to Leeland Park, adding playground equipment and refurbishing basketball courts in 2006, a kiosk, tables, grills, and benches added in 2007, and ongoing projects at the time of this writing to add further playground equipment and fencing.

- Ambrose Park Improvements

Ambrose Park underwent a major renovation in 2012, replacing existing playground equipment, adding a new playground on the west end of the park, additional parking, pavilion, dog park, fencing, and sidewalk improvements. The park also contains the Gateway Children’s Garden, opened in 2016 as an outdoor play and education space that is the only facility of its kind in West Virginia.

- Oak Street Park

Efforts are underway to replace basketball facilities at Oak Street Park, as well as add soccer goals, playground equipment, and benches. This work is forecast to be completed in August, 2018.

Land Use Objectives and Strategies

To achieve the objectives stated at the beginning of this chapter, Martinsburg should take the following specific, measurable actions, bringing the Comprehensive Plan to fruition.

Explore the potential for new residential and commercial development in the City's west end.

- *Meet with West End land owners to review and promote mixed-use concepts.*
- *Identify a site for a future West End public safety facility, preferably as a part of a mixed-use development.*

Adjust land use regulations to better achieve the City's desired balance of land uses.

- *Revise zoning regulations to allow and encourage a broad mix of uses in the Downtown, including residential uses, live/work opportunities, and shared structured parking.*
- *Investigate zoning ordinance revisions that would allow Downtown by-right densities in excess of the current maximum of 20 residential units per acre.*
- *Revise zoning regulations to allow and encourage regionally scaled master planned developments in the West End.*
- *Increase enforcement of zoning, property maintenance, and fire codes using new staff and higher fines.*

Protect and promote the City's historic districts and resources as important economic and cultural assets.

- *Update and better promote existing self-guided tours of Martinsburg historic districts published by the Berkeley County Historical Society.*
- *Publish a fact sheet summarizing Historic Tax Credit programs for the benefit of historic district property owners.*

Increase the proportion of property devoted to recreation and open space, and ensure the interconnectedness and accessibility of these areas.

- *Develop a Greenways Master Plan in partnership with Berkeley County, linking parks using trails along waterways, flood zones, and other natural areas.*
- *Implement the Tuscarora Creek Linear Park plan.*
- *Conduct a feasibility study of potential recreational use of Lake Thomas.*
- *Require dedicated open space as part of new master planned or mixed-use development.*

Land Use Objectives and Strategies, continued

Pursue incentives for investment and redevelopment.

- *Work with a local financial institution to establish a revolving loan fund for identified economic development activities.*
- *Restructure the existing permitting process to simplify and speed up development review, with all permitting contained in one City office.*
- *Encourage renovation and adaptive reuse of buildings in the downtown through façade loans and grant programs.*
- *Establish a Tax Increment Finance District in the Downtown to fund streetscape, parking, marketing, and other enhancements.*

V. Housing



Goal: Offer a variety of quality housing opportunities, including a diverse mix of both affordable and market rate units for residents of all ages, interests, and family sizes.

- *Increase property maintenance enforcement to promote clean and attractive neighborhoods.*
- *Increase the share of owner occupied housing in the City.*
- *Promote and encourage residential uses in the Downtown to enhance street life and strengthen Downtown businesses.*
- *Seek available funding for the rehabilitation of substandard housing and the provision of affordable housing.*
- *Participate in local and regional efforts to alleviate homelessness and poverty.*
- *Convert vacant or underutilized commercial and industrial buildings into residential and/or mixed-use space, including desired housing types such as affordable and senior housing.*
- *Work with identified local or regional developers to convert sites into viable master planned and mixed-use projects.*

A Martinsburg Housing Inventory

It is vitally important that the City of Martinsburg maintain adequate housing to serve the wide variety of housing needs presented by citizens, both current and future. Good housing is both a basic human need, as well as an important factor in the City’s ability to attract new residents and businesses.

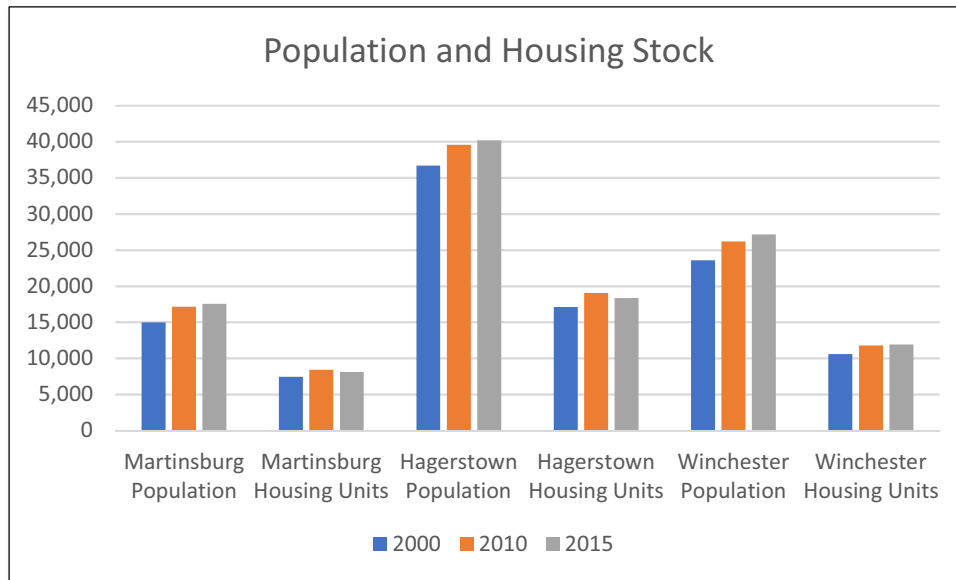


The City of Martinsburg covers 6.67 square miles and contains a total inventory of 8,119 housing units, including single family homes, mobile homes, townhomes, and multi-family buildings. These 8,119 housing units represent a modest increase over the 7,423 housing units in the City in the year 2000. This increase is partly due to the City’s annexation of land west of Interstate 81, and partly due to new construction during the relative prosperity between 2000 and the onset of the nationwide financial crisis in 2008.

Population and Housing Stock

	2000	2010	2015
Martinsburg Population	14,972	17,133	17,564
Martinsburg Housing Units	7,432	8,408	8,119
Hagerstown Population	36,687	39,546	40,210
Hagerstown Housing Units	17,089	19,065	18,348
Winchester Population	23,585	26,203	27,168
Winchester Housing Units	10,587	11,792	11,903

United States Census (2015 estimated)



United States Census (2015 estimated)

Housing Vacancy



Vacant home – West Race Street.

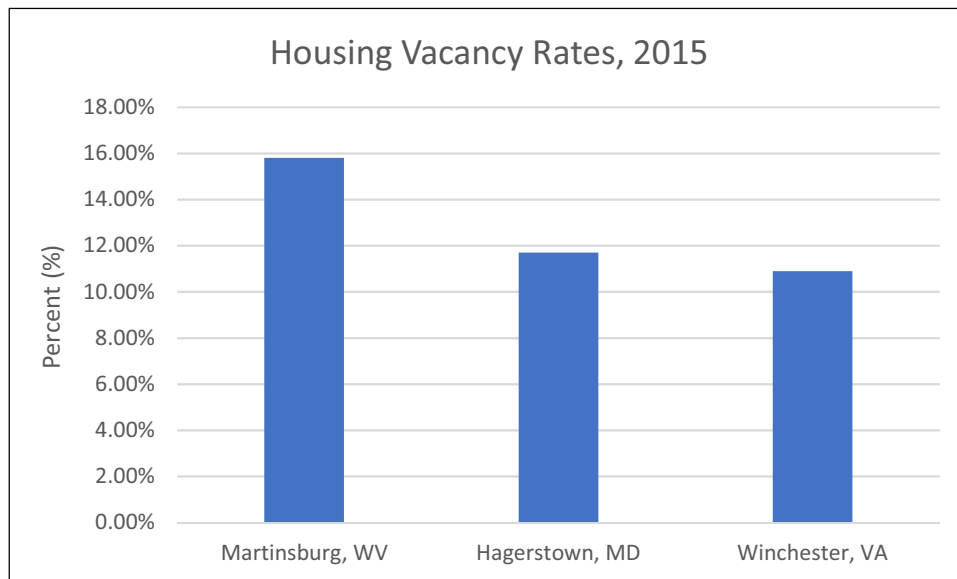
Housing vacancy is a concern in the Martinsburg housing market. While the City has an inventory of 8,119 total housing units, only 6,834 of these units were occupied as of 2015. Some level of housing vacancy is healthy for a community, allowing for mobility and availability of units for new or relocating residents. However, Martinsburg’s 15.8% vacancy rate is poor, and efforts must be made to reduce this rate. Unfortunately, vacant units often do not receive necessary upkeep and maintenance, resulting in further deterioration and failure to return to occupancy.

The City has adopted a Vacant Structure Code requiring the owners of vacant structures to register them with the City and allow inspection for safety hazards. Hazards not addressed may result in fines. This ordinance can help to identify and remedy problem vacant structures, and may encourage owners to return vacant structures to use, or to sell vacant units to new owners who will occupy them.

Housing Vacancy Rates

Martinsburg, WV	15.8%
Hagerstown, MD	11.7%
Winchester, VA	10.9%

Unites States Census, 2015 estimates



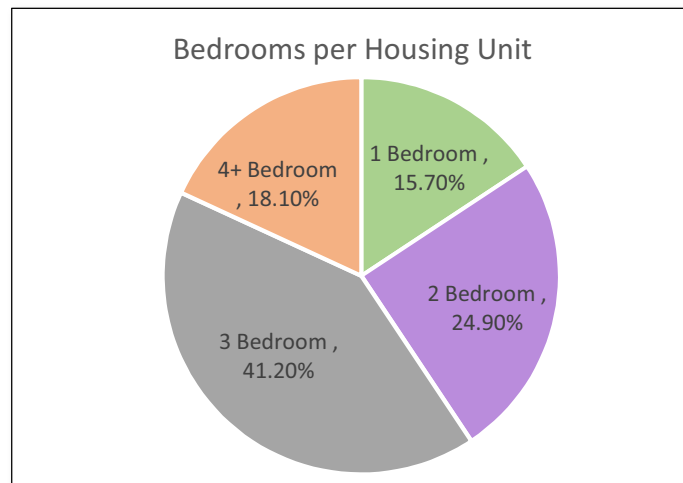
Unites States Census, 2015 estimates

The City maintains good diversity in its housing stock, with a mix of single family homes, attached units, and larger apartment buildings, as well as a range of unit sizes, from efficiency and one-bedroom units to homes of 4 or more bedrooms. This diversity of unit types is important to meet the variety of housing needs of existing and future residents, from singles to large families.

Unit Type and Configuration

Total Housing Units	8,119
Occupied Housing Units	6,834 (84.2%)
Vacant Housing Units	1,285 (15.8%)
1 unit	5,468 (67.3%)
2-4 units	1,201 (14.8%)
5-19 units	999 (12.3%)
20+ units	451 (5.6%)
1 Bedroom Units	1,278 (15.7%)
2 Bedroom Units	2,021 (24.9%)
3 Bedroom Units	3,347 (41.2%)
4+ Bedroom Units	1,473 (18.1%)
Built 1950 or earlier	48.4%
Built after 2000	14.5%
Median Household Size	2.54
Total Housing Density	1,476 units per sq mile

United States Census, 2015 estimates



United States Census, 2015 estimates

Age of Housing

As with many urban areas, Martinsburg’s housing stock is much older than would be found in suburban areas or many parts of the surrounding County. Nearly half of all Martinsburg housing units were built prior to 1950. These units are approaching 70 years of age and, without significant renovations, will not include modern housing features such as adequate insulation, insulated windows, modern heating and cooling systems, and other features. Even with upgrades, modern buyers or renters may not approve of the size or floor plan of older homes. Just 14.5% of Martinsburg housing units have been built since 2000.



Mid-century residential – Tennessee Avenue.

Owners, Renters, and Affordability

More than half of all housing units in Martinsburg are rented rather than owner occupied. This is a slightly higher rate of home ownership than Winchester, and substantially higher than Hagerstown. Lower rates of home ownership are common in urban areas, but there are many benefits to home ownership that the City should work to improve and promote, including greater civic involvement, financial security, and pride of ownership and neighborhood that often leads to better property upkeep and higher home values.

Owner occupied homes

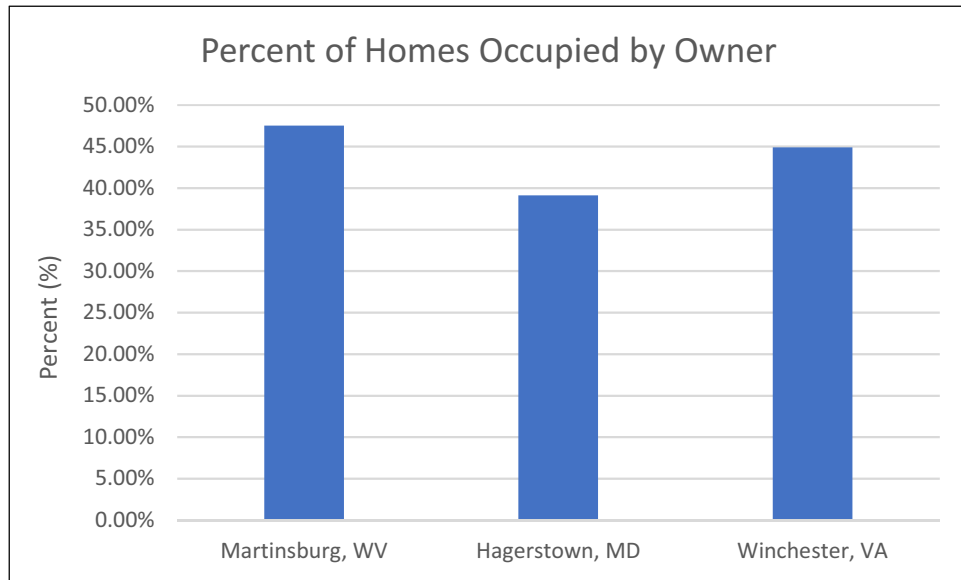
Martinsburg, WV	47.5%
Hagerstown, MD	39.1%
Winchester, VA	44.9%

United States Census, 2015 estimates



Among owner occupied housing units, which make up 47.5% of all Martinsburg homes, median home value is \$143,400. This figure is slightly lower than the median value in nearby Hagerstown, but much lower than the median value in Winchester. Relatively low median home values have the potential to bring positive change to the City, making it an affordable option for families or investors seeking property, or for those in the greater Washington, D.C. metropolitan area, where some of the nation’s highest home prices make the Martinsburg area an extreme value.

