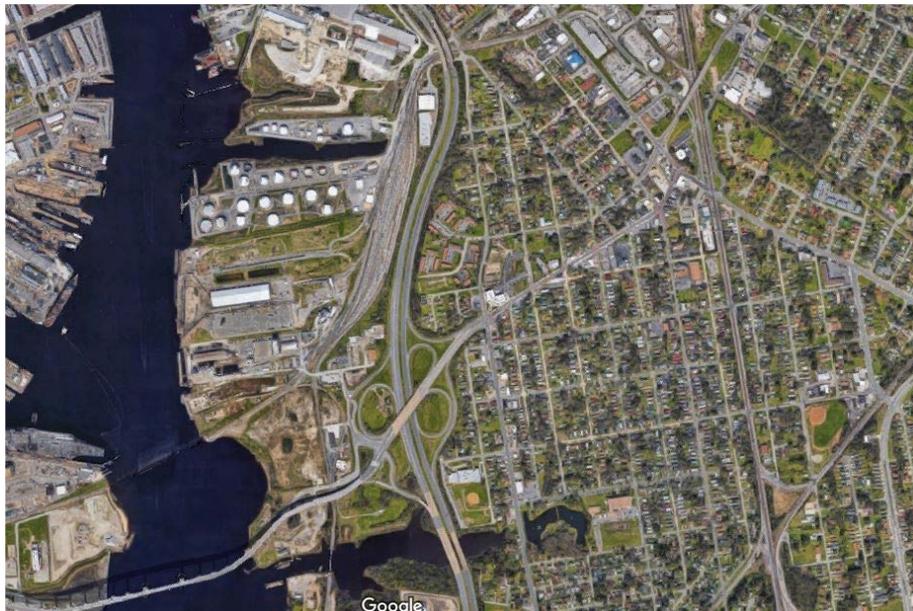




ARCHITECTURE  
INTERIOR DESIGN

# FINAL REPORT



## **South Norfolk Municipal Facilities Study**

**Chesapeake, VA**

**HBA Project No. 17048**

**May 16, 2018**

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**South Norfolk Municipal Facilities Study  
Chesapeake, VA**

**Table of Contents**

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**PROJECT DESCRIPTION FOR PHASE 1 AND PHASE 2 ..... 4**

**PHASE 1 ..... 7-184**

    MEETING MINUTES ..... 8

        COMMUNITY INPUT MEETING ..... 10

        CITY STAFF KICK-OFF MEETING ..... 12

        CITY COUNCIL WORK SESSION ..... 14

    FACILITY ASSESSMENTS ..... 18

        FACILITY ASSESSMENTS – EXISTING FACILITIES ..... 20

        FACILITY ASSESSMENTS – POTENTIAL NEW FACILITIES ..... 21

    EXISTING DOCUMENTATION REVIEW & IDENTIFICATION OF GOALS/USERS ..... 22

        FEASIBILITY REPORT, 8-ACRE SITE IN SOUTH NORFOLK ..... 25

        SOUTH NORFOLK PROPERTY ACQUISITION PROGRAM (2016) ..... 26

        POINDEXTER CORRIDOR STRATEGIC DEVELOPMENT PLAN (2004) ..... 27

        POINDEXTER CORRIDOR DESIGN GUIDELINES (2004) ..... 28

        SOUTH NORFOLK HISTORIC RESOURCES, CITY OF CHESAPEAKE 2035 COMPREHENSIVE  
        PLAN (2005) ..... 29

        ULI HAMPTON ROADS - TECHNICAL ADVISORY PROGRAM (TAP) FOR THE POINDEXTER  
        CORRIDOR AND HISTORIC DISTRICT IN SOUTH NORFOLK (2012) ..... 30

        CITY OF CHESAPEAKE, VA ZONING ORDINANCE, SOUTH NORFOLK BUSINESS OVERLAY  
        DISTRICT (1993) ..... 31

        CHESAPEAKE, VA CITY CODE, SOUTH NORFOLK TIF DISTRICT (2006) ..... 32

    ATTACHMENT A – ONLINE SURVEY RESULTS ..... 34

    ATTACHMENT B – EXISTING FACILITY ASSESSMENTS ..... 48

    ATTACHMENT C – POTENTIAL NEW MUNICIPAL USES ..... 148

    ATTACHMENT D – CEI WHITE PAPER ..... 170

        CRAFTING AN INNOVATION-LED ECONOMIC DEVELOPMENT APPROACH FOR  
        CHESAPEAKE’S SOUTH NORFOLK NEIGHBORHOOD ..... 172

    ATTACHMENT E – SUMMARY OF SPACE NEEDS ..... 184

<b>PHASE 2.....</b>	<b>200-273</b>
MEETING MINUTES.....	202
STATUS UPDATE MEETING WITH CITY MANAGER AND CITY STAFF	204
COMMUNITY INPUT MEETING	208
CITY COUNCIL WORK SESSION	210
CURRENT SITE CONDITIONS.....	212
SITE ASSESSMENTS	214
SITE RANKINGS.....	216
#1 – GATEWAY SITE	218
#2 – 8-ACRE (LIBERTY & POINDEXTER) SITE	220
#3 – OVERTON SITE	222
OPTIONS FOR ACQUIRING PROPERTIES.....	224
#1 – GATEWAY SITE	226
#2 – 8-ACRE SITE	226
#3 – OVERTON SITE	226
RECOMMENDED APPROACHES FOR IMPLEMENTING.....	228
#1 – GATEWAY SITE	229
#2 – 8-ACRE SITE	229
APPENDIX A – SITE ASSESSMENTS.....	230
APPENDIX B – ONLINE SURVEY RESULTS.....	244
APPENDIX C – TEST FIT SITE LAYOUTS & 3D MASSING STUDIES.....	260
APPENDIX D – SITE STUDIES FOR THE GATEWAY & 8-ACRE SITES.....	273

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# PROJECT DESCRIPTION

## SOUTH NORFOLK MUNICIPAL FACILITIES STUDY – PHASE 1

HBA Architecture and Interior Design was selected by the City of Chesapeake in July 2017 to conduct a study which focused on the Poindexter Street Corridor in the South Norfolk neighborhood of Chesapeake, and which sought to determine the potential for capitalizing on needed municipal facility improvements in this area of Chesapeake, to strengthen the future development of the Poindexter Street Corridor, and to catalyze other development in or around these future municipal facilities. The goals of this study were to:

- Identify potential opportunities for municipal facilities and renewal;
- Provide opportunity for community input;
- Assess the requirements of various City Agencies within South Norfolk;
- Analyze a potential new facility or facilities, in relation to past studies conducted in South Norfolk; and
- Identify other uses which could be incorporated into a new municipal facility

To achieve these goals, HBA teamed with Urban Design Associates, the urban planning experts who had previously developed the Poindexter Corridor Strategic Development Plan (2004), and the Poindexter Corridor Urban Design Guidelines (2004); and with Old Dominion University's Center for Enterprise Innovation, an institution that provides guidance and support to foster local economic development and promote thriving entrepreneurial environments.

Phase 1 of the Study focused on several distinct tasks that were performed by the project team members:

### Kick-off Meetings (July 31 – October 17)

Community Input Meeting - July 31

City / Staff Kick-off Meeting - August 17

City Council Work Session - October 17

### Facility Assessments / Evaluations of Municipal Users (September 22– October 12)

Evaluation of Potential Municipal Users / Services

Facility Needs Site Visits

Status Update Meeting with Project Management Team

### Existing Documentation Review / Identification of Goals & Users (July 31 – October 15)

Review Existing Literature / Reports / Documentation

Identify other Potential Users

## **SOUTH NORFOLK MUNICIPAL FACILITIES STUDY – PHASE 2**

In December of 2017, the City of Chesapeake contracted HBA Architecture and Interior Design to complete the remaining (Phase 2) tasks for the South Norfolk Municipal Facilities Study. In addition to the team members included in the Phase 1 study, HBA added Kimley Horn Civil Engineers to perform detailed site analysis and land planning for the sites to be considered.

The goals of the Phase 2 study were to:

- Analyze the existing conditions of the subject properties to determine whether a municipal facility was feasible on that site
- Rank the sites in order of suitability and potential for catalyzing economic development along the Poindexter Street Corridor
- Obtain feedback on the site options from the local community
- Recommend options for acquiring property, if necessary
- Develop potential approaches for implementing the Final Recommendation

Phase 2 of the Study included several tasks that were performed by the project team members, and meeting milestones in which the study results and recommendations were presented to the City and residents of South Norfolk:

### Informational Meetings (February 1 – April 10, 2018)

- Status Update Meeting with City Manager and City Staff – February 1, 2018
- City / Staff Kick-off Meeting – February 21, 2018
- City Council Work Session – April 10, 2018

### Site Assessments / Evaluations of Existing Conditions (December 15, 2017 – January 28, 2018)

- Evaluate Current Site Conditions
- Establish Site Rankings

### Final Plan & Recommendations (February 2 – April 30, 2018)

- Options for Acquiring Properties
- Recommended Approaches for Implementing
- Final Adjustments to the Final Plan

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# PHASE 1

# MEETING MINUTES

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## **COMMUNITY INPUT MEETING**

Project: South Norfolk Municipal Facilities Study  
Location: South Norfolk Library, Gateway Center, Chesapeake, VA  
Date: July 31, 2017

### **DISCUSSION:**

City of Chesapeake Planning Staff began the meeting by describing the purpose of the study and the key outcomes that were expected at the end of the study. They explained that input from the local community was vital to ensuring that any decisions made by the City in the future, regarding a potential future municipal facilities in South Norfolk, were done in a way that recognized the needs of the residents, to the extent possible.

HBA outlined the scope of the study, provided information and a web-based link to an online survey that had been developed to elicit community input, and described the tasks that the team would be completing as part of the study.

Urban Design Associates explained how the study would also consider the conclusions that had been arrived at in past studies performed in South Norfolk, and noted how a new municipal study could dovetail with those past recommendations and possibly become a catalyst for further development and economic growth in the area. This meeting was recorded and broadcast by the City of Chesapeake's WCTV-48 Studios.

Local residents were encouraged to provide their opinions about potential sites for a future municipal facility, preferred municipal uses in such a facility, desired non-municipal uses in a new facility, and any other comments they had on the study. City Planning emphasized that this study was just the initial due diligence that the City needed to perform in order to determine if such a facility was needed, and that funding for an actual facility was not currently included in the City's 5-year plan.

Subsequent to the meeting, City Planning Staff also sent out questionnaires to several businesses located in South Norfolk; and HBA conducted the online survey, which was left open for public input over a two week period following the community meeting. Attachment A at the end of this report, prepared by the project team, includes all of the data/responses that were collected verbally during the community input meeting, through written questionnaires submitted to the City, and through the online Survey. The results of the Online Survey are documented in **Attachment A**, included at the end of this report.

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**CITY STAFF KICK-OFF MEETING**

Project: South Norfolk Municipal Facilities Study  
Location: Chesapeake Central Library, Chesapeake, VA  
Date: August 17, 2017

**ATTENDEES:**

Jaleh Shea	City of Chesapeake, Planning Department
Mark Woodward	City of Chesapeake, Planning Department
Alexis Baker	City of Chesapeake, Planning Department
Casey Gilchrist	City of Chesapeake, Economic Development
Mary Riley	City of Chesapeake, Human Services
Eric Martin	City of Chesapeake, Public Works Department
John King	City of Chesapeake, Development & Permits
James Dunlap	City of Chesapeake, Police Department
Ed Elliott	City of Chesapeake, Fire Department
Victoria Strickland-Cordial	City of Chesapeake, Public Library
Steve Jenkins	City of Chesapeake, Budget Director
Patsy Foster	City of Chesapeake, Commissioner of Revenue
Meredith Jacobi	City of Chesapeake, Assistant City Attorney
Susan Rowling	City of Chesapeake, Assistant City Attorney
David Jurgens	City of Chesapeake, Public Utilities
Barbara Carraway	City of Chesapeake, City Treasurer
Mike Barber	City of Chesapeake, Parks & Recreation
Nancy Parr	Commonwealth Attorney
Marty Kaszubowski	Old Dominion University, Center for Enterprise Innovation
Dave Ermini	HBA Architecture & Interior Design

**DISCUSSION:**

City of Chesapeake Planning Staff began the meeting by describing the purpose of the study and the key outcomes that were expected at the end of the study. HBA described the tasks that were to be included, presented the results of the community input meeting and online survey, and explained the desire to utilize future improvements in South Norfolk as a means to support the goals of previous studies of the Poindexter Street Corridor and for other potential non-municipal users to become a catalyst for further development and economic growth in the area. Marty Kaszubowski (ODU's

Center for Enterprise Innovation) described how business incubators and co-working spaces could possibly be integrated into a new facility to support start-up entrepreneurs and create a positive environment for fostering future growth in the area.

HBA noted that they would begin the facility assessment phase of the study in the near future, and would be contacting the departments individually to set up interviews, and on-site walk-throughs for those departments that had existing facilities in South Norfolk.

It was noted that there may be additional users currently located within City Hall which could potentially be relocated to South Norfolk, since these users did not require a presence at City Hall, and available square footage at City Hall was rapidly being depleted. There were also some users currently in portable or rented office space that could be relocated to a new facility. There was also a discussion about whether any new space should be rented vs. built and owned by the City. However these issues fall outside the purview of this study, and are more appropriately debated and determined by City leadership.



## **CITY COUNCIL WORK SESSION**

Project: South Norfolk Municipal Facilities Study  
Location: City Hall, 4<sup>th</sup> Floor Training Room, Chesapeake, VA  
Date: October 17, 2017

### **ATTENDEES:**

Vice Mayor Dr. Rick West  
City Council Member Lonnie E. Craig  
City Council Member Roland J. Davis  
City Council Member Robert C. Ike, Jr.  
City Council Member John M. de Triquet  
City Council Member S.Z. "Debbie" Ritter  
City Council Member Dr. Ella P. Ward  
Vice Mayor Richard "Rick" West  
City Manager James E. Baker  
City Attorney Jan Proctor  
Deputy City Manager Wanda Barnard-Bailey, PhD  
Deputy City Manager Robert Geis  
City Clerk Sandy Madison  
Director of Planning Jaleh Shea  
Planning Administrator, Mark Woodward  
Director of Public Works Eric Martin  
Administrative Assistant III Nicole Benson  
Mike Winner HBA Architecture & Interior Design  
Dave Ermini HBA Architecture & Interior Design  
Marty Kaszubowski Old Dominion University, Center for Enterprise Innovation  
Megan O'Hara Urban Design Associates

### **DISCUSSION:**

City of Chesapeake Planning Staff began the meeting by describing the purpose of the study and the key outcomes that were expected at the end of the study. HBA provided a brief overview of the progress that was made in implementing the study to date, and presented a PowerPoint slideshow. It was noted that the study team had conducted a Community Input meeting with the residents of South Norfolk on July 31, 2017 and had followed up with an online survey eliciting input from the residents on several questions relating to a potential future municipal facility. The team noted that a

online survey eliciting input from the residents on several questions relating to a potential future municipal facility. The team noted that a kick-off meeting was held with City Staff on August 17, 2017, and that facility assessments were subsequently performed in the weeks following, which documented the space needs of the various departments that are currently located within South Norfolk. The team also interviewed senior staff of several other departments that do not currently have a presence in South Norfolk to determine whether there were any other space needs in South Norfolk which were not currently being met by the City.

HBA presented a summary of those findings and provided photographs of the existing facilities which were used to demonstrate the state of the existing facilities. Megan O'Hara of UDA described how past studies conducted in South Norfolk would be reviewed by the study team and would be considered in any recommendations that the team would make for a future facility. She also noted that UDA and ODU would be working with the City to develop strategies for creating branding, innovation and business incubation opportunities in South Norfolk in advance of a potential future municipal facility.

HBA presented four potential sites that would be analyzed in Phase 2 of the study: the Gateway site (between the existing Gateway Center and the ForKids property), the 8-acre site, the so-called Overton site, and the Southgate Center site. It was noted that the Southgate site fell outside the study area, but that it might present some other advantages that would offset its lack of proximity to the Poindexter Street corridor.

City Manager James Baker noted that the Phase I portion of this study was primarily information gathering, while in Phase 2 the study team would perform analysis of potential sites, rank their viability, and make a recommendation to the City for the most preferable location.

Council Member Craig inquired about the past studies that had been performed in South Norfolk, asking how many studies had been conducted and what the measurable outcomes had been. Megan O'Hara indicated that the study team was reviewing 8 previous studies and would be including in the Final Report an analysis of the goals and outcomes of each study.

City Council Member Davis noted that he would like the study team to consider the transportation needs, specifically transportation to and from South Norfolk, such as express bus. He also asked the team to consider public safety and pedestrian access when analyzing the merits of potential sites.

City Council Member Ritter noted that the City had invested over \$100 million in infrastructure and had acquired a number of properties in South Norfolk, and urged the team to highlight the accomplishments that had already occurred in South Norfolk in their report. She also urged the team to consider the effect of the ForKids development on the old South Norfolk Library site, and how the additional employment might spur private development in the area. Lastly she asked whether the space identified in the report was

truly “needed” or whether it was space that the departments utilize but which is non-essential.

Marty Kaszubowski from ODU’s Center for Enterprise Innovation noted that the 5 cities in Hampton Roads, including Chesapeake, had recently cooperated together in going after an I6 RIS grant for developing entrepreneurial accelerator programs in the region. He noted that there was a great deal of momentum in developing the region as an innovation district and that South Norfolk could potentially become one of the focal points of such a movement.

The City Manager wrapped up the meeting by pointing out that one of the goals of the study was to determine what the best way would be to acquire any necessary facilities – whether through construction of a new building or buildings, or leasing space as an anchor tenant in a larger structure that was used by other tenants. He reiterated that it was the City’s desire that such a facility would help to catalyze further private development along the Poindexter Street corridor, and reinvigorate South Norfolk as a whole.

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# FACILITY ASSESSMENTS

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## **FACILITY ASSESSMENTS – EXISTING FACILITIES**

The design team performed on-site assessments of several existing municipal facilities currently located within South Norfolk. These included:

- City Treasurer
- Commissioner of Revenue
- Fire Department, Station No. 1
- Police Department, 2<sup>nd</sup> Precinct
- Human Services, Community Corrections
- Commonwealth's Attorney

The assessments included an interview with City Staff members to determine whether existing spaces in the facility were needed in a future new facility, whether new spaces not currently included in the facility were necessary or would improve City services being provided, what parking needs the user would require in a new facility, what the workspace needs were for each of the spaces (i.e. square footage, chairs and desks vs. workstations), and whether the space had any special security, public interaction, or utility requirements. During the interviews, many of the staff members indicated that a particular space could be shared with another department if the spaces were co-located adjacent to one another in a new facility. These shared spaces were often conference rooms, employee toilets, or Employee Lounge/Break Room areas.

The design team recorded all of the responses provided by City staff members and verified the area needs through measurements taken of each existing space. Photographs were taken throughout the existing facilities to document the existing conditions. All of the data collected by the design team is included in **Attachment B** at the end of this report, and is tabulated in an Excel Spreadsheet in **Attachment E**.

## **FACILITY ASSESSMENTS – POTENTIAL NEW FACILITIES**

The design team conducted interviews with several other City of Chesapeake departments and agencies to assess the potential future needs of South Norfolk, and to determine if these departments would have any space needs in a future municipal facility. These interviews included the following:

- Department of Health
- Planning Department
- Development and Permits
- Public Works
- Parks, Recreation and Tourism
- Economic Development

The results of these interviews are included in **Attachment C** at the end of this report.

EXISTING DOCUMENTATION  
REVIEW & IDENTIFICATION OF  
GOALS/USERS

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## **EXISTING DOCUMENTATION REVIEW**

The design team reviewed several previously completed studies and policies that had been conducted/adopted in South Norfolk. These documents were evaluated by the design team in the context of whether the proposed future municipal facility was compatible with the goals and conclusions of past studies, and whether there were any lessons learned that should be considered in the future phases of the study (i.e. site evaluations). The documents reviewed by the design team were as follows:

- Feasibility Report, 8-Acre Site in South Norfolk (American Engineering, 2016) resulting from the 22nd Street Bridge replacement and realignment project.
- South Norfolk Property Acquisition Program (2016)
- Poindexter Corridor Strategic Development Plan (2004)
- Poindexter Corridor Design Guidelines (2004)
- South Norfolk Historic Resources, City of Chesapeake, Moving Forward Chesapeake 2035 Comprehensive Plan (2014)
- ULI Hampton Roads, Technical Advisory Program (TAP) for the Poindexter Corridor and Historic District in South Norfolk (2012)
- City of Chesapeake, VA Zoning Ordinance, South Norfolk Business Overlay District (1993)
- Chesapeake, VA City Code, South Norfolk TIF District (2006)

## **FEASIBILITY REPORT, 8-ACRE SITE IN SOUTH NORFOLK**

This 2016 feasibility study, conducted by American Engineering, looked at the 8-acre parcel of land bordered by Seaboard Avenue to the North and east, Liberty Street to the south, and two parcels of land currently occupied by the City Treasurer/Commissioner of Revenue, Police Station (2<sup>nd</sup> Precinct), and Fire Station No. 1 on 20<sup>th</sup> Street. The study examined this property as it related to the planned bridge replacement and 22<sup>nd</sup> Street realignment, and considered the feasibility of redeveloping the agglomerated site(s) as a future mixed-use municipal facility.



**FIGURE 1 – 8 ACRE SITE**

This Feasibility Report found that a modern civic building complex, possibly including some associated supporting retail and/or office spaces) **is feasible** on this site, considering civil engineering and site planning considerations as well as land use regulations. It provided additional suggestions and guidance regarding the form of such a building complex. However, it did not propose a specific mix of development types, nor did it address the “marketability” of specific land uses.

## **SOUTH NORFOLK PROPERTY ACQUISITION PROGRAM (2016)**

This program, enacted by the City of Chesapeake in 2016, provides a mechanism for willing property owners to sell land, allowing the City to assemble property in South Norfolk for the purpose of facilitating public improvements. Purchases were to be made based on the intent for revitalization and reduction of incompatible and non-conforming uses. TIF District funds were authorized for use in property acquisition. This program consists of the following elements:

### Article 1: Introduction

- Juxtaposition of industrial and residential properties has created conditions not consistent with the health, safety, and public welfare interests for residents.
- Allows willing owners to sell their property to the City.
- Focus will be on owner-occupied and vacant properties.

### Article 2: Program Phasing and Eligible Properties

- Phase I Eligible properties are in South Hill neighborhood, adjacent to industrial uses that cause health and safety issues
- Phase II Eligible properties are located in the South Norfolk Revitalization District Acquisition Program TIF district (funding to be identified later)
- Properties must be offered for sale, in fee simple, with clear title and acceptable environmental conditions.

### Article 3: Program Administration

- Public Works Department acts as the point of contact, South Norfolk. Property Acquisition Evaluation Team (SNPAET), and other City officials form the reviewing body, and City Manager serves as the final approval for acquisitions.

### Article 4: Program Tasks and Procedures

- The City follows outreach, communication, and information-sharing standards and will hold workshops for the neighborhood during the process.
- If uses are incompatible, the City will acquire and demolish any inappropriate uses and/or structures.
- Appraisals determine the Fair Market Value of properties.

### Article 5: Transition & Disposition

- The City provides services to residents to help with alternatives housing options, including case management, transition assistance, and temporary or permanent housing. Public Works is responsible for maintaining all acquired properties.

## **KEY OUTCOMES**

- Allowed the City to begin purchasing properties in South Hill and assisting residents to relocate elsewhere
- Proactive solution to potential future health and safety concerns
- Advanced a spirit of cooperation between the industrial riverfront uses and the residents of South Norfolk regarding future redevelopment

## **POINDEXTER CORRIDOR STRATEGIC DEVELOPMENT PLAN (2004)**

This Plan, completed by Urban Design Associates in 2004, outlined a vision and strategy for the future development of the Poindexter Street corridor. It identified several potential development sites, and established principals for future development along this corridor.

### **Development Sites**

- Primed the redevelopment of the Gateway site at Poindexter and Bainbridge for housing and mixed-use
- Recommended enhancements to the shopping center at Campostella Square
- Recommended restructuring the Poindexter I-464 Interchange
- Encouraged waterfront: Development of the vacant J.G. Wilson site for condos, restaurants, a riverfront park, and a marina

### **Strengths**

- Community pride in Historic District, Library, schools, and racial integration
- Proximity to Elizabeth River and Downtown Norfolk

### **Weaknesses**

- Loss of businesses have led to a vacant buildings and a lack town square
- Crime and drugs

### **Community Vision for the Future**

- Develop vacant land to promote a quaint, pedestrian friendly town with neighborhood retail, a connection to the water, and more homeowners

### **Urban Design Principals**

- Create a new, positive identity
- Celebrate and preserve the historic context
- Create a pedestrian-friendly, and family-friendly environment
- Connect South Norfolk to the waterfront
- Create a central gathering space
- Create gateways to the Poindexter Corridor
- Create a pedestrian network of green streets and trails to connect destinations
- Preserve and strengthen existing businesses
- Create a village center at Poindexter and Liberty with neighborhood-serving retail
- Develop opportunity sites with mixed- use development, job creation, and retail/ restaurants

### **KEY OUTCOMES**

- The Library mixed-use development on the Gateway site was a primary successful outcome of the 2004 Corridor plan.
- CRHA and the City worked together to develop Campostella Square IIB and Meadow Landing South, adding affordable housing options.
- Infrastructure and streetscape improvements along Poindexter added value and character to the corridor. Additional phases are planned to extend streetscape improvements.
- Others, such as the property acquisition and redevelopment of the Village Center are more complex and require more incremental approaches.

## **POINDEXTER CORRIDOR DESIGN GUIDELINES (2004)**

These design guidelines, developed by Urban Design Associates along with the Poindexter Corridor Strategic Development Plan, provided a framework for redevelopment activities in the Poindexter Street Corridor to provide a cohesive design strategy.

### **Guidelines for Specific Areas**

- Waterfront
- I-464 Interchange
- Village Center
- Poindexter
- Liberty Street

### **General Guidelines**

- Street Design
- Architectural Details
- Land Use
- Pedestrian Network
- Building Heights/Setbacks

### **KEY OUTCOMES**

- There remains a strong interest in preserving the historic character of the Poindexter corridor and its adjacent neighborhoods.
- The Design Guidelines specified parameters for the street character, urban design, and building form of development along Poindexter.
- While redevelopment projects have progressed at different rates, the character and intent of the Guidelines are still relevant and should be considered in any new projects or efforts.

## **SOUTH NORFOLK HISTORIC RESOURCES, CITY OF CHESAPEAKE 2035 COMPREHENSIVE PLAN (2005)**

The Historic Resources section of the Comprehensive Plan sets the following goals for the City:

- To foster the preservation and rehabilitation of significant historic sites and structures
- To incorporate the City's historic resources and cultural heritage into the creation of a unique identity and image for Chesapeake
- To ensure that historic sites and structures are integrated into new development during the land development process.