The West Virginia Housing Development Fund offers low-cost loans for qualifying individuals and families, as well as down payment and closing cost assistance. The City also has an active Habitat for Humanity program, which continues Habitat’s nationwide work of building affordable housing that is owned, rather than rented, by families in need. These families are required to provide sweat-equity during the construction of their new homes, increasing their investment in the home and community through hands-on work. Habitat is also a partner with community organizations including churches and schools to provide some of the labor on habitat homes.



United States Census, 2015 estimates

Despite higher home values in Hagerstown, Martinsburg actually leads that City in median rent prices at \$865 per month. Despite a goal of higher home ownership, rental housing will always be an important factor for many for its affordability, availability, and practicality. The easy availability of rental housing is an important consideration for attracting new business investment.

Median home value (owner occupied units)

Martinsburg, WV	\$143,400
Hagerstown, MD	\$149,300
Winchester, VA	\$216,300

United States Census, 2015 estimates

Median rent

Martinsburg, WV	\$865
Hagerstown, MD	\$793
Winchester, VA	\$936

United States Census, 2015 estimates

While Martinsburg’s relatively low home and rent costs when compared to its larger region may be attractive to new residents, many existing residents of the City struggle to afford housing. As a general rule, financial planners advise that households should spend no more than 1/3 of their income on housing. Homeowners in the City tend to fare better than renters, among homeowners with a mortgage, 29.6% have mortgage payments that account for greater than 35% of their monthly household income. Among households living in rental housing in Martinsburg, 48.9% spend more than 35% of their household income on rent. Housing affordability is a critical issue in



Modern residential near Foxcroft.

Martinsburg, and threatens one of the most basic needs of City residents. With low relative housing costs, it is very unlikely that housing will become more affordable in relation to income. Instead, the City must focus on economic initiatives that raise the earning prospects of its existing and future residents.

Efforts to increase the supply of affordable housing through down payment assistance, closing cost assistance, and financial counseling are goals also supported by the City’s Consolidated Plan, a plan required by Martinsburg’s participation in Federal housing programs and maintained by the City’s Community Development Department. Through education, the local Housing Authority offers assistance in locating apartments and offers access to state and federal rental-affordability programs.



Historic neighborhoods along Race Street.

Projected Housing Needs

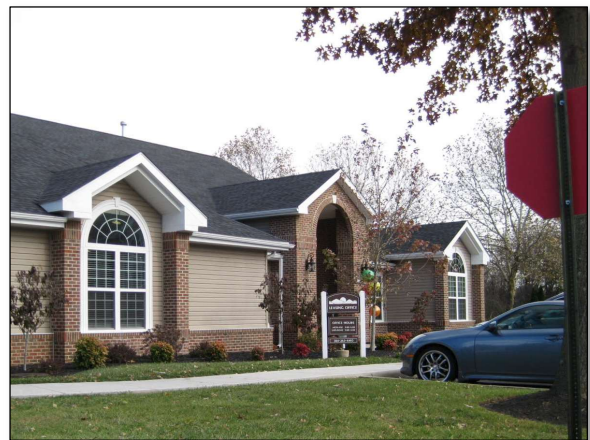
The demographic section of this plan outlines population projections that show Martinsburg growing modestly over the next 20 years. These projections are based on the work of the Bureau of Business and Economic Research at West Virginia University. However, while population growth signals a need for new housing, Martinsburg also has a large number of existing, vacant housing units. With these existing units

returned to active use, the City may already have enough housing to contain its projected growth through the year 2025. By 2030, approximately 315 new housing units would be required. Of course, there is much more to housing markets than unit numbers alone. Housing supply must meet customer expectations in terms of price, size, location, and state of repair, among other factors.

Projected Housing Needs

	2020 (est)	2025 (est)	2030 (est)
Projected Population	18,036	19,229	20,402
Housing Unit Demand (2.54 per household) *	7,101	7,570	8,032
Housing Unit Need * (incl. 5% vacancy)	7,456	7,949	8,434
City need / surplus	-663	-170	+315

According to the Comprehensive Housing Market Analysis completed in April 2012 by the Office of Policy Development and Research, under the US Department of Housing and Urban Development, construction of single family homes in the Martinsburg area peaked in the mid-2000s, dropping over half by 2010. By 2012, new home construction in Martinsburg sank to less than one-quarter of its rate during the peak period of 2005-2007. These numbers are not surprising given the nationwide financial and mortgage crisis during these years, but housing recovery has occurred in many other localities, including the greater Washington, D.C. area, of which Martinsburg is an outlying part. The City must work to promote itself as a place to invest, build, and live while the current recovery period is ongoing.



Multifamily residential near Tavern Road interchange.

Community Development

The City of Martinsburg Community Development Department administers two federal housing and community development programs. The City has been an entitlement community of the Community Development Block Grant program since 2004. The CDBG program provides annual grants to cities and counties to help develop viable urban communities by providing for housing and expanding economic opportunities, principally for low and moderate-income populations. Since 2007, the City has also participated in the federal HOME program, which provides grants to local governments to implement local

housing strategies designed to increase homeownership and affordable housing opportunities for low and very low-income Americans. A Homebuyer Assistance Program is funded through the HOME program.

As an important part of its eligibility and administration of these programs, the Community Development Department maintains a five-year Consolidated Plan, as well as annual Action Plans, laying out the City's overall program goals and individual project needs. These documents offer a wealth of housing information and strategy, but also put forward the following comprehensive needs:

- **Housing** - There is a need for additional affordable, decent, safe, and sanitary housing for homebuyers, homeowners, and renters.
- **Homelessness** - There is a need for housing opportunities for homeless persons and persons at-risk of becoming homeless.
- **Special Needs** - There is a need for housing opportunities, services, and facilities for persons with special needs.
- **Community Development** - There is a need to improve the community facilities, infrastructure, public services, and the quality of life in the City of Martinsburg.
- **Economic Development** - There is a need to increase employment, self-sufficiency, educational training, and empowerment for residents of the City of Martinsburg.
- **Administration, Planning, and Management Strategy** - There is a need for planning, administration, management, and oversight of federal, state, and locally funded programs.

Public Housing and Voucher Assistance

The Housing Authority of the City of Martinsburg is not a City department, but a separate authority that provides five public housing communities for families, senior citizens, and the disabled. These communities provide a total of 327 housing units to qualified applicants. However, these public housing units operate on a waiting list, and are unable to serve all citizens who apply.

- Adam Stephens Homes - 47 units
- Horatio Gates Village - 51 units
- Leeland Apartments - 20 units
- Ambrose Towers - 104 units
- Stonewall Haven - 105 units



Ambrose Towers public housing – Porter Avenue.

The City's Housing Authority also administers a Section 8 Housing Choice Voucher program, providing rental assistance to qualified individuals or families. This program currently administers 269 vouchers,

allowing recipients to rent housing in non-public rental accommodations. On an individual basis, voucher tenants pay a portion of their rent, while the program funds provided by the Department of Housing and Urban Development (HUD) cover the rest. The average tenant portion is \$369 per month, with the program paying on average \$634. Utility assistance is also available, and averages \$140 per month. (source: VMS report, Housing Authority of the City of Martinsburg)



According to the 2016 Q4 Picture of Subsidized Households data, the average voucher household contained two persons and had an annual household income of \$15,253. Turnover in the housing voucher program is approximately 13% per year, leaving many applicants on a waiting list for an average delay of 22 months before getting rental assistance. The average existing voucher holder has received assistance for approximately seven years.

Homelessness

According to the five-year Consolidated Plan, the high cost of safe, sanitary housing in the City continues to contribute to the problem of homelessness as it creates instability of housing for the lowest income individuals and families in the area. The elderly, the disabled, and families with young children are especially at-risk.

The Berkeley - Jefferson - Morgan Continuum of Care (CoC) is the regional organization formed to address the needs of the homeless in the Eastern Panhandle of West Virginia. Members of the CoC include representatives of the City's Department of Community Development, the Housing Authority of the City of Martinsburg, various social services agencies, and housing providers. Services are provided to homeless individuals and families through a case management system, and case managers work directly with clients to identify specific needs. Case managers are able to refer the homeless to regional support and housing services, including among others:

- Community Networks, Inc. - "Hope Living/Learning Center", supportive transitional housing, social services and education programs.
- Community Networks, Inc. - rental assistance program for low-income families who are at risk of becoming homeless.
- Community Networks, Inc. - "Moses House", a drop-in center for social and health services.
- Imani Foundation - "Destinations", transportation program for homeless to go for job training, health care services and supportive services.
- Potomac Highlands - supportive services and social services.
- Shenandoah Women's Shelter - temporary shelter for victims of domestic violence.

- Telemon Corporation - “Steps”, a transitional housing program and facility.
- Telemon Corporation - “Victory House”, permanent housing for veterans.
- Telemon Corporation - “Reliable Housing”, permanent housing.
- Union Rescue Mission - shelter with 55 beds for the chronic homeless.
- VA Medical Center - residential treatment center and compensated work therapy program.

Adaptive Reuse

The City should continue to seek creative solutions to housing issues. One such solution may be encouraging, or subsidizing, adaptive reuse. Adaptive reuse is the redevelopment of existing structures



Interwoven adaptive reuse opportunity.

into uses for which they were not originally intended. With a wealth of abandoned structures, including former industrial facilities, these buildings could add to the City’s housing stock. While the City has an adequate number of housing units, it may not have units of the type, size, or location that the market desires. Adaptive reuse can be especially beneficial in the revitalization of Downtown, where vacant structures can be remade into unique living places with character, in a location that delivers customers for Downtown businesses.

Property Maintenance and Rehabilitation

The ongoing maintenance of Martinsburg housing is a common concern among citizens, especially as homes in many neighborhoods age. The City’s poverty, issues with crime and drug use, and the relatively low rate of home ownership contribute to the deterioration of housing, creating a poor perception of the City and driving down home values in a negative cycle.



Aging housing stock increases maintenance needs.

The City maintains a property maintenance code (IPMC), a vacant buildings ordinance, and a rental inspection program, all intended to identify properties and buildings lacking adequate

maintenance, safety, or sanitation. However, the City does not have adequate staffing to properly and effectively enforce these efforts. The City must add staff to this important task, dedicating at least one new full-time staff member to the enforcement of zoning and fire safety code compliance.

Housing Objectives and Strategies

To achieve the objectives stated at the beginning of this chapter, Martinsburg should take the following specific, measurable actions, bringing the Comprehensive Plan to fruition.

Increase property maintenance enforcement to promote clean and attractive neighborhoods.

- *Use City's Home Rule authority to proactively repair or demolish dilapidated structures, placing liens for incurred expenses.*
- *Increase staff to ensure proper enforcement of property maintenance codes.*

Increase the share of owner occupied housing in the City.

- *Assist lower-income homebuyers to purchase homes through housing counseling, down payment assistance, and closing cost assistance.*
- *Make residential properties acquired by the City through home rule actions available to prospective low-income home owners.*
- *Promote home ownership programs to rental property occupants.*

Promote and incentivize residential uses in the downtown to enhance street life and strengthen downtown businesses.

- *Revise zoning ordinance to clearly authorize by-right residential uses in the Downtown.*
- *Provide revolving loan funds to assist property owners in rehabilitating Downtown buildings for residential use.*

Seek available funding for the rehabilitation of substandard housing and the provision of affordable housing.

- *Continue to leverage Community Development Block Grant Funds using strategies detailed in an updated Consolidated Plan.*
- *Partner with housing organizations to rehabilitate residential properties acquired by the City through home rule actions.*

Participate in local and regional efforts to alleviate homelessness and poverty.

- *Co-locate a homeless shelter with a planned regional drug rehabilitation center.*
- *Work with West Virginia Coalition to End Homelessness to establish clear homeless prevention strategies for inclusion in the City's updated Consolidated Plan.*

Housing Objectives and Strategies, continued

Convert vacant or underutilized commercial and industrial buildings into residential and/or mixed-use space, including desired housing types such as affordable and senior housing.

- *Acquire vacant and underutilized commercial and industrial sites for resale or public/private partnership.*
- *Apply for Brownfield Cleanup Grants or revolving loan funds to rehabilitate city-owned sites with environmental contamination.*
- *Work with identified local or regional developers to convert sites into viable master planned and mixed-use projects.*

VI. Transportation



Goal: Build a transportation network that safely and efficiently serves all modes, including automobile, bicycle, and pedestrian travel.

- *Increase road and sidewalk maintenance.*
- *Increase access to Downtown and West End redevelopment zones*
- *Study and improve traffic congestion points.*
- *Work toward a complete network that allows convenient pedestrian and/or bicycle travel to all areas of the City.*
- *Explore increased public transit, addressing convenience, efficiency, and user-friendly accessibility.*
- *Improve Ride-Share and Park & Ride solutions for commuters.*

Safe and convenient transportation is critical to the future growth and development of Martinsburg. The City's transportation network is multifaceted, including a variety of road and street types, rail, public transportation, and bicycle and pedestrian facilities. Traffic circulation planning provides a framework on which to base land use decisions and will likely have a major impact on the success of many ongoing planning efforts including the revitalization of the City's Downtown.

Street Classifications

The City's primary transportation infrastructure is its road network. Martinsburg's streets all fall into one of five classifications: interstate, major collector, minor arterial, other principal arterial, and local. Each street is assigned a functional classification based on its design, and other important factors including expected daily volumes, route spacing, number of travel lanes, and network characteristics.

Interstate Highways

Interstate Highways move high volumes of traffic as efficiently as possible across great distances. Interstates are limited-access roads which provide no access to abutting properties. Access to interstates is controlled by entrance and exit ramps rather than intersections that would hinder travel speeds.



Interstate 81 is a major economic benefit.

Martinsburg is very fortunate to be served by Interstate 81 (I-81); a north-south trending, multi-lane, limited access highway which bisects Martinsburg and separates the older part of the City from the newer annexed sections located west of I-81. Three main interchanges provide entry to the interstate as well as crossings to the west side of the City from the Downtown area. These access points are all major gateways to the City. To the south, the WV 45 interchange (Exit 12) provides access to Foxcroft Towne Center and connection to areas along WV 9. The King Street interchange (Exit 13) is a direct route to the Downtown area. Exit 14 (Tavern Road)

is adjacent to the Berkeley Medical Center and northern areas of the City. A fourth exit, exit 16, while not in the City, can also be used to access northern areas of Martinsburg via Edwin Miller Boulevard.

Martinsburg should continue to embrace Interstate 81 as a reliable source of goods, visitors, and commercial possibilities, in addition to a convenient way for residents of the City to travel regionally. The City's major interchanges should be remade as gateways to the City, providing an attractive and inviting entrance, as well as wayfinding signage making access to the Downtown and other major destinations easy to understand for visitors.

Principal Arterial

Unlike interstate highways, other principal arterials provide service to abutting land uses. Principal arterial roadways can be accessed through driveways to specific parcels and at grade intersections with other roadways. Queen Street is the City's only Principal Arterial. Queen Street is a



Queen Street – major route and downtown core.

very important street within the City providing service to Downtown Martinsburg and connections to WV 45, WV9 and US 11.