South Norfolk National Historic District is identified as one of the City's nine National Register of Historic Places districts. Most of the South Norfolk National Historic District was also made a local historic district, giving purview for design review to the City's Board of Historic and Architectural Review. This important distinction will continue to elevate the value and character of South Norfolk. Residents and community members should be encouraged to participate in meetings regarding properties being reviewed, and to participate in walking tours and educational opportunities.

The South Norfolk Historic District (local):

The local district encompasses 75% of the properties included in the National and State Register. Exterior modifications or improvements to any property that are visible from a paved public right-of-way must be reviewed by the Historic and Architectural Review Board.

The Historic Preservation Commission and the Board aid homeowners and citizens on restoration and preservation. State Tax credits of up to 25% are available to homeowners and property owners following the Secretary of the Interior's guidelines. Real estate tax abatements are also recommended for further assistance. Often, homeowners are not aware of these resources, or may need help accessing professionals or tools to help them make appropriate improvements that qualify for the tax credit. This is an opportunity to build capacity in the neighborhood, while preserving its unique character. A Partial Real Estate Tax Abatement Program exists for renovation of residential properties in the South Norfolk Revitalization District, but it is not specifically targeted to historic properties.

## **ULI HAMPTON ROADS - TECHNICAL ADVISORY PROGRAM (TAP) FOR THE POINDEXTER CORRIDOR AND HISTORIC DISTRICT IN SOUTH NORFOLK (2012)**

At the request of the City of Chesapeake's Planning Department, Hampton Roads District Council of ULI and the ULI Community Outreach Committee supported a Technical Assistance Panel and study to move the Poindexter Corridor forward, and engender economic progress. The TAP recommended a combination of tactical, investment, and policy strategies. These strategies were organized into phased priorities, listed below:

- Objective:
  - Build trust within community by delivering projects on time/budget
  
- 6-12 Month Priorities:
  - Finish streetscape, library
  - Appoint an experienced redevelopment manager
  - Initiate acquisition of Bank of America
  - Evaluate the feasibility of a pharmacy
  - Launch bike police/ambassador program
  - Initiate strategy for Historic District grant program
  - Initiate residential redevelopment area
  
- 12-24 Month Priorities:
  - Acquire 1-2 key commercial properties at Liberty and Poindexter
  - Celebrate successes (bridge, library streetscape) with community events

### **KEY OUTCOMES**

- Several of the TAP recommendations have come to fruition. The Gateway development built confidence in South Norfolk's progress, and created community amenities on Poindexter.
- Property acquisition and attraction of a pharmacy continue to be challenges in the neighborhood. The South Norfolk Facilities study should build on the recommendations and strategies in the TAP study, to creatively address how to create retail demand and feasibility for the neighborhood.

## **CITY OF CHESAPEAKE, VA ZONING ORDINANCE, SOUTH NORFOLK BUSINESS OVERLAY DISTRICT (1993)**

South Norfolk was a viable commercial destination through the 1950s. The South Norfolk Business Overlay District reestablishes the corridor as a retail and commercial character area and sets zoning standards to enhance those uses and their physical and architectural aspects. This was a critical step in establishing enforceable policy to bolster the historic uses and building forms found in South Norfolk.

The purpose of the overlay district is to:

- Enhance the physical and architectural aspects that make the area consistent with the historic character of the community it serves
- Limit uses to those that are consistent with promoting commercial revitalization
- Provide development flexibility that allows and encourages improvement and revitalization of the area

The following standards are regulated by the Overlay District:

- Small to non-existent front setbacks
- Party walls and non-existent side setbacks
- Waiving of off-street parking requirements for certain uses if a property is in proximity to a City-owned parking lot
- Requirements for parking to be located in the rear, behind buildings
- Standards for commercial/retail signage appropriate for the area
- Standards for height, massing, articulation, and entries along a building's front façade
- Transparency requirements
- Color and materials standards
- Standards for architectural quality and appropriateness

Other relevant standards:

- Multifamily residential units are only permitted in buildings taller than two stories in height, and must be located on the second floor and above to ensure ground floor uses are active and commercial in nature.

### **KEY OUTCOMES**

The adoption of the Business Overlay District was important in fortifying the City's policy and creating legally enforceable standards for South Norfolk. The standards will ensure that future development and redevelopment fits the character of the Poindexter Corridor and South Norfolk, and that the uses follow the City's land use plans.

## **CHESAPEAKE, VA CITY CODE, SOUTH NORFOLK TIF DISTRICT (2006)**

The creation of the South Norfolk TIF District in 2006 is the foundational policy for South Norfolk, establishing a funding source for projects and a path to implementation. While TIF funds provide a financing opportunity, these funds are limited. The City has been strategic about their deployment of the TIF funds and prioritization of projects with impact on the district.

Thus far, the TIF has financed meaningful projects in South Norfolk, including

- Poindexter streetscape improvements
- The Gateway at SoNo development and South Norfolk Branch Library
- Enhancements to Elizabeth River Park

Scheduled / In-progress projects:

- 22<sup>nd</sup> Street Bridge replacement

Future priorities have been identified:

- Removal of development barriers
  - Environmental remediation
  - Providing parking or other business incentives
- Marketing and Developing a New Image for South Norfolk
  - Highlighting the unique character and urban assets
  - Increasing police presence
- Creation of positive demand to attract people to South Norfolk
  - Attracting/incentivizing unique retail operators
  - Programming festivals and recreational events
- Providing easier access and transportation
  - Infrastructure improvements
  - 22<sup>nd</sup> Street Bridge replacements
- Physical improvements or restoration
  - Proactive code enforcement
  - Financial assistance for restoration

Possible future projects:

- Community development program for the rehabilitation of houses
- Study for the 22<sup>nd</sup> Street commercial site development potential
- Feasibility study for a River Walk to Elizabeth River Park
- Community security improvements
- Extension of the Poindexter streetscape improvements
- Sidewalk, curb, and gutter repairs
- Grade separated rail bridge on Freeman Avenue
- Improvements to the Bainbridge Boulevard corridor

**KEY OUTCOMES**

Establishing the TIF District was a key step in encouraging meaningful redevelopment in South Norfolk. The community may not be fully aware of the benefits that the TIF allows for continuing to leverage future development, and the city and project teams should continue to use outreach opportunities to involve and engage residents in the discussion about their community.

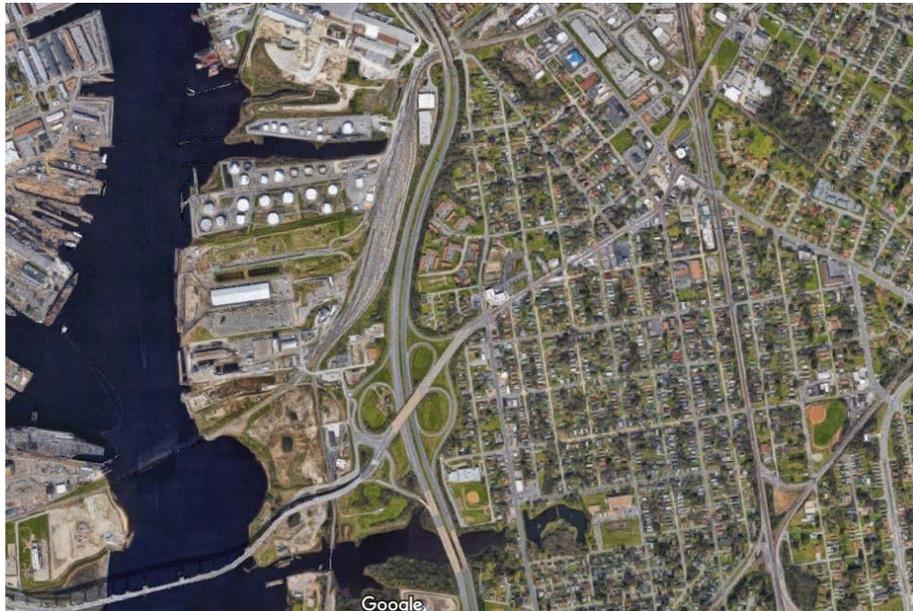
ATTACHMENT A –  
ONLINE SURVEY RESULTS

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ARCHITECTURE  
INTERIOR DESIGN

## **Online Survey Results**



# **South Norfolk Municipal Facilities Study**

**Chesapeake, VA**

**HBA Project No. 17048**

**August 15, 2017**

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## Where would you prefer the Municipal Facility redevelopment to occur within the South Norfolk study area?

Somewhere on Poindexter Street or the corner block of Poindexter and Liberty/B Street.  
8/14/2017 10:48 PM

Along Poindexter and Bainbridge are first choice. Along Poindexter and Liberty as second choice.  
8/14/2017 5:17 PM

Between B & D Streets on Poindexter.  
8/14/2017 2:34 PM

The Gateway area at the corner of Poindexter Street and Bainbridge Blvd.  
8/10/2017 11:37 AM

Poindexter St.  
8/5/2017 3:22 PM

Well 20th and Liberty is the logical place as the city owns the land but what about the land on Bainbridge between Ohio St. and Jefferson St or Jefferson St. and Park Ave. This would allow for a more central location with immediate access off of 464.  
8/3/2017 10:11 PM

Unsure. Needs to be located near public transportation routes with easy access for vehicle traffic with ample free parking.  
8/3/2017 7:17 PM

In the business district, but not in prime real estate areas that could benefit from new development  
8/3/2017 12:16 PM

2nd precinct, treasure's officer, and community corrections need completed remodel to the liking of the new city buildings on S Military Hwy. The empty lot in front of the 2nd precinct should be used to expand the parking lot. Add fencing and a key-card gate around half of the parking lot for the police vehicles. Either way, the 2nd precinct

Should stay where it is. Putting it on Poindexter would only increase the already heavy traffic on that road.  
8/2/2017 1:40 PM

Poindexter st  
8/2/2017 12:23 PM

Business District between 16th and 22nd

8/2/2017 11:45 AM

Poindexter Street Corridor

8/2/2017 11:28 AM

Along Bainbridge from Poindexter to Park Ave, OR in the old library/tear down the car wash and old diner beside it. That entire block, from Rodgers to Decatur, on the south side is an eyesore.

8/2/2017 11:28 AM

Poindexter Street, or the Historic area

8/2/2017 11:02 AM

Poindexter Street

8/1/2017 11:36 PM

There are very few areas actually available for development. First choice would be the area around the existing library extending past the old library.

8/1/2017 9:52 PM

Historic District

8/1/2017 4:50 PM

In the old Bank of America building

8/1/2017 3:43 PM

Near liberty

8/1/2017 3:29 PM

On Bainbridge Blvd

8/1/2017 10:47 AM

Southgate Shopping Center

8/1/2017 9:04 AM

Along Bainbridge Blvd, near the intersection of Poindexter and within walking distance of Poindexter. Additional facilities could be located at the Southgate Shopping Center.

8/1/2017 8:57 AM

I'd like to see Municipal Facility redevelopment/consolidation on Liberty Street, at the end of Poindexter Street. I want Poindexter Street to be reserved for businesses and non-profits. I would like the non-profits to exclude churches but include things like maker spaces. The only exception to that is if we could get a recreation center focused on the needs/activities of teenagers that could be on Poindexter and link safely to the Elizabeth River park.

8/1/2017 8:00 AM

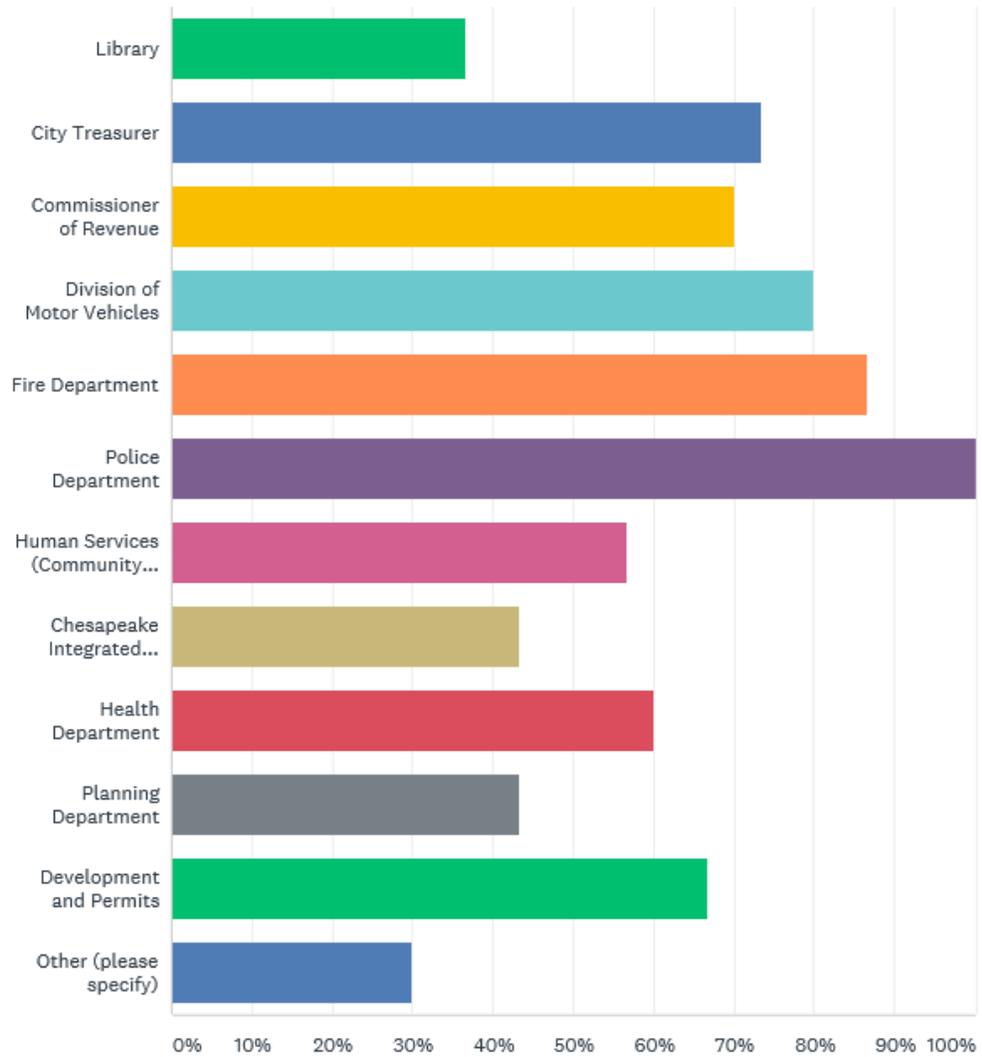
Near the 22nd Street Bridge, as you enter the historical area.  
7/31/2017 9:43 PM

On Bainbridge Blvd  
7/31/2017 6:25 PM

Along Poindexter  
7/27/2017 3:08 PM

# What kinds of municipal uses does the community desire?

Answered: 30 Skipped: 0



ANSWER CHOICES	RESPONSES
Library	36.67% 11
City Treasurer	73.33% 22
Commissioner of Revenue	70.00% 21
Division of Motor Vehicles	80.00% 24
Fire Department	86.67% 26
Police Department	100.00% 30
Human Services (Community Corrections / Programs, Social Services)	56.67% 17
Chesapeake Integrated Behavioral Healthcare	43.33% 13
Health Department	60.00% 18
Planning Department	43.33% 13
Development and Permits	66.67% 20
Other (please specify)	Responses 30.00% 9

Total Respondents: 30

OTHER RESPONSES:

Economic Development  
8/14/2017 10:48 PM

Parks, community centers, place for kids to hang or be productie  
8/14/2017 5:17 PM

Any other social services that the population in the area access the most  
8/3/2017 7:17 PM

Code and compliance  
8/2/2017 12:23 PM

City Clerk  
8/1/2017 9:52 PM  
Economic Development Office  
8/1/2017 10:47 AM

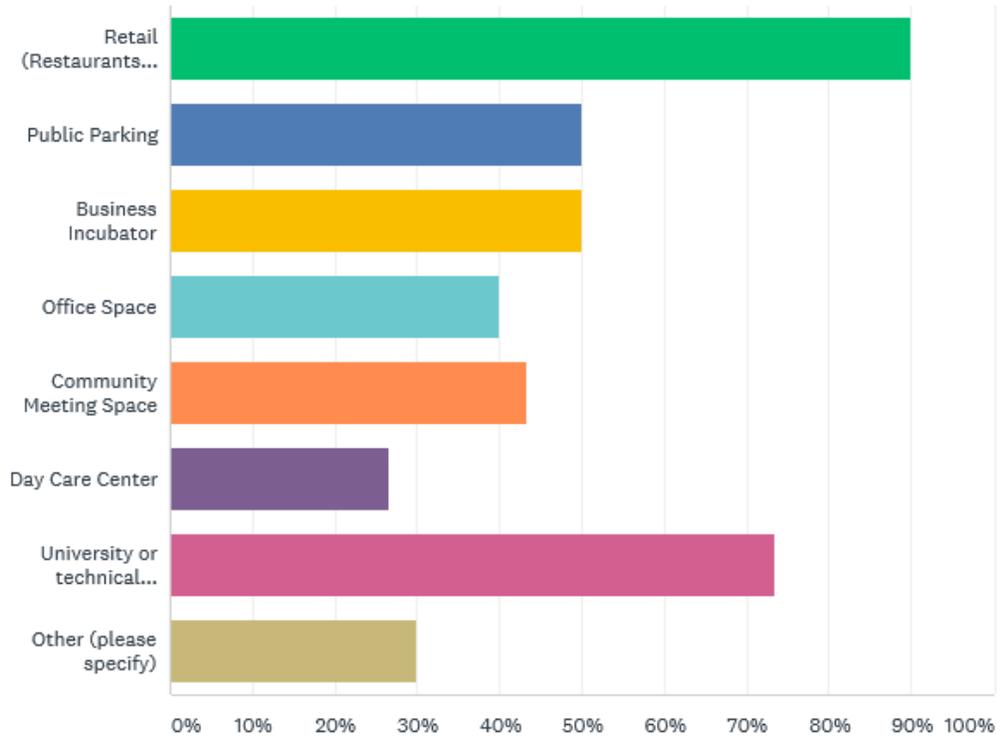
Recreation  
8/1/2017 8:57 AM

Recreation center and a maker space initially supported by the city. Please google "maker spaces" for a description.  
8/1/2017 8:00 AM

Parks and Recreation - Aquatics Center/Field house  
7/27/2017 3:08 PM

# What other uses does the community desire?

Answered: 30 Skipped: 0



ANSWER CHOICES	RESPONSES
▼ Retail (Restaurants, Shops)	90.00% 27
▼ Public Parking	50.00% 15
▼ Business Incubator	50.00% 15
▼ Office Space	40.00% 12
▼ Community Meeting Space	43.33% 13
▼ Day Care Center	26.67% 8
▼ University or technical college satellite location	73.33% 22
▼ Other (please specify) <a href="#">Responses</a>	30.00% 9
Total Respondents: 30	

OTHER RESPONSES:

A recreation center  
8/14/2017 10:48 PM

grocery stores, laundromats  
8/14/2017 5:17 PM

State of the art recreation center that supports elder active/adult care  
8/3/2017 7:17 PM

pool  
8/1/2017 11:36 PM

pharmacy  
8/1/2017 3:43 PM

Recreation center; Senior activity center; Teen activity center; arts & crafts facility; sports facility/fields w/ amenities (rest rooms, concession areas); bank/credit union; pharmacy  
8/1/2017 8:57 AM

A maker space. <https://en.m.wikipedia.org/wiki/Hackerspace>  
8/1/2017 8:00 AM

Recreation center  
7/31/2017 9:43 PM

anything we can get!  
7/31/2017 6:25 PM

## **Please provide any other comments that you feel would be useful for this study.**

This facility needs to be a focal point of the Poindexter St. corridor. It needs to be a beautiful and practical facility, probably multi story since we do not have a lot of land. If you look one way you should see the skyline of downtown Norfolk and if you look the other you can see the welcoming Poindexter St. A main street that can become a thriving business, food, and social hub of the community. This municipal center can be a cornerstone along with the new 22nd street bridge to help spur economic development and neighborhood revitalization. The building architecture should be respectful and pay homage to the historic nature of South Norfolk but have all the latest technologies and innovations that a new building of its kind should have.

8/14/2017 10:48 PM

Everything needs to be either within walking distance or on a bus line.

8/14/2017 5:17 PM

The community should have another opportunity to share what they want to see in this community.

8/14/2017 2:34 PM

Partner with the businesses in the area to include those along the waterfront (Perdue Farms, Apex, TransMontaigne, Arc, Seagate) they have had no representation at the meetings and it directly effects their businesses.

8/3/2017 10:11 PM

The location of the current city services provides a great view of the Norfolk Skyline. Consider a mix use high-rise building mix parking garage with retail, supermarket, city services, and commercial office space on the lower floors, with apartments and purchase units on the top levels facing the Norfolk skyline. Also consider, designing the area as warehouse district. There is no true working combination living warehouse district in the local cities. This could provide SoNo the special identity people have been seeking to make it special.

8/3/2017 7:17 PM

Roadways need to be expanded such as Bainbridge, Campostella, and Berkley. Traffic will increase tremendously after the 22nd bridge is replaced.

8/2/2017 1:40 PM

Make landlords accountable for property.

8/2/2017 12:23 PM need retail to support those working in the area in area (restaurants, pharmacies, cleaners, banks,etc...) The convenient services you look for on lunch hour or immediately after work.

8/2/2017 11:28 AM

Please don't add anymore "health/human services" other than where they already are located. They are accessible as they are and should NOT be located along the main corridors which are Poindexter and Bainbridge.

8/2/2017 11:28 AM

South Norfolk needs some type of Business/Municipal area to get offices that everyone in the city will have to come to South Norfolk to use. In addition to the Historical Review board for people living in the Historic Area. Thank you so much! Meeting was great!

8/2/2017 11:02 AM

We need a commitment to the rejuvenation of the bough. A commitment to see the vision through to the end. We would like to see eateries, a brewery, a wine shop, upscale businesses.

8/1/2017 10:47 AM

Hopefully this study will come to full fruition

8/1/2017 9:04 AM

If the community is being told that the median income is not high enough to support investment/amenities, how will we ever raise the median income of our neighborhood if the only new housing is low income housing? The residents of South Norfolk deserve the opportunity to access goods and services within their neighborhood. Currently, most residents must leave the neighborhood to access services. Southgate Plaza is an eyesore that greets anyone accessing our neighborhood from the Freeman Road exit or from Bainbridge Blvd. It's revitalization is imperative to giving the neighborhood a facelift. Why try to attract big name, national chains to the neighborhood? Offer low rents to locally owned businesses to start up on Poindexter Street. Open small space centers in existing store fronts for city recreation department opportunities, esp for adults who access to transportation: paint & wine nights, Yoga, pilates, writing and painting classes, etc. Revitalize the neighborhood without "gentrifying" ...we are a working class neighborhood that is home to good, honest people who don't deserve to be run out but who also deserve a place to bank, fill our Rx, get a good cup of coffee or enjoy a drink w/ neighbors. Just imagine creating a dining/shopping/arts hub on Poindexter w/ business opportunities at Southgate and a trolley service running between the two to take consumers along Bainbridge to Poindexter and back to Southgate.

8/1/2017 8:57 AM

I'd like to see bottom up and top down strategies work together to help revitalize South Norfolk. This could be a combination of something like a Better Block event folded in with video projections/ large banner images of future municipal projects, etc.combined with grants to help business get grounded here. One of my concerns is that revitalization doesn't turn Poindexter Street, our town's Main Street so to speak, into a generic, not locally owned, anywhere USA retail strip. My personal dream is to develop a maker space centrally located on Poindexter Street. There is a need for it in South Norfolk. Also, a maker space reflects one of the beautiful aspects of our working class neighborhood- the ability to use our hands to invent, make, and repair. Improving and honoring the distinct

neighborhood we are is important. It is important to remember that we are not reinventing the wheel here. Please look to other areas that have succeeded at revitalization. I can think of local examples such as Granby Street and 35th Street in Norfolk. From what I have read, it seems that Pittsburgh has been very successful at this too. Thank you, Jeannine Harkleroad 1326 Hull Street Chesapeake, Va 23324 Phone 310-902-6106 Email:

[jeannaharkleroad@yahoo.com](mailto:jeannaharkleroad@yahoo.com)

8/1/2017 8:00 AM

Need more retail. A pharmacy. A micro brewery. Restaurants.

7/31/2017 9:43 PM

We need specific focused economic development for the Poindexter Corridor! We have the rooftops, we need the attractions. We also need less subsidized and affordable housing solutions here. The District's in other cities and other states see and cultivate the economic development and growth in their Districts.

7/31/2017 6:25 PM

ATTACHMENT B –  
EXISTING FACILITY ASSESSMENTS

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# CITY TREASURER



## Project Meeting

**Project:** 17048 – South Norfolk Municipal Master Plan

**Date:** September 18, 2017

**Present:** Barbara Carraway  
Thomas Ellis

### Items Discussed:

1. General Building/Suite comments:
  - a. Department needs to be on first floor with handicap access.
  - b. Must be connected to the Commissioner of Revenues Offices.
  - c. Would like a central sound system.
  - d. Close 30 minute parking would be very helpful.
  - e. Requested a Drive Thru Window.
2. Customer Service Lobby:
  - a. Needs two entry/exit points. – Critical for the flow of the space. June 5<sup>th</sup> is VERY busy and packed.
  - b. Need an island in the lobby for check writing/form fill-out. The island needs document slots for standard size forms.
3. Customer Service Area – Employee Workstations
  - a. Need customers and employees to be at eye level. Current stations are on a raised plinth.
  - b. Need a cash drawer.
4. Customer Service Area – Back Area (Open Office)
  - a. Requested a layout area – Long counter with seating.
  - b. Overhead cabinets in workstations.
5. Storage
  - a. The office has a large collection of holiday decorations that need storage.
6. Restrooms
  - a. Requested restrooms in the suite as money handling and security are concerns.
7. Breakroom
  - a. Shared breakroom with Commissioner of Revenue, same concerns as the restrooms.
  - b. Requested an ice maker in the refrigerator.

*If the above summary does not agree with your understanding of the items discussed, please notify the Architect immediately.*

**By:** Thomas N. Ellis

**Distribution:** All Present  
file

# CITY TREASURER



## User Questionnaire

**Date:** September 5, 2017  
**Re:** South Norfolk Municipal Facilities Study  
HBA Project No. 17048.01  
**Subject:** Department Space Needs – User Questionnaire

---

The questionnaire in the following pages has been provided in order to gather information about spaces required for this project. A separate page has been provided for each room or space that is needed, with a standard list of questions.

Please complete each page as completely as possible; if you aren't sure about an item don't worry about leaving it blank, we can fill in the gaps later.

In some instances a few of the questions will not apply to a specific room and may be skipped or marked NA.

For items with multiple options, mark as many as apply for each room.

If there is something special about a room that is not covered in the questions, feel free to write it in.

Thanks for your help!

<b>City Department</b>	<b>CITY TREASURER</b>	
<b>Completed by:</b>	<u>Barbara Carraway</u>	<u>Cheapeake City Treasurer</u>
	Name	Department / Position
	<u>757-382-6625</u>	<u>bcarrawa@cityofchesapeake.net</u>
	Telephone	Email Address

### Parking Needs for this Department

Staff Parking	<input checked="" type="checkbox"/> Yes	No	Quantity <u>5</u> spaces
Public Parking	<input checked="" type="checkbox"/> Yes	No	Quantity <u>45</u> spaces

### Special Site / Utility Requirements

Please list any atypical site or utility requirements for this Department:

- Alarm System
- Outside dropbox for payments

**Room Identification**

Department Treasurer  
Room Name Customer Service Lobby  
Room size (SF) 35 FT X 35 FT (Need to be able to fit large number of taxpayers during peak season) Quantity \_\_\_\_\_ Total (SF) 1,225

**Usage**

Is this room needed?  Yes  No  
How many people will use this room at once? 20-30  
How many hours/day and days/week will this room be used? 8am-5pm, 5 days a week  
Is this an enclosed room or open area? Open area for public

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:  
  
At least 2 receptacles on each wall  
Recessed lights in ceiling  
Textured (non skid) area at entrance door  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Furniture**

Desk with chair  Yes  No Quantity \_\_\_\_\_  
Systems Furn. (workstation)  Yes  No Quantity See below

- Open area for public needs to have counter for taxpayers to write on while in lobby
- Seating in lobby area for 4-6 taxpayers

**Room Identification**

Department Treasurer  
Room Name Customer Service Area- Employee Workstations (5)  
Room size (SF) TBD- Based on need      Quantity      Total (SF)

**Usage**

Is this room needed?       Yes      No  
How many people will use this room at once?      5  
How many hours/day and days/week will this room be used?      8am-5pm, 5 days a week  
Is this an enclosed room or open area?      Enclosed

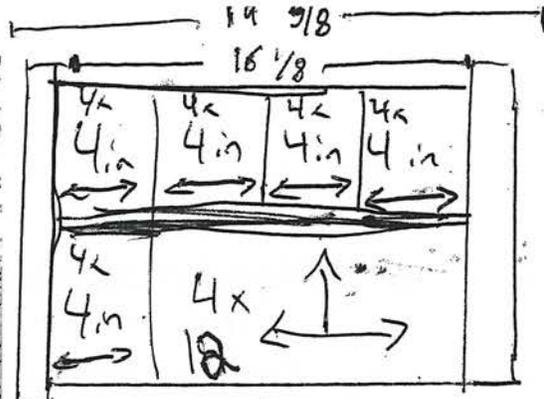
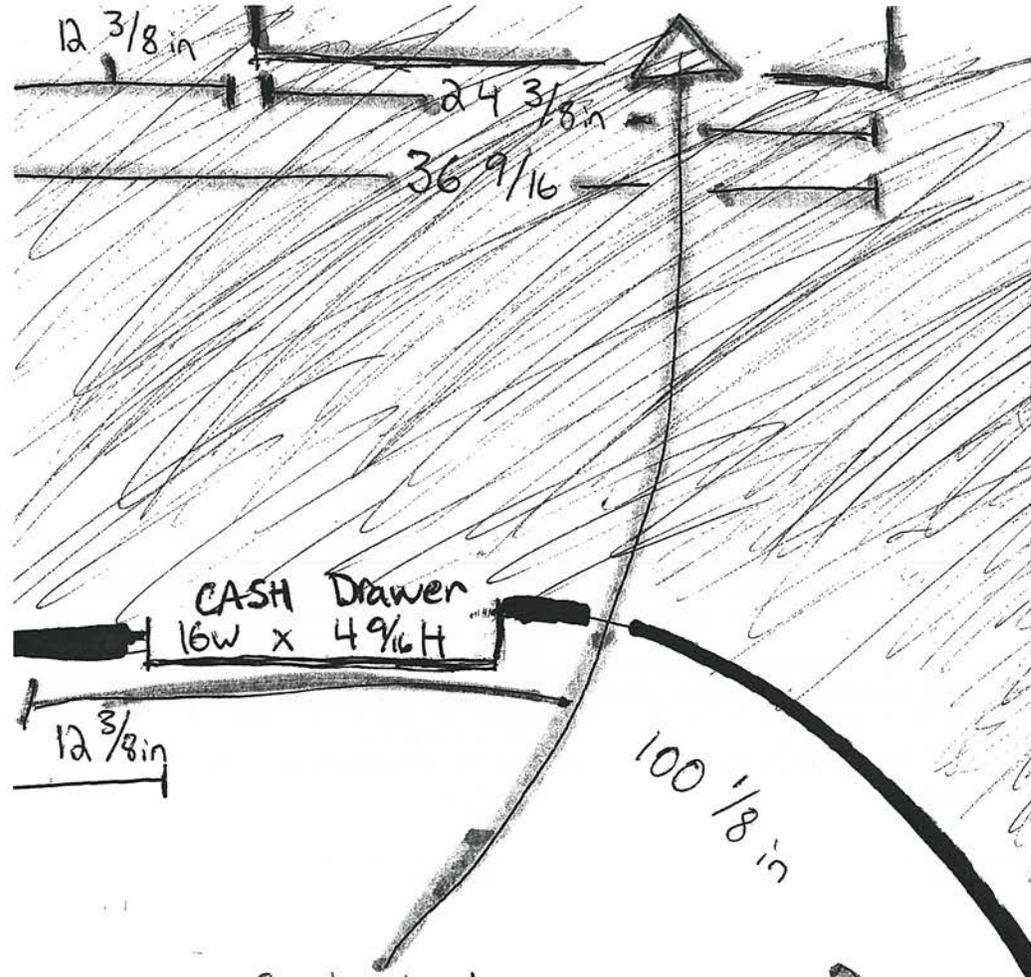
**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:  
  
At least 6 receptacles in each workstation  
Recessed lighting directly over each workstation  
At least 2 receptacles on other walls  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

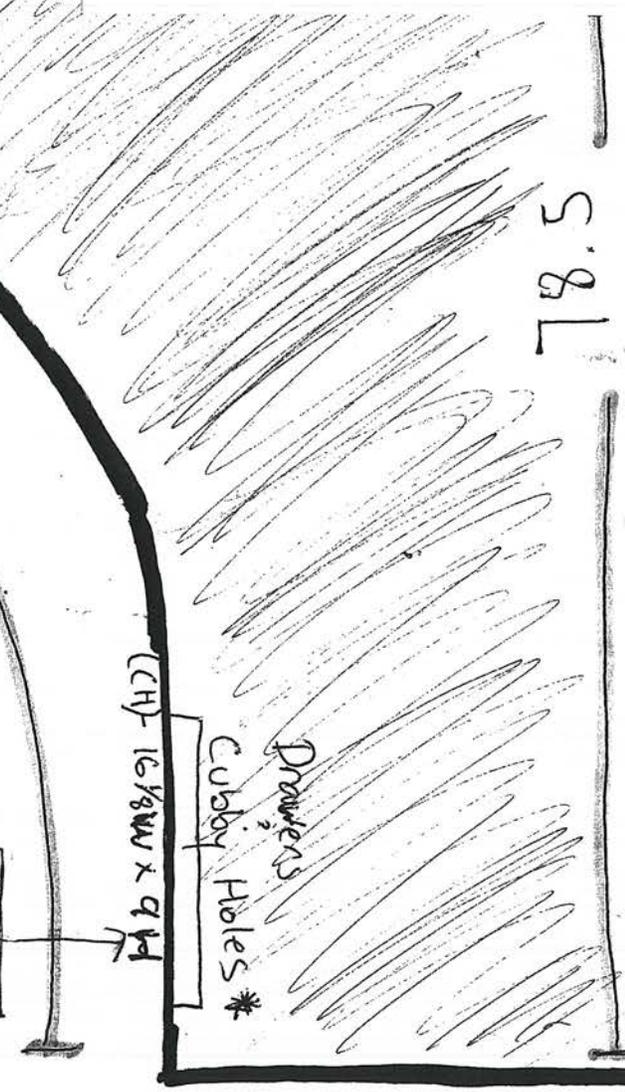
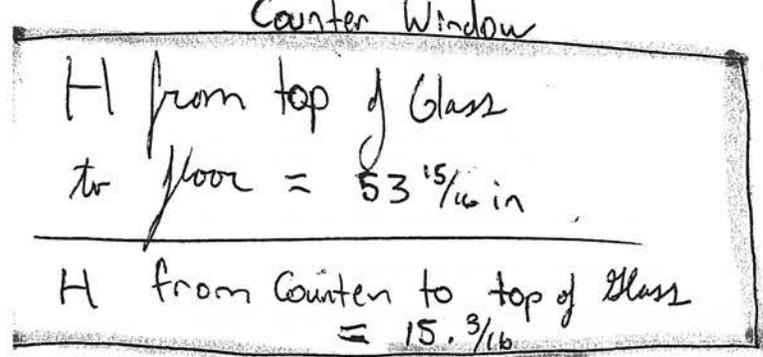
**Furniture**

Desk with chair       Yes      No      Quantity 5 ( 1 at each employee workstation)  
Systems Furn. (workstation)       Yes      No      Quantity 5 Teller Workstations

- Employee workstations need to be separated from public by glass divider ("Customer Service Windows") and between each workstation.
- Taxpayer needs to be chest level at window, therefore employee area needs to be built up so employee can be seated and still be even with the taxpayer  
*rounded*
- L- Shaped desk workstations (Refer to drawing).
- Would like monitors mounted on wall, and computers mounted under the counter on a shelf



Cubby is  
11 7/16 in deep

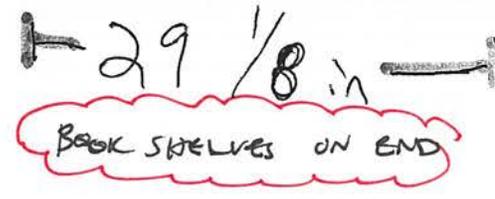


# Great Bridge Counter Terminal

See attachment

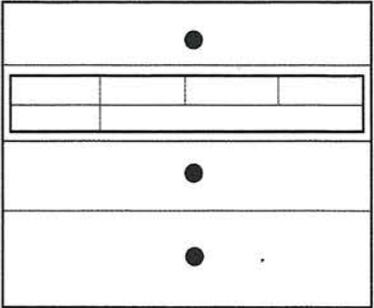
Drawers *	
TOP	- 5 1/16 x 19 1/2
mid.	- 5 1/16 x 19 1/2
Bottom	- 7 x 19 1/2

Note\* (Cubby hole is located in between Top and middle shelf.)



Penal drawer

76.5



Top

Cubby

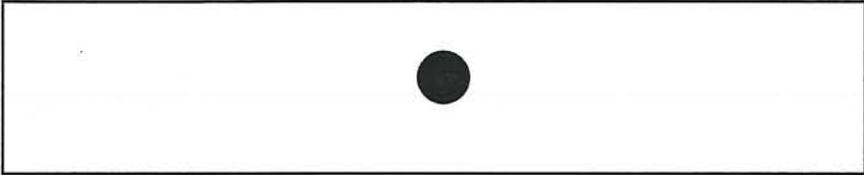
Middle

Bottom

**DRAWERS: (In order on the desk)**

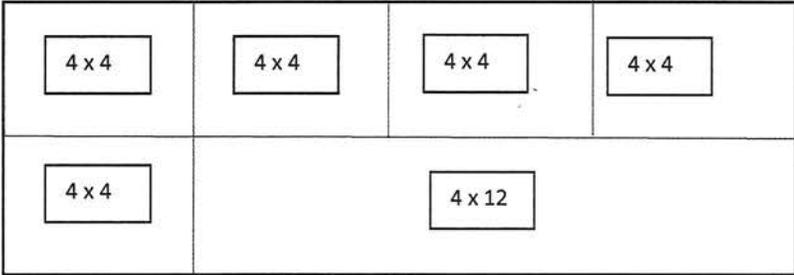
Top Drawer:

5 1/6in High x 19 1/2in Wide



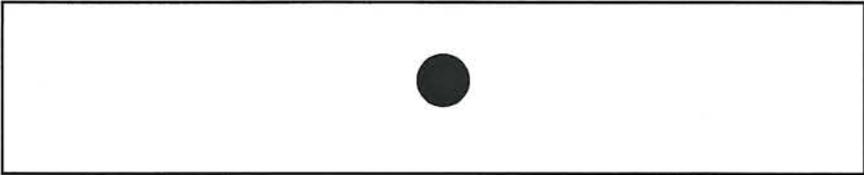
Cubby Hole:

9in High x 16 1/8in Wide x 11 7/16in Deep



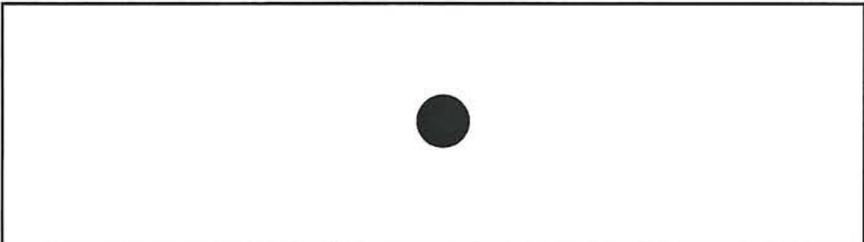
Middle Drawer:

5 1/6in High x 19 1/2in Wide



Bottom Drawer:

7in High x 19 1/2in Wide



**Room Identification**

---

Department Treasurer  
Room Name Customer Service Area- Back Area for Equipment  
Room size (SF) TBD Quantity Total (SF)

**Usage**

---

Is this room needed?  Yes No  
How many people will use this room at once? 5  
How many hours/day and days/week will this room be used? 8am-5pm, 5 days a week  
Is this an enclosed room or open area? Open

**Systems**

---

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:  
At least 5 receptacles located along the back wall, behind CS workstations  
Recessed lighting in ceiling  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Furniture**

---

Desk with chair Yes No Quantity \_\_\_\_\_  
Systems Furn. (workstation) Yes No Quantity \_\_\_\_\_

- Space to put two large printers, and copiers

**Room Identification**

---

Department Treasurer

Room Name Manager's Office Space

Room size (SF) 14 x 14

Quantity

Total (SF) 196

**Usage**

---

Is this room needed?  Yes  No

How many people will use this room at once? 2

How many hours/day and days/week will this room be used? 8am-5pm, Monday-Friday

Is this an enclosed room or open area? Enclosed

**Systems**

---

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Safe built into wall, with secured opening to hide the safe (Safe Measurements: H 2'x 8', W 2'x8', D 2'x5')

Extra receptacles for computer, monitor, scanner & calculator

Windows near ceiling to add natural light

---

---

---

**Furniture**

---

Desk with chair  Yes  No Quantity (1) Desk and chair for Manager

Systems Furn. (workstation)  Yes  No Quantity \_\_\_\_\_

- Medium size round table, with 4 chairs

**Room Identification**

Department Treasurer (Shared with Commissioner of Revenue employees)

Room Name Break Room

Room size (SF) (Large enough not to be cramped)                      Quantity                      Total (SF)

**Usage**

Is this room needed?       Yes      No

How many people will use this room at once?                      5+

How many hours/day and days/week will this room be used?      8am-5pm, 5 days a week

Is this an enclosed room or open area?                      Enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Plumbing for water fountain  
Power for microwave, refrigerator, toaster & TV  
Cable setup for TV run up the wall, so TV can be mounted  
Plumbing for sink (hot & cold water)  
Built in coat closet (large enough to hang 12 coats)  
2 Wall receptacles on each wall  
Recessed lighting in ceiling (number to be determined)

**Furniture**

Desk with chair                      Yes      No      Quantity                     

Systems Furn. (workstation)       Yes      No      Quantity See below

- Table with 5 chairs
- Refrigerator
- Microwave
- TV (Mounted on wall)
- Counter top with lower cabinets, built in sink with soap dispenser attachment. Sink should have hot & cold running water.
- Overhead cabinets above countertop
- Water fountain

**Room Identification**

Department Treasurer (Shared with Commissioner of Revenue Employees)

Room Name Bathroom

Room size (SF) \_\_\_\_\_ Quantity \_\_\_\_\_ Total (SF) \_\_\_\_\_

**Usage**

Is this room needed?  Yes  No

How many people will use this room at once? 1

How many hours/day and days/week will this room be used? 8am-5pm, 5 days a week

Is this an enclosed room or open area? Enclosed with door

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Plumbing for toilets & sink  
Recessed lighting in ceiling, and above sink

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Furniture**

Desk with chair Yes No Quantity \_\_\_\_\_

Systems Furn. (workstation) Yes No Quantity \_\_\_\_\_

- Vanity with sink. Vanity should have 2 doors under sink, and 3 or 4 drawers on the side
- Soap dispenser mounted in countertop
- Paper towel holder mounted on wall
- Floor length mirror on a wall
- Wall mirror mounted above sink
- Storage for paper goods



# COMMISSIONER OF REVENUE



## User Questionnaire

**Date:** September 5, 2017  
**Re:** South Norfolk Municipal Facilities Study  
HBA Project No. 17048.01  
**Subject:** Department Space Needs – User Questionnaire

---

The questionnaire in the following pages has been provided in order to gather information about spaces required for this project. A separate page has been provided for each room or space that is needed, with a standard list of questions.

Please complete each page as completely as possible; if you aren't sure about an item don't worry about leaving it blank, we can fill in the gaps later.

In some instances a few of the questions will not apply to a specific room and may be skipped or marked NA.

For items with multiple options, mark as many as apply for each room.

If there is something special about a room that is not covered in the questions, feel free to write it in.

Thanks for your help!

**City Department**                      **COMMISSIONER OF REVENUE**

**Completed by:**

\_\_\_\_\_

**Name**

\_\_\_\_\_

**Department / Position**

\_\_\_\_\_

**Telephone**

\_\_\_\_\_

**Email Address**

## Parking Needs for this Department

---

Staff Parking	Yes	No	Quantity _____ spaces
Public Parking	Yes	No	Quantity _____ spaces
Oversized Vehicles	Yes	No	Quantity _____ spaces

Size of Vehicles

**Special Site / Utility Requirements**

---

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

---

Department \_\_\_\_\_

Room Name \_\_\_\_\_

Room size (SF) \_\_\_\_\_

Quantity \_\_\_\_\_

Total (SF) \_\_\_\_\_

**Usage**

---

necessary on a new facility? Yes No

How many people will use this room at once?

How many hours/day and days/week will this room be used?

Is this an enclosed room or open area?

**Systems**

---

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

**Furniture**

---

Desk with chair Yes No Quantity \_\_\_\_\_

Systems Furn. (workstation) Yes No Quantity \_\_\_\_\_

**Customer Service Requirements**

---

Type of interactive space Counter? Cubical? Other \_\_\_\_\_

Do you handle money? Yes No

Estimated Daily Traffic \_\_\_\_\_

Please list any special security requirements for this space:



**User Questionnaire**

**Date:** September 5, 2017  
**Re:** South Norfolk Municipal Facilities Study  
HBA Project No. 17048.01  
**Subject:** Department Space Needs – User Questionnaire

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For items with multiple options, mark as many as apply for each room.

If there is something special about a room that is not covered in the questions, feel free to write it in.

Thanks for your help!

**City Department**                    **COMMISSIONER OF REVENUE**

**Completed by:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Name**

**Department / Position**

**Telephone**

**Email Address**

**Parking Needs for this Department**

---

Staff Parking	Yes	No	Quantity _____	spaces
Public Parking	Yes	No	Quantity _____	spaces
Oversized Vehicles	Yes	No	Quantity _____	spaces

Size of Vehicles

**Special Site / Utility Requirements**

---

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

---

Department \_\_\_\_\_

Room Name \_\_\_\_\_

Room size (SF) \_\_\_\_\_

Quantity \_\_\_\_\_

Total (SF) \_\_\_\_\_

**Usage**

---

necessary on a new facility? Yes No

How many people will use this room at once?

How many hours/day and days/week will this room be used?

Is this an enclosed room or open area?

**Systems**

---

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

**Furniture**

---

Desk with chair Yes No Quantity \_\_\_\_\_

Systems Furn. (workstation) Yes No Quantity \_\_\_\_\_

**Customer Service Requirements**

---

Type of interactive space Counter? Cubical? Other \_\_\_\_\_

Do you handle money? Yes No

Estimated Daily Traffic \_\_\_\_\_

Please list any special security requirements for this space:



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**City Department**                      **COMMISSIONER OF REVENUE**

**Completed by:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Name**

**Department / Position**

**Telephone**

**Email Address**

**Parking Needs for this Department**

---

Staff Parking	Yes	No	Quantity _____ spaces
Public Parking	Yes	No	Quantity _____ spaces
Oversized Vehicles	Yes	No	Quantity _____ spaces

Size of Vehicles

**Special Site / Utility Requirements**

---

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

---

Department

Room Name

Room size (SF)

Quantity

Total (SF)

**Usage**

---

necessary on a new facility? Yes No

How many people will use this room at once?

How many hours/day and days/week will this room be used?

Is this an enclosed room or open area?

**Systems**

---

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

**Furniture**

---

Desk with chair Yes No Quantity \_\_\_\_\_

Systems Furn. (workstation) Yes No Quantity \_\_\_\_\_

**Customer Service Requirements**

---

Type of interactive space Counter? Cubical? Other \_\_\_\_\_

Do you handle money? Yes No

Estimated Daily Traffic \_\_\_\_\_

Please list any special security requirements for this space:



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Thanks for your help!

**City Department**                      **COMMISSIONER OF REVENUE**

**Completed by:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Name**

**Department / Position**

**Telephone**

**Email Address**

**Parking Needs for this Department**

---

Staff Parking	Yes	No	Quantity _____	spaces
Public Parking	Yes	No	Quantity _____	spaces
Oversized Vehicles	Yes	No	Quantity _____	spaces

Size of Vehicles

**Special Site / Utility Requirements**

---

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

---

Department

Room Name

Room size (SF)

Quantity

Total (SF)

**Usage**

---

necessary on a new facility? Yes No

How many people will use this room at once?

How many hours/day and days/week will this room be used?

Is this an enclosed room or open area?

**Systems**

---

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

**Furniture**

---

Desk with chair Yes No Quantity \_\_\_\_\_

Systems Furn. (workstation) Yes No Quantity \_\_\_\_\_

**Customer Service Requirements**

---

Type of interactive space Counter? Cubical? Other \_\_\_\_\_

Do you handle money? Yes No

Estimated Daily Traffic \_\_\_\_\_

Please list any special security requirements for this space:



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Thanks for your help!

**City Department**                      **COMMISSIONER OF REVENUE**

**Completed by:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Parking Needs for this Department**

---

Staff Parking	Yes	No	Quantity _____ spaces
Public Parking	Yes	No	Quantity _____ spaces
Oversized Vehicles	Yes	No	Quantity _____ spaces

Size of Vehicles

**Special Site / Utility Requirements**

---

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

---

Department \_\_\_\_\_

Room Name \_\_\_\_\_

Room size (SF) \_\_\_\_\_

Quantity \_\_\_\_\_

Total (SF) \_\_\_\_\_

**Usage**

---

necessary on a new facility? Yes No

How many people will use this room at once?

How many hours/day and days/week will this room be used?

Is this an enclosed room or open area?

**Systems**

---

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

**Furniture**

---

Desk with chair Yes No Quantity \_\_\_\_\_

Systems Furn. (workstation) Yes No Quantity \_\_\_\_\_

**Customer Service Requirements**

---

Type of interactive space Counter? Cubical? Other \_\_\_\_\_

Do you handle money? Yes No

Estimated Daily Traffic \_\_\_\_\_

Please list any special security requirements for this space:



**User Questionnaire**

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If there is something special about a room that is not covered in the questions, feel free to write it in.

Thanks for your help!

**City Department**                      **COMMISSIONER OF REVENUE**

**Completed by:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Parking Needs for this Department**

---

Staff Parking	Yes	No	Quantity _____ spaces
Public Parking	Yes	No	Quantity _____ spaces
Oversized Vehicles	Yes	No	Quantity _____ spaces

Size of Vehicles

**Special Site / Utility Requirements**

---

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

---

Department \_\_\_\_\_

Room Name \_\_\_\_\_

Room size (SF) \_\_\_\_\_

Quantity \_\_\_\_\_

Total (SF) \_\_\_\_\_

**Usage**

---

necessary on a new facility? Yes No

How many people will use this room at once?

How many hours/day and days/week will this room be used?

Is this an enclosed room or open area?

**Systems**

---

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

**Furniture**

---

Desk with chair Yes No Quantity \_\_\_\_\_

Systems Furn. (workstation) Yes No Quantity \_\_\_\_\_

**Customer Service Requirements**

---

Type of interactive space Counter? Cubical? Other \_\_\_\_\_

Do you handle money? Yes No

Estimated Daily Traffic \_\_\_\_\_

Please list any special security requirements for this space:

# FIRE DEPARTMENT - STATION #1



## User Questionnaire

**Date:** September 5, 2017  
**Re:** South Norfolk Municipal Facilities Study  
HBA Project No. 17048.01  
**Subject:** Department Space Needs – User Questionnaire

---

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In some instances a few of the questions will not apply to a specific room and may be skipped or marked NA.

For items with multiple options, mark as many as apply for each room.

If there is something special about a room that is not covered in the questions, feel free to write it in.

Thanks for your help!