Minor Arterial

Minor arterials provide service for trips of moderate length. These roads interconnect and augment the arterial system which provides for intra-community travel. Roads classified as Minor Arterials within Martinsburg include:

- Winchester Avenue (Route 11)
- West King Street
- North Tennessee Avenue
- East Burke Street
- Tavern Road
- Baltimore Street
- Moler Avenue
- Randolph Street
- West Race Street



West King Street at Delaware Avenue.

Major Collector

Major collectors serve a critical role in the roadway system by connecting local roads with the arterial network. Unlike interstates, major collectors have intersections and provide direct access to adjacent properties. There are several Major Collectors within the City including:

- West John Street
- Porter Avenue
- Wilson Street
- State Circle
- Apple Harvest Drive
- North High Street
- Old Mill Road
- Woodbury Avenue
- Athletic Street



Porter Avenue at Kentucky Avenue.

Local

All other streets within the City are classified as local streets. Local streets primarily serve to provide direct access to adjacent land rather than long distance or cross-City travel. Generally, local streets have lighter traffic and lower speeds. Examples of local streets within the City include:

- Stephen Street
- Virginia Avenue
- Martin Street
- Delaware Avenue

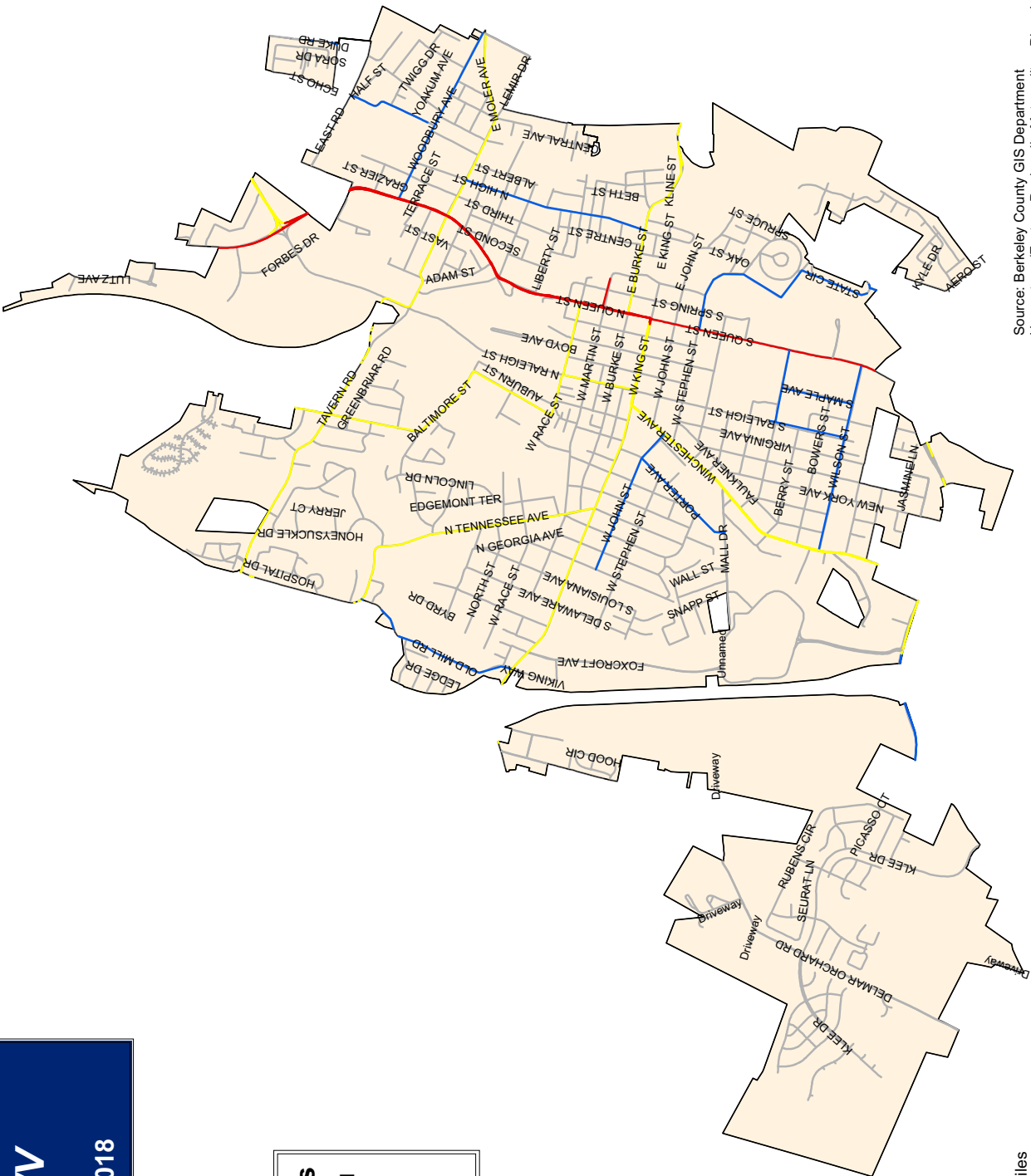
Martinsburg, WV

Comprehensive Plan - 2018



Street Classifications

—	Other Principal Arterial
—	Minor Arterial
—	Major Collector
—	Local



Traffic Volume

The West Virginia Department of Transportation (WVDOT) collects traffic data throughout the state which can be used to identify traffic problems and evaluate strategies to alleviate congestion in problem areas. Traffic data was collected at several locations throughout the City in 2014. This data can provide insight into traffic conditions within the City. The measurements in the below table are shown as Average Annual Daily Traffic (AADT). AADT considers the total volume of traffic for a year divided by 365 days to normalize for seasonal variations, special events, and other factors that may cause traffic to fluctuate.

Martinsburg 2014 Traffic Counts

Location	Annual Average Daily Traffic (AADT)
Tennessee Ave. (S. of Mill Race Dr.)	2,386
W. King St. (0.2 mile E of Old Mill Rd.)	12,406
Wilson St. (between NY Ave. and WV Ave.)	4,090
Old Mill Rd. (0.1 mile S of Whitacres Ln.)	3,726
Tennessee Ave. (between Burke & King St.)	1,363
Burke St. (between US 11 & Spring St.)	2,549
I -81 (between exits 12 (WV 45) and 13 (CO 15))	68,507
I-81 (exit 12 NB on ramp from WV 45)	12,881
I-81 (exit 12 SB off ramp to WV 45)	13,491
I-81 (NB off ramp to Tavern Rd. (exit 14))	2,680

West Virginia Dept. of Transportation

Circulation problems have been noted in the Downtown area of the City as well as along Queen Street from King Street to the Williamsport Pike. Dense adjacent development, roadway geometry, and the CSX underpass have been constraining factors in addressing circulation problems in this area of the City. Additionally, citizens have also identified significant traffic congestion along WV 45, Foxcroft Avenue, Tavern Road, and the intersection of North Queen Street and East Moler Avenue.

Planned Street Improvements

The West Virginia Department of Transportation is working on several structural improvements that will impact Martinsburg and its region. While still in planning stages, the City should support projects that add capacity, and make regional access faster and easier. All such efforts will eventually benefit the City and its economic development goals. Significant planned structural improvements within the City include:

- **WV 45 (Apple Harvest Drive)** – A WV 45 Operations and Safety Study was completed in 2016 to evaluate traffic and safety improvements for this route. The study recommends improvements to nine intersections and the construction of a new link between US 11 and Foxcroft Avenue, as well as retiming signals and installing sidewalks, crosswalks, and pedestrian signals.
- **Rock Cliff Drive Intersection Improvements** – Traffic circulation problems have been noted at the intersection of Rock Cliff Drive and Tavern Road. WVDOT is investigating the construction of a roundabout at this intersection to better organize and move traffic efficiently.
- **Oak Street Bridge Replacement** – The bridge at the intersection of Oak Street and East John Street is planned for replacement. The design for this project has been completed and the bid awarded in mid-2017, with necessary water and sewer line relocations completed in early 2018.
- **East Burke Street Bridge Improvements** – In a project to be completed in summer 2018, this work will upgrade the bridge’s stone arch, and replace sidewalks and railings.
- **North High Street Traffic Signal** – Design for a new turn lane and a traffic signal at the intersection of North High Street with WV 45 (East Moler Avenue) has been completed. This project has been delayed due to right-of-way issues which must be resolved before construction, but this project will improve access to nearby neighborhoods, parks, and Martinsburg North Middle School.
- **Martinsburg Train Station** – Additional streetscape improvements are in design at the Martinsburg Train Station, funded by two Transportation Alternatives Program (TAP) grants. Streetscaping will improve the look of the station area and support the improvement and revitalization of the Downtown as it serves both commuters and visitors by rail.



Caperton Station – improvements planned.

Parking

Adequate, convenient parking is important throughout the City, and provides critical support to the central business district economy. Revitalization efforts in Downtown Martinsburg are ongoing and Downtown businesses rely on convenient parking to flourish. As part of a comprehensive effort to improve the City's Downtown area, The Parking Management Study for Downtown Martinsburg (2002) identifies



Public parking lot – East Burke Street.

parking issues and provides options for improvement. This study area covers most of the central business district extending from Race Street to John Street and from Water Street to Winchester Avenue. The study revealed that the Downtown area has ample parking, however existing parking could be more effectively utilized. While this study is now dated, the conclusions are still valid. Parking needs throughout the City must continue to be monitored, particularly as Downtown revitalization efforts progress, to ensure adequate parking is available.

Parking Improvements

The existing parking study concluded that Downtown Martinsburg has ample parking, however, strategies could be employed to make the City's parking more efficient and convenient for users. Recommendations from the study to more efficiently provide parking include:

- Combining/Redesigning and Sharing – More effective use of existing parking can be accomplished through shared parking and redesigning existing parking areas to provide more spaces.
- Improving Enforcement – A successful downtown parking program relies upon proper enforcement so that the required parking availability for shoppers and business users is provided and long-term parkers are relocated into prescribed lots. Enforcement strategies to improve the existing parking facilities include clear time limits and ticketing for violations.



Most downtown parking is metered.

- **Parking Awareness Program** – The City should implement an information program to advertise the availability of ample Downtown parking. Additionally, the City should provide clear and visible signs directing traffic on Queen and King Streets to off-street public parking areas.

A longer-term strategy for Downtown parking could include public-private partnerships that allow public parking in any future parking structures proposed as part of major Downtown redevelopment projects. Such structures would begin to move public parking off of streets, freeing up space for streetscaping, sidewalk widening, bicycle lanes, or café space as the Downtown grows and matures.

Pedestrian and Bicycle

Travel by motorized vehicles is the primary mode of transportation within the City, however walking and biking are increasingly recognized as important alternative modes of transportation as they promote healthy lifestyles while providing a cost-effective alternative to driving. Downtown Martinsburg contains buildings located in close proximity to each other making it a key pedestrian area within the City.

The Raleigh Street bike path, while short (1.1 miles), is an example of the City’s expanding network of bicycle facilities. The trail runs from West Race Street to Forbes Drive, connecting Downtown Martinsburg to the Old Courthouse Square shopping center off Edwin Miller Boulevard.



Extra-wide pavements may be repurposed for bikes.

The City should continue to provide additional pedestrian and bicycle facilities throughout Martinsburg.



While considering future projects to expand the existing pedestrian and bicycle network, the City should consider projects which provide connections to the Downtown business area, parks, and other key commercial areas, as well as street furniture such as bicycle racks that add bicycling convenience. Enhancing connectivity to these areas will help promote an efficient pedestrian and bicycle network. In some cases, existing streets may be redesigned within existing rights-of-way to accommodate bicycle lanes or pedestrian accommodations by narrowing traffic lanes. In addition to serving alternative transportation needs, narrower lanes may slow traffic and increase street safety for all users.

Increasing opportunities to walk and bike throughout the City not only enhance community wellness but can also help to facilitate recreational tourism. A major component of this effort should be a greenways

master plan that investigates potential off-street pedestrian, bicycle, or trail connections between existing and future parks. Such trails can make use of stream corridors and other little-used paths, the backbone of which should be the planned Tuscarora Creek Linear Park.

Enhancing the Pedestrian and Bicycle Network

The Hagerstown-Eastern Panhandle MPO Regional Bicycle Plan (2016) makes specific recommendations to enhance bicycle connectivity in the City and region, both for recreational and commuter users. Martinsburg should embrace the recommendations of this plan and continue to work toward their implementation within the City. Specific infrastructure recommendations of this plan include the following:

Project	Location	Type	Cost Estimate
Connect WV 9 bike path to Downtown Martinsburg	Hack Wilson Way, State Cir., Stephen St.	Proposed multi-use path and sharrows	\$229,813
Improve eastbound bicycle connectivity and safety	Bowers St.	Proposed buffered bike lane	\$29,657
Improve westbound bicycle connectivity and safety	Wilson St.	Proposed bike lane	\$11,166
Improve connections to Raleigh Street bicycle path and to other proposed facilities	Raleigh St.	Proposed bi-directional bike lanes	\$31,524
Improve bicycle connectivity in east side of Downtown	Race St., Stephen St.	Proposed bi-directional lanes	\$25,125

Additional strategies to strengthen the City’s bicycle and pedestrian network include:

- Improve connectivity of the bike/pedestrian system – integrate bike/pedestrian facilities into new and existing development.
- Add bicycle racks to important destinations, starting with schools and other public facilities.
- Improve safety/convenience of pedestrian areas – provide well marked, safe crosswalk areas. Use traffic calming strategies to slow down vehicular traffic near pedestrian areas.
- Coordinate traffic and pedestrians Downtown – improved crosswalks, pedestrian crossing phases at signals, and general streetscape improvements. Divert traffic away from this pedestrian area.

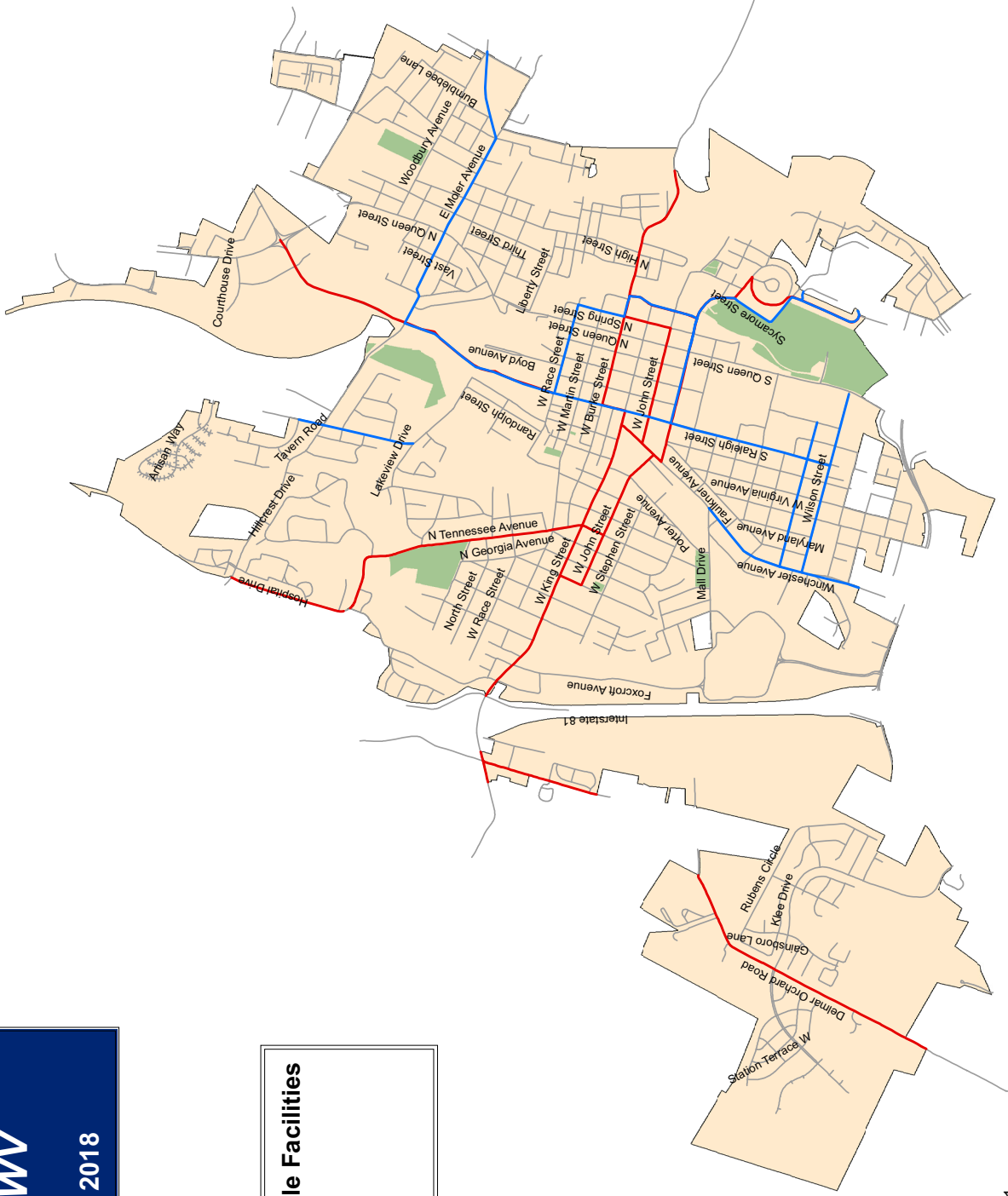
Martinsburg, WV

Comprehensive Plan - 2018



Existing and Planned Bicycle Facilities

- Existing Bicycle Facilities
- Regional Bicycle Plan Projects
- Parks



Public Transit

Public transit can be an essential component of an overall transportation system, particularly for low income residents without access to automobiles, as well as for youth and the elderly. Additionally, public transit can be important to those who choose to drive less for convenience or for environmental reasons. While Martinsburg does not operate its own public transit system, the City is served by the Eastern Panhandle Transit Authority (EPTA). The EPTA operates a fleet of buses on fixed routes, as well as on-demand and specialty transit services. On April 2, 2018 EPTA began operating on a newly redesigned system of routes and schedules to increase system capacity and efficiency that serves key destinations in Martinsburg, including the Downtown, train station, and hospital, as well as nearby destinations including the VA Medical Center, Rumsey Technical Institute, major employers, Charles Town, and Harpers Ferry.



In addition to route changes, the EPTA is planning for a new bus transfer point. The system currently uses Martinsburg's Caperton train station as a major transfer point, but although this location offers access to Downtown and multimodal connections to rail transit, it does not offer dedicated facilities, and a tight parking lot is difficult for buses to maneuver. A preliminary study in 2016 identified an open parcel near Foxcroft Towne Center off of Mall Drive as a potential transfer point. This site, however, is not accessible to pedestrians or cyclists, a critical factor in public transit, and does nothing to address the City's desire for revitalization of the Downtown. City leadership must work with EPTA to identify an alternative site in or near the Downtown for a new bus transfer point, ensuring pedestrian access to the greatest number of homes and jobs, while adding more activity to Downtown streets.



Current EPTA transfer point – Caperton Station.

The City should work with the EPTA to continue improvements to routes and schedules to best serve citizens and visitors to Martinsburg. Despite route improvements, some important destinations remain unserved, including the Berkeley Senior Services Center, whose users are a key public transit demographic. Transit planning must also recognize that public transit trips very rarely connect riders directly to their home or destination, instead transit riders must walk for at least some portion of their trip. For this reason, public transit and pedestrian planning go hand in hand.

Passenger Rail Service

Martinsburg is served by two passenger rail services, the Maryland Transit Administration's MARC commuter train, and Amtrak's Capitol Limited service. Amtrak operates daily service between Washington, D.C. and Chicago, seven days per week, with one train running in each direction. This service stops in Martinsburg in the early evening during its eastbound trip, and in the late morning during its westbound leg. This service is used by long distance travelers, and should be one focus of tourism marketing for Martinsburg and its region, attracting visitors who may patronize businesses in the nearby Downtown, as well as regional destinations.



Caperton Station - trains can be an economic driver.

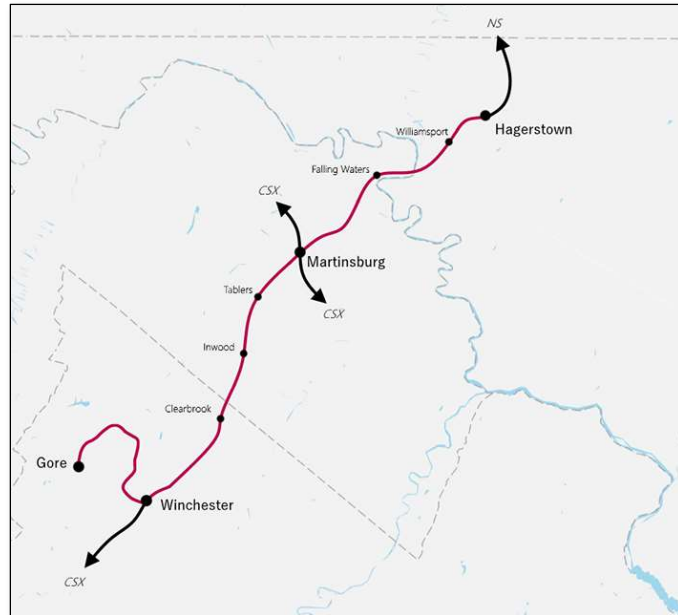
The Maryland Transit Administration also operates a passenger rail service line which runs Monday through Friday, connecting Martinsburg to Washington, D.C. metropolitan destinations including Rockville, Silver Spring, and Union Station in downtown Washington, D.C. The morning rush hour trips, from Martinsburg to Washington's Union Station, have increased from two to three trips per day. The return trips, from Washington to Martinsburg during the evening rush hour, have increased from three to four trips per day. This service is aimed at commuters, making it possible for residents to live in Martinsburg while working in any of the major D.C.-area employment centers that usually come with high housing costs and long highway commutes. The City must target potential commuters by marketing the comparative advantages of train commuting from Martinsburg.



Freight Rail Service

Martinsburg has excellent freight rail service available; a fact that can be useful in attracting and retaining industrial, transportation, and other business sectors to the City, and in serving a larger role for the operations of companies in the region.

There are two Class-I railroads serving the City; a CSX line runs east to north, and connects with the Winchester & Western which run south to north through the center of the City. These lines also provide opportunities for intermodal freight connections which are critical to the efficient transportation of goods and freight.



Winchester & Western, Virginia Division

Air Service

The Eastern Panhandle Regional Airport (also known as Shepherd Field or Martinsburg Airport) is located 2.5 miles south of the City. It is a General and Commercial Aviation airport serving the City, County, and region. The airport is designated as a Foreign Trade Zone, creating opportunities for industries targeting international trade. The airport is also home to the West Virginia Air National Guard's 167th airlift wing. The airport's geographical proximity to Dulles International Airport (44 miles), Reagan National Airport (65 nautical miles), and Baltimore-Washington International Airport (72 nautical miles) makes it an important asset. However, no regularly scheduled commercial airlines currently use the airport.

Multimodal Cooperation

Martinsburg should continue to initiate and participate in cooperative actions to support a multimodal system that will benefit residents and visitors.

- Continue to work with the Eastern Panhandle Transportation Authority to maximize bus service to Martinsburg residents, including the construction of a dedicated transfer point where it can best serve the revitalization of the Downtown.
- Continue to work with MARC to improve rail and commuter service at the Martinsburg Station. The City should also identify and coordinate the associated parking and access improvements planned in the Downtown area to support and encourage rail use.

Transportation Objectives and Strategies

To achieve the objectives stated at the beginning of this chapter, Martinsburg should take the following specific, measurable actions, bringing the Comprehensive Plan to fruition.

Increase road and sidewalk maintenance.

- *Identify financing opportunities to increase maintenance funds, considering portions of real estate tax or other revenue.*
- *Identify and prioritize maintenance needs.*
- *Proactively meet with WVDOT authorities on road maintenance projects.*

Increase access to Downtown and West End redevelopment zones.

- *Provide convenient, clearly marked downtown parking, including adequate parking for disabled persons.*
- *Study the potential for a major Downtown parking structure.*
- *Revise zoning regulations to require that commercial parking in the West End be located beside or behind primary structures.*

Study and improve traffic congestion points.

- *Organize regular public input opportunities on traffic congestion points, with the cooperation of relevant WVDOT staff.*

Work toward a complete network that allows convenient pedestrian and/or bicycle travel to all areas of the City.

- *Inventory and map all existing and planned sidewalks, bikeways, and other non-vehicular connections.*
- *Explore increased public transit, addressing convenience, efficiency, and user-friendly accessibility.*
- *Select a site for a new bus transfer center in the Downtown.*
- *Work with Eastern Panhandle Transit Authority to add connections to underserved destinations.*

Improve Ride-Share and Park & Ride solutions for commuters.

- *Work with the Hagerstown/Eastern Panhandle Metropolitan Planning Organization to identify and publicize ride sharing and park and ride opportunities for local and regional commuters.*

VII. Economic Development



Goal: Cultivate a business-friendly atmosphere that focuses on Downtown, and on new development in the West End, to increase the City's tax base through both local and visitor commerce.

- *Cultivate the City's role as a regional center of government, education, culture, arts, and professional services.*
- *Promote Downtown Martinsburg as a destination for tourists, residents, and other visitors.*
- *Continue development of the West End to orient this area toward regional housing, office, and retail markets.*

With excellent transportation infrastructure, and located in a prosperous and growing region, Martinsburg is full of economic potential. Between 2000 and 2008, Martinsburg was the fastest growing city in West Virginia, with new investment in business and residential projects. The late 2000s saw an economic crisis that affected cities nationwide, halting growth. However, while recovery has come to many places, including parts of the Martinsburg region, the City has lagged in its economic development.

Economic development is a competitive task, and active steps must be taken to secure a share of regional prosperity. Martinsburg must recommit itself to promoting the City as a place to visit, invest, live, and conduct business.

Despite relatively high rates of poverty and the closing of important industries that once fueled the City’s economic prosperity, Martinsburg’s unemployment rate is just 3.8%, lower than West Virginia’s 4.7% rate, as well as the national rate of 4.4%. This data indicates that residents in search of work can find employment, and that commerce is active in the Martinsburg area. However, while business in the region is fruitful, many such businesses are located outside of the City.

Prime Martinsburg Economic Data

- Unemployment 3.8%
- Income per capita \$20,698
- Retail sales per capita \$34,886

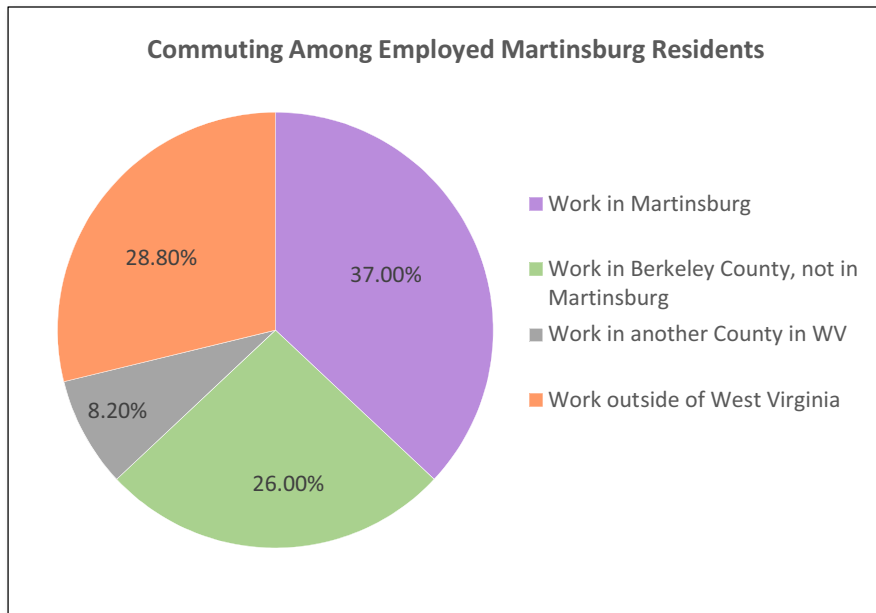
Commuting

Despite relatively low unemployment, only 37% of Martinsburg residents work within the City. Out-commuting means that residents’ working efforts ultimately benefit other communities, with their employers paying taxes in other jurisdictions while workers consume public services such as social assistance, public education, and other amenities in Martinsburg.

Commuting Among Employed Martinsburg Residents

Work in Martinsburg	37.0%
Work in Berkeley County, not in Martinsburg	26.0%
Work in another County in WV	8.2%
Work outside of West Virginia	28.8%

United States Census Bureau, 2015.



United States Census Bureau, 2015.

While 26% of residents work in Berkeley County, some work elsewhere in West Virginia and a sizeable population (28.8%) commute out of state. The mean travel time for Martinsburg commuters is 25.7 minutes (United States Census). A secondary effect of an out-commuting population is the loss of retail and entertainment spending by these commuting workers. Martinsburg residents who regularly spend their days in Winchester, Hagerstown, or other localities may also buy groceries or other goods in these communities as a matter of convenience, or may spend free time in these places, paying for meals or other entertainment in the places with which they have become familiar.



Berkeley Medical Center – potential economic driver.

Industries and Employers

The City of Martinsburg has a unique interest in the success of the businesses located within its borders. Profitable industries contribute to the local tax base funding schools, police, parks, and other local government services. Successful industries also provide jobs, sparking interest and reinvestment in the City.