**City Department** FIRE - STATION 1

**Completed by:**

\_\_\_\_\_  
Name

\_\_\_\_\_  
Department / Position

\_\_\_\_\_  
Telephone

\_\_\_\_\_  
Email Address

### Parking Needs for this Department

---

Staff Parking	<input checked="" type="radio"/> Yes	No	Quantity	<u>18</u>	spaces
Public Parking	<input checked="" type="radio"/> Yes	No	Quantity	<u>20</u>	spaces
Oversized Vehicles	<input checked="" type="radio"/> Yes	No	Quantity	<u>4</u>	apparatus bays
Size of Vehicles	20-50ft				

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Fire

Room Name **Lobby**

Room size (SF) 280

Quantity 1

Total (SF) 280

**Usage**

necessary on a new facility?  Yes  No

How many people will use this room at once? \_\_\_\_\_

4

How many hours/day and days/week will this room be used? \_\_\_\_\_

24/7

Is this an enclosed room or open area? \_\_\_\_\_

Enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

- Plumbing - None
- HVAC - Heated/Cooled
- Power - Per Code
- Lighting - Overhead, Accent
- Telephone/Data - Data, Cable TV
- Audiovisual - TV, PA Speaker
- Security - None

**Furniture**

Desk with chair Yes  No  Quantity \_\_\_\_\_

Systems Furn. (workstation) Yes  No  Quantity \_\_\_\_\_

4 waiting chairs

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other \_\_\_\_\_

Do you handle money? Yes  No

Estimated Daily Traffic \_\_\_\_\_

Please list any special security requirements for this space:

**NOTE: This space may be shared with other departments.**

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Fire

Room Name **Lobby Toilet**

Room size (SF) 60

Quantity 2

Total (SF) 120

**Usage**

necessary on a new facility?  Yes  No

How many people will use this room at once? 1

How many hours/day and days/week will this room be used? 24/7

Is this an enclosed room or open area? Enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

- Plumbing - Sink, Toilet
- HVAC - Heated/Cooled
- Power - Per Code
- Lighting - Overhead
- Telephone/Data - None
- Audiovisual - None
- Security - None

**Furniture**

Desk with chair Yes  No  Quantity \_\_\_\_\_

Systems Furn. (workstation) Yes  No  Quantity \_\_\_\_\_

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other \_\_\_\_\_

Do you handle money? Yes  No

Estimated Daily Traffic \_\_\_\_\_

Please list any special security requirements for this space:

**NOTE: This space may be shared with other departments.**

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Fire

Room Name **Meeting/Multipurpose Room**

Room size (SF) 500

Quantity 1

Total (SF) 500

**Usage**

necessary on a new facility?  Yes  No

How many people will use this room at once? 30

How many hours/day and days/week will this room be used? 24/7

Is this an enclosed room or open area? Enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

- Plumbing - None
- HVAC - Heated/Cooled
- Power - Per Code
- Lighting - Overhead
- Telephone/Data - Phone, Data, Cable TV
- Audiovisual - TV
- Security - None

**Furniture**

Desk with chair Yes  No  Quantity                     

Systems Furn. (workstation) Yes  No  Quantity                     

30 loose chairs

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other                     

Do you handle money? Yes  No

Estimated Daily Traffic                     

Please list any special security requirements for this space:

**NOTE: This space may be shared with other departments.**

**Special Site / Utility Requirements**

---

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

---

Department Fire

Room Name **Table and Chair Storage**

Room size (SF) 60

Quantity 1

Total (SF) 60

**Usage**

---

necessary on a new facility?  Yes  No

How many people will use this room at once?

na

How many hours/day and days/week will this room be used?

24/7

Is this an enclosed room or open area?

Enclosed

**Systems**

---

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

- Plumbing - None
- HVAC - Heated/Cooled
- Power - Per Code
- Lighting - Overhead
- Telephone/Data - None
- Audiovisual - None
- Security - None

**Furniture**

---

Desk with chair Yes  No  Quantity \_\_\_\_\_

Systems Furn. (workstation) Yes  No  Quantity \_\_\_\_\_

**Customer Service Requirements**

---

Type of interactive space Counter? Cubical? Other \_\_\_\_\_

Do you handle money? Yes  No

Estimated Daily Traffic \_\_\_\_\_

Please list any special security requirements for this space:

**NOTE: This space may be shared with other departments.**

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Fire

Room Name **Watch Desk**

Room size (SF) 150

Quantity 1

Total (SF) 150

**Usage**

necessary on a new facility?  Yes No

How many people will use this room at once?

3

How many hours/day and days/week will this room be used?

24/7

Is this an enclosed room or open area?

Enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Plumbing - None

HVAC - Heated/Cooled

Power - Ample receptacles for workstations and battery chargers

Lighting - Overhead, Task

Telephone/Data - Phone, Data, Cable TV

Audiovisual - TV, PA Speaker

Security - None

**Furniture**

Desk with chair

Yes

No

Quantity 3 chairs at built-in desk/counter

Systems Furn. (workstation)

Yes

No

Quantity \_\_\_\_\_

4 2-drawer filing cabinets

**Customer Service Requirements**

Type of interactive space

Counter?

Cubical? Other

Half wall with counter

Do you handle money?

Yes

No

Estimated Daily Traffic

\_\_\_\_\_

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Fire

Room Name **Captain's Office**

Room size (SF) 150

Quantity 1

Total (SF) 150

**Usage**

necessary on a new facility?  Yes No

How many people will use this room at once? 3

How many hours/day and days/week will this room be used? 24/7

Is this an enclosed room or open area? Enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

- Plumbing - None
- HVAC - Heated/Cooled
- Power - Per code
- Lighting - Overhead
- Telephone/Data - Phone, Data, Cable TV
- Audiovisual - TV
- Security - None

**Furniture**

Desk with chair  Yes No Quantity 1 Desk with chair

Systems Furn. (workstation) Yes  No Quantity \_\_\_\_\_

1 table with 5 chairs, 2 Loose Chairs, 2 Lateral File Cabinets

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other \_\_\_\_\_

Do you handle money? Yes  No

Estimated Daily Traffic \_\_\_\_\_

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Fire

Room Name **Lieutenant's Office**

Room size (SF) 120

Quantity 1

Total (SF) 120

**Usage**

necessary on a new facility?  Yes No

How many people will use this room at once? 3

How many hours/day and days/week will this room be used? 24/7

Is this an enclosed room or open area? Enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

- Plumbing - None
- HVAC - Heated/Cooled
- Power - Per code
- Lighting - Overhead
- Telephone/Data - Phone, Data, Cable TV
- Audiovisual - TV
- Security - None

**Furniture**

Desk with chair  Yes No Quantity 1 Desk with chair

Systems Furn. (workstation) Yes  No Quantity \_\_\_\_\_

2 Loose chairs, 2 Lateral Files

**Customer Service Requirements**

Type of interactive space  Counter?  Cubical? Other \_\_\_\_\_

Do you handle money? Yes  No

Estimated Daily Traffic \_\_\_\_\_

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Fire

Room Name **Firefighter Study**

Room size (SF) 80

Quantity 2

Total (SF) 160

**Usage**

necessary on a new facility?  Yes No

How many people will use this room at once? 1

How many hours/day and days/week will this room be used? 24/7

Is this an enclosed room or open area? Enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

- Plumbing - None
- HVAC - Heated/Cooled
- Power - Per code
- Lighting - Overhead
- Telephone/Data - Phone, Data
- Audiovisual - None
- Security - None

**Furniture**

Desk with chair  Yes No Quantity 1 Desk with chair

Systems Furn. (workstation) Yes  No Quantity \_\_\_\_\_

1 Loose chair, 1 bookshelf

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other \_\_\_\_\_

Do you handle money? Yes  No

Estimated Daily Traffic \_\_\_\_\_

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

---

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

---

Department Fire

Room Name **Toilet**

Room size (SF) 60

Quantity 1

Total (SF) 60

**Usage**

---

necessary on a new facility?  Yes  No

How many people will use this room at once? \_\_\_\_\_

1

How many hours/day and days/week will this room be used? \_\_\_\_\_

24/7

Is this an enclosed room or open area? \_\_\_\_\_

Enclosed

**Systems**

---

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Plumbing - Sink, Toilet

HVAC - Heated/Cooled

Power - Per code

Lighting - Overhead

Telephone/Data - None

Audiovisual - PA Speaker

Security - None

**Furniture**

---

Desk with chair

Yes

No

Quantity \_\_\_\_\_

Systems Furn. (workstation)

Yes

No

Quantity \_\_\_\_\_

**Customer Service Requirements**

---

Type of interactive space

Counter? Cubical? Other \_\_\_\_\_

Do you handle money?

Yes

No

Estimated Daily Traffic \_\_\_\_\_

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Fire

Room Name **Dayroom**

Room size (SF) 500

Quantity 1

Total (SF) 500

**Usage**

necessary on a new facility?  Yes  No

How many people will use this room at once? 10

How many hours/day and days/week will this room be used? 24/7

Is this an enclosed room or open area? Enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

- Plumbing - None
- HVAC - Heated/Cooled
- Power - Per code
- Lighting - Overhead, Accent
- Telephone/Data - Phone, Data, Cable TV
- Audiovisual - TV, PA Speaker
- Security - None

**Furniture**

Desk with chair Yes  No Quantity                     

Systems Furn. (workstation) Yes  No Quantity                     

2 Loose Chairs, 10 Recliners, 1 Bookshelf

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other                     

Do you handle money? Yes  No

Estimated Daily Traffic                     

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

---

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

---

Department Fire

Room Name **Volunteer EMT Storage**

Room size (SF) 120

Quantity 1

Total (SF) 120

**Usage**

---

necessary on a new facility?  Yes  No

How many people will use this room at once?

na

How many hours/day and days/week will this room be used?

24/7

Is this an enclosed room or open area?

Enclosed

**Systems**

---

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Plumbing - None

HVAC - Heated/Cooled

Power - Per code

Lighting - Overhead

Telephone/Data - None

Audiovisual - None

Security - None

**Furniture**

---

Desk with chair

Yes  No

Quantity \_\_\_\_\_

Systems Furn. (workstation)

Yes  No

Quantity \_\_\_\_\_

4 24x48 shelf units, each with 4 shelves

**Customer Service Requirements**

---

Type of interactive space

Counter? Cubical? Other \_\_\_\_\_

Do you handle money?

Yes  No

Estimated Daily Traffic \_\_\_\_\_

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

---

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

---

Department Fire

Room Name **Kitchen / Dining**

Room size (SF) 680

Quantity 1

Total (SF) 680

**Usage**

---

necessary on a new facility?  Yes  No

How many people will use this room at once? 12

How many hours/day and days/week will this room be used? 24/7

Is this an enclosed room or open area? Enclosed

**Systems**

---

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Plumbing - Sink, Dishwasher

HVAC - Heated/Cooled

Power - Per code

Lighting - Overhead, Task, Accent

Telephone/Data - Phone, Data, Cable TV

Audiovisual - TV, PA Speaker

Security - None

**Furniture**

---

Desk with chair Yes  No  Quantity                     

Systems Furn. (workstation) Yes  No  Quantity                     

Dining table with seating for 12

**Customer Service Requirements**

---

Type of interactive space Counter? Cubical? Other                     

Do you handle money? Yes  No

Estimated Daily Traffic                     

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

---

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

---

Department Fire

Room Name **Pantry**

Room size (SF) 200

Quantity 1

Total (SF) 200

**Usage**

---

necessary on a new facility?  Yes  No

How many people will use this room at once? na

How many hours/day and days/week will this room be used? 24/7

Is this an enclosed room or open area? Enclosed

**Systems**

---

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

- Plumbing - Ice Maker
- HVAC - Heated/Cooled
- Power - Per code
- Lighting - Overhead, Task
- Telephone/Data - None
- Audiovisual - None
- Security - None

**Furniture**

---

Desk with chair Yes  No  Quantity                     

Systems Furn. (workstation) Yes  No  Quantity                     

**Customer Service Requirements**

---

Type of interactive space Counter? Cubical? Other                     

Do you handle money? Yes  No

Estimated Daily Traffic                     

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Fire

Room Name **Bunkrooms**

Room size (SF) 120

Quantity 10

Total (SF) 1200

**Usage**

necessary on a new facility?  Yes  No

How many people will use this room at once? 2

How many hours/day and days/week will this room be used? 24/7

Is this an enclosed room or open area? Enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

- Plumbing - None
- HVAC - Heated/Cooled
- Power - Per code
- Lighting - Overhead, Task
- Telephone/Data - Phone, Cable TV
- Audiovisual - TV, PA Speaker
- Security - None

**Furniture**

Desk with chair Yes  No  Quantity                     

Systems Furn. (workstation) Yes  No  Quantity                     

2 beds, 2 nightstands, and 1 dresser

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other                     

Do you handle money? Yes  No

Estimated Daily Traffic                     

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Fire

Room Name **Toilet/Shower Rooms**

Room size (SF) 100

Quantity 6

Total (SF) 600

**Usage**

necessary on a new facility?  Yes  No

How many people will use this room at once?

1

How many hours/day and days/week will this room be used?

24/7

Is this an enclosed room or open area?

Enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Plumbing - Sink, Toilet, Shower

HVAC - Heated/Cooled

Power - Per code

Lighting - Overhead, Task

Telephone/Data - None

Audiovisual - None

Security - None

**Furniture**

Desk with chair

Yes

No

Quantity

Systems Furn. (workstation)

Yes

No

Quantity

**Customer Service Requirements**

Type of interactive space

Counter? Cubical? Other

Do you handle money?

Yes

No

Estimated Daily Traffic

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Fire

Room Name **Fitness Room**

Room size (SF) 600

Quantity 1

Total (SF) 600

**Usage**

necessary on a new facility?  Yes No

How many people will use this room at once? 6

How many hours/day and days/week will this room be used? 24/7

Is this an enclosed room or open area? Enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

- Plumbing - Drinking Fountain
- HVAC - Heated/Cooled
- Power - Per code
- Lighting - Overhead, Task
- Telephone/Data - Cable TV
- Audiovisual - TV, PA Speaker
- Security - None

**Furniture**

Desk with chair Yes No Quantity None

Systems Furn. (workstation) Yes  No Quantity                     

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other                     

Do you handle money? Yes  No

Estimated Daily Traffic                     

Please list any special security requirements for this space:

**NOTE: This space may be shared with other departments.**

**Special Site / Utility Requirements**

---

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

---

Department Fire  
Room Name Fitness Room Shower  
Room size (SF) **100** Quantity 1 Total (SF) 100

**Usage**

---

necessary on a new facility?  Yes No  
How many people will use this room at once? 1  
How many hours/day and days/week will this room be used? 24/7  
Is this an enclosed room or open area? Enclosed

**Systems**

---

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

- Plumbing - Sink, Toilet, Shower
- HVAC - Heated/Cooled
- Power - Per code
- Lighting - Overhead
- Telephone/Data - None
- Audiovisual - None
- Security - None

**Furniture**

---

Desk with chair Yes  No Quantity \_\_\_\_\_  
Systems Furn. (workstation) Yes  No Quantity \_\_\_\_\_

**Customer Service Requirements**

---

Type of interactive space Counter? Cubical? Other \_\_\_\_\_  
Do you handle money? Yes No  
Estimated Daily Traffic \_\_\_\_\_  
Please list any special security requirements for this space:

**NOTE: This space may be shared with other departments.**

**Special Site / Utility Requirements**

---

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

---

Department Fire  
Room Name **Apparatus Bay**  
Room size (SF) 6640 (4 bays 20x83)                      Quantity 1                      Total (SF) 6640

**Usage**

---

necessary on a new facility?  Yes    No  
How many people will use this room at once?                      na  
How many hours/day and days/week will this room be used?                      24/7  
Is this an enclosed room or open area?                      Enclosed

**Systems**

---

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

- Plumbing - Hose Bibbs, Floor Drains
- HVAC - Heat, Ceiling Fans
- Power - Special Voltage
- Lighting - Overhead
- Telephone/Data - Phone, Data
- Audiovisual - None
- Security - None

**Furniture**

---

Desk with chair                      Yes     No    Quantity \_\_\_\_\_  
Systems Furn. (workstation)    Yes     No    Quantity \_\_\_\_\_

**Customer Service Requirements**

---

Type of interactive space    Counter? Cubical? Other    \_\_\_\_\_  
Do you handle money?    Yes     No  
Estimated Daily Traffic    \_\_\_\_\_  
Please list any special security requirements for this space:

**Special Site / Utility Requirements**

---

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

---

Department Fire

Room Name **Turnout Gear Storage**

Room size (SF) 500

Quantity 1

Total (SF) 500

**Usage**

---

necessary on a new facility?  Yes  No

How many people will use this room at once?

na

How many hours/day and days/week will this room be used?

24/7

Is this an enclosed room or open area?

Enclosed

**Systems**

---

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Plumbing - None

HVAC - Heat/Cooled, Exhaust Fan

Power - Per Code

Lighting - Overhead

Telephone/Data - None

Audiovisual - PA Speaker

Security - None

**Furniture**

---

Desk with chair

Yes  No

Quantity \_\_\_\_\_

Systems Furn. (workstation)

Yes  No

Quantity \_\_\_\_\_

**Customer Service Requirements**

---

Type of interactive space

Counter? Cubical? Other \_\_\_\_\_

Do you handle money?

Yes  No

Estimated Daily Traffic \_\_\_\_\_

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Fire

Room Name **Turnout Gear Decontamination**

Room size (SF) 180

Quantity 1

Total (SF) 180

**Usage**

necessary on a new facility?  Yes  No

How many people will use this room at once? \_\_\_\_\_

1

How many hours/day and days/week will this room be used? \_\_\_\_\_

24/7

Is this an enclosed room or open area? \_\_\_\_\_

Enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Plumbing - Gearwasher

HVAC - Heat/Cooled, Exhaust Fan

Power - Special Voltage

Lighting - Overhead

Telephone/Data - None

Audiovisual - PA Speaker

Security - None

**Furniture**

Desk with chair

Yes

No

Quantity \_\_\_\_\_

Systems Furn. (workstation)

Yes

No

Quantity \_\_\_\_\_

**Customer Service Requirements**

Type of interactive space

Counter? Cubical? Other \_\_\_\_\_

Do you handle money?

Yes

No

Estimated Daily Traffic \_\_\_\_\_

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

---

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

---

Department Fire

Room Name **Workshop**

Room size (SF) 180

Quantity 1

Total (SF) 180

**Usage**

---

necessary on a new facility?  Yes  No

How many people will use this room at once? \_\_\_\_\_

1

How many hours/day and days/week will this room be used? \_\_\_\_\_

24/7

Is this an enclosed room or open area? \_\_\_\_\_

Enclosed

**Systems**

---

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Plumbing - None

HVAC - Heat/Cooled, Ceiling Fan

Power - Per Code

Lighting - Overhead, Task

Telephone/Data - None

Audiovisual - PA Speaker

Security - None

**Furniture**

---

Desk with chair

Yes

No

Quantity \_\_\_\_\_

Systems Furn. (workstation)

Yes

No

Quantity \_\_\_\_\_

**Customer Service Requirements**

---

Type of interactive space

Counter? Cubical? Other \_\_\_\_\_

Do you handle money?

Yes

No

Estimated Daily Traffic \_\_\_\_\_

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

---

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

---

Department Fire

Room Name **Housekeeping Supplies**

Room size (SF) 80

Quantity 1

Total (SF) 80

**Usage**

---

necessary on a new facility?  Yes  No

How many people will use this room at once?

na

How many hours/day and days/week will this room be used?

24/7

Is this an enclosed room or open area?

Enclosed

**Systems**

---

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Plumbing - Sink, Hose Bibb

HVAC - Heat/Cooled

Power - Per Code

Lighting - Overhead

Telephone/Data - None

Audiovisual - None

Security - None

**Furniture**

---

Desk with chair

Yes  No

Quantity \_\_\_\_\_

Systems Furn. (workstation)

Yes  No

Quantity \_\_\_\_\_

**Customer Service Requirements**

---

Type of interactive space

Counter? Cubical? Other \_\_\_\_\_

Do you handle money?

Yes  No

Estimated Daily Traffic \_\_\_\_\_

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Fire

Room Name **Storage**

Room size (SF) 80

Quantity 1

Total (SF) 80

**Usage**

necessary on a new facility?  Yes  No

How many people will use this room at once?

na

How many hours/day and days/week will this room be used?

24/7

Is this an enclosed room or open area?

Enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

- Plumbing - None
- HVAC - Heat/Cooled
- Power - Per Code
- Lighting - Overhead
- Telephone/Data - None
- Audiovisual - None
- Security - None

**Furniture**

Desk with chair Yes  No  Quantity \_\_\_\_\_

Systems Furn. (workstation) Yes  No  Quantity \_\_\_\_\_

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other \_\_\_\_\_

Do you handle money? Yes  No

Estimated Daily Traffic \_\_\_\_\_

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

---

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

---

Department Fire

Room Name **I.T. Room**

Room size (SF) 150

Quantity 1

Total (SF) 150

**Usage**

---

necessary on a new facility? Yes No

How many people will use this room at once? \_\_\_\_\_

na

How many hours/day and days/week will this room be used? \_\_\_\_\_

24/7

Is this an enclosed room or open area? \_\_\_\_\_

Enclosed

**Systems**

---

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Plumbing - None

HVAC - Heat/Cooled

Power - Dedicated Circuits, Special Voltage

Lighting - Overhead

Telephone/Data - Data

Audiovisual - None

Security - None

**Furniture**

---

Desk with chair

Yes  No

Quantity \_\_\_\_\_

Systems Furn. (workstation)

Yes  No

Quantity \_\_\_\_\_

**Customer Service Requirements**

---

Type of interactive space

Counter? Cubical? Other \_\_\_\_\_

Do you handle money?

Yes  No

Estimated Daily Traffic \_\_\_\_\_

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

---

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

---

Department Fire

Room Name **Mechanical Equipment**

Room size (SF) 120

Quantity 1

Total (SF) 120

**Usage**

---

necessary on a new facility?  Yes  No

How many people will use this room at once? \_\_\_\_\_

na

How many hours/day and days/week will this room be used? \_\_\_\_\_

24/7

Is this an enclosed room or open area? \_\_\_\_\_

Enclosed

**Systems**

---

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Plumbing - None

HVAC - As Required

Power - As Required

Lighting - Overhead

Telephone/Data - None

Audiovisual - None

Security - None

**Furniture**

---

Desk with chair

Yes  No

Quantity \_\_\_\_\_

Systems Furn. (workstation)

Yes  No

Quantity \_\_\_\_\_

**Customer Service Requirements**

---

Type of interactive space

Counter? Cubical? Other \_\_\_\_\_

Do you handle money?

Yes  No

Estimated Daily Traffic \_\_\_\_\_

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

---

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

---

Department Fire

Room Name **Sprinkler Equipment**

Room size (SF) 120

Quantity 1

Total (SF) 120

**Usage**

---

necessary on a new facility?  Yes  No

How many people will use this room at once?

na

How many hours/day and days/week will this room be used?

24/7

Is this an enclosed room or open area?

Enclosed

**Systems**

---

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Plumbing - Floor drain

HVAC - As Required

Power - As Required

Lighting - Overhead

Telephone/Data - None

Audiovisual - None

Security - None

**Furniture**

---

Desk with chair

Yes  No

Quantity \_\_\_\_\_

Systems Furn. (workstation)

Yes  No

Quantity \_\_\_\_\_

**Customer Service Requirements**

---

Type of interactive space

Counter? Cubical? Other

\_\_\_\_\_

Do you handle money?

Yes  No

Estimated Daily Traffic

\_\_\_\_\_

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Fire

Room Name **Electrical Equipment**

Room size (SF) 120

Quantity 1

Total (SF) 120

**Usage**

necessary on a new facility?  Yes No

How many people will use this room at once?

na

How many hours/day and days/week will this room be used?

24/7

Is this an enclosed room or open area?

Enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Plumbing - None

HVAC - As Required

Power - As Required

Lighting - Overhead

Telephone/Data - None

Audiovisual - None

Security - None

**Furniture**

Desk with chair

Yes No

Quantity None

Systems Furn. (workstation)

Yes  No

Quantity

**Customer Service Requirements**

Type of interactive space

Counter?  Cubical?  Other

Do you handle money?

Yes No

Estimated Daily Traffic

Please list any special security requirements for this space:

# POLICE DEPARTMENT - 2nd PRECINCT



## Project Meeting

**Project:** 17048 – South Norfolk Municipal Master Plan

**Date:** September 22, 2017

**Present:** Captain Dunlop  
Mike Winner  
Chris Ames

### Items Discussed:

1. There are 19 people who work at the 2<sup>nd</sup> Precinct at any given time, 18 of whom are employees of the police department.
  - a. 12 officers per squad
  - b. 2 Sergeants per squad
  - c. 1 Commanding Officer
  - d. 1 Executive Officer
  - e. 2 Admin/ Support staff
  - f. 1 Neighborhood Services Coordinator
2. A separate exterior entrance for the police department is needed.
3. Lobby
  - a. Current size is adequate, but adjacent toilet rooms are not needed. Adjacent to Public Information Associate.
4. Community Meeting/ Training Room
  - a. Current space does not have this, would be useful as this particular precinct does a good deal of community outreach.
  - b. Needed for meetings and training sessions of various sizes, usually of about 15-20 people but occasionally as many as 40 people.
  - c. Could be shared with other departments, although police would likely use it most frequently.
5. Public Information Associate
  - a. Adjacent to Lobby
  - b. Needs more space and privacy than currently exists. Noise is a concern.
6. Outgoing Roll Call
  - a. Needs to be larger, with more desk space.
  - b. Should be close to Incoming Roll Call.
7. Fitness Room
  - a. Needs to be larger, with more open space to accommodate evolving fitness trends.
  - b. Could be a shared space between police and fire department, but no other departments should have access.

- c. Has attached toilet/ locker rooms. Lockers would be for gym use, and would not be employees' primary lockers.
8. Storage Needs
- a. There are currently 5 holding cells being used for storage, including SWAT and dive team storage. Holding cells are not required. This is not enough for current storage needs.
  - b. Dive team storage needs to be 200 SF, climate controlled.
  - c. SWAT storage needs to be 200 SF.
  - d. There is an existing bike shed; bike storage should be incorporated into the interior storage area.
  - e. Space for general storage is also needed.
  - f. The sally port includes storage for car-related maintenance equipment, which works well.
9. Incoming Roll Call
- a. Needs to be bigger; in terms of gaining more space, this room takes precedence over Outgoing Roll Call.
  - b. Used by up to 20 people at a time
  - c. Needs smartboard/ projection screen
  - d. Should be close to Outgoing Roll Call.
  - e. Interview room is currently located off of this space, which is not optimal.
10. Mail Room
- a. Currently has mail functions, lockers (just added) and charging stations for body cameras, radios etc.
  - b. Lockers should be in a separate room.
  - c. Currently has an attached toilet room, but this is not needed.
11. Drug Room – adequate.
12. Neighborhood Services Office
- a. This person is not technically part of the police department, although they work together closely.
  - b. Should be in a secure area, not out in the open.
13. Kitchen
- a. Only currently appliances are a refrigerator and microwave; an oven/ stove is desired. Does not need to be as extensive as a fire station kitchen.
  - b. Will also include dining space.
14. Sergeant's Office
- a. Needs systems furniture for 6 people, should be enclosed room with lockable door.
15. Executive/ Commanding Officer Offices
- a. Sizes of each are adequate
  - b. Should be part of suite that also includes secretary
16. Conference Room
- a. Currently in same room with executive secretary, which is not optimal.
  - b. Used primarily for internal meetings of 10-12 people.
  - c. Needs whiteboard/ smartboard
17. Interview Room
- a. Size is adequate, but should not be located off Incoming Roll Call.
18. Sally Port

- a. Currently has open coiling overhead grilles, which leaves the space exposed to weathering. Needs solid overhead coiling doors and ventilation.
  - b. Has small storage closet, which is needed.
19. Parking
- a. Current parking is not adequate
  - b. Need 16 spaces for pool cars
  - c. Some officers have take-home cars, but others drive their own cars to work. A space for every employee/ worker would be 19 spaces.
  - d. Spaces for public parking is also needed.
  - e. A closed off parking area to deter vandalism is needed.
  - f. Approximately 35-40 spaces needed, not counting public parking spaces which would likely be shared with other departments.
20. Boat storage – the dive team needs indoor storage for their boat, but this may be located at a different site. Need to confirm with City, as this is not a 2<sup>nd</sup> Precinct function.

*If the above summary does not agree with your understanding of the items discussed, please notify the Architect immediately.*

**By:** Chris Ames

**Distribution:** All Present  
file













Special Site/ Utility Requirements

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

Room Identification

Department **Police Department**

Room Name: **Restrooms**

Room size (SF)

Quantity:

Total(SF) **94**

Usage

Necessary on a new facility? **Yes** No

How many people will use this room at once?

How many hours/days and days/weeks will this room be used?

Is this an enclosed room or open area?

Systems

Please list any special systems (ie. Plumbing, power, lighting, or equipment) that this space requires:

Furniture

Desk with chair                      Yes    No    Quantity

Systems Furn. (workstation)      Yes    No    Quantity

Customer Service Requirements

Type of interaction space            Counter? Cubical? Other

Do you handle money?              Yes    No

Estimated Daily Traffic

Please list any special security requirements for this space:











Special Site/ Utility Requirements

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

Room Identification

Department: **Police Department**

Room Name: **Drug Room**

Room size (SF)

Quantity:

Total(SF) **84**

Usage

Necessary on a new facility? **Yes** No

How many people will use this room at once? **2**

How many hours/days and days/weeks will this room be used? **7 days a week**

Is this an enclosed room or open area? **Enclosed**

Systems

Please list any special systems (ie. Plumbing, power, lighting, or equipment) that this space requires:

Furniture

Desk with chair **Yes** No Quantity **1**

Systems Furn. (workstation) Yes No Quantity

Customer Service Requirements

Type of interaction space Counter? Cubical? Other

Do you handle money? Yes No

Estimated Daily Traffic

Please list any special security requirements for this space: **Room needs to be secure**



















Special Site/ Utility Requirements

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

Room Identification

Department **Police Department**

Room Name: **Sallyport**

Room size (SF)	Quantity:	Total(SF)
----------------	-----------	-----------

Usage

Necessary on a new facility?    Yes    No

How many people will use this room at once?

How many hours/days and days/weeks will this room be used?

Is this an enclosed room or open area?

Systems

Please list any special systems (ie. Plumbing, power, lighting, or equipment) that this space requires:

Furniture

Desk with chair	Yes	No	Quantity
-----------------	-----	----	----------

Systems Furn. (workstation)	Yes	No	Quantity
-----------------------------	-----	----	----------

Customer Service Requirements

Type of interaction space      Counter? Cubical? Other

Do you handle money?      Yes    No

Estimated Daily Traffic

Please list any special security requirements for this space:

# HUMAN SERVICES (COMMUNITY CORRECTIONS)



## Project Meeting

**Project:** 17048 – South Norfolk Municipal Master Plan

**Date:** October 16, 2017

**Present:** Mary Riley  
Cori Craver  
Dave Ermini

### Items Discussed:

1. The Community Corrections Agency is a division of Human Services that provides supervision to pretrial and probation defendants in the community. Some of their clientele have criminal records that include offenses against children. For this reason, they would request a separate entrance/lobby to contain their clientele as much as possible. They also have occasions where the police arrest their clients while in their office. Having a separate entrance and lobby would avoid having these individuals mix with the general public, and reduce the impact on public safety.
2. They also request that their lobby be separated from the rest of their offices by way of a secured door with either swipe or keypad entrance. Their current lobby has bullet resistant panels, as well as bullet resistant glass at the reception desk. They would like to keep that same level of security in the new building.
3. Lastly, Virginia State Police requires their VCIN terminal be housed in a room with separate locking mechanism that can only be accessed by VCIN certified operators. State and federal laws dictate that no one is allowed unaccompanied in that particular area who is not certified by the State Police. In their current location, a secure File Storage Room houses the VCIN terminal. The administrative assistant issues keys to that particular office when an employee completes the required training. Housekeeping staff are not permitted to enter that room due to these regulations.
4. The existing Community Corrections building in South Norfolk is located at 1202 20<sup>th</sup> Street, Chesapeake, VA. It is a one-story, roughly 2,600 square foot structure with exterior wall construction consisting of brick veneer on concrete block and aluminum storefront entrance and windows. The building has been well-maintained, but is nearing the end of its usable life.

*If the above summary does not agree with your understanding of the items discussed, please notify the Architect immediately.*

**By:** Dave Ermini

**Distribution:** file

# HUMAN SERVICES (COMMUNITY CORRECTIONS)



## User Questionnaire

**Date:** September 5, 2017  
**Re:** South Norfolk Municipal Facilities Study  
HBA Project No. 17048.01  
**Subject:** Department Space Needs – User Questionnaire

---

The questionnaire in the following pages has been provided in order to gather information about spaces required for this project. A separate page has been provided for each room or space that is needed, with a standard list of questions.

Please complete each page as completely as possible; if you aren't sure about an item don't worry about leaving it blank, we can fill in the gaps later.

In some instances a few of the questions will not apply to a specific room and may be skipped or marked NA.

For items with multiple options, mark as many as apply for each room.

If there is something special about a room that is not covered in the questions, feel free to write it in.

Thanks for your help!

<b>City Department</b>	<b>HUMAN SERVICES</b>	
<b>Completed by:</b>	Dave Ermini for Cori Craver	Community Corrections/Program Coordinator
	<hr/>	<hr/>
	<b>Name</b>	<b>Department / Position</b>
	543-0200	ccraver@cityofchesapeake.
	<hr/>	<hr/>
	<b>Telephone</b>	<b>Email Address</b>

## Parking Needs for this Department

---

Staff Parking	<input checked="" type="radio"/> Yes	<input type="radio"/> No	Quantity	<u>10</u>	spaces
Public Parking	<input checked="" type="radio"/> Yes	<input type="radio"/> No	Quantity	<u>30</u>	spaces
Oversized Vehicles	<input type="radio"/> Yes	<input checked="" type="radio"/> No	Quantity	<u>          </u>	spaces
	Size of Vehicles				



**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Human Services / Community Corrections  
Room Name Reception / Intake  
Room size (SF) 90 Quantity 1 Total (SF) 90

**Usage**

necessary on a new facility?  Yes  No  
How many people will use this room at once? 1  
How many hours/day and days/week will this room be used? 8 hrs/day; 5 days/week  
Is this an enclosed room or open area? enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

**Furniture**

Desk with chair Yes  No  Quantity 2 side chairs for visitors  
Systems Furn. (workstation)  Yes  No Quantity 1 with 1 chair

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other N/A  
Do you handle money? Yes  No   
Estimated Daily Traffic 10

Please list any special security requirements for this space:

Needs to be separated from the Vestibule/Lobby space by bullet resistant construction. The current space has bullet resistant gypsum board installed on the lobby side of the walls in this room.

The space also needs a bullet-proof teller window with integral speaker and deal tray which communicates with the Vestibule/Lobby office. The door leading to the corridor on the secure side of the building needs an electronic lock with push button release located in this room.

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Human Services / Community Corrections

Room Name Conference Room

Room size (SF) 250

Quantity 1

Total (SF) 250

**Usage**

necessary on a new facility?  Yes No

How many people will use this room at once? 20

How many hours/day and days/week will this room be used? 8 hrs/day; 5 days/week

Is this an enclosed room or open area? enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Room needs an overhead projector with screen, and power & data for the projector.

**Furniture**

Desk with chair  Yes No Quantity 20 chairs with 10 tables

Systems Furn. (workstation) Yes  No Quantity                     

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other                     

Do you handle money? Yes  No

Estimated Daily Traffic 20

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Human Services / Community Corrections

Room Name Office (P0-2)

Room size (SF) 110 Quantity 2 Total (SF) 220

**Usage**

necessary on a new facility?  Yes  No

How many people will use this room at once? 3

How many hours/day and days/week will this room be used? 8 hrs/day; 5 days/week

Is this an enclosed room or open area? enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Power & Data for a computer workstation.

**Furniture**

Desk with chair Yes  No  Quantity 2 side chairs for visitors

Systems Furn. (workstation)  Yes  No Quantity 1 with 1 chair

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other \_\_\_\_\_

Do you handle money? Yes  No

Estimated Daily Traffic 10

Please list any special security requirements for this space:



**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Human Services / Community Corrections

Room Name Employee Lounge / Consultation

Room size (SF) 125 Quantity 1 Total (SF) 125

**Usage**

necessary on a new facility?  Yes No

How many people will use this room at once? 4

How many hours/day and days/week will this room be used? 8 hrs/day; 5 days/week

Is this an enclosed room or open area? enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Need additional storage / shelving for supplies and paper goods, or possibly include a separate Storage Room in a new facility for this purpose.

**Furniture**

Desk with chair  Yes No Quantity 1 dining table with 4 chairs

Systems Furn. (workstation) Yes  No Quantity

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other

Do you handle money? Yes  No

Estimated Daily Traffic 20

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Human Services / Community Corrections

Room Name Office (P0)

Room size (SF) 80 Quantity 5 Total (SF) 400

**Usage**

necessary on a new facility?  Yes  No

How many people will use this room at once? 3

How many hours/day and days/week will this room be used? 8 hrs/day; 5 days/week

Is this an enclosed room or open area? enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Power & Data for a computer workstation.

**Furniture**

Desk with chair Yes  No  Quantity 2 side chairs for visitors

Systems Furn. (workstation)  Yes  No Quantity 1 with 1 chair

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other \_\_\_\_\_

Do you handle money? Yes  No

Estimated Daily Traffic 10

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department	Human Services / Community Corrections		
Room Name	Secure VCIN Terminal / Storage		
Room size (SF)	120	Quantity	1
		Total (SF)	120

**Usage**

necessary on a new facility?  Yes  No

How many people will use this room at once? 1

How many hours/day and days/week will this room be used? 8 hrs/day; 5 days/week

Is this an enclosed room or open area? enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Power & Data for a computer workstation. Data requires a separate secure VPN connection to the Virginia State Police system.

Needs shelving for storage of secure files in boxes. Full height, adjustable shelving on at least two walls should be provided.

**Furniture**

Desk with chair	Yes <input type="radio"/> No <input checked="" type="radio"/>	Quantity <u>                    </u>
Systems Furn. (workstation)	Yes <input checked="" type="radio"/> No <input type="radio"/>	Quantity <u>1 with 1 chair</u>

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other                     

Do you handle money? Yes  No

Estimated Daily Traffic 10

Please list any special security requirements for this space:

Virginia State Police requires our VCIN terminal be housed in a room with separate locking mechanism that can only be accessed by VCIN certified operators. State and federal laws dictate that no one is allowed unaccompanied in that particular area who is not certified by the State Police. In the current location, the administrative assistant issues keys to that particular office when an employee completes the required training. Housekeeping staff do not even enter that room due to the regulations.

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department	Human Services / Community Corrections		
Room Name	Break Room		
Room size (SF)	80	Quantity	1
		Total (SF)	80

**Usage**

necessary on a new facility?  Yes  No

How many people will use this room at once? 4

How many hours/day and days/week will this room be used? 8 hrs/day; 5 days/week

Is this an enclosed room or open area? enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Kitchenette with base & wall cabinets, sink, refrigerator, and (2) two microwaves. Could be incorporated into the Employee Lounge in a new facility, or shared with another department, but only if it is located outside the secure area.

**Furniture**

Desk with chair	Yes	<input type="radio"/> No	Quantity	<u>                    </u>
Systems Furn. (workstation)	Yes	<input type="radio"/> No	Quantity	<u>                    </u>

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other                     

Do you handle money? Yes  No

Estimated Daily Traffic 20

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department	Human Services / Community Corrections		
Room Name	Copy Room / Data Room		
Room size (SF)	65	Quantity	1
		Total (SF)	65

**Usage**

necessary on a new facility?  Yes  No

How many people will use this room at once? 2

How many hours/day and days/week will this room be used? 8 hrs/day; 5 days/week

Is this an enclosed room or open area? enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Power & Data for copiers and Data Rack. Current facility has the Data Rack located in on a wire shelf system above a small inkjet copier which rests on a stand.

**Furniture**

Desk with chair	Yes	<input type="radio"/> No	Quantity <u>                    </u>
Systems Furn. (workstation)	Yes	<input type="radio"/> No	Quantity <u>                    </u>

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other                     

Do you handle money? Yes  No

Estimated Daily Traffic 20

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Human Services / Community Corrections  
Room Name Staff Toilet (Unisex)  
Room size (SF) 20 Quantity 1 Total (SF) 20

**Usage**

necessary on a new facility?  Yes  No  
How many people will use this room at once? 1.  
How many hours/day and days/week will this room be used? 8 hrs/day; 5 days/week  
Is this an enclosed room or open area? enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Water closet and lavatory (non-ADA). A new facility will require at least one ADA-compliant toilet (roughly 50 SF).

**Furniture**

Desk with chair Yes  No Quantity \_\_\_\_\_  
Systems Furn. (workstation) Yes  No Quantity \_\_\_\_\_

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other \_\_\_\_\_  
Do you handle money? Yes  No  
Estimated Daily Traffic 20

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department	Human Services / Community Corrections		
Room Name	Client Toilet (Unisex)		
Room size (SF)	30	Quantity	1
		Total (SF)	30

**Usage**

necessary on a new facility?  Yes  No

How many people will use this room at once? 1.

How many hours/day and days/week will this room be used? 8 hrs/day; 5 days/week

Is this an enclosed room or open area? enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Water closet and lavatory (non-ADA). A new facility will require this toilet to be ADA-compliant (roughly 50 SF).

The existing space has a small metal shelf for urine samples. The clients need to be escorted into this room while they fill the samples. In a new facility, a sample window with pass-thru shelf would be desirable. This toilet would need to be located immediately adjacent to the Lobby in that case.

**Furniture**

Desk with chair	Yes	<input type="radio"/> No	Quantity <u>                    </u>
Systems Furn. (workstation)	Yes	<input type="radio"/> No	Quantity <u>                    </u>

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other                     

Do you handle money? Yes  No

Estimated Daily Traffic 20

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Human Services / Community Corrections  
Room Name Staff Toilet (Unisex)  
Room size (SF) 30 Quantity 1 Total (SF) 30

**Usage**

necessary on a new facility?  Yes  No  
How many people will use this room at once? 1.  
How many hours/day and days/week will this room be used? 8 hrs/day; 5 days/week  
Is this an enclosed room or open area? enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:  
Water closet and lavatory (non-ADA). A new facility will require at least one ADA-compliant toilet (roughly 50 SF).

**Furniture**

Desk with chair Yes  No Quantity \_\_\_\_\_  
Systems Furn. (workstation) Yes  No Quantity \_\_\_\_\_

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other \_\_\_\_\_  
Do you handle money? Yes  No  
Estimated Daily Traffic 20  
Please list any special security requirements for this space:

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department	Human Services / Community Corrections		
Room Name	Storage Closet		
Room size (SF)	10	Quantity	1
		Total (SF)	10

**Usage**

necessary on a new facility?  Yes  No

How many people will use this room at once? 1.

How many hours/day and days/week will this room be used? 8 hrs/day; 5 days/week

Is this an enclosed room or open area? enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

The current facility has a small (5'wide x 2' deep) closet with shelves located alongside the primary corridor. This closet provides insufficient storage capacity for Community Corrections. It is recommended that a larger (50 to 75 SF) Storage Room be provided in a new facility.

**Furniture**

Desk with chair	Yes	<input checked="" type="radio"/> No	Quantity <u>                    </u>
Systems Furn. (workstation)	Yes	<input checked="" type="radio"/> No	Quantity <u>                    </u>

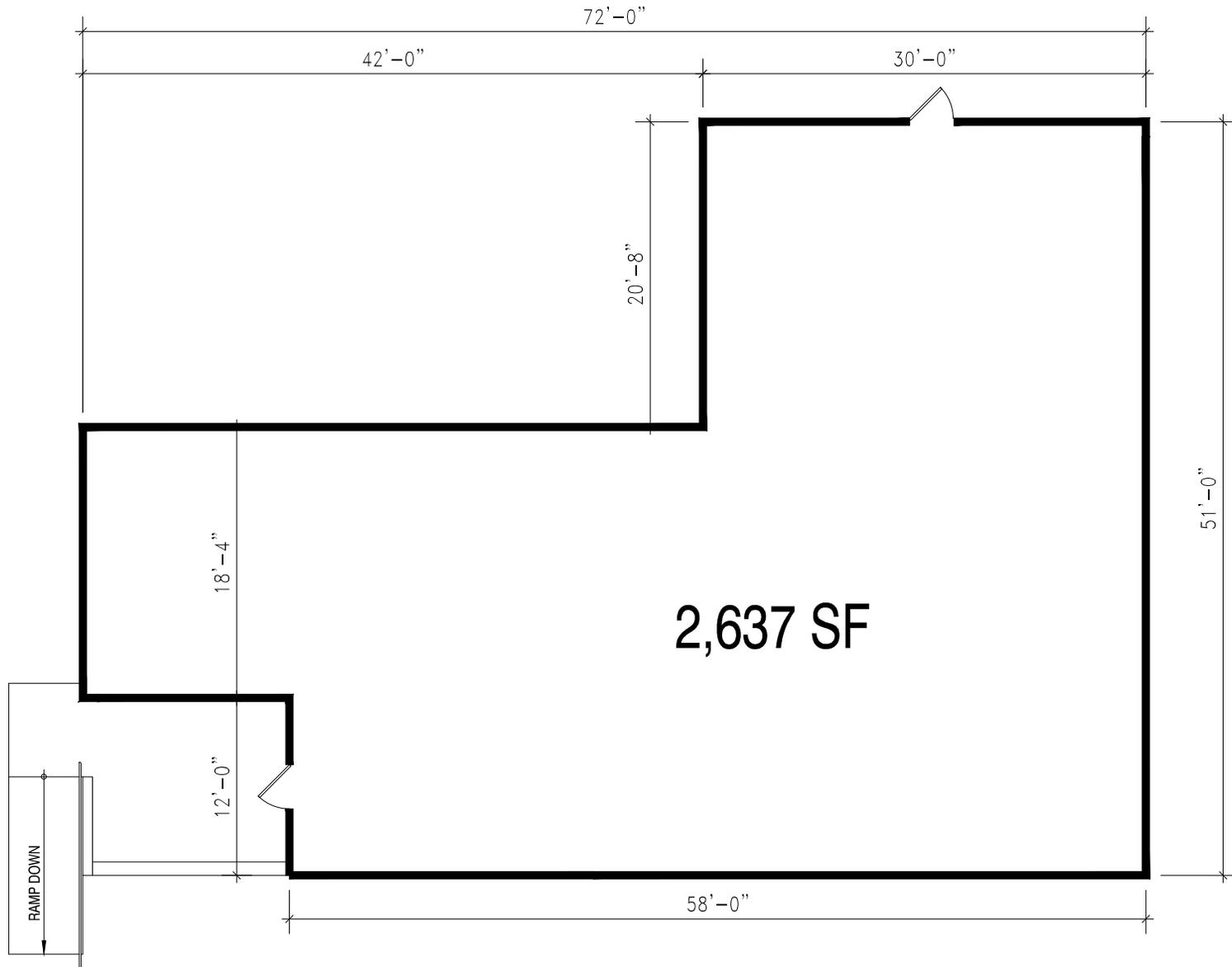
**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other                     

Do you handle money? Yes  No

Estimated Daily Traffic 20

Please list any special security requirements for this space:



# EXISTING BUILDING FOOTPRINT

NOT TO SCALE

# COMMONWEALTH'S ATTORNEY



## User Questionnaire

**Date:** September 26, 2017  
**Re:** South Norfolk Municipal Facilities Study  
HBA Project No. 17048.01  
**Subject:** Department Space Needs – User Questionnaire

---

The questionnaire in the following pages has been provided in order to gather information about spaces required for this project. A separate page has been provided for each room or space that is needed, with a standard list of questions.

Please complete each page as completely as possible; if you aren't sure about an item don't worry about leaving it blank, we can fill in the gaps later.

In some instances a few of the questions will not apply to a specific room and may be skipped or marked NA.

For items with multiple options, mark as many as apply for each room.

If there is something special about a room that is not covered in the questions, feel free to write it in.

Thanks for your help!

**City Department** **COMMONWEALTH ATTORNEY**

**Completed by:** Mike Winner for Nancy Parr

**Name**

382-3200

**Telephone**

Commonwealth's Attorney

**Department / Position**

nparr@cityofchesapeake.net

**Email Address**

## Parking Needs for this Department

---

Staff Parking	<input checked="" type="radio"/> Yes	No	Quantity	<u>6</u>	spaces
Public Parking	<input checked="" type="radio"/> Yes	No	Quantity	<u>3</u>	spaces
Oversized Vehicles	Yes	<input checked="" type="radio"/> No	Quantity	<u>          </u>	spaces

Size of Vehicles



**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Commonwealth's Attorney  
Room Name Support Staff  
Room size (SF) 200 Quantity 1 Total (SF) 200

**Usage**

necessary on a new facility?  Yes  No  
How many people will use this room at once? 3  
How many hours/day and days/week will this room be used? 8 hrs/day; 5 days/week  
Is this an enclosed room or open area? open

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

**Furniture**

Desk with chair Yes  No  Quantity \_\_\_\_\_  
Systems Furn. (workstation)  Yes  No Quantity 3 workstations with chair; 1 side chair each

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other \_\_\_\_\_  
Do you handle money? Yes  No   
Estimated Daily Traffic \_\_\_\_\_  
Please list any special security requirements for this space:

ATTACHMENT C –  
POTENTIAL NEW MUNICIPAL USES

*Page left intentionally blank*

# HEALTH DEPARTMENT



## Project Meeting

**Project:** 17048 – South Norfolk Municipal Master Plan

**Date:** October 16, 2017

**Present:** Nancy Welch  
Jenny Fertig  
Marian Vollmer  
Dave Ermini

### Items Discussed:

1. General Building/Suite comments:
  - a. It was noted that there is a growing elderly population in South Norfolk, so facilities to assist the aging to live healthier lifestyles would be desirable. Facilities that were noted as being needed were:
    - i. Adult Day Care
    - ii. Senior Recreation / Indoor Walking
    - iii. Wellness Center
  - b. It was noted that there were transportation challenges for many of the residents; many of the residents were low-income with limited resources
  - c. It was noted that it would be beneficial to provide opportunities for local entrepreneurs:
    - i. Providing office space that was rentable by the hour (i.e Regus or DaVinci) could be helpful in providing a path for low income individuals to start a business.
    - ii. Business incubator space would also be beneficial.
    - iii. Co-op work spaces
    - iv. Stem Labs / Youth Programming
    - v. Food Entrepreneurs / City Market
    - vi. Vocational Training (suggested that the City work with TCC to open a small satellite branch)
    - vii. Distance Learning
    - viii. Employee Daycare

*If the above summary does not agree with your understanding of the items discussed, please notify the Architect immediately.*

**By:** Dave Ermini

**Distribution:** file

# PLANNING DEPARTMENT



## Project Meeting

**Project:** 17048 – South Norfolk Municipal Master Plan

**Date:** September 28, 2017

**Present:** Jaleh Shea  
Mark Woodward  
Alexis Baker  
Dave Ermini

### Items Discussed:

1. General Building/Suite comments:
  - a. Space will not be open all week. Possibly two business days per week with limited hours.
  - b. Department needs to have a reception area with a counter for public interaction. Must be connected to the Commissioner of Revenues Offices.
2. Customer Service Lobby:
  - a. Department needs to have a reception area with a counter for public interaction. Will be used to assist residents with Certificates of Appropriateness.
  - b. Need a place for two Acella eBUILD stations/kiosks that allow online permitting. Can be shared with other departments such as Permits & Inspections.
3. Flex Space / Consult Room
  - a. Small (10'x10') room with table and chairs to accommodate up to 8 people, adjacent to Reception
4. Office
  - a. Need space for 1 workstation with computer, adjacent to Reception
5. Conference Room
  - a. Department needs access to a large conference room that can accommodate 20-24 people. Can be shared with other departments.
6. Breakroom
  - a. Breakroom / Toilet can be shared with Permits & Inspections Department or other.
7. Resource Gallery (Info Wall)
  - a. Need wall space for exhibits, forms, and pamphlets. Can be shared with other Departments.
8. Parking
  - a. Need 1 dedicated parking space

*If the above summary does not agree with your understanding of the items discussed, please notify the Architect immediately.*

**By:** Dave Ermini

**Distribution:** All Present  
file

# PLANNING DEPARTMENT



## User Questionnaire

**Date:** September 5, 2017  
**Re:** South Norfolk Municipal Facilities Study  
HBA Project No. 17048.01  
**Subject:** Department Space Needs – User Questionnaire

---

The questionnaire in the following pages has been provided in order to gather information about spaces required for this project. A separate page has been provided for each room or space that is needed, with a standard list of questions.

Please complete each page as completely as possible; if you aren't sure about an item don't worry about leaving it blank, we can fill in the gaps later.

In some instances a few of the questions will not apply to a specific room and may be skipped or marked NA.

For items with multiple options, mark as many as apply for each room.

If there is something special about a room that is not covered in the questions, feel free to write it in.

Thanks for your help!

<b>City Department</b>	<b>PLANNING</b>	
<b>Completed by:</b>	Dave Ermini for Jaleh Shea	Planning Director
	<hr/>	<hr/>
	<b>Name</b>	<b>Department / Position</b>
	382-6176	jshea@cityofchesapeake.net
	<hr/>	<hr/>
	<b>Telephone</b>	<b>Email Address</b>

## Parking Needs for this Department

---

Staff Parking	<input checked="" type="radio"/> Yes	<input type="radio"/> No	Quantity <u>1</u> spaces
Public Parking	<input type="radio"/> Yes	<input checked="" type="radio"/> No	Quantity _____ spaces
Oversized Vehicles	<input type="radio"/> Yes	<input checked="" type="radio"/> No	Quantity _____ spaces
Size of Vehicles			

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department	Planning		
Room Name	Customer Service / Reception		
Room size (SF)	120	Quantity	1
		Total (SF)	120

**Usage**

necessary on a new facility?  Yes  No

How many people will use this room at once? 4 (max.)

How many hours/day and days/week will this room be used? 4 hours/day 2 days/week

Is this an enclosed room or open area? open area

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Needs a reception counter and reception chair, power and data for computer at the customer service counter

Needs a publicly accessible counter or kiosk for (2) two Acella eBUILD stations (power & data) for online permits.