Not long ago, Martinsburg was home to large manufacturing industries that employed great segments of the population, contributed to the local economy, and provided a part of the City's identity. In a trend seen in cities nationwide, manufacturing operations closed throughout the 1970s, 80s, and 90s as products were increasingly produced in other countries. Manufacturers that have remained in the US have, in many cases, relocated to suburban areas where space is plentiful, and taxes are typically lower.



Coast Guard – federal presence in Martinsburg.

Today, Martinsburg has a more diverse economy including health care, retail trade, finance, and technology, among other commercial businesses, employing over 11,000 people. This does not include the many other employees engaged in non-commercial positions including public education and government operations. The City must strive to continue its diversification, targeting the recruitment of businesses that employ locals, pay good wages, are stable and profitable, and that do not harm the local environment or culture.

Martinsburg Commercial Industry Statistics

Industry	Number of Establishments	Value of Sales or Receipts	Annual Payroll	Number of Employees
Health Care and Social Assistance	145	\$319,899,000	\$131,862,000	3,480
Retail Trade	137	\$610,952,000	\$55,237,000	2,644
Hotel and Restaurant	94	\$80,482,000	\$23,154,000	1,739
Scientific and Technical Services	74	\$44,169,000	\$12,985,000	338
Other Services (except public administration)	56	\$25,536,000	\$7,189,000	325
Finance and Insurance	54	not available	\$19,916,000	340
Real Estate Sales and Leasing	34	\$17,920,000	\$3,456,000	145
Administrative and Waste Management	26	\$15,652,000	\$9,551,000	344
Manufacturing	19	not reported	\$34,029,000	770
Wholesale Trade	18	\$376,565,000	\$16,114,000	323
Information	13	not available	\$6,061,000	237
Transportation and Warehousing	12	\$55,750,000	\$11,500,000	468
Arts, Entertainment, and Recreation	10	\$18,441,000	\$2,536,000	107
Educational Services	2	not reported	not reported	0 - 19
Utilities	2	not reported	not reported	20 - 99

United States Economic Census, 2012

The following chart lists Martinsburg’s major employers, both in profit and non-profit industries. It is useful to note that this list is dominated by government administration and public education employers. While these industries provide jobs and otherwise contribute to the function and life of the City, government agencies do not contribute to the local tax base. As Martinsburg grows, its economic diversification must target commercial business as well as government employment.

Major Martinsburg Employers

Company / Organization	Service / Industry	Employees
Berkeley County Schools	Public Education	2,300
Berkeley Medical Center	Health Care	900
Regional Education Service Agency	Education	450
Berkeley County Council	Government Administration	289
East Ridge Health Systems	Health Care	260
U.S. Coast Guard National Maritime Center	Defense / Federal	250
Martinsburg City Government	Government Administration	175
Hospice of the Panhandle, Inc.	Health Care	132
The Morning/Sunday Journal	Newspaper	102
First Energy	Electric Utility	60

Berkeley County Development Authority, June 2016

Martinsburg has invested considerable time, effort, and money in devising economic development strategies for the City’s future. One major strategic effort resulted in the 2013 report *Rebirth, Renewal, & Reinvention* by Garner Economics. This report is the foundation of the assets, challenges, optimal business targets, and economic strategies contained in this plan.

Martinsburg’s Economic Assets

- **Regional Business Access** – Martinsburg is centrally located within a successful regional marketplace that includes adjacent cities such as Hagerstown, Maryland and Winchester, Virginia. The City also has access to a major national marketplace as an outlying part of the Washington, D.C. metropolitan area. Martinsburg’s transportation connections, including highway transportation via Interstate 81 and railroad



connections to the national capital region, provide easy access to regional and national markets for the purposes of commerce, tourism, and commuting.

- **Resources and Raw Materials** – As an important hub for West Virginia commerce, Martinsburg has ready access to agricultural products, timber, and mineral resources produced in more rural parts of the state that may be processed, marketed, or shipped by businesses located in or near the City. Martinsburg also enjoys good broadband speeds and availability, a vital 21st century commodity, as well as relatively low energy costs for businesses with large electricity needs.



Retail along North Queen Street.

- **Utilities and taxes** – Martinsburg has ample public water and sewer capacity to serve the needs of businesses and new residents. The City also benefits from relatively low taxes compared to other jurisdictions in the region, including state and local sales tax, local property tax, personal income tax, and unemployment insurance tax, all of which can be attractive to startup or relocating businesses. The City also offers business and occupation tax incentives that can give new businesses a 75% tax reduction in year one, 50% in year two, and 10% in year three when purchasing property or committing to a five-year lease. Businesses located in the Downtown Business District may receive a permanent 10% reduction.

Martinsburg's Economic Challenges

- **Labor** – While the City of Martinsburg has a relatively low cost of labor compared to competing jurisdictions within the region, the availability of skilled workers makes it difficult for some companies to hire for certain positions. Skill gaps exist in advanced industrial processes, management, engineering, technical vocations, and scientific expertise. Without a local supply of skilled labor, companies must import employees, opening these companies up to much wider competition for limited resources.



Offices in a historic setting – Caperton Station.

- **Economic Development Programs** – Martinsburg continues to promote economic development in the City, with several organizations engaged in economic development activities. The City government itself continues to work to establish a formal economic development department to guide and monitor investment and economic development initiatives within the City.
- **Availability of Sites** – As an urban jurisdiction with high-build-out, there are few new sites for large-scale development in the City. While there are many sites with redevelopment potential, these sites may present a more difficult and expensive process than similarly sized vacant parcels in the County or other outlying areas. Redevelopment sites may also be affected by pollution from past uses, requiring cleanup which, even with grant assistance, takes time.



Available for adaptive reuse – Interwoven Mills.

Optimal Business Targets

Shared Services & Information Technology businesses include operations such as computer programming, administrative services, telephone call centers, server management, online ordering and order fulfillment, and other business support services. The City of Martinsburg is an ideal location for such businesses, who can take advantage of the City's transportation and broadband infrastructure, as well as its lower taxes and labor costs. These business support functions may support national or multinational businesses headquartered in much larger cities, but who outsource some business functions to increase efficiency or save money.



Vacant retail space – West Martin Street.

Factors influencing Shared Services & Information Technology as a target industry include:

- Greater reliance on call-center operations as retailers, banks, healthcare providers, and insurance companies move toward online operations and away from traditional stores and offices.
- Widespread adoption and speed of computer and smartphone technology, allowing both virtual shopping and virtual employment.
- Continued budget pressure on businesses to outsource elements of their operations to save money.
- Increasing government regulation that forces firms to seek outside specialists in order to maintain compliance.

Niche and Flexible Manufacturing includes businesses such as artisan and craftsman manufacturing of furniture, millwork, and other specialty products at small scales, custom machining, and specialty food purveyors.

While Martinsburg's lack of large-scale, open sites may inhibit major manufacturers from locating in the City, advancing tastes and technology can make it possible for small scale and specialty manufacturers to locate here. Taking advantage of Martinsburg's availability of excellent broadband and highway infrastructure, as well as technological advances like 3D printing, small manufacturers can respond quickly to market needs and reach customers worldwide without the need for large-scale distribution, retailing, or other facilities. As a result, these manufacturers require less capital



Hub co-working space – two locations downtown.

investment, a smaller physical footprint, and a decreased reliance on the presence of a sizeable specialized manufacturing workforce.

Specialty food manufacturing presents another niche marketing opportunity for Martinsburg. New consumer tastes for ethnic, organic, meal kits, gluten-free, and other products, combined with new online grocery buying, creates this opportunity. Martinsburg's location away from major metropolitan areas is a positive in this area, putting the City closer to agricultural production in nearby rural areas, and allowing businesses lower space and labor costs.



Union Sales Dodge site – Race Street.

Medical Research & Medical Product Manufacturing is another promising business target for the City of Martinsburg, and includes medical testing laboratories, pharmaceutical testing, preparation, and manufacturing, medical research and development, and medical device and equipment manufacturing. Healthcare businesses provide well-paying and reliable employment, and generate substantial tax revenue. These areas of medical and healthcare-related business activities have grown at a rapid pace in recent years, and will continue to grow for several reasons:

- Rapidly changing healthcare and insurance regulation.
- Improving medical knowledge and resulting demand for new products and services.
- An aging population.
- Demand for improved cost efficiencies from healthcare providers.
- Heavy merger and acquisition activity as the industry continues to evolve.
- Increasing use of advanced diagnostic services as a non-invasive and cost-effective method.
- Increased medical product export opportunities.



Medical offices supporting Berkeley Medical Center.

Downtown Rejuvenation is a major focus of this plan, and should be a major focus of the City’s economic development program. A revitalized Downtown can benefit existing City residents as well as increase tourism and outside spending, and help to attract new residents and businesses. Martinsburg has a unique and historic Downtown, with an existing stock of buildings and streets that can be both attractive and walkable. Downtown businesses increasingly cater to consumers who place quality, uniqueness, and experience above price and selection. This leaves room in the Downtown marketplace for businesses and supporting uses including:

- Restaurants
- Specialty Food Stores
- Music Venues
- Galleries and Arts
- Downtown Residential
- Craft and Gift Shops
- Other Niche Markets



Queen Street beautification.

Downtown business and cultural revitalization must be supported by new residential growth in the City, including growth in suburban areas that provide consumers and visitors to the City’s core, as well as residential uses within the Downtown itself, a growing category that brings day-to-day activity to the Downtown and keeps streets busy even after traditional uses like banks, law offices, and government offices have closed for the day.

Importantly, portions of the Downtown are home to a designated HUBZone, a program of the United States Small Business Administration for small companies that operate and employ people in Historically Underutilized Business Zones (HUBZones). Agencies of the U.S. federal government are required to contract with HUBZone certified small businesses for at least 3% of their budget. This makes Downtown Martinsburg a prime location for government contracting firms to locate, giving them a competitive advantage in landing federal government work. The City should be working hard to promote its HUBZone availability as a key to bringing new business to the Downtown.



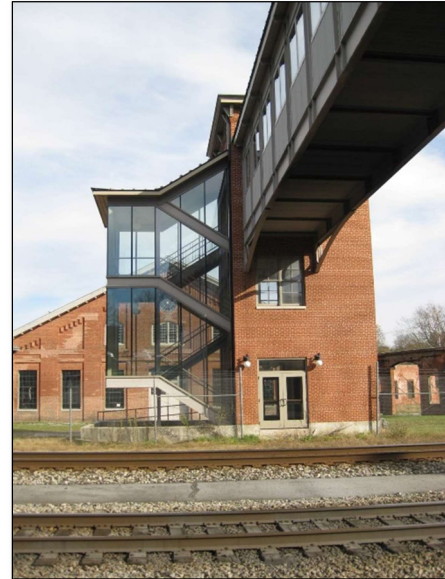
Downtown tourism and events can fuel revitalization.

To advance as a city and expand its tax base, Martinsburg must cultivate a business-friendly atmosphere that focuses on its Downtown, and on new development where available real estate exists in the West End. Economic success for the City will rely on existing residents, as well as on visitation and attracting new residents and businesses. It will do this in three major ways:

Leadership

Economic development is an active and competitive undertaking. The City of Martinsburg government must take a leading role in promoting the City and advancing its own economic interests.

- Create an Office of Economic Development to focus on business recruitment, business retention, and community promotion, including the recruitment of at least one new staff member – a department director - solely focused on economic development. This department should serve as a liaison between city government and those individuals and businesses considering an investment or expansion in the City, and its director should report directly to the City Manager.
- Create a Development Authority under the umbrella of the West Virginia Code (Chapter 7, Article 12). The Authority would work to advise and assist the Office of Economic Development, and would comprise between 12 and 21 appointees who represent a mix of private sector business representation and public-sector officials, including the City Manager and members of City Council.
- Streamline the application and issuance of City-issued permits, including building, landscaping, zoning, environmental resources, drainage, public safety, etc. to create a clearer and more efficient path for citizens and businesses who undertake construction and other city business (i.e., a one-stop permit center).



Pedestrian bridge – Caperton Station.

Economic Development Initiatives

With an established economic development department and authority, the City must establish a vision for its economic future, and begin to promote itself through economic programs and business recruitment.

- Conduct a citywide visioning effort that looks at assets and neighborhood planning by city ward and gives particular focus to increasing the viability of the core business district.



Recreational amenities for new west end residential.

- Advocate for changing the current state structure for Business Improvement Districts (BID) in the City and authorization for Martinsburg to create Neighborhood Investment Zones (NIZ).
- Invest public dollars to build a signature building Downtown that shows the City's commitment to change and draws activity to the core business district.
- Transition away from the current B&O tax and replace it with a dedicated sales tax (home rule).



Downtown business district retail.

- Advocate for new tools and partnerships to fund transformational redevelopment activities in the City.
- Proactively spur redevelopment at key sites to catalyze targeted economic activity.
- Provide financial incentives to, and simplify procedures for, businesses seeking to redevelop properties in both the core business district and the wider City.
- Develop an area near the Byrd Health Sciences Center Eastern Division to serve as a research and technology park in Martinsburg and actively recruit appropriate businesses, industries, and supporting organizations to locate there.
- Create a Martinsburg-based “Keep America Beautiful” campaign.
- Create a plan to improve gateways into the City—including new signage and landscaping in concert with the identified future vision for Martinsburg.

- Eliminate short-term parking fees (parking meters) on King and Queen Streets to encourage visitors to go Downtown to do business.
- Transform the Roundhouse into a community gathering area, visitor's center, and train/city museum with exhibits that engage the community and leverage Martinsburg's history.
- Provide free, public high-speed Internet access to enhance the visitor and resident experience in the core business district.



Community space potential – The Roundhouse.

- Renovate Burke Street Elementary School and transform it into a STEM school for elementary and/or middle school students.
- Advocate for renovations and improvements at the Apollo Theatre and support its efforts to enhance the arts and culture in the City.
- Adopt ordinances that encourage landlords (local and absentee) to improve their properties and encourage homeownership—especially in the core business district—by enticing families and young professionals to move there and to increase overall property values.
- Adopt and enforce ordinances to curb loitering and panhandling in the core business district.

- Create career paths to build the talent that will be demanded by the target business and industries and Martinsburg’s future economic vision.
- Engage existing companies in building the future workforce through mentoring and internship opportunities.

Marketing and Publicity

The City must take proactive steps to promote positive stories about the City to improve its regional reputation as a desirable place to live, visit, shop, and do business.

- Initiate a branding effort with entities representing the surrounding region and be engaged in that effort to build a positive brand for Martinsburg.
- Create a website page/portal for economic development efforts in the City of Martinsburg to better tell the story of what Martinsburg has to offer as a vibrant business location (functional, simple, attractive, informative).
- Develop marketing materials and public relations efforts to communicate the City’s economic development assets to target business sectors.
- Implement a wayfinding system in the City to brand the area and create a more user-friendly visiting experience.
- Work with the current cable TV provider (franchisee with the City) to fully utilize Martinsburg’s public access channel (channel 17) to broadcast City news and business.



Downtown events provide publicity and visitors.