**Furniture**

Desk with chair	Yes	<input type="radio"/> No	Quantity <u>                    </u>
Systems Furn. (workstation)	Yes	<input type="radio"/> No	Quantity <u>                    </u>

**Customer Service Requirements**

Type of interactive space      Counter? Cubical? Other      counter

Do you handle money?      Yes  No

Estimated Daily Traffic      10-20

Please list any special security requirements for this space:

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department	Planning		
Room Name	Flex / Consultation Room		
Room size (SF)	100	Quantity	1
		Total (SF)	100

**Usage**

necessary on a new facility?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	
How many people will use this room at once?			<u>8 (max.)</u>
How many hours/day and days/week will this room be used?			<u>4 hours/day 2 days/week</u>
Is this an enclosed room or open area?			<u>enclosed room</u>

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

**Furniture**

Desk with chair	<input checked="" type="radio"/> Yes	<input type="radio"/> No	Quantity <u>1 rectangular table w/ 8 chairs</u>
Systems Furn. (workstation)	Yes	<input checked="" type="radio"/> No	Quantity <u>                    </u>

**Customer Service Requirements**

Type of interactive space	Counter? Cubical? Other	<u>N/A</u>
Do you handle money?	Yes	<input checked="" type="radio"/> No
Estimated Daily Traffic	<u>N/A</u>	

Please list any special security requirements for this space:

**NOTE: This space may be shared with other departments.**

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department	Planning		
Room Name	Office		
Room size (SF)	80	Quantity	1
		Total (SF)	80

**Usage**

necessary on a new facility?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	
How many people will use this room at once?			<u>1</u>
How many hours/day and days/week will this room be used?			<u>4 hours/day 2 days/week</u>
Is this an enclosed room or open area?			<u>enclosed room</u>

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

Power & data

**Furniture**

Desk with chair	<input checked="" type="radio"/> Yes	<input type="radio"/> No	Quantity <u>                    </u>
Systems Furn. (workstation)	<input checked="" type="radio"/> Yes	<input type="radio"/> No	Quantity <u>1 workstation w/ chair</u>

**Customer Service Requirements**

Type of interactive space	Counter? Cubical? Other	<u>N/A</u>
Do you handle money?	Yes <input type="radio"/> <input checked="" type="radio"/> No	
Estimated Daily Traffic	<u>N/A</u>	

Please list any special security requirements for this space:

**NOTE: This space may be shared with other departments.**



**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department Planning  
Room Name Break Room  
Room size (SF) 80 Quantity 1 Total (SF) 80

**Usage**

necessary on a new facility?  Yes No  
How many people will use this room at once? 4  
How many hours/day and days/week will this room be used? unknown (intermittent)  
Is this an enclosed room or open area? enclosed room

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

refrigerator w/ ice maker connection, microwave outlet, garbage disposal

**Furniture**

Desk with chair  Yes No Quantity small dining table w/ 4 chairs  
Systems Furn. (workstation) Yes  No Quantity \_\_\_\_\_

**Customer Service Requirements**

Type of interactive space Counter? Cubical? Other N/A  
Do you handle money? Yes  No  
Estimated Daily Traffic N/A

Please list any special security requirements for this space:

**NOTE: This space may be shared with other departments.**

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department	Planning		
Room Name	Toilet		
Room size (SF)	50	Quantity	1
		Total (SF)	80

**Usage**

necessary on a new facility?  Yes  No

How many people will use this room at once? 1

How many hours/day and days/week will this room be used? unknown (intermittent)

Is this an enclosed room or open area? enclosed room

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

HC accessible unisex toilet (lavatory and water closet)

**Furniture**

Desk with chair	Yes	<input checked="" type="radio"/> No	Quantity	<u>                    </u>
Systems Furn. (workstation)	Yes	<input checked="" type="radio"/> No	Quantity	<u>                    </u>

**Customer Service Requirements**

Type of interactive space      Counter? Cubical? Other      N/A

Do you handle money?      Yes  No

Estimated Daily Traffic      N/A

Please list any special security requirements for this space:

**NOTE: This space may be shared with other departments.**

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department	Planning		
Room Name	Resource / Info Wall		
Room size (SF)	30	Quantity	1
		Total (SF)	30

**Usage**

necessary on a new facility?  Yes  No

How many people will use this room at once? 1

How many hours/day and days/week will this room be used? unknown (intermittent)

Is this an enclosed room or open area? open area

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

wall space for exhibits, pamphlets, and forms - provide 10 linear feet of wall space with a publicly accessible corridor in or adjacent to the Planning space.

**Furniture**

Desk with chair	Yes	<input checked="" type="radio"/> No	Quantity	<u>                    </u>
Systems Furn. (workstation)	Yes	<input checked="" type="radio"/> No	Quantity	<u>                    </u>

**Customer Service Requirements**

Type of interactive space	Counter? Cubical? Other	<u>N/A</u>
Do you handle money?	Yes	<input checked="" type="radio"/> No
Estimated Daily Traffic	<u>N/A</u>	

Please list any special security requirements for this space:

**NOTE: This space may be shared with other departments.**

# DEVELOPMENT & PERMITS



## Project Meeting

**Project:** 17048 – South Norfolk Municipal Master Plan

**Date:** October 2, 2017

**Present:** John King  
Dave Ermini

### Items Discussed:

1. General comments:
  - a. Development & Permits does not currently occupy any space in South Norfolk; and they do not anticipate the need for a satellite office there. All inspectors currently operate out of City Hall, and this centralization is the preferred method, as it allows supervisory staff to track and monitor inspector appointments.
  - b. It was noted that if a new municipal building were to be built in South Norfolk, the most that Permits & Inspections might want would be a small flex space to house 4-5 workstations, which would allow the field inspectors to file their reports while on site. It would also be desirable for the inspectors to have access to a break room and toilets, which could be shared by other City department.
  - c. Customers typically use the Acella program to schedule inspections.
  - d. It was noted that current space for Development & Permits was filled to capacity, but current staffing is adequate for the current demand.
  - e. It was noted that the office of Development Construction was located on the 3<sup>rd</sup> Floor in City Hall, but that the field staff was located in another building.
  - f. There is also a Customer Service Request (CSR) call center which is located elsewhere.
  - g. In short, Development & Permits neither needs nor wants additional space in South Norfolk.

*If the above summary does not agree with your understanding of the items discussed, please notify the Architect immediately.*

**By:** Dave Ermini

**Distribution:** All Present  
file

# DEVELOPMENT & PERMITS



## User Questionnaire

**Date:** September 5, 2017  
**Re:** South Norfolk Municipal Facilities Study  
HBA Project No. 17048.01  
**Subject:** Department Space Needs – User Questionnaire

---

The questionnaire in the following pages has been provided in order to gather information about spaces required for this project. A separate page has been provided for each room or space that is needed, with a standard list of questions.

Please complete each page as completely as possible; if you aren't sure about an item don't worry about leaving it blank, we can fill in the gaps later.

In some instances a few of the questions will not apply to a specific room and may be skipped or marked NA.

For items with multiple options, mark as many as apply for each room.

If there is something special about a room that is not covered in the questions, feel free to write it in.

Thanks for your help!

<b>City Department</b>	<b>DEVELOPMENT &amp; PERMITS</b>	
<b>Completed by:</b>	Dave Ermini for John King	<u>Zoning Administrator</u>
	<u>Name</u>	<u>Department / Position</u>
	382-6466	jking@cityofchesapeake.net
	<u>Telephone</u>	<u>Email Address</u>

### Parking Needs for this Department

---

Staff Parking	<input checked="" type="radio"/> Yes	<input type="radio"/> No	Quantity <u>1</u> spaces
Public Parking	<input type="radio"/> Yes	<input checked="" type="radio"/> No	Quantity _____ spaces
Oversized Vehicles	<input type="radio"/> Yes	<input checked="" type="radio"/> No	Quantity _____ spaces

Size of Vehicles

**NOTE: THE AREAS INDICATED IN THIS QUESTIONNAIRE REPRESENT SPACES THAT COULD POTENTIALLY BE SHARED BY DEVELOPMENT & PERMITS WITH OTHER DEPARTMENTS IF A NEW MUNICIPAL FACILITY WERE TO BE CONSTRUCTED IN SOUTH NORFOLK. NONE OF THESE SPACES ARE CURRENTLY NEEDED BY NOR REQUESTED BY THE DEPARTMENT OF PERMITS AND INSPECTIONS AND SHOULD THEREFORE NOT BE INCLUDED IN THE SPACE NEEDS CALCULATIONS FOR ANY FUTURE PROPOSED BUILDING.**

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department	Planning		
Room Name	Flex Space / Work Room		
Room size (SF)	100	Quantity	1
		Total (SF)	100

**Usage**

necessary on a new facility?  Yes    No

How many people will use this room at once? intermittent

How many hours/day and days/week will this room be used? 1-2 hours/day; 2-3days/week

Is this an enclosed room or open area? enclosed room

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

power & Data for 4 computer workstations

**Furniture**

Desk with chair	<input checked="" type="radio"/> Yes	No	Quantity <u>countertops with 4 chairs</u>
Systems Furn. (workstation)	Yes	<input checked="" type="radio"/> No	Quantity _____

**Customer Service Requirements**

Type of interactive space	Counter? Cubical? Other	<u>N/A</u>
Do you handle money?	Yes	<input checked="" type="radio"/> No
Estimated Daily Traffic	<u>N/A</u>	

Please list any special security requirements for this space:



**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Please list any special accessibility needs for staff or public

**Room Identification**

Department	Planning		
Room Name	Toilet		
Room size (SF)	50	Quantity	1
		Total (SF)	80

**Usage**

necessary on a new facility?  Yes  No

How many people will use this room at once? 1

How many hours/day and days/week will this room be used? unknown (intermittent)

Is this an enclosed room or open area? enclosed room

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

HC accessible unisex toilet (lavatory and water closet)

**Furniture**

Desk with chair	Yes	<input checked="" type="radio"/> No	Quantity	<u>                    </u>
Systems Furn. (workstation)	Yes	<input checked="" type="radio"/> No	Quantity	<u>                    </u>

**Customer Service Requirements**

Type of interactive space	Counter? Cubical? Other	<u>N/A</u>
Do you handle money?	Yes	<input checked="" type="radio"/> No
Estimated Daily Traffic	<u>N/A</u>	

Please list any special security requirements for this space:

**NOTE: This space may be shared with other departments.**

# PARKS & RECREATION



## User Questionnaire

**Date:** September 5, 2017  
**Re:** South Norfolk Municipal Facilities Study  
HBA Project No. 17048.01  
**Subject:** Department Space Needs – User Questionnaire

---

The questionnaire in the following pages has been provided in order to gather information about spaces required for this project. A separate page has been provided for each room or space that is needed, with a standard list of questions.

Please complete each page as completely as possible; if you aren't sure about an item don't worry about leaving it blank, we can fill in the gaps later.

In some instances a few of the questions will not apply to a specific room and may be skipped or marked NA.

For items with multiple options, mark as many as apply for each room.

If there is something special about a room that is not covered in the questions, feel free to write it in.

Thanks for your help!

<b>City Department</b>	<b>PARKS &amp; RECREATION</b>	
<b>Completed by:</b>	Mike Winner for Mike Barber	Parks & Recreation / Director
	<u>Name</u>	<u>Department / Position</u>
	382-1305	mbarber@cityofchesapeake.net
	<u>Telephone</u>	<u>Email Address</u>

### Parking Needs for this Department

---

Staff Parking	<input checked="" type="radio"/> Yes	No	Quantity <u>4</u> spaces
Public Parking	<input checked="" type="radio"/> Yes	No	Quantity <u>Per Code</u> spaces
Oversized Vehicles	<input checked="" type="radio"/> Yes	No	Quantity <u>3</u> spaces

Size of Vehicles  
Church Sized Bus  
2 City Vehicles

**Special Site / Utility Requirements**

Please list any atypical site or utility requirements for this Department:

Storage Shed 14'x20'

Please list any special accessibility needs for staff or public

**Room Identification**

Department Parks & Recreation

Room Name Auxillary Office

Room size (SF) 350

Quantity 1

Total (SF) 300

**Usage**

necessary on a new facility?  Yes No

How many people will use this room at once? 4 staff

How many hours/day and days/week will this room be used? 7 days a week, 6am-12am

Is this an enclosed room or open area? enclosed

**Systems**

Please list any special systems (i.e. plumbing, power, lighting, or equipment) that this space requires:

- Point of Sale system
- Small safe
- Small copy/print area
- Finger Print Machine in small closet

**Furniture**

Desk with chair  Yes No Quantity 1 chair at counter

Systems Furn. (workstation)  Yes No Quantity 4 staff

**Customer Service Requirements**

Type of interactive space  Counter?  Cubical?  Other \_\_\_\_\_

Do you handle money?  Yes No

Estimated Daily Traffic 10

Please list any special security requirements for this space:

# ECONOMIC DEVELOPMENT



## Project Meeting

**Project:** 17048 – South Norfolk Municipal Master Plan

**Date:** December 21, 2017

**Present:** Ben White  
Sherry Barnette  
Dave Ermini  
Marty Kaszubowski

### Items Discussed:

1. Space needs: It was reiterated that the Economic Development Department had no need for any space in the proposed facility. HBA noted that in discussions with City Planning and ODU Center for Enterprise Innovation approximately 10,000 SF allocated to business incubation / innovation had been determined to be a workable amount of space. It was also noted that a large meeting room for community functions would also be desirable.
2. Marty Kaszubowski provided a summary of the findings that he had elaborated upon in his white paper. It was noted that the South Norfolk area presented some good opportunities for business development, especially with the ForKids project occurring at the Old Library site, and Overton's acquisition of all properties at the so-called Overton site. Ben White noted that the Overtons were patient developers who were waiting on the 22<sup>nd</sup> Street bridge realignment project to be implemented.
3. HBA provided Economic Development a summary of the work that the design team had accomplished to date, and reviewed the four sites that were being investigated as potential sites for the municipal facility.
4. It was noted that Opportunity Inc. was an organization that should probably be contacted to see if they would be interested in working with the City to advance some of these programs.
  - a. Subsequent to this meeting, HBA met with Shawn Avery, President and CEO of Opportunity, Inc. Shawn expressed an interest in working with the City of Chesapeake to support the revitalization of South Norfolk in any way that the organization is able to do so. He noted that in other municipalities, Opportunity Inc. had set up small satellite offices to assist local residents in obtaining employment. This might be something that the City of Chesapeake should consider in South Norfolk
5. Tidewater Community College has also previously expressed an interest in developing small satellite learning center in South Norfolk.
6. Marty Kaszubowski noted that small start-up businesses tended to provide more opportunity for new job growth than larger established companies, which tend to have more stable job openings.
7. It was noted that Chesapeake Economic Development would be well advised to work closely and develop long-term relationships with start-up companies. Incubator programs in other cities have often experienced such start-ups moving to other communities when they become established. Establishing early relationships with such start-ups will limit this exodus from occurring.

*If the above summary does not agree with your understanding of the items discussed, please notify the Architect immediately.*

**By:** Dave Ermini



ATTACHMENT D –  
CEI WHITE PAPER

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**OLD DOMINION UNIVERSITY**

Center for Enterprise Innovation

**I D E A F U S I O N**

## **Crafting an Innovation-Led Economic Development (ILED) Approach for Chesapeake's South Norfolk Neighborhood**

The traditional focus on attraction of existing businesses to promote growth has limited utility in a mobile, global, knowledge-based economy. Instead, an energetic focus on promoting innovation and new venture formation is now the primary means of creating competitive advantage.

*A Brief Summary of Trends in ILED and Ideas for Near-Term Action in the South Norfolk neighborhood of Chesapeake, Virginia.*



## Executive Summary

The Hampton Roads region's historical focus on attraction of existing businesses to promote growth has limited utility in a mobile, global, knowledge-based economy, and an energetic focus on promoting innovation and new venture formation within an expanding entrepreneurial ecosystem is now the primary means of creating competitive advantage. An interconnected, mutually-dependent system of people, organizations, and institutions help create and maintain a place that entrepreneurs want to be, and the South Norfolk neighborhood of Chesapeake has the potential to join Downtown Norfolk and Old Town Portsmouth as an increasingly robust and connected triad of urban centers with amenities and complementary programs attractive to a new generation of innovators and entrepreneurs.

As South Norfolk is revitalized with the hip authenticity that entrepreneurs seek, there are a few simple "first steps" Chesapeake can take to jump-start its entrepreneurial ecosystem using South Norfolk as its primary hub of activity. The overarching vision is to socialize South Norfolk as part of the broader entrepreneurial ecosystem of Hampton Roads, brand it as being conceptually linked to the region's urban core, and begin generating meaningful and complementary activities related to high-growth-potential entrepreneurship. To that end, it is recommended that Chesapeake:

- Experiment with a small co-working space in South Norfolk;
- Establish a plan to grow the co-working space into a more robust Innovation Center;
- Build on the momentum already established with key stakeholders in the region's entrepreneurial community to cement South Norfolk as part of a broader urban Innovation District; and
- Continue to explore the potential of a more targeted incubator or accelerator program in South Norfolk that complements programs being operated elsewhere in the urban Innovation District.

## Introduction -- Trends in Innovation-Led Economic Development (ILED)

Hampton Roads economic development professionals increasingly agree that the region's historical focus on attraction of existing businesses to promote growth has limited utility in a mobile, global, knowledge-based economy, and an energetic focus on promoting innovation and new venture formation<sup>1</sup> is now the primary means of creating competitive advantage. This emerging consensus says that businesses, nonprofit organizations, and governments everywhere must seek out and integrate creative ideas to survive and thrive.

Recognizing that robust and vibrant economies are built on vision, collaboration, and the capacity to constantly find and integrate new ideas, the city of Chesapeake has expressed an emerging vision that seeks to find, leverage, and connect sources of innovation to transform the community of South Norfolk. But having recognized that the future of economic development differs from the past in important ways, policy-makers are now left to imagine, and then plan and implement, a new generation of programs and policies that make the area more likely to be the choice of new, high-growth enterprises. In the words of noted educator, entrepreneur, and venture capitalist Daniel Isenberg:

*"...Make your city an amazing place for the most talented entrepreneurs, innovators, and creative people to come to seek their futures, to live, work and play in... In every city I work with, I start by asking entrepreneurs where they really want to be — and the unfailing consensus is uncanny: entrepreneurs need to crowd around these urban watering holes."<sup>2</sup>*

A related shift is the growing recognition that new ventures matter much more to a growing economy than previously thought. According to the Kauffman Foundation, for example:

<sup>1</sup> Note: There is more on this topic later in the paper but "new venture" can be defined as either startups (new firms seeking a scalable and repeatable business model in a new or emerging market), spinouts (new firms that are created from an existing firm and given a separate identity with new management and a tightly focused product or service offering), and re-starts (existing firms that, for a number of possible reasons, see the importance of making significant changes to their core business model, product/service offerings, and management team)

<sup>2</sup> "What an Entrepreneurship Ecosystem Actually Is", Isenberg, Daniel, Harvard Business Review, May 2014

*"... it is clear that new and young companies, and the entrepreneurs that create them, are the engines of job creation and eventual economic recovery."<sup>3</sup>*

And, most strikingly (also from the Kauffman Foundation),

*"[... in the period] 1980-2005, nearly all net job creation in the United States occurred in firms less than five years old."*

In short, the Kauffman Foundation and many others make a clear case that it is a venture's age, not its size, that is the driver of job creation – this has many implications, particularly for economic development policymakers who might otherwise focus on low-growth small business or attraction of large businesses as the answer to a dire employment situation or as the means to revitalize an underperforming region.

Finally, growth comes from innovation, but innovation is not just technology, and it certainly isn't just Internet, iPhones, apps, and Facebook. There are number of ways that new and innovative businesses create new markets and change the way existing markets work, and innovation can center on any aspect of a business model -- products, supply chains, partnerships, financing, brand identity, distribution, and so on. The purpose of this brief White Paper is to help lay the groundwork for the city of Chesapeake to consider a few specific questions related to its desire to revitalize its South Norfolk neighborhood:

1. What is the state of the current "entrepreneurial ecosystem"<sup>4</sup> in Chesapeake, specifically, and how does it compare, complement, or conflict with that of the rest of Hampton Roads?
2. What specific policies or programs appear to be of potential value to South Norfolk (incubators, accelerators, co-working spaces, mentoring programs, education programs, etc.<sup>5</sup>)

The following sections address these questions by (1) defining the specific features of an entrepreneurial ecosystem, (2) outlining the character and function of incubators, accelerators, and the like within such a system, and (3) suggesting a handful of near-term actions that can be pursued based on current knowledge of the region and the city.

## **What is an Entrepreneurial Ecosystem?**

"Entrepreneurial Ecosystem" is a relatively new term for an old idea that extends at least as far back as Jane Jacob's seminal writings, including *The Death and Life of Great American Cities* and *The Nature of Economies*. A good current definition is:

*"The Entrepreneurship Ecosystem refers to the elements – individuals, organizations, or institutions – outside the individual entrepreneur that are conducive to, or inhibitive of, the choice of a person to become an entrepreneur, or the probabilities of his or her success following launch."*

The entrepreneurial ecosystem, then, is the **interconnected, mutually-dependent system of people, organizations, and institutions** that help create and maintain a place that entrepreneurs want to be. The process of creating such a place carries several important principles:

- **One size does not fit all.** Silicon Valley is not the same as Austin or Boston, but neither is South Norfolk the same as Downtown Norfolk, Virginia Beach, Greenbrier, Fairfax, Lynchburg, or Danville. Each city and region seeking a more robust entrepreneurial ecosystem must adapt to its local strengths and weaknesses, and engage entrepreneurship stakeholders in the entire change process.
- Ecosystem stakeholders include **anyone who can help encourage and support more entrepreneurship and entrepreneurs.** In addition to the entrepreneurs themselves, this means that government, schools,

<sup>3</sup> *"The Importance of Startups in Job Creation and Job Destruction"*, Kaufmann Foundation, July 2010

<sup>4</sup> This term is defined in a later section.

<sup>5</sup> Most readers will have heard these terms, but they are introduced here as examples and will be defined later in the paper.

universities, community colleges, the private sector (i.e., existing businesses), investors, banks, social leaders, research centers, military, students, lawyers, and the press all have a role to play.<sup>6</sup>

- As in a real-world biological ecosystem, changing one aspect of the system may help, but **it is usually necessary to enhance several elements in parallel**. Also, **it often takes only one or two failures by key parts of the system to bring the entire thing to a halt!**

As alluded above, an entrepreneurial ecosystem includes:

- **Idea generators**, which can be company, university, and federal research center staff as well as individuals and small teams working outside of any formal organization;
- **Entrepreneurs** turning ideas into new ventures that, first, explore the market to determine specific customer needs and preferences<sup>7</sup> and, eventually, turn a repeatable business model into a growing enterprise;
- **Experienced management** that understands growth and expansion and can help new ventures “scale up” in a professional and measured way;
- **Mentors** who have experience working with new and growing ventures and are willing to pass it on in exchange for little compensation other than the satisfaction of knowing they helped a new venture succeed;<sup>8</sup>
- **Risk- and stage-appropriate funding** sources that cover the range of small, to mid-size, to larger capital needs and explicitly address the different TYPES of capital (e.g., equity versus debt) needed by new ventures seeking to enter uncertain markets;
- **Customers**, especially mature local companies that agree to serve as “early adopters”<sup>9</sup> for local ventures experimenting with new products or services;
- **Suppliers** willing to work with new ventures testing uncertain business models; and
- **Commercial Partners**, willing to offer expertise, facilities, and (usually) non-cash resources that can enable a new venture to test products or services in exchange for an opportunity to participate in the growth of the new market.

## The Six Types of New Venture

An important mistake many cities and regions make when first evaluating and, eventually, attempting to influence the growth of their local entrepreneurial ecosystem is not paying sufficient attention to the very different types of businesses they encounter. To that end, the following is a summary of work done in recent years by the Startup Genome Project,<sup>10</sup> Steve Blank, and others that explicitly defines the six types of new venture (in no particular order):

<sup>6</sup> Peter Drucker, the well-known father of modern management and polymath of economics and society, said “*Culture eats strategy for breakfast.*” In this context that can be read to mean that, while it is important to have a strategy to help find and nurture new ventures, if the local culture is not willing or able to support such initiatives, those strategies are doomed. It is beyond the scope of this brief White paper but, as the City of Chesapeake explores specific policies and programs to improve the ecosystem associated with South Norfolk, factors such as risk aversion, tolerance for business failure and rebirth, willingness to experiment with new models, and so on, will have to be explicitly considered.

<sup>7</sup> At the risk of sending the reader off on a tangent, those not current on how new ventures are conceived and established should explore the work of The Startup Genome Project (<http://www.startupgenome.com/>) and the writings of Steve Blank (<http://steveblank.com/>) and Eric Ries (<http://theleanstartup.com/>). A key part of this body of work is the idea that a new venture is NOT simply a smaller version of large company. Rather, each new venture (whether it’s a pure startup, a spinout, or a re-start) begins by trying a series of experiments to test its planned products or services with real customers, and to explore different aspects of its expected business model, until it finds enough traction to justify becoming a more permanent entity. Once that repeatable business model is found, often after several attempts and many experiments(!), the venture can begin to grow (often called “scale up”) at whatever pace the market will support.

<sup>8</sup> Readers are encouraged to investigate organizations like Founder Corps (<http://foundercorps.org/>) ODU’s Innovation Center ([www.ODUInnovation.com](http://www.ODUInnovation.com)), 1776’s Union Platform (<https://www.1776.vc/union/>), and SmartUp ([www.Smartup.io](http://www.Smartup.io)). Several efforts have been made over the years to implement similar organizations in Hampton Roads, and new initiatives are in the works associated with 757Angels (<http://757AngelsGroup.com>), the planned 757Accelerate program, DreamerMade ([www.DreamerMade.us](http://www.DreamerMade.us)), and the soon-to-go-live StartWheel platform for connecting and engaging entrepreneurs and mentors.

<sup>9</sup> “Early Adopters” is a term that originates from Everett M. Rogers’ *Diffusion of Innovations* (1962) and refers to customers who willingly seek out new products or services, knowing they are probably still somewhat flawed or incomplete, but do so as a way to capture early value (relative to their competitors) and as a means to influence future development to favor their needs.

<sup>10</sup> <https://startupgenome.com>

1. **Lifestyle Ventures: Work to Live their Passion.** These companies start small and, generally, stay small, because they are driven almost exclusively by the skills and interests of a single founder who seeks little more than to make a living from an activity he or she is passionate about. Many such ventures begin as hobbies or avocations. Examples: Professional photographers, health clubs/personal trainers, surf shops, cupcake bakeries, ski instructors, golf pros.<sup>11</sup>
2. **Small Business Ventures: Work to Feed the Family.** These ventures typically result from a critical need on the part of the founder(s) to support themselves and their families because of unemployment or underemployment, or simply from the desire to work for themselves outside the strictures of a corporate environment. Examples: Restaurants, clothing stores, coffee shops, cleaning services, plumbers and electrical contractors, taxi cabs, management consultants ...
3. **Social Ventures: Driven to Make a Difference.** The desire to link entrepreneurship with social impact goes back many generations, but we're seeing a new wave of such ventures that explicitly tie their corporate performance to measurements of social value.<sup>12</sup> Examples: Tom's (shoes), Ethos (water), Husk Power Systems (electricity generation), Warby Parker (eye glasses), Spotlight Books (on-line bookstore employing ex-offenders).<sup>13</sup>
4. **Scalable Ventures: Born to Be Big.** These are the ventures that we hear about in the media and are the primary job creators in the US and worldwide. Scalable ventures are based on an innovative approach to products, services, and business models, and, while many current examples come from the internet domain, one need only consider the history of current the Fortune 500 to see that this sort of venture harkens back to much earlier times. Examples: Ford Motor Company, Google, Facebook, Skype, Apple, Microsoft, Boeing, Verizon, Wal-Mart, Starbucks, Caterpillar, etc.
5. **Buyable Ventures: Born to Flip.** "Buyable Ventures" are characterized by products or services that, even at the earliest stages, appear to offer important strategic value to larger, existing entities seeking to fill out their offerings and extend their business models. Examples: Tumblr (acquired by Yahoo), Instagram (acquired by Facebook), Groupon (which should have taken the offer from Google!)
6. **Large Company Ventures: Innovate or Evaporate.** As noted previously, new ventures are often "spinouts" from existing companies, but also include new, internally-developed products and services that build on the company's existing competencies and commercial relationships. Examples: Boeing (satellites and launch vehicles), Honda (aircraft engines and motorcycles), Apple Computer (iPod, iPhone, iPad), Hewlett Packard (printers and ink), Research In Motion (too be determined...).

Why are the six types of new venture important? Because, as Chesapeake considers how to better identify and promote high-growth ventures on behalf of the South Norfolk neighborhood, it is vital to recognize that not all new ventures are created with the same expectations, and not all promise the same level of economic impact over time. Without putting too fine a point on it, many cities and regions mistakenly design their Entrepreneurship Support Programs (ESPs)<sup>14</sup> in a one-size fits all manner, without recognizing that different types of ventures require much different types and levels of support.

One recent example is the Economic Gardening program that got a bit of attention and traction a few years ago in Hampton Roads.<sup>15</sup> Economic gardening is an entrepreneurial approach to economic development that seeks to grow the local economy by supporting existing ventures that seek to either "spinout" or otherwise ramp-up the

<sup>11</sup> It's worth noting that many of the defense contractor companies doing by business in Chesapeake and throughout Hampton Roads can be reasonably categorized as lifestyle companies. These companies are generally founded and operated by a small team of former military or other former government personnel and, rather than being designed to grow, are designed for stability, consistent income generation, and to allow the founders to continue doing much the same work they did when they were government employees.

<sup>12</sup> The new corporate structure called "Benefit Corporation" (or B-Corp) makes this concept more viable and implementable than ever before. See: [https://en.wikipedia.org/wiki/B\\_corporation](https://en.wikipedia.org/wiki/B_corporation)

<sup>13</sup> See also, the Hamilton Perkins Collection (<https://hamiltonperkins.com/>) a growing social venture headquartered right here in Hampton Roads!

<sup>14</sup> ESP is an emerging term/acronym for a range of programs designed to assist entrepreneurs in the planning, establishment, funding, and operation new or expanding ventures. In Hampton Roads, ESPs can be found for all six types of new venture described herein, along with programs aimed at specific demographic groups (e.g., ODU's Veterans Business Outreach Center and Women's Business Center).

<sup>15</sup> See <https://www.nationalcentereg.org>. In addition, Virginia's Economic Development Partnership (VEDP) has recently begun an Economic Gardening program and is seeking company participants (<http://www.yesvirginia.org/AboutUs/NewsItem/1620>)

market penetration for their existing products. Put another way, Economic Gardening is an example of existing companies doing something new with an old asset; this fits the model that Kauffman discusses about new ventures being the engine of growth, and the results have shown that helping existing companies use their existing capabilities in new ways creates a very rapid path to success.

But Economic Gardening is only appropriate for a certain type of company, and regions or cities that fail to recognize those differences will fail to achieve the successes others have found. Unfortunately, the experience of Economic Gardening in Hampton Roads was not good, in part because the effort failed to explicitly target the kinds of companies most likely to benefit from the program.

Similarly, many cities talk about implementing incubators, accelerators, and other entrepreneurship development programs in the hopes that new ventures will result, but fail to consider the specific types of ventures that will produce the economic growth envisioned and organize those programs accordingly. The next section briefly discusses incubators, accelerators, and the like as a means for facilitating expansion of the entrepreneurial ecosystem.

### **The Role of Incubators, Accelerators, and Co-Working in ILED**

The terms “Incubator,” “Accelerator,” and “Co-working Space” are often confused, in part because, while they target similar types of enterprises, they typically focus on different stages in the growth of those ventures and, just as important, offer a much different set of services and support.

There are a number of good resources for understanding the differences (and, thus, the strengths and weaknesses) between incubators, accelerators, and co-working space, but, for the purposes of this Paper:

- “...**business incubators** nurture the development of entrepreneurial companies, helping them survive and grow during the start-up period, when they are most vulnerable. These programs provide their client companies with business support services and resources tailored to young firms. The most common goals of incubation programs are creating jobs in a community, enhancing a community’s entrepreneurial climate, retaining businesses in a community, building or accelerating growth in a local industry, and diversifying local economies.”<sup>16</sup> Incubators come in several types but typically focus on companies that have early-stage products and services almost ready for the market and need office space and professional services to help stabilize and structure the venture so it can grow. Incubators typically work with their client companies for several years as they achieve measurable technical and market penetration milestones, and then “graduate” those clients into the region’s economy to fend for themselves. Business incubators are often (but not always) government-funded, generally take no equity in their client companies, and focus on technology and business models that require time to mature.<sup>17</sup>
- **Accelerators** typically offer very short (90 days) and intense (open all night and on weekends!) programs to help new ventures make significant progress as quickly as possible. Accelerators typically focus on companies that are in search of a repeatable business model (i.e., they are still experimenting with their products and services and exploring their customer’s specific needs and desires) and are often (but not always) more appropriate for ventures built on software with internet-based business models and distribution channels. Accelerator companies are usually characterized by small founder teams, in need of relatively small amounts of initial funding, strong mentoring, and intense hands-on training. Accelerators are often (but not always) funded by a mixture of private and public funds and take equity in their client companies.<sup>18</sup>

<sup>16</sup> International Business Incubation Association (InBIA), <https://inbia.org/>

<sup>17</sup> Business incubators have been around since the mid-1970s and there is a tremendous amount of current and historical literature on the various models for funding and operating incubators. It is, unfortunately, beyond the scope of this paper to cover those details, but any future assessments of the South Norfolk ecosystem that seek to define an appropriate incubator model will, of course, need to dive deeper into funding mechanisms, long-term sustainability approaches, and operational details.

<sup>18</sup> High-profile examples include yCombinator (<http://www.ycombinator.com>) and TechStars (<https://www.techstars.com>) but some manner of local accelerator program is appearing in almost all regions and cities in the US and Europe. There is increasing concern about an “Accelerator glut” but the trend shows no sign of letting up any time soon.

- **Co-Working spaces** are a relatively new, but important and growing phenomenon defined as “a gathering point for independent contractors and freelancers who want to eliminate the isolation of working from home or wish to collaborate with other freelancers.”<sup>19</sup> Co-working spaces typically charge users a daily or monthly fee (similar to a health club) in exchange for a (usually communal!) place to work, use of a conference room, and limited office equipment, while allowing the operator to cover the cost of internet access, rent on the space, minimal furniture, and a very minimal staff.<sup>20</sup> A number of co-working spaces work closely with local governments and the private sector to identify mentors and “entrepreneurs-in-residence” who will agree to spend a few days each month at the space offering advice and counseling to whoever happens to need it. Co-working spaces can be implemented for very little money and many cities, and some private developers, are opening co-working spaces in high-foot-traffic urban areas specifically to show activity, generate a “coolness” that attracts entrepreneurs, and to help create a community of like-minded individuals. The great promise of a co-working space, as opposed to an incubator or accelerator, is that many prospective entrepreneurs (particularly in places like Hampton Roads, that do not have a strong entrepreneurial culture) begin their exploration of entrepreneurship as solo freelancers or consultants and only later, after being around like-minded people for a time, decide to begin exploring the potential of their idea as a scalable startup venture. It is a bit simplistic to put it this way, but co-working spaces are often the feeder for accelerators, incubators, and other ESPs.<sup>21</sup>

To summarize the above, incubators, accelerators, and co-working spaces operate in different ways and serve different aspects of the entrepreneurial ecosystem. But all three can make important contributions, in conjunction with city Economic Development and related ESPs, because they: (1) offer a place for current and future entrepreneurs to meet and form relationships that will help them in later incarnations; (2) serve as a means for ESPs to provide services to current and future entrepreneurs; (3) allow funding sources to meet and form relationships with high-performing ventures that may ultimately become viable investment opportunities; and, in general, (4) serve as the physical and social hub for both formal and informal events and related personal interactions that are vital to the evolution of otherwise disconnected and disjointed programs into a more coherent and effective ecosystem.

## **Innovation Districts as an Emerging Economic Development Tool**

An important and growing broader concept in urban economic development is the creating of “Innovation Districts” as a means of aggregating and connecting resources, people, and ideas in both formal and informal ways. The vision of an Innovation District typically features a walkable or “transit-enabled” urban community that explicitly seeks and rewards activities associated with innovation, research, and entrepreneurship and provides an amenity-rich commercial and residential environment with a wide range and mix of buildings, programs, and events where people can meet and interact.

The idea of Innovation Districts goes back decades, but has gotten important recent attention by the Brookings Institution<sup>22</sup> and others; a recent report by the KBWJ Group<sup>23</sup> defines Innovation Districts as:

*“... geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups and business incubators. To foster collaboration, they are physically compact, transit-accessible, and technically-wired and offer mixed use housing, office and retail. The premise is that when people with diverse technical skills are working in close proximity, they share ideas, and can quickly tap onto one another to solve problems.”*

<sup>19</sup> International Business Incubation Association (InBIA), <https://inbia.org/>

<sup>20</sup> It is important to point out that co-working spaces are NOT the same as the sort of high-end “Executive Suites” offered by companies like Regus, OSS, and others. Executive Suites tend to be Class A space, usually in an office tower and often including relatively expensive phone answering and administrative support services, that is appropriate for professional service providers (lawyers, CPAs, etc.). Co-working spaces tend to be mid-range or very “bare-bones,” more akin to coffee shops and libraries than office towers.

<sup>21</sup> Again, there are a growing number of co-working spaces sprouting up in Hampton Roads. See [www.ODUInnovation.com](http://www.ODUInnovation.com), <https://1701vb.com/>, and <https://percolatorspace.com/>.

<sup>22</sup> See, for example, <https://www.brookings.edu/innovation-districts/> and <https://www.brookings.edu/book/the-metropolitan-revolution-2/>

<sup>23</sup> <http://koontzbryant.com/news-info/Innovation-Districts.php>

The result is that a growing number of municipalities in the U.S. and overseas have pursued the establishment of such districts via both formal (i.e., strategic, well-funded, high-profile) or informal (organic, experimental, and incremental) approaches. Further, and of direct importance to the South Norfolk neighborhood:

*"... unlike more conventional "technology parks", innovation districts are conceived as integrated live-work-play communities that have a social networking component and greater potential to spur productivity and build sustainable economic development. ... they also present the potential for denser residential and employment patterns, can leverage mass transit, and foster the repopulation of urban cores."*

There is much more to be said about the specific features of a functioning Innovation District, along with the process by which Innovation Districts are established, resourced, and evolved over time.<sup>24</sup> While it is beyond the scope of this paper to perform a detailed assessment of the entrepreneurial ecosystem in Chesapeake and to establish the specific role South Norfolk might play therein (although the tools exist to do so), the authors have spent many, many years in the region intensely focused on this issue and believe there are a number of reasons to assert the potential for South Norfolk to become a contributor to the broader entrepreneurial ecosystem in Hampton Roads.

Which leads to the obvious question: Is it reasonable to imagine the South Norfolk community becoming an Innovation District on its own? The answer is probably no, at least not in the near term, because it lacks the physical infrastructure and the anchoring institutions (major employers, academic institutions, etc.), necessary to promote critical mass. **But it is quite reasonable to consider South Norfolk having an important role in a larger, more regional district that serves the same purpose.**

Specifically, South Norfolk is potentially the essential urban center that creates (or re-establishes!) Chesapeake's natural connection to the related central cores of Downtown Norfolk and Old Town Portsmouth. As noted earlier (in the quotation from Daniel Isenberg) entrepreneurs tend to cluster around urban centers. An additional part of that same quotation goes: *"The coffee shops, environmental art, evening bars, museums, bicycle lanes and rent-a-bikes, all build the buzz."* While a number of cities in the region and around the country have built, or are seeking to build, new urban centers that, inevitably, have a pre-planned/inorganic feel to them, South Norfolk could be reasonably be renewed with a hip authenticity by pursuing the features and amenities (coffee shops, food trucks, funky retail) that entrepreneurs seek.

Further, South Norfolk's proximity to Norfolk's emerging Granby Street Corridor, the revitalized Waterside Marketplace<sup>25</sup>, and Portsmouth's Old Town makes for a compelling narrative that living, working, and playing within the Hampton Roads region's true urban center is the right way to start and grow new ventures.

It is worth noting that the authors of this White Paper recently had reason to drive from the ODU Innovation Center in Downtown Norfolk's NEON Arts District to the spot in Old Town Portsmouth where ODU is working with the City of Portsmouth to establish a similar Innovation Center (9 minutes!) and then on to the Gateway Building in South Norfolk (8 minutes!). Clearly there are the usual Hampton Roads-specific cautions about tunnels and bridges, and an on-going need to improve public transportation options,<sup>26</sup> but a quick assessment indicates that this relatively easy and rapid round trip is entirely representative of the time it takes to traverse among and between the key assets within Innovation Districts in other regions (e.g., catching a cab, an Uber, or taking the Metro in Washington DC). Obviously, future improvements in public transit between Norfolk, Old Town, and South Norfolk, a consistent program to brand South Norfolk as part of an emerging Norfolk/Portsmouth/SoNo

<sup>24</sup> Again, see <http://koontzbryant.com/news-info/Innovation-Districts.php> and the work Brookings has done as more and more municipalities embrace the concept, <https://www.brookings.edu/research/one-year-after-observations-on-the-rise-of-innovation-districts/>

<sup>25</sup> It is worth noting, too, that The Cordish Companies are actively exploring the merits of establishing a program at Waterside similar to The Inner Harbor's Spark Baltimore. See <http://spark-bmore.com/> for more information.

<sup>26</sup> Which, nowadays, might include anything from bus and taxis, to special-purpose shuttles, to Uber and Lyft.

urban ecosystem, and establishment of a complementary set of facilities and programs in each of the three areas will further cement the notion of an urban triad with within a single, rapidly evolving Innovation District.

## A Framework for Developing the South Norfolk Ecosystem

Development of a more robust entrepreneurial ecosystem can proceed in a number of ways. One good framework comes (again) from Daniel Isenberg:

- **Develop an inclusive vision of high growth entrepreneurship** – This begins with much of the narrative in this White Paper (recognition that new ventures produce the bulk of economic growth and an explicit acceptance that different types of venture require different types of support), but involves a number of stakeholders from within Chesapeake’s government (economic development, public relations, etc.) and the local business community.
- **Use best processes, not best practices** – Ecosystems are self-adjusting platforms that require a wide range of participants and stakeholders to routinely interact with each other in innovative and often ad hoc ways. Successful efforts (much like the successful new ventures they hope to support) often proceed without a detailed plan, budget, organizational structure, or even an officially designated team, but with many small experiments monitored for success and altered based on what’s learned as they try new things.
- **Define principles, not clusters** – Both research and anecdotal evidence shows that it is almost always a bad idea for cities and regions to pre-designate technology domains and industries that will be the focus of a given ecosystem.<sup>27</sup> Instead, efforts that explicitly build South Norfolk’s capacity for creativity, design, sustainability, experimentation, and inclusiveness have a much better chance of attracting entrepreneurs than those that target companies and researchers within a pre-defined industry. Again, quoting Isenberg: *“It is the entrepreneur’s job, not City Hall’s or that of a consulting firm, to learn how to identify opportunity, usually where most people think it doesn’t exist. In fact, many of the great opportunities defy definition and lie in the creative “inter-sectors”: health care and the environment; real estate development and information technology and cleantech; education and mobile communications.”*
- **Invest time, not money**: There will come a time when South Norfolk will need to invest resources in programs to support entrepreneurs. Other cities in Hampton Roads have done so or are considering it and, in some cases, funding for incubators, accelerators, and related programs have been useful. But of more importance is the time and effort a city can spend helping entrepreneurs connect with each other, with mentors, and funding sources, and such efforts rarely cost much other than time. It is much better, for example, to spend time and political capital persuading the ecosystem’s various stakeholders that it is worthwhile to make their own investments rather than rely solely on the City to do it on their behalf. Two very visible local examples are the ODU Innovation Center in Downtown Norfolk and the 1701 Co-Working Space in Virginia Beach.<sup>28</sup> In the first case, other than offering a rent-free space, the City of Norfolk has no direct investment in the effort. Instead, Norfolk offers public relations and informal advocacy, which has helped the academic and private sector to mobilize to generate investment, mentoring, customer relationships, and partnerships to support the companies in the program.<sup>29</sup> In the

<sup>27</sup> It needs to be recognized, of course, that ReInvent Hampton Roads, in conjunction with the GoVirginia initiative has recently expended considerable effort to define and codify the specific industry clusters related to Hampton Road. That said, whether one considers South Norfolk, Downtown Norfolk, Old Town Portsmouth, or another urban center in the region, if the right environment is created, entrepreneurs will self-select into the spaces and programs they consider most conducive to their needs and, over time, spaces and programs will begin to focus on clusters according to the expertise and domain knowledge of the people who manage them. One excellent local example is Hampton’s Peninsula Technology Incubator, (<http://www.ptincubator.org/>) which, because of its proximity to NASA, its organizational connection to the National Institute of Aerospace, and the personal interest of its Executive Director, has increasingly focused on programs and facilities needed to support the establishment and growth of companies that design, build, and operate unmanned and autonomous vehicles (Drones, by any other name).

<sup>28</sup> See [www.ODUInnovation.com](http://www.ODUInnovation.com) and <https://1701VB.com>

<sup>29</sup> A quick story: Some readers will remember in 2012 when the Hatch Accelerator was established in Downtown Norfolk. Shortly after the first Hatch Accelerator class was in place, a certain local consultant and Hatch mentor happened to run into a local healthcare entrepreneur in the downtown Starbucks. The consultant/mentor asked the entrepreneur for five minutes of time to walk one block and meet a healthcare startup company that was one of the “Hatchlings.” Based on that very brief introduction, the company and the entrepreneur formed a strong bond that continues to produce meaningful mentorship and real-world relationships with local and regional partners and potential customers. All it cost was a cup of coffee and a willingness to listen.

case of 1701, the City provided little more than encouragement and a commitment to help tell the story to prospective co-working clients. The jury is still out regarding the long-term sustainability of the both 1701 and the Innovation Center model, but the early successes have been impressive and the host cities have gotten significant value without significant direct cost.<sup>30</sup>

- **Fight the battle for talent, not capital.** When asked what they need most, entrepreneurs will usually begin by lamenting the lack of capital in whatever region they happen to be standing. But the smart ones will recognize that capital is much more fluid and fungible than talent and that the primary barrier to success is a lack of qualified workers, mentors, and service providers (lawyers, CPAs, consultants, HR professionals, etc.) with the specific skills needed to build innovative products, provide new services, and execute complex business models.<sup>31</sup>

## Recommendations

With the above framework in mind, and considering various ILED-related activities already going on in Hampton Roads, a few simple “first steps” can be readily defined that would help Chesapeake jump-start its entrepreneurial ecosystem using South Norfolk as its primary hub of activity:

- Experiment with a small co-working space in South Norfolk and include an “entrepreneur in residence.” As noted above, a simple co-working space can be put in place quickly and with very little commitment of resources, and yet it could have a disproportionate impact on the South Norfolk ecosystem and the emerging brand of the neighborhood. With the proper configuration, in a visible place within South Norfolk<sup>32</sup>, and a concerted Public Relations campaign, it could quickly become the go-to location for the city’s freelancers and solo entrepreneurs and, given its easy access to Downtown Norfolk and Old Town, could begin to solidify a literal and perceptual link within the region’s true urban core. By way of example, the aforementioned 1701 Co-working space in Virginia Beach<sup>33</sup> has gone from concept to overflowing in a relatively few months of operation. More importantly it has served as a conceptual and cultural touch point for the neighborhood now routinely referred to as the “Vibe District” which, frankly, was little more than a cluster of failing retail a year or two ago. 1701 has the obvious advantage of being near the oceanfront, but it is handicapped by being a long way from any true urban center with little available parking. While South Norfolk has its own pros and cons for such a space, the potential is worth the cost to give it a try.
- Establish a plan to grow the co-working space into a more robust Innovation Center along the lines of the ODU Innovation Center – Norfolk and the planned Innovation Center in Old Town. Please note: This is not simply an appeal to partner with ODU but rather to point out that the *ODU Innovation Center – Norfolk* is an existing example of the sort of program that could become a component in the South Norfolk ecosystem. The *ODU Innovation Center -- Norfolk* delivers a range of professionally managed mentoring, incubation, and acceleration support to high-potential startup companies, as well as flexible and affordable co-working space for freelancers, creatives, telecommuters, and anyone seeking to join and contribute to the booming downtown startup community. A similar Center could easily be established within South Norfolk as a stand-alone (City-owned-and-operated) program, or in partnership with ODU,

<sup>30</sup> An important corollary to this issue relates to the amount of time and attention a city gives to the client companies in its incubators and accelerators. Many studies (and lots of anecdotal evidence) indicate that, when it’s time for companies to leave the incubator, accelerator, or co-working space, the degree to which they have a strong relationship with local economic development staff is one of the biggest determining factors in where they ultimately decide to locate their company. In short, the more often startups see and interact with the local economic development staff, the more likely they are to stay in the city that helped them start and grow.

<sup>31</sup> An interesting example of the premium on talent comes from a recent (2013) article in the *Virginian Pilot* that describes a meeting of the principals of several Norfolk-based web-design companies: “When a handful of guys in jeans and shorts stopped by Steve Van Leeuwen’s office at Ciniva Web Agency for a look-see last week, he gladly gave them a tour, showing off the faux fireplace and Tibetan yak’s head on the wall. It didn’t matter that they worked for the ‘competition,’ Grow Interactive, another tech place on Granby Street in Norfolk. The whole point of the get-together ... was for downtown techies to mingle and even share business ideas. The message: Let’s work together. ... Van Leeuwen, the president of Ciniva, said that Grow, the daddy of the downtown tech startups, has sent Ciniva potential clients whom Grow couldn’t take on. When Artsmith Media didn’t have enough free hands for a project, another business, Sway Creative Labs, agreed to lend a few people for the job. ‘If I learn about something new in technology, one of the first things I do is email the other guys and introduce them to it,’ said Josh Fischer, owner of Artsmith. ‘That’s part of our culture. If we share information, everybody can grow together instead of everyone beating each other down.’”

<sup>32</sup> The current Gateway building is an obvious target location, but others could be equally interesting, including one of the empty retail spaces along Poindexter Street.

<sup>33</sup> <https://1701vb.com/>

TCC, Norfolk State University, or any of several private-sector organizations. However it is ultimately established and operated, the Center should be explicitly branded and configured to be complementary with activities going on in the other two parts of the urban Innovation District triad, i.e., Downtown Norfolk and Old Town Portsmouth.

- Build on the momentum already established with key stakeholders in the region’s entrepreneurial community to cement South Norfolk as a potential part of a broader Innovation District. To be specific, Chesapeake was one of the cities that supported the recent proposal to the federal Economic Development Administration (EDA) that resulted in the program dubbed 757Accelerate.<sup>34</sup> For the first time in living memory, multiple Hampton Roads cities and universities collaborated on a single economic development program, and the effort has generated significant momentum and visibility for a regional approach to evolving the entrepreneurial ecosystem. As the 757Accelerate program gets established and begins to build momentum, it is vital that any related efforts in South Norfolk be programmatically and, if possible, physically connected to it. This could involve offering to host events in South Norfolk, offering 757Accelerate companies the opportunity to have space or co-working memberships in South Norfolk, actively seeking out Chesapeake-based entrepreneurs to be part of future 757Accelerate cohorts, actively seeking Chesapeake-based mentors to participate, and so on.
- Continue to explore the potential of a more targeted incubator or accelerator program in South Norfolk, and be very clear on its mission (i.e., the type of company and target industries it seeks to serve), the services it will be expected to offer, how success will be defined and measured, and how it will be funded over the long term.<sup>35</sup> 757Accelerate and a future Innovation Center, notwithstanding, there will likely be opportunities to develop additional accelerator and incubator programs over time that address specific or unique needs in the community.<sup>36</sup> In other words, history shows that, as entrepreneurial ecosystems grow and evolve, there are on-going opportunities for niche and specialized programs within a broader Innovation District. It is entirely reasonable to imagine that over time, South Norfolk could become a hub for innovative companies in advanced manufacturing (building on Chesapeake’s existing advanced manufacturing roundtable), logistics and transportation, as a “soft-landing” spot for international companies seeking a foothold in the US, or other models not being directly addressed elsewhere in the Innovation District.

With the above in mind, and irrespective of the initial activities undertaken, the key is to begin the process of socializing South Norfolk as part of the broader ecosystem in Hampton Roads, brand it as being conceptually linked to the urban core and begin generating meaningful and complementary activities related to high-growth-potential entrepreneurship.



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<sup>34</sup> <http://www.dailypress.com/business/dp-tidewaterbiz-incubator-grant-20170925-story.html>

<sup>35</sup> The International National Business Incubation Association (InBIA) always recommends that those contemplating an incubator perform at least one detailed study, “*To lay the groundwork for a successful incubation program, incubator developers must first invest time and money in a feasibility study. An effective feasibility study will help determine whether the proposed project has a solid market, a sound financial base and strong community support – all critical factors in an incubator’s success. Once established, model business incubation programs commit to industry best practices such as structuring for financial sustainability, recruiting and appropriately compensating management with company-growing skills, building an effective board of directors, and placing the greatest emphasis on client assistance.*”

<sup>36</sup> Good local examples include the Selden Market Incubator recently established in Downtown Norfolk (<http://vibrantspaces.com/selden-market/>) and the aforementioned Peninsula Technology Incubator, (<http://www.ptincubator.org/>) that focuses on unmanned systems.