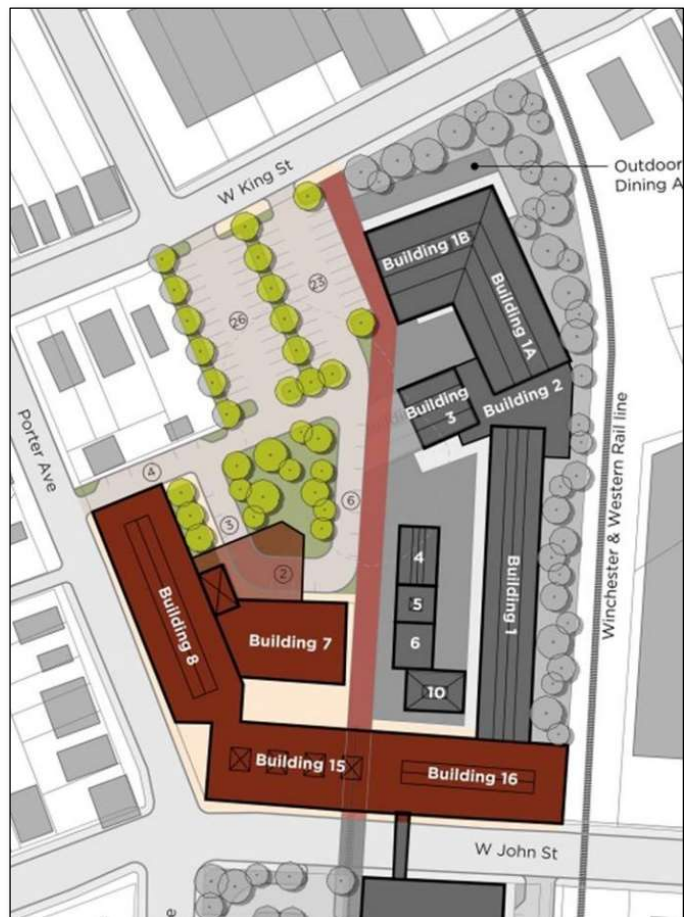
Target Development Areas

The City of Martinsburg has used Brownfield Assessment grants to commission a study of development sites that can be targeted for revitalization. Brownfield sites are locations where former uses like industry and manufacturing may have contaminated the site. The studied sites are in and near Martinsburg's Downtown, and can be used to support the rebirth of this area as a center for residential and commercial use, and for locals and visitors alike, that can bring new life and prosperity to the City as a whole.

The study was conducted by Environmental Resources & Consulting, LLC with Stromberg/Garrigan & Associates, and identified sites for rehabilitation, reuse, and infill development to support and enhance Martinsburg's Downtown. The sites range from small infill parcels to large industrial complexes that may host multiple major users, and each was illustrated with site plan concepts for their future redevelopment. In all, the study points to the potential for major civic and event space, one or more hotels, high-end apartments in reused historic structures, and up to 420,000 sf of additional supporting downtown retail, restaurants, coffee shops, and other uses.

Interwoven Mills

The Interwoven Mills complex is one of Martinsburg's largest and most important sites. Once the site of a textile manufacturing operation, today the site is an unused complex with 300,000 square feet of space in 14 buildings on over 7 acres of land. While all of the buildings need significant rehabilitation, the site's size and proximity to the downtown could make it a prime site for a mix of uses. The orientation of buildings gives Interwoven the potential for a campus-like plan with enclosed interior greenspace and internal circulation. The conceptual plan for this site includes a niche hotel of up to 143 rooms, along with meeting space, restaurants, and retail in a first phase, as well as the potential for residential (71 units projected) and technology and research uses in later phases. Given the complexity of this large project, the level of rehabilitation needed, and the importance of the project to Martinsburg's Downtown, Interwoven may be an ideal project for a public-private partnership.



Interwoven Mills concept – Brownfield Study.

Roundhouse Complex

The Roundhouse Complex is a historic fixture of Downtown Martinsburg that once maintained and supported trains in an era of railroad commerce, but today these historic structures stand empty. Conceptual plans call for the complex to be resurrected as a civic and event center to host a variety of meetings, trade shows, and other functions. The Roundhouse itself has the potential to become a grand hall seating up to 2,400 guests, while subsidiary buildings could be used as smaller meeting and event venues. The ruins of a second roundhouse can even be used to create a unique outdoor event space. Such a complex has the potential to be a major attractor of visitors to the City, and a major driver for Downtown restaurant, retail, and hotel uses. However, the site has significant challenges that must be confronted in order to provide appropriate access and parking for the conceptual use, including access for large trucks and buses.



Roundhouse concept – Brownfield Study.

Union Sales Dodge

This relatively small site has the potential for mixed use infill development with direct frontage on Queen Street. The site concept includes up to 25,000 square feet of retail and/or commercial, as well as up to 70 two-bedroom loft style apartments, with supporting parking at the rear of the site adjacent to the railroad. Alternatively, this site could become a hotel with up to 88 rooms, potentially supporting a future event center in the Roundhouse Complex.



Union Sales Dodge concept – Brownfield Study.

Matthews Foundry - Exchange Place

While vehicle access to this site may be challenging due to its proximity to the Queen Street railroad underpass, it's historic foundry building could make a unique location for a restaurant, micro-brewery, or similar use, while the remainder of the site may use interior streets to create a village-like arrangement of commercial and residential uses within walking distance of the Martinsburg's Downtown core.



Matthews Foundry / Exchange Place concept – Brownfield Study.

Thorn Lumber

The Thorn Lumber site is a wedge-shaped parcel tucked between Raleigh Street and an existing rail line. Being farther from the Downtown than other target parcels, this site may be an ideal location for suburban format retail pads of up to 30,000 square feet. These new buildings can host retail uses that compliment emerging Downtown residential, including grocery, pharmacy, and other routine needs, but that don't fit into typical Downtown storefronts and structures. By placing buildings adjacent to Raleigh Street with parking behind or to the side, development of this site can provide convenient access while conforming to the style of nearby neighborhoods.



Thorn Lumber concept – Brownfield Study.

Economic Development Objectives and Strategies

To achieve the objectives stated at the beginning of this chapter, Martinsburg should take the following specific, measurable actions, bringing the Comprehensive Plan to fruition.

Cultivate the City's role as a regional center of government, education, culture, arts, and professional services.

- *Aggressively market Martinsburg's assets to tourists, potential residents, and business investors.*
- *Work to target businesses described by the Garner economic development report; Shared Services and Information Technology, Niche and Flexible Manufacturing, Medical Research and Manufacturing, and Downtown Rejuvenation.*
- *Promote Martinsburg as a location for federal government facilities and supporting businesses, taking advantage of the City's HUBZone designation.*
- *Explore partnerships with West Virginia University to bring an educational or event facility to Martinsburg.*

Promote Downtown Martinsburg as a destination for tourists, residents, and other visitors.

- *Continue to provide tax abatement incentives for new downtown businesses, including restaurants, lodging, entertainment venues, and retail.*
- *Work with private sector interests to redevelop the Roundhouse as a regional event center.*
- *Establish a downtown arts and culture district, with a guiding commission focused on beautification and attraction of artists and arts venues.*
- *Make necessary revisions to regulatory ordinances to permit a broad slate of downtown businesses, including participants in artisan economies such as brewers, small-scale industrial crafts, and traditional trades practitioners.*

Continue development of the West End to orient this area toward regional housing, office, and retail markets.

- *Incentivize the development of a broad mix of housing types in the West End through density bonuses or other techniques.*
- *Make necessary revisions to regulatory ordinances to permit and encourage master planned, mixed use developments on major West End tracts.*
- *Support the location of businesses in the West End that can take advantage of job skills and training offered by Blue Ridge Community and Technical College.*

VIII. Community Facilities & Services



Goal: Provide state of the art public safety, government administration, utilities, and recreational facilities for the City's residents and businesses.

- *Increase public safety resources to address drug abuse and community health.*
- *Improve and expand City facilities to meet current and projected needs.*
- *Add to the City's stock of recreational amenities.*
- *Provide public facilities to the West End to support growth in this area.*

Public facilities and services are the backbone of City government. Water, sewer, public safety, and administration make much of Martinsburg life possible. While these services are rarely glamorous, the City cannot attract new businesses, grow its population, or improve the lives of its residents without them. Martinsburg provides an excellent level of service for its current size and population. The City's challenge for the future will be to grow its services in proportion to the growth of population and commerce so that service levels are maintained or improved over time.

Police Department

The Martinsburg Police Department provides the full range of criminal, traffic, and other law enforcement for the City of Martinsburg. The department responds to approximately 35,000 emergency or non-emergency calls for service annually. The patrol unit is the backbone of the Martinsburg Police Department, with 35 officers currently assigned to patrol. The department also includes several specialized officers and units including detectives, a bicycle patrol unit, downtown officer, school resource officer, K-9 unit, and Special Response Team. The Martinsburg Police Department also has two officers assigned full-time to the Eastern Panhandle Drug and Violent Crime Task Force.

The Martinsburg Police Department has been a model in creative and proactive programs to reduce crime and drug abuse, including using the City's Drug House Ordinance to permanently shut down more than two dozen drug selling locations. The Martinsburg Initiative is a partnership between the police and public schools with a strategic focus that targets at-risk children and troubled families through an array of community, faith-based, health, and law enforcement efforts to assess, identify, and eliminate the basic causes of drug abuse. The Handle with Care program provides school-based support for children whose homes have been involved in any recent police emergency call.



Patrol unit – Martinsburg Police.

A portion of the funding for the Martinsburg Police Department, including equipment, personnel, and programs, comes from a police levy. The levy is a portion of the City's property tax receipts that is earmarked directly for police use, including funding for 9 officers along with their vehicles, training, and equipment. This levy has been renewed through 2024.



All police functions are conducted from City Hall, a facility originally designed for a staff of 30, which has long been overcrowded. Additional police facilities have been a major City need, both for the current staff and for any future staff growth. At the time of this writing a new police facility is planned. This facility is to be located in a new stand-alone building located

adjacent to City Hall, maintaining the police base of operations in the Downtown, and keeping police and administrative function of the City together.

As growth occurs in the annexed West Side – west of Interstate 81 – the City must continue to plan for the extension of all services to this area. This means the study and potential construction of a West Side public safety facility. Such a facility would be a sub-facility of the main police station in the Downtown, reducing response times to the West Side, and providing additional space for departmental needs.

Fire and EMS

The City of Martinsburg Fire Department provides both fire protection and emergency medical services to the City, responding to approximately 6,000 emergency calls annually. The department employs 37 full-time firefighters, EMTs and support staff, and operates from two locations in the City, the Central Fire Station on Raleigh Street and the Westphal Station on Queen Street. The department's equipment includes three advanced life support ambulances, three engines, one rescue squad, one aerial tower, and various support vehicles.



Fire unit – Martinsburg Fire Department.

Fire and EMS services face the ongoing challenge of remaining equipped and trained for a variety of unexpected situations. This means that maintaining, updating, and equipping the department's two buildings, and various apparatus, will be an ongoing concern, even without taking future population or business growth into account. In particular, replacement of aging fire trucks, utility vehicles, and EMS ambulances can be costly. The need to replace these resources must be forecast well in advance and represented in a Capital Improvements Plan.

As the City grows, this department must also scale up to meet growing demand. As with police service, the City must extend fire and EMS service to growing areas of the West Side. The potential construction of a West Side public safety facility could serve fire and EMS needs, in addition to police needs, for all West Side Martinsburg areas.

In addition to in-city demand, Martinsburg fire and EMS services must also be aware of potential threats moving through the City. In particular, fire and EMS should be planning for potential emergencies related to the transport of hazardous materials through Martinsburg via rails and highways.

Public Buildings

City Hall on Queen Street currently houses the administrative and police functions of the City, and is over capacity. City administration has grown since this building was constructed in 1987, and future growth, including commercial and residential growth of the West Side, will further increase the administrative needs of Martinsburg. The construction of a new police and courts facility adjacent to City Hall will help to alleviate overcrowding, but the City government should follow up on the relocation of the police department with



additional study of administrative and space needs. Such a study may result in required or recommended renovations to City Hall.

Public Utilities

The City's Water and Sewer Department provides public water, sewer, and stormwater utilities to the City, as well as to certain areas outside of the city limits. The department has a staff of twenty-seven employees that oversee the sourcing, filtration, storage, and delivery of drinking water, as well as the collection and treatment of wastewater. In addition to filtration, storage, and treatment facilities, Martinsburg's public utility system involves a network of over 200-miles of underground water and sewer pipes.

Water

Martinsburg's supply of drinking water comes from two groundwater sources, one well and one spring, each with its own filtration plant, together producing an average of 4.5 million gallons of water per day, and a maximum output of 9 million gallons per day. The Kilmer Springs Water Plant is located north of the Downtown, along Tuscarora Creek, and produces an average of 2 million gallons per day, while the Big Springs Water Plant is located south of Martinsburg in Berkeley County, and produces an average of 2.5 million gallons per day. The City has upgraded the Big Springs Water Plant with a Granular Activated Carbon System (GAC). The City also maintains an alternate source of water at a nearby reservoir as a backup.



Public water storage – Western Avenue.

From these two plants, water is distributed through a network of water lines varying from 24-inches to 2-inches in diameter. Water is also stored in a series of four water storage tanks located throughout the City that range in size from 200,000 gallons to 2 million gallons.

In addition to providing water to homes, businesses, and industries within the City, this water system also produces water that is transferred to the Berkeley County Public Service Water District, and provided to customers outside of Martinsburg, mostly within urban and suburban areas in close proximity to the City.

As with all other services, Martinsburg will be challenged to balance future growth with the continued supply of high-quality water service. As an older urban area, the City has an aging supply of water mains that can be prone to leaks. Lines, tanks, and other system infrastructure must be continually monitored, maintained, and upgraded to avoid leaks that waste water or potentially cause damage to City infrastructure or private property. The location of water lines under many City streets means that repairing or replacing lines can be a disruptive and expensive construction project.



The City must also take steps to protect its existing water sources from potential pollution from surface runoff, industrial contamination, or other sources. The City's existing Well Head Protection Plan should be updated to address growth, land use, and contamination threats, and should be correlated with development regulations, including the Zoning Ordinance, to ensure the safety of local drinking water.

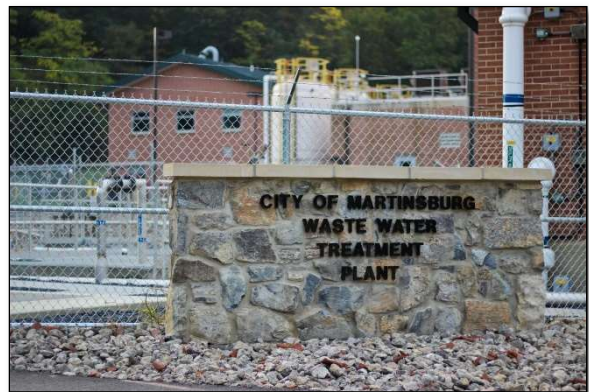
and businesses, both in infill locations in or near existing neighborhoods, and in new constructions areas found primarily in the West End.

Finally, the water system must keep up with future growth, providing adequate service to new homes

Sewer

Martinsburg's public utilities also include public sewer facilities that serve the City itself, as well as some areas of Berkeley County that are administered by the Berkeley County Public Service Sewer District. The City sewage system is made up of over 100 miles of underground sewer lines ranging from 6-inches to 32-inches in diameter connecting all areas of the City to a single wastewater treatment facility located on the eastern edge of the City, near John Street and Tuscarora Creek. The wastewater treatment facility treats 3 million gallons of sewage per day, discharging treated water into Tuscarora Creek east of the City.

October 2016 saw the dedication of major upgrades to the City's wastewater treatment plant. These upgrades were designed to meet new Chesapeake Bay Requirements to Nutrient Reduction, as well as increase efficiency and safety. Funding for these upgrades was provided by the state Clean Water Revolving Loan Fund and a Chesapeake Bay Grant totaling \$53.5 million.



Martinsburg's waste water plant upgraded in 2016.

As with the public water system, Martinsburg's sewers are also an aging infrastructure that requires continual monitoring, repair, and upgrade. Water infiltration is a major issue for the aging sewage pipes, allowing rain or groundwater into the sewer system, forcing the sewage treatment facility to deal with increased volumes of water, even though this water does not actually need treatment.

Some older neighborhoods are still served by a combined sanitary and storm sewer system that sends both sewage and rainwater to the wastewater treatment plant, also wasting the facility's capacity on

relatively clean rainwater, and potentially overwhelming the treatment plant during heavy rains. Combined sewers do not meet with current best practices, and should be replaced wherever possible. As with the public water system, Martinsburg's sewer system must be maintained and upgraded to preserve a high level of service for existing customers, as well as serve new development as it occurs within the City. Given the complexity and expense of major system upgrades, such expenses should be planned well in advance and budgeted as part of a capital improvements plan.

Stormwater

In natural settings, most rainwater and snowmelt will infiltrate into the ground and percolate through the soil. This system maintains soil water available for plant uptake, recharges aquifers, and sustains perennial creeks and streams. With urban development, new pavement, roofs and other impervious surfaces prevent normal infiltration and result in much larger percentages of surface runoff. Natural streams are sized for undeveloped conditions, and increased runoff can cause detrimental streambank erosion. This runoff may also be contaminated with various pollutants, including cigarette butts, grass clippings and leaves, and automotive fluids. These pollutants result in contamination of the water and damage to aquatic habitats.

The City of Martinsburg drains into the Tuscarora Creek watershed, and since 2004 the City has operated a stormwater management program in accordance with state and federal regulations. Martinsburg updates its stormwater management program every five years, and, once created, the stormwater master plan shall be updated every ten years. The updated plan should continue to address both stormwater management for new development and redevelopment in the City, as well as retrofit projects throughout the City. At the center of these efforts should be the implementation of the six watershed protection elements stated in the City's state-issued stormwater management permit:



1. Minimize impervious surfaces;
2. Preserve, protect, create, and restore ecologically sensitive areas;
3. Reduce thermal impacts of stormwater runoff;
4. Avoid or prevent hydromodification of streams and other waterbodies;
5. Protect trees and vegetation; and,
6. Protect native soils.

This plan is reflected in local ordinances that require the on-site management of the first 1-inch of rain in a 24-hour period, the use of green infrastructure to manage stormwater, and the use of maintenance agreements to ensure the long-term viability of stormwater control measures. Stormwater controls must

be installed by developers as a part of the site plan approval process if the project meets a minimum threshold. The purpose of these regulations is to establish minimum requirements and procedures to control the adverse impacts associated with increased stormwater runoff, and also to include provisions for sediment and soil erosion control during construction.

While Martinsburg has stormwater regulations in place, great care should be taken in applying modern stormwater control measures for use City-wide. As an older urban area, much of the City does not have stormwater controls of any kind. Other areas use traditional means of managing stormwater with great potential for retrofits of new stormwater control measures. The City should undertake a watershed-wide planning process to identify strategies and opportunities to manage stormwater at its source, and to preserve current hydrologic conditions. This process should include both County and State partners, as the Tuscarora Creek watershed encompasses areas outside of City limits. Development decisions and regulations that affect areas outside of the City limits but exist in the same watershed can have a major impact on flooding, erosion, pollutions, and other stormwater concerns within Martinsburg. A primary goal of any stormwater planning effort is to include local, regional, and state partners.



Community Facilities Objectives and Strategies

To achieve the objectives stated at the beginning of this chapter, Martinsburg should take the following specific, measurable actions, bringing the Comprehensive Plan to fruition.

Increase public safety resources to address drug abuse and community health.

- *Continue financial and administrative support for the Martinsburg Police Department's Martinsburg Initiative and Handle With Care programs to reduce drug abuse through education and outreach to at-risk children and families.*

Improve and expand City facilities to meet current and projected needs.

- *Relocate police and court functions to a new facility.*
- *Reorganize City Hall to improve administrative efficiency and increase staff capacity.*

Add to the City's stock of recreational amenities.

- *Develop a regional greenways master plan to connect existing and future parks.*
- *Implement the Tuscarora Creek Linear Park Plan.*
- *Investigate Lake Thomas as a recreation area for the City.*
- *Leverage CDBG funds to rehabilitate existing recreation facilities in qualified locations.*

Provide public facilities to the West End to support growth in this area.

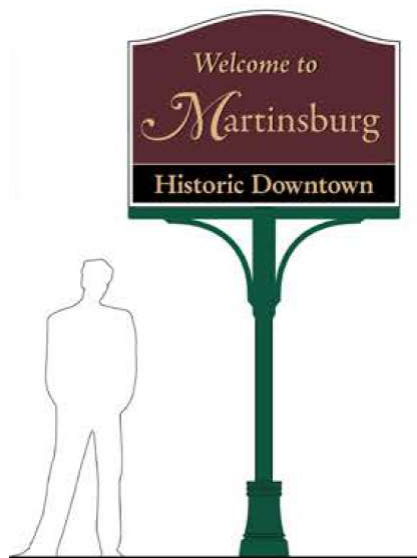
- *Plan for water, sewer, and stormwater facilities in the West End using sustainable methodologies such as the Institute for Sustainable Infrastructure's Envision design process and rating system.*
- *Locate and construct a West End public safety facility to include police, fire, and rescue services.*

IX. Implementation



This Comprehensive Plan presents a vision for the future of Martinsburg. It is based on the wisdom of the City's residents, along with local history, and the input of business owners, City government staff, and other stakeholders. It contains a range of analysis covering the City's past, present, and future, as well as recommendations for studies, construction projects, and programmatic changes.

However, the real work of the Comprehensive Plan is in its implementation. Properly used, the Comprehensive Plan will be a guide, used often, for the many small decisions that City staff, Planning Commissioners, and City Councilors routinely make in the course of their work.



Wayfinding to be installed in 2018.

Goals, Objectives, and Strategies

The Goals presented in Section I of this document represent the broadest desires of those who have participated in crafting this plan. The Objectives that follow each goal, also found in Section I, give specific direction to these broad goals. A final category, Strategies, are individual, measurable actions that should be taken by Martinsburg over the next 10 or more years to bring the Comprehensive Plan to fruition.

Matrix of Implementation Strategies

The Matrix of Implementation Strategies is found at the conclusion of this section, and details the individual actions that the City should be taking to secure its future. It is organized to follow the sections of this plan, from Demographics, to Transportation and Economic Development. This matrix should be thought of as a to-do list. The matrix also includes information on what City department or authority should lead each action, a conceptual estimate of the cost of each strategy, and a priority ranking of actions for the short term, medium term, and long term.



Ongoing City Projects

The City of Martinsburg is already working continually to improve its facilities, programs, and services for the benefit of its residents, businesses, and visitors. Many such improvement projects are ongoing at the time of this writing, while other improvements are suggested by this text. Selected ongoing City projects include:

- *New Police Department and Municipal Court Facility*
City Council has authorized the construction of a new Police Department and Municipal Court, which will be located adjacent to existing City administrative facilities at City Hall. The project is projected to cost \$13.5 million, with completion by the summer of 2019.



Design concept – Police and Courts Building.

- **North Queen Street Underpass Improvements**

To be completed in three phases, these improvements to the North Queen Street Underpass between Exchange Place and Liberty Street will improve utilities to facilitate economic development, improve pedestrian access and safety, and serve as an attractive gateway to the Downtown. The three phases include: Phase 1, water and sewer improvements (completed December, 2017); Phase 2, underpass upgrades including fencing and lighting; and Phase 3, streetscape improvements including sidewalk and landscape enhancements. The complete three phase project is budgeted at \$1.7 million.

- **Gateway and Wayfinding Signage System**

This project will use signs and other gateway improvements to enhance the ability of visitors to navigate the City. The project will provide for three main gateway signs, several secondary gateway signs, and various wayfinding signs pointing motorists to Downtown Martinsburg attractions. The wayfinding sign package is budgeted at \$400,000, and will begin construction in the spring of 2018.



Design concepts, wayfinding system – installation to begin in 2018.

- **Martinsburg Train Station Corridor Project**

In a joint project between the City of Martinsburg and West Virginia Department of Transportation, this effort will allow for new sidewalks on East Martin Street from Queen Street to White Avenue, as well as streetscape enhancements including brick street restoration, new decorative lights, banners, and bike racks. The State of West Virginia will fund 80% of the cost of these upgrades.



Caperton Station – station corridor to be upgraded.

- **Big Springs Water Plant**
The City has completed upgrades to the water plant using activated carbon to provide for a safer and more efficient water supply to City residents. These upgrades were budgeted at \$4.5 million.
- **East Burke Street Bridge**
In a project to be completed in summer 2018, this work will upgrade the bridge's stone arch, and replace sidewalks and railings. The project is budgeted at \$2.4 million, of which 80% will be funded by the West Virginia Department of Transportation.
- **Oak Street Bridge Project**
At a cost of \$850,000, this project will completely replace the existing Oak Street bridge. The project is 80% funded by the West Virginia Department of Transportation, and is to be completed in 2018.



Funding Sources

As a City with a strong desire to increase business growth and retain existing businesses, Martinsburg must explore every opportunity to enact projects and programs that promote and improve the City. Fortunately, there are a variety of funding sources that may be leveraged to help pay for proposed changes, or to extend local funds in pursuit of new initiatives and improvements. In many cases, Martinsburg's position as a disadvantaged community may be helpful in securing grants or other funds that are awarded through competitive processes. Some potential funding sources are summarized below:

- **Community Development Block Grants**
The Community Development Block Grant (CDBG) funds are available through the U.S. Department of Housing and Urban Development, and can be used to fund a variety of initiatives that aim to benefit low-income populations and communities,



including affordable housing, anti-poverty, and infrastructure development programs. Martinsburg's Department of Community Development is well-acquainted with this program, and maintains the requisite Consolidated Plan that sets out the City's priorities and actions under the program. CDBG funds may be used for the City's housing improvement efforts, but may also be used for recreation projects that benefit low-income neighborhoods.

- HOME Funds

The HOME Investment Partnership Program is another funding mechanism of the U.S. Department of Housing and Urban Development targeted at providing decent and affordable housing to low-income populations. The City may use HOME funds to build or rehabilitate affordable housing units, to provide funding to community non-profits doing affordable housing work, or may provide assistance to low-income home buyers.

- Police Levy

A portion of the funding for the Martinsburg Police Department, including equipment, personnel, and programs, comes from a police levy approved by Martinsburg voters. The levy is a portion of the City's tax receipts that is earmarked directly for police use, and is responsible in part for the department's ability to remain well-equipped and to pursue innovative community programs. The existing levy will expire in 2018, and will require a ballot initiative approved by a majority of Martinsburg voters to continue.



- Home Rule

Martinsburg was granted Home Rule powers by the state in 2014, allowing for greater flexibility in local administration. Home rule allows the City to make changes to its taxing structure, including the power to levy a local sales tax of up to 1%. Under Home Rule authority, Martinsburg also has the power to repair or demolish abandoned or neglected properties, and to require the property owner to pay for the work. Exercising this option may ultimately result in ownership of such properties being transferred to the City, which could grant or sell properties to businesses or qualified home buyers.

- **Brownfield Cleanup Grants**

Martinsburg has already begun to assess brownfield redevelopment sites in the City through study grants given by the U.S. Environmental Protection Agency (EPA). The EPA also makes funds available to clean up brownfield sites, in the form of grants of up to \$200,000 per site for cleanup activities that remove contaminants and return the parcels to productive use. Grants do require local matching funds. Cleanup grant applications are also most competitive when local government is the applicant and property owner.



Former industrial sites can be cleaned & reused.

- **Brownfield Revolving Loans**

The U.S. Environmental Protection Agency (EPA) also offers a revolving loan fund, through which up to \$1 million in cleanup and redevelopment funding may be loaned on favorable terms for investment in brownfield sites.

- **Transportation Alternatives Funding**

Federal transportation funding is a constantly-changing and very competitive mechanism. However, federal funds are increasingly available for pedestrian and bicycle improvements, including sidewalks, trails, bike lanes, pedestrian and bike educational programs, and the like. In most cases, funds are not administered directly by the federal government, but by state and regional authorities. These funds may be used to pursue some of the park and trail recommendations for the Comprehensive Plan, including the Tuscarora Creek Linear Park, as a major investment in off-street transportation for cyclists and pedestrians.



- **Safe Routes to School Program**

A second federal program, the Safe Routes to School Program, also provides funding for pedestrian and bicycle infrastructure improvements, but specifically focusses on the built environment near schools, with the goal of increasing walking and biking to school. This program may also be useful in funding pedestrian and bicycle initiatives in Martinsburg.

- Historic Tax Credits

Historic Tax Credits may be used in some instances for the restoration of some of Martinsburg’s many historic buildings. A federal income tax credit of up to 4% per year for 5 years is available for money spent rehabilitating designated historic structures, when certain standards are met, and when the building will be income-producing. A separate 25% state tax credit is also available to similar properties.



Apollo Theater by artist Ralph Basford.

- Historic Grants

The West Virginia Division of Culture and History offers State Development Grants for the rehabilitation of properties that are listed on the National Register of Historic Places or are contributing properties in locally-designated historic districts. These grants may pay for up to 50% of total restoration costs.

- Special Assessment Districts and Tax Increment Financing

Both Special Assessment Districts and Community Development Authorities offer ways to fund revitalization efforts in specific locations. Special Assessment Districts impose additional taxes on a designated area, with the funds raised used to fund specific improvements to the area. Special Assessment Districts are often used in downtowns to fund streetscape improvements or other projects that aim to raise the profile and economic success of the area, benefitting those who have paid the tax. Tax Increment Financing is a similar funding method, but instead of imposing an up-front tax, a portion of increased tax revenue from the growth of an area is used to pay back investments that spur or support growth.