ATTACHMENT E – SUMMARY OF SPACE  
NEEDS

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# SUMMARY OF SPACE NEEDS

## ALL DEPARTMENTS

## W/O FIRE STATION

<u>Department</u>	<u>Assignable Area (A)</u>			<u>Assignable Area (A)</u>
Treasurer	1,421 sf			1,421 sf
Commissioner of Revenue	730 sf			730 sf
Fire	13,770 sf			
Police	5,555 sf			5,555 sf
Human Services	1,700 sf			1,700 sf
Commonwealth's Attorney	940 sf			940 sf
Health	0 sf <sup>a</sup>			0 sf
Planning	810 sf			810 sf
Park & Rec	350 sf			350 sf
Public Works	1,208 sf			1,208 sf
Dev Permits	0 sf <sup>a</sup>			0 sf
Economic Development	0 sf <sup>a</sup>			0 sf
Subtotal	<b>26,484 sf</b>			<b>12,714</b>
<b>Assignable Area (A)</b>	<b>26,484 sf</b>	<b>26,484 sf</b>	<b>26,484 sf</b>	<b>12,714 sf</b>
Efficiency Ratio (E)	0.7	0.75	0.8	0.7
Non-Assignable Area (N)	11350 sf	8828 sf	6621 sf	5449 sf
<b>Total for Departmental Uses</b>	<b>37,834 sf</b>	<b>35,312 sf</b>	<b>33,105 sf</b>	<b>18,163 sf</b>
Non-Departmental (Business/Innovation) Uses	10,000 sf	10,000 sf	10,000 sf	10,000 sf
<b>TOTAL</b>	<b>47,834 sf</b>	<b>45,312 sf</b>	<b>43,105 sf</b>	<b>28,163 sf</b>

Footnotes:

<sup>a</sup> Departments with a 0sf space need do not require any space in a potential new municipal facility in South Norfolk which is specifically designated to that department, and which is permanently staffed by departmental personnel. However, these departments may have a need to share flex space, conference room space, or employee break room / toilet facilities with other departments. Development & Permits has indicated that they may share customer service space to provide assistance to the public on Certificate of Appropriateness (COA) applications.

**SOUTH NORFOLK MUNICIPAL MASTERPLAN  
SPACE NEEDS**

**DEPARTMENT: TREASURER**

Room Data				Usage				Systems								Furniture	Customer Service Representative			Remarks
Space Name	Desired Area	Quantity Needed	Subtotal (sf)	Room Needed?	Max. No. People	Hours of Use	Enclosed or Open	Plumbing	HVAC	Power	Lighting	Telephone / Data	Audiovisual	Security	Equipment	Furniture	Type of interactive space	No you handle money?	Estimated Daily Traffic	Remarks
Customer Service Lobby	1225	1	1225	Y	15	8am-5pm, 5 days a week	Open area for public			At least 2 receptacles on each wall	Recessed lights in ceiling					Open area for public needs to have counter for taxpayers to write on while in lobby. Seating in lobby area for 4-6 Taxpayers				
Customer Service Area - Employee Workstations (5)	To be based on need			Y	5	8am-5pm, 5 days a week	Enclosed			At least 6 receptacles in each workstation. At least 2 receptacles on other walls.	Recessed lighting directly over each workstation					5 (1 at each employee workstation) 5 Teller Workstations Employee workstations need to be separated from public by glass divider ("Customer Service Windows") and between each workstation. Taxpayer needs to be chest level at window, therefore employee area needs to be built up so employee can be seated and still be even with the taxpayer. L-Shaped desk workstations (Refer to drawing). Would like monitors mounted on wall, and computers mounted under the counter on a shelf.				
Customer Service Area - Back Area for Equipment	TBD			Y	5	8am-5pm, 5 days a week	Open			At least 5 receptacles located along the back wall, behind CS workstations	Recessed lighting in ceiling					Space to put two large printers, and copiers				
Manager's Office Space	196	1	196	Y	1	8am-5pm, Monday-Friday	Enclosed			Extra receptacles for computer, monitor, scanner & calculator	Windows near ceiling to add natural light				Safe built into wall, with secured opening to hide the safe (Safe Measurements: H 2'x8', W 2'x8', D 2'x5')	(1) Desk and chair for Manager. Medium size round table, with 4 chairs				

Break Room	(Large enough not to be cramped)			Y	8am-5pm, 5 days a week	Enclosed	Plumbing for water fountain. Plumbing for sink (hot & cold water)		Power for microwave, refrigerator, toaster & TV. 2 Wall receptacles on each wall.	Recessed lighting in ceiling (number to be determined)	Cable setup for TV run up the wall, so TV can be mounted				Table with 5 chairs, Refrigerator, & microwave				Built in coat closet (large enough to hang 12 coats)
Bathroom			0	Y	8am-5pm, 5 days a week	Enclosed with door	Plumbing for toilets & sink			Recessed lighting in ceiling, and above sink					Vanity with sink. Vanity should have 2 doors under sink, and 3 or 4 drawers on the side. Soap dispenser mounted in countertop. Paper towel holder mounted on wall. Floor length mirror on a wall. Wall mirror mounted above sink. Storage for paper goods.				
Storage Room	20 x 20 room size			Y	8am-5pm, 5 days a week	Enclosed with door (with lock)			2 receptacles on each wall	Recessed lighting with motion on/off switch					One wall with shelves (floor to ceiling) and enclosed with doors. 4 rows of open shelving.				
<b>TOTAL</b>			<b>1,421</b>			<b>26</b>													

**SOUTH NORFOLK MUNICIPAL MASTERPLAN  
SPACE NEEDS**

**DEPARTMENT: COMMISSIONER OF REVENUE**

Room Data				Usage				Systems							Furniture	Customer Service Requirements			Remarks
Space Name	Desired Area	Quantity Needed	Subtotal (sf)	Room Needed?	Max. No. People	Hours of Use	Enclosed or Open	Plumbing	HVAC	Power	Lighting	Telephone / Data	Audiovisual	Security	Furniture	Type of interactive space	Do you handle money?	Estimated Daily Traffic	
Bathroom	1	80	80	Y		8am-5pm, 5 days a week	Enclosed with door	Plumbing for toilets & sink, recessed lighting in ceiling & above sinks							Furniture needs: Vanity with sinks, soap dispenser, paper towel holder mounted on wall, floor length mirror on wall or door, mirror above sink, and storage or paper goods.				
Customer Service Area & Workstation	200	1	200	Y	4	8am-5pm, 5 days a week	Enclosed			At least 6 receptacles in each workstation. Enough electrical outlets on wall to accommodate a fax machine, copier & 2 network printers + 2.	Recessed lighting directly over each workstation				4 Desk with chair. 4 workstations				
Manager's & Tax Relief Office	100		0	Y	1	8am-5pm, 5 days a week	Enclosed			Extra receptacles to accommodate computer, monitors, scanner & calculator.					Extra chairs (3) necessary to accommodate meeting with tax relief applicants. Additionally, waiting area outside the office 3 chairs or use of other sitting area in the lobby.				

Break Room	100	1	100	Y		8am-5pm, 5 days a week	Enclosed	Plumbing for water fountain. Additional plumbing for sink with at least two receptacles on each wall.	Electrical outlets to accommodate microwave, refrigerator, toaster, mounted TV, coffee maker.	Cable for TV.							Also coat closet.
Customer Service Lobby	300	1	300	Y	40	8am-5pm, 5 days a week	Open area for public		At least 2 receptacles on each wall, recessed ceiling lights								Open area with counter space for taxpayer use while in lobby & seating area for 4-6 people.
Storage Room	50	1	50	Y	0	8am-5pm, 5 days a week	Enclosed with locking door		Recessed lighting with motion on/off switch & at least 2 receptacles on each wall.								Need open shelving & also wall shelving.
<b>TOTAL</b>			<b>730</b>		<b>45</b>												

**SOUTH NORFOLK MUNICIPAL MASTERPLAN  
SPACE NEEDS**

**DEPARTMENT: FIRE**

Room Data				Usage				Systems							Furniture	Customer Service Requirements			Remarks
Space Name	Desired Area	Quantity Needed	Subtotal (sf)	Room Needed?	Max. No. People	Hours of Use	Enclosed or Open	Plumbing	HVAC	Power	Lighting	Telephone / Data	Audiovisual	Security	Furniture	Type of Interactive Space	Do you handle money	Estimated Daily Traffic	
Lobby	280	1	280	Y	4	24 / 7	Enclosed	None	Heated / Cooled	Per Code	Overhead, Accent	Data, Cable TV	TV, PA Speaker	None	4 waiting chairs		No		
Lobby Toilet	60	2	120	Y	0	24 / 7	Enclosed	Sink, Toilet	Heated / Cooled	Per Code	Overhead	None	None	None	None		No		
Meeting/Multipurpose Room	500	1	500	Y		24 / 7	Enclosed	None	Heated / Cooled	Per Code	Overhead	Phone, Data, Cable TV	TV	None	30 loose chairs		No		
Table and Chair Storage	60	1	60	Y	0	24 / 7	Enclosed	None	Heated / Cooled	Per Code	Overhead	None	None	None	No		No		
Watch Desk	150	1	150	Y	2	24 / 7	Enclosed	None	Heated / Cooled	Ample receptacles for workstations and battery chargers	Overhead and Task	Phone, Data, Cable TV	TV, PA Speaker	None	3 chairs at built-in desk/counter 4 2-drawer filing cabinets	Half wall with counter	No		
Captain's Office	150	1	150	Y	1	24 / 7	Enclosed	None	Heated / Cooled	Per Code	Overhead	Phone, Data, Cable TV	TV	None	1 table with 5 chairs, 2 Loose Chairs, 2 Lateral File Cabinets		No		
Lieutenant's Office	120	1	120	Y	1	24 / 7	Enclosed	None	Heated / Cooled	Per Code	Overhead	Phone, Data, Cable TV	TV	None	2 Loose chairs, 2 Lateral Files		No		
Firefighter Study	80	2	160	Y	0	24 / 7	Enclosed	None	Heated / Cooled	Per Code	Overhead	Phone, Data	None	None	1 Loose chair, 1 bookshelf		No		
Toilet	60	1	60	Y	0	24 / 7	Enclosed	Sink, Toilet	Heated / Cooled	Per Code	Overhead	None	PA Speaker	None	None		No		
Dayroom	500	1	500	Y	8	24 / 7	Enclosed	None	Heated / Cooled	Per Code	Overhead, Accent	Phone, Data, Cable TV	TV, PA Speaker	None	2 Loose chairs, 10 Recliners, 1 Bookshelf		No		
Volunteer EMT Storage	120	1	120	Y	0	24 / 7	Enclosed	None	Heated / Cooled	Per Code	Overhead	None	None	None	(4) 24x48 shelf units, each with 4 shelves		No		
Kitchen/Dining	680	1	680	Y	0	24 / 7	Enclosed	Sink, Dishwasher	Heated / Cooled	Per Code	Overhead, Task, Accent	Phone, Data, Cable TV	TV, PA Speaker	None	Dining Table with seating of 12		No		
Pantry	200	1	200	Y	0	24 / 7	Enclosed	Ice Maker	Heated / Cooled	Per Code	Overhead, Task, Accent	None	None	None	No		No		
Bunkrooms	120	10	1200	Y	20	24 / 7	Enclosed	None	Heated / Cooled	Per Code	Overhead, Task	Phone, Cable TV	TV, PA Speaker	None	2 beds, 2 nightstands, and 1 dresser		No		
Toilet/Shower Rooms	100	6	600	Y		24 / 7	Enclosed	Sink, Toilet, Shower	Heated / Cooled	Per Code	Overhead, Task	None	None	None	No		No		

Fitness Room	600	1	600	Y		24 / 7	Enclosed	Drinking Fountain	Heated / Cooled	Per Code	Overhead, Task	TV, PA Speaker	None	None	No		No	
Fitness Room Shower	100	1	100	Y		24 / 7	Enclosed	Sink, Toilet, Shower	Heated / Cooled	Per Code	Overhead	None	None	None	No		No	
Apparatus Bay	6,640	1	6640	Y	0	24 / 7	Enclosed	Hose Bibbs, Floor Drains	Heat, Ceiling Fans	Special Voltage	Overhead	Phone, Data	None	None	No		No	
Turnout Gear Storage	500	1	500	Y	0	24 / 7	Enclosed	None	Heat/Cooled, Exhaust Fan	Per Code	Overhead	None	PA Speaker	None	No		No	
Turnout Gear Decontamination	180	1	180	Y	1	24 / 7	Enclosed	Gearwasher	Heat/Cooled, Exhaust Fan	Special Voltage	Overhead	None	PA Speaker	None	No		No	
Workshop	180	1	180	Y	1	24 / 7	Enclosed	None	Heat/Cooled, Ceiling Fan	Per Code	Overhead, Task	None	PA Speaker	None	No		No	
Housekeeping Supplies	80	1	80	Y	0	24 / 7	Enclosed	Sink, Hose Bibb	Heat/Cooled	Per Code	Overhead	None	None	None	No		No	
Storage	80	1	80	Y	0	24 / 7	Enclosed	None	Heat/Cooled	Per Code	Overhead	None	None	None	No		No	
LT. Room	150	1	150	Y	0	24 / 7	Enclosed	None	Heat/Cooled	Dedicated Circuits, Special Voltage	Overhead	Data	None	None	No		No	
Mechanical Equipment	120	1	120	Y	0	24 / 7	Enclosed	None	As Required	As Required	Overhead	None	None	None	No		No	
Sprinkler Equipment	120	1	120	Y	0	24 / 7	Enclosed	Floor drain	As Required	As Required	Overhead	None	None	None	No		No	
Electrical Equipment	120	1	120	Y	0	24 / 7	Enclosed	None	As Required	As Required	Overhead	None	None	None	No		No	

**TOTAL** 13,770 38

**SOUTH NORFOLK MUNICIPAL MASTERPLAN  
SPACE NEEDS**

**DEPARTMENT: POLICE**

Room Data				Usage				Systems							Furniture	Customer Service Requirements			Remarks
Space Name	Desired Area	Quantity Needed	Subtotal (sf)	Room Needed?	Max. No. People	Hours of Usage	Enclosed or Open	Plumbing	HVAC	Power	Lighting	Telephone / Data	Audiovisual	Security	Furniture	Type of Interaction space	Do you handle money?	Estimated Daily Traffic	
Front Lobby (to include public restrooms)	585	1	585	Y	10	5	Enclosed								No	N/A	N/A	N/A	
Administrative Assistant Office/Conference Room	532	1	532	Y	1	5	Enclosed								1 Desk with chair	N/A	N/A	N/A	
Commanding Officer Office	145	1	145	Y	1	5 days a week	Enclosed								1 Desk with chair	N/A	N/A	N/A	
Executive Officer Office	145	1	145	Y	1	5 days a week	Enclosed								1 Desk with chair	N/A	N/A	N/A	
Sergeants Office	500	1	500	Y	1	7 days a week	Enclosed								1 Desk with chair	N/A	N/A	N/A	
Storage Closet	286	1	286	Y		5 days a week	Enclosed								No	N/A	N/A	N/A	
Restrooms	94	1	94	Y											No	N/A	N/A	N/A	
Electronic Closet	48	1	48	Y		7	Enclosed								No	N/A	N/A	N/A	
Janitor Closet	36	1	36	Y		5	Enclosed								No	N/A	N/A	N/A	
Kitchen	144	1	144	Y		7	Enclosed								No	N/A	N/A	N/A	
Neighborhood Services Office	120	1	120	Y	1	5	Enclosed								1 Desk with chair	N/A	N/A	N/A	
Mail Room (to include a bathroom)	168	1	168	Y		7	Enclosed								No	N/A	N/A	N/A	
Drug Room	84	1	84	Y	1	7 days a week	Enclosed								1 Desk with chair	N/A	N/A	N/A	
Interview Room	168	1	168	Y		Occasionally	Enclosed								1 table, 4 chairs	N/A	N/A	N/A	
Incoming Roll Call Room	472	1	472	Y	20	7 days a week	Enclosed								9 Tables	N/A	N/A	N/A	
Bike Shed	336	1	336	Y		3-4 days a week	Enclosed				Yes				No	N/A	N/A	N/A	
Cell Area	497	1	497	Y			Enclosed, used as storage area								No	N/A	N/A	N/A	
Weight Room (to include locker room-with shower)	885	1	885	Y		7	Enclosed								Gym Equipment	N/A	N/A	N/A	
Outgoing Roll Call	230	1	230	Y		7 days a week	Enclosed								7-9 workstations	N/A	N/A	N/A	
PIA Office	80	1	80	Y	1	5	Enclosed								1 Desk with chair, 1 workstation	N/A	N/A	N/A	
Citizens Meeting Room/Training Room			0																
Mechanical Room	315	1	315	Y		7	Enclosed								No	N/A	N/A	N/A	
Sallyport			0																
<b>TOTAL</b>			<b>5,555</b>		<b>37</b>														

# SOUTH NORFOLK MUNICIPAL MASTERPLAN

## SPACE NEEDS

### DEPARTMENT: HUMAN SERVICES

Room Data				Usage				Systems							Furniture	Customer Service Requirements			Remarks
Space Name	Desired Area	Quantity Needed	Subtotal (sf)	Room Needed?	Max. No. People	Hours of Use	Enclosed or Open	Plumbing	HVAC	Power	Lighting	Telephone / Data	Audiovisual	Security	Furniture	Type of Interactive space	Do you handle money	Estimated Daily Traffic	
Vestibule / Lobby	150	1	150	Y	12	8 hrs./day; 5 days/week	Enclosed								12 chairs for visitors	teller windows	No	100	Needs to be separated from the remainder of the Community Corrections space by bullet resistant construction. The current space has bullet resistant gypsum board installed on the lobby side of the walls in this room. The space also needs to bullet-proof teller window with integral speaker and deal tray which communicates with the Reception/Intake Office. The door leading to the corridor on the secure side of the building needs an electronic lock with puch button release.
Reception / Intake	90	1	90	Y	1	8 hrs/day; 5 days/week	Enclosed								2 side chairs for visitors / 1 with 1 chair	n/a	No	10	Needs to be separated from the Vestibule/Lobby space by bullet resistant construction. The current space has bullet resistant gypsum board installed on the lobby side of the walls in this room. The space also needs a bullet-proof teller window with integral speaker and deal tray which communicates with the Vestibule/Lobby office. The door leading to the corridor on the secure side of the building needs an electronic lock with puch button release located in this room.
Conference Room	250	1	250	Y		8 hrs/day; 5 days/week	Enclosed								20 chairs with 10 tables	No	No	20	Room needs an overhead projector with screen, and power & data for the projector.
Office (PO-2)	110	2	220	Y	2	8 hrs/day; 5 days/week	Enclosed								2 side chairs for vistors / 1 with 1 chair	No	No	10	Power & Data for a computer workstation.
Administrative Assistant	110	1	110	Y	1	8 hrs/day; 5 days/week	Enclosed								2 side chairs for visitors / 1 with 1 chair	No	No	10	Power & Data for a computer workstation.
Employee Lounge / Consultation	125	1	125	Y		8 hrs/day; 5 days/week	Enclosed								1 dining table with 4 chairs	No	No	20	Need additional storage / shelving for supplies and paper goods, or possibly include a separate Storage Room in a new facility for this purpose.
Office (PO)	80	5	400	Y	5	8 hrs/day; 5 days/week	Enclosed								2 side chairs for visitors / 1 with 1 chair	No	No	10	Power & Data for a computer workstation.
Secure VCIN Terminal / Storage	120	1	120	Y	1	8 hrs/day; 5 days/week	Enclosed								1 with 1 chair	No	No	10	Power & Data for a computer workstation. Data requires a separate secure VPN connection to the Virginia State Police system. Needs shelving for storage of secure files in boxes. Full height, adjustable shelving on at least two walls should be provided. Virginia State Police requiries our VCIN terminal be housed in a room with separate locking mechanism that can only be accessed by VCIN certified operators. State and federal law dictate that no one is allowed unaccompanied in that particular area who is not certified by the State Police. In the current location, the administrative assistant issues keys to that particular office when an employee completes the required training. Housekeeping staff do not even enter that room due to the regulations.

Break Room	80	1	80	Y	4	8 hrs/day; 5 days/week	Enclosed								No	No	No	20	Kitchenette with base & wall cabinets, sink, refrigerator, and (2) two microwaves. Could be incorporated into the Employee Lounge in a new facility, or shared with another department, but only if it is located outside the secure area.
Copy Room / Data Room	65	1	65	Y		8 hrs/day; 5 days/week	Enclosed								No	No	No	20	Power & Data for copiers and Data Rack. Current facility has the Data Rack located in on a wire shelf system above a small inkjet copier which rests on a stand.
Staff Toilet (Unisex)	20	1	20	Y		8 hrs/day; 5 days/week	Enclosed								No	No	No	20	Water closet and lavatory (non-ADA). A new facility will require at least one ADA-compliant toilet (roughly 50 SF).
Client Toilet (Unisex)	30	1	30	Y		8 hrs/day; 5 days/week	Enclosed								No	No	No	20	Water closet and lavatory (non-ADA). A new facility will require this toilet to be ADA-compliant (roughly 50 SF). The existing space has a small metal shelf for urine samples. The clients need to be escorted into this room while they fill the samples. In a new facility, a sample window with pass-thru shelf would be desirable. This toilet would need to be located immediately adjacent to the Lobby in that case.
Staff Toilet (Unisex)	30	1	30	Y		8 hrs/day; 5 days/week	Enclosed								No	No	No	20	Water closet and lavatory (non-ADA). A new facility will require at least one ADA-compliant toilet (roughly 50 SF).
Storage Closet	10	1	10	Y		8 hrs/day; 5 days/week	Enclosed								No	No	No	20	The current facility has a small (5'wide x 2'deep) closet with shelves located alongside the primary corridor. This closet provides insufficient storage capacity for Community Corrections. It is recommended that a larger (50 to 75 SF) Storage Room be provided in a new facility.
<b>TOTAL</b>			<b>1,700</b>		<b>26</b>														

**SOUTH NORFOLK MUNICIPAL MASTERPLAN  
SPACE NEEDS**

**DEPARTMENT: COMMONWEALTH'S ATTORNEY**

Room Data				Usage				Systems							Furniture	Customer Service Requirements			Remarks
Space Name	Desired Area	Quantity Needed	Subtotal (sf)	Room Needed?	Max. No. People	Hours of Use	Enclosed or Open	Plumbing	HVAC	Power	Lighting	Telephone / Data	Audiovisual	Security	Furniture	Type of interactive space	Do you handle money?	Estimated Daily Traffic	
Waiting/Reception	150	1	150	Y	6.00	8 hours/day 5 days/week	Open Area	No	Yes	Yes	Yes	Yes	No		1 reception desk w/ 6 chairs	N/A	No	N/A	
Copy/Print Work room	150	1	150	Y	3.00	8 hours/day 5 days/week	Enclosed room	No	Yes	Yes	Yes	Yes	No			N/A	No	N/A	
Toilet	80	1	80	Y	0.00	8 hours/day 5 days/week	Enclosed room	Yes	Yes	Yes	Yes	No	No			N/A	No	N/A	
Attorney;s Offices	120	3	360	Y	9.00	8 hours/day 5 days/week	Enclosed room	No	Yes	Yes	Yes	Yes	No		1 desk w/2 side chairs, and credenza	N/A	No	N/A	
Conference Room	200	1	200	Y	6.00	8 hours/day 5 days/week	Enclosed room	No	Yes	Yes	Yes	Yes	Yes		Conference Table with 8 Chairs	N/A	No	N/A	
<b>TOTAL</b>			<b>940</b>		<b>15</b>														

# SOUTH NORFOLK MUNICIPAL MASTERPLAN SPACE NEEDS

## DEPARTMENT: PLANNING

Room Data				Usage				Systems							Furniture	Customer Service Requirements			Remarks
Space Name	Desired Area	Quantity Needed	Subtotal (sf)	Room Needed?	Max. No. People	Hours of Use	Enclosed or Open	Plumbing	HVAC	Power	Lighting	Telephone / Data	Audiovisual	Security	Furniture	Type of interactive space	Do you handle money?	Estimated Daily Traffic	
Customer Service / Reception	120	1	120	Y	3.00	4 hours/day 2 days/week	Open Area								No	counter	No	10 -20	Needs a reception counter and reception chair, power and data for computer at the customer service counter. Needs a publicly accessible counter or kiosk for (2) two Acella eBUILD stations (power & data) for online permits.
Flex / Consultation Room	100	1	100	Y		4 hours/day 2 days/week	Enclosed room								1 rectangular table w/8 chairs	N/A	No	N/A	This space may be shared with other departments
Office	80	1	80	Y	1.00	4 hours/day 2 days/week	Enclosed room								1 workstation w/chair	N/A	No	N/A	Power & data. This space may be shared with other departments
Conference Room	350	1	350	Y		unknown (intermittent)	Enclosed room								1 large conference table w/24 chairs	N/A	No	N/A	Projector and screen, power & data for projector and phone/computer at table Dimmable zoned lighting This space may be shared with other departments
Break Room	80	1	80	Y		unknown (intermittent)	Enclosed room								small dining table w/4 chairs	N/A	No	N/A	Refrigerator w/ice maker connection, microwave outlet, garbage disposal. This space may be shared with other departments
Toilet	50	1	50	Y		unknown (intermittent)	Enclosed room								No	N/A	No	N/A	HC accessible unisex toilet (lavatory and water closet) This space may be shared with other departments
Resource / Info Wall	30	1	30	Y		unknown (intermittent)	Open Area								No	N/A	No	N/A	Wall space for exhibits, pamphlets, and forms - provide 10 linear feet of wall space with a publicly accessible corridor in or adjacent to the Planning space.
<b>TOTAL</b>			<b>810</b>		<b>4</b>														

**SOUTH NORFOLK MUNICIPAL MASTERPLAN  
SPACE NEEDS**

**DEPARTMENT: PARK & REC**

Room Data				Usage				Systems							Furniture	Customer Service Requirements			Remarks
Space Name	Desired Area	Quantity Needed	Subtotal (sf)	Room Needed?	Max. No. People	Hours of Use	Enclosed or Open	Plumbing	HVAC	Power	Lighting	Telephone / Data	Audiovisual	Security	Furniture	Type of Interactive space	Do you handle money?	Estimated Daily Traffic	
Auxiliary Office	350	1	350	Y	4	7 days a week, 6 am-12 am	Enclosed								1 chair at counter	Counter	Yes	10	Point of Sale System Small safe Small copy/print area Finger Print Machine in small closet
<b>TOTAL</b>			<b>350</b>		<b>4</b>														

**SOUTH NORFOLK MUNICIPAL MASTERPLAN  
SPACE NEEDS**

**DEPARTMENT: PUBLIC WORKS (ENVIRONMENTAL QUALITY)**

Room Data				Usage				Systems						Furniture	Customer Service Requirements			Remarks	
Space Name	Desired Area	Quantity Needed	Subtotal (sf)	Room Needed?	Max. No. People	Hours of Use	Enclosed or Open	Plumbing	HVAC	Power	Lighting	Telephone / Data	Audiovisual	Security	Furniture	Type of Interactive space	Do you handle money?	Estimated Daily Traffic	
Supervisor's Offices	120	2	240	Y	2	5 days a week, 7:30 am- 2:30pm	Enclosed		Yes	Yes	Yes	Yes			1 chair at counter	Counter	Yes	10	Point of Sale System Small safe Small copy/print area Finger Print Machine in small closet
Open Office	768	1	768	Y	12	5 days a week, 7:30 am- 