Streetscape & beautification add neighborhood value.

- **USDA New Market Tax Credits**
The New Markets Tax Credit Program was established as part of the Community Renewal Tax Relief Act of 2000. The goal of the program is to spur revitalization efforts of low-income and impoverished communities. New Market Tax Credits provides tax credit incentives to investors for equity investments in certified Community Development Entities, which invest in low-income communities. The credit equals 39% of the investment over 7 years (5% in each of the first three years, and 6% in each of the next 4 years).

Evaluation and Update

According to West Virginia Law, this Comprehensive Plan must be updated every 10 years. However, the City must be more proactive in evaluating its progress toward its goals.

With primary responsibility for the Comprehensive Plan, the Planning Commission should prepare, with the assistance of the City's planning staff, an annual report on the City's progress toward the goals, objectives, and strategies contained in this plan. This report should be submitted to the City Council by January 31st of each year, and should note where progress toward individual strategies has been made, where roadblocks or changes may influence the plan's strategies, and should establish commission priorities for the coming year.

The state-mandated 10-year update of the Comprehensive Plan should be underway not more than 9 years following the adoption of this plan, with the Planning Commission's annual reports serving as a basis for analyzing progress and accomplishments, and revising goals, objectives, and strategies to continue to propel the City of Martinsburg toward its vision for the future.



New growth in Martinsburg's west end.

Comprehensive Plan 2018 - Martinsburg, West Virginia

Matrix of Implementation Strategies

Objective / Strategy	Lead Responsibility	Cost Scale	Time Frame	Priority
III. Demographics				
Goal: Proactively provide for the health, safety, and welfare of both existing and future Martinsburg residents and visitors.				
Provide services to support the needs of seniors, youth, and individuals with special needs.				
Promote recreational activities designed for youth, seniors, and those with disabilities.	<i>Parks and Rec.</i>	\$\$	<i>Short</i>	<i>Low</i>
Work with the school system to increase educational attainment and to promote trade education.				
Conduct a survey of local employers to ascertain desired skills and training opportunities.	<i>Econ. Development</i>	\$	<i>Short</i>	<i>High</i>
Work with Berkeley County Schools to incorporate identified workforce training needs.	<i>Econ. Dev / Schools</i>	\$\$	<i>Medium</i>	<i>High</i>
Support local business creation and retention to reduce poverty and out-commuting.				
Provide site selection assistance to prospective businesses.	<i>Econ. Development</i>	\$	<i>Ongoing</i>	<i>High</i>
Create specialized marketing materials geared toward target industries identified in the 2013 Economic Development Strategy.	<i>Econ. Development</i>	\$\$	<i>Short</i>	<i>High</i>
Execute a branding and marketing campaign to promote the City's quality of life, recreation, and other opportunities.	<i>Econ. Development</i>	\$\$\$	<i>Short</i>	<i>High</i>
Explore and implement innovative ways to address community health issues including drug rehabilitation, mental health, crime, and homelessness.				
Work with Berkeley County on regional drug rehabilitation services.	<i>Administration</i>	\$\$	<i>Short</i>	<i>High</i>
Work with Berkeley County on regional homeless services.	<i>Administration</i>	\$\$	<i>Short</i>	<i>High</i>
Meet with peer cities such as to share common experiences and issues.	<i>Administration</i>	\$	<i>Short</i>	<i>Medium</i>

IV. Land Use

Goal: Coordinate land use plans and regulations to achieve a balanced mix of commercial, residential, industrial, civic, cultural, and recreational land uses throughout the City.

Explore the potential for new residential and commercial development in the City's west end.				
Meet with West End land owners to review and promote mixed-use concepts.	<i>Planning</i>	\$	<i>Short</i>	<i>Medium</i>
Identify a site for a future West End public safety facility, preferably as a part of a mixed-use development.	<i>Police / Fire-EMS</i>	\$	<i>Short</i>	<i>Medium</i>
Adjust land use regulations to better achieve the City's desired balance of land uses.				
Revise zoning regulations to allow and encourage a broad mix of uses in the Downtown, including residential uses, live/work opportunities, and shared structured parking.	<i>Planning</i>	\$	<i>Short</i>	<i>Medium</i>
Investigate zoning ordinance revisions that would allow Downtown by-right densities in excess of the current maximum of 20 residential units per acre.	<i>Planning</i>	\$	<i>Short</i>	<i>Low</i>
Revise zoning regulations to allow and encourage regionally scaled master planned developments in the West End.	<i>Planning</i>	\$	<i>Short</i>	<i>Medium</i>
Increase enforcement of zoning, property maintenance, and fire codes using new staff and higher fines.	<i>Planning</i>	\$\$	<i>Ongoing</i>	<i>High</i>
Protect and promote the City's historic districts and resources as important economic and cultural assets.				
Update and better promote existing self-guided tours of Martinsburg historic districts published by the Berkeley County Historical Society.	<i>Historical Society</i>	\$	<i>Short</i>	<i>Low</i>
Publish a fact sheet summarizing Historic Tax Credit programs for the benefit of historic district property owners.	<i>Planning</i>	\$	<i>Short</i>	<i>Medium</i>
Increase the proportion of property devoted to recreation and open space, and ensure the interconnectedness and accessibility of these areas.				
Develop a Greenways Master Plan in partnership with Berkeley County, linking parks using trails along waterways, flood zones, and other natural areas.	<i>Planning</i>	\$\$	<i>Medium</i>	<i>Medium</i>
Implement the Tuscarora Creek Linear Park plan.	<i>Parks and Rec.</i>	\$\$\$\$	<i>Long</i>	<i>High</i>
Conduct a feasibility study of potential recreational use of Lake Thomas.	<i>Parks and Rec.</i>	\$\$	<i>Medium</i>	<i>Medium</i>
Require dedicated open space as part of new master planned or mixed-use development.	<i>Planning</i>	\$	<i>Ongoing</i>	<i>Low</i>
Pursue incentives for investment and redevelopment.				
Work with a local financial institution to establish a revolving loan fund for identified economic development activities.	<i>Administration</i>	\$\$\$	<i>Medium</i>	<i>Medium</i>

Restructure the existing permitting process to simplify and speed up development review, with all permitting contained in one City office.	Administration	\$\$	Medium	High
Encourage renovation and adaptive reuse of buildings in the downtown through façade loans and grant programs.	Administration	\$\$\$	Medium	Medium
Establish a Tax Increment Finance District in the Downtown to fund streetscape, parking, marketing, and other enhancements.	Administration	\$\$	Medium	Medium

V. Housing

Goal: Offer a variety of quality housing opportunities, including a diverse mix of both affordable and market rate units for residents of all ages, interests, and family sizes.

Increase property maintenance enforcement to promote clean and attractive neighborhoods.				
Use City's Home Rule authority to proactively repair or demolish dilapidated structures, placing liens for incurred expenses.	Administration	\$\$	Short	High
Increase staff to ensure proper enforcement of property maintenance codes.	Administration	\$\$	Short	High
Increase the share of owner occupied housing in the City.				
Assist lower-income homebuyers to purchase homes through housing counseling, down payment assistance, and closing cost assistance.	Community Dev.	\$\$	Medium	Medium
Make residential properties acquired by the City through home rule actions available to prospective low-income home owners.	Community Dev.	\$	Medium	Medium
Promote home ownership programs to rental property occupants.	Community Dev.	\$	Short	Low
Promote and incentivize residential uses in the downtown to enhance street life and strengthen downtown businesses.				
Revise zoning ordinance to clearly authorize by-right residential uses in the Downtown.	Planning	\$	Short	High
Provide revolving loan funds to assist property owners in rehabilitating Downtown buildings for residential use.	Administration	\$\$\$	Medium	Low
Seek available funding for the rehabilitation of substandard housing and the provision of affordable housing.				
Continue to leverage Community Development Block Grant Funds using strategies detailed in an updated Consolidated Plan.	Community Dev.	\$	Short	Medium
Partner with housing organizations to rehabilitate residential properties acquired by the City through home rule actions.	Community Dev.	\$	Medium	Medium
Participate in local and regional efforts to alleviate homelessness and poverty.				
Co-locate a homeless shelter with a planned regional drug rehabilitation center.	Community Dev.	\$\$\$\$	Medium	High
Work with West Virginia Coalition to End Homelessness to establish clear homeless prevention strategies for inclusion in the City's updated Consolidated Plan.	Community Dev.	\$	Short	Medium
Convert vacant or underutilized commercial and industrial buildings into residential and/or mixed-use space, including desired housing types such as affordable and senior housing.				
Acquire vacant and underutilized commercial and industrial sites for resale or public/private partnership.	Econ. Development	\$\$\$\$	Short	High
Apply for Brownfield Cleanup Grants or revolving loan funds to rehabilitate city-owned sites with environmental contamination.	Planning	\$	Short	High
Work with identified local or regional developers to convert sites into viable master planned and mixed-use projects.	Econ. Development	\$\$	Long	Medium

VI. Transportation

Goal: Build a transportation network that safely and efficiently serves all modes, including automobile, bicycle, and pedestrian travel.

Increase road and sidewalk maintenance.				
Identify financing opportunities to increase maintenance funds, considering portions of real estate tax or other revenue.	Administration	\$	Short	Medium
Identify and prioritize maintenance needs.	Public Works	\$	Short	Medium
Proactively meet with WVDOT authorities on road maintenance projects.	Public Works	\$	Short	High
Increase access to Downtown and West End redevelopment zones				
Provide convenient, clearly marked downtown parking, including adequate parking for disabled persons.	Administration	\$\$	Medium	Medium
Study the potential for a major Downtown parking structure.	Planning	\$\$	Long	Low
Revise zoning regulations to require that commercial parking in the West End be located beside or behind primary structures.	Planning	\$	Short	Low
Study and improve traffic congestion points.				

Organize regular public input opportunities on traffic congestion points, with the cooperation of relevant WVDOT staff.	Public Works	\$	Short	Low
Work toward a complete network that allows convenient pedestrian and/or bicycle travel to all areas of the City.				
Inventory and map all existing and planned sidewalks, bikeways, and other non-vehicular connections.	Planning	\$	Short	Medium
Explore increased public transit, addressing convenience, efficiency, and user-friendly accessibility.				
Select a site for a new bus transfer center in the Downtown.	Administration	\$	Short	High
Work with Eastern Panhandle Transit Authority to add connections to underserved destinations.	Administration	\$	Short	Medium
Improve Ride-Share and Park & Ride solutions for commuters.				
Work with the Hagerstown/Eastern Panhandle Metropolitan Planning Organization to identify and publicize ride sharing and park and ride opportunities for local and regional commuters.	Planning	\$	Medium	Low

VII. Economic Development
 Goal: Cultivate a business-friendly atmosphere that focuses on Downtown, and on new development in the West End, to increase the City's tax base through both local and visitor commerce.

Cultivate the City's role as a regional center of government, education, culture, arts, and professional services.				
Aggressively market Martinsburg's assets to tourists, potential residents, and business investors.	Econ. Development	\$\$\$	Short	High
Work to target businesses described by the Garner economic development report; Shared Services and Information Technology, Niche and Flexible Manufacturing, Medical Research and Manufacturing, and Downtown Rejuvenation.	Econ. Development	\$\$	Short	High
Promote Martinsburg as a location for federal government facilities and supporting businesses, taking advantage of the City's HUBZone designation.	Econ. Development	\$\$	Short	High
Explore partnerships with West Virginia University to bring an educational or event facility to Martinsburg.	Econ. Development	\$	Medium	Medium
Promote Downtown Martinsburg as a destination for tourists, residents, and other visitors.				
Continue to provide tax abatement incentives for new downtown businesses, including restaurants, lodging, entertainment venues, and retail.	Administration	\$\$	Medium	Low
Work with private sector interests to redevelop the Roundhouse as a regional event center.	Econ. Development	\$\$\$\$	Long	Medium
Establish a downtown arts and culture district, with a guiding commission focused on beautification and attraction of artists and arts venues.	Econ. Development	\$\$	Short	Medium
Make necessary revisions to regulatory ordinances to permit a broad slate of downtown businesses, including participants in artisan economies such as brewers, small-scale industrial crafts, and traditional trades practitioners.	Planning	\$	Short	High
Continue development of the West End to orient this area toward regional housing, office, and retail markets.				
Incentivize the development of a broad mix of housing types in the West End through density bonuses or other techniques.	Planning	\$	Medium	Medium
Make necessary revisions to regulatory ordinances to permit and encourage master planned, mixed use developments on major West End tracts.	Planning	\$	Short	Medium
Support the location of businesses in the West End that can take advantage of job skills and training offered by Blue Ridge Community and Technical College.	Econ. Development	\$	Short	Low

VIII. Community Facilities and Services
 Goal: Provide state of the art public safety, government administration, utilities, and recreational facilities for the City's residents and businesses.

Increase public safety resources to address drug abuse and community health.				
Continue financial and administrative support for the Martinsburg Police Department's Martinsburg Initiative and Handle With Care programs to reduce drug abuse through education and outreach to at-risk children and families.	Administration	\$\$\$	Short	High
Improve and expand City facilities to meet current and projected needs.				
Relocate police and court functions to a new facility.	Administration	\$\$\$\$	Short	High
Reorganize City Hall to improve administrative efficiency and increase staff capacity.	Administration	\$\$\$	Short	Low
Add to the City's stock of recreational amenities				
Develop a regional greenways master plan to connect existing and future parks.	Planning / Parks and Rec.	\$\$	Medium	Medium

Implement the Tuscarora Creek Linear Park Plan.	<i>Parks and Rec.</i>	\$\$\$\$	<i>Long</i>	<i>High</i>
Investigate Lake Thomas as a recreation area for the City.	<i>Parks and Rec.</i>	\$\$	<i>Medium</i>	<i>Medium</i>
Leverage CDBG funds to rehabilitate existing recreation facilities in qualified locations.	<i>Community Dev.</i>	\$	<i>Medium</i>	<i>Low</i>
<i>Provide public facilities to the West End to support growth in this area.</i>				
Plan for water, sewer, and stormwater facilities in the West End using sustainable methodologies such as the Institute for Sustainable Infrastructure’s Envision design process and rating system.	<i>Water and Sewer</i>	\$\$	<i>Short</i>	<i>Medium</i>
Locate and construct a West End public safety facility to include police, fire, and rescue services.	<i>Police / Fire-EMS</i>	\$\$\$\$	<i>Long</i>	<i>Medium</i>

Notes:

Cost Scale

\$ = minimal to no cost (existing resources)

\$\$ = est. less than \$100,000

\$\$\$ = est. \$100,000 to \$1 million

\$\$\$\$ = est. more than \$1 million

Time Frame

Short = less than 5 years

Medium = 5 to 10 years

Long = more than 10 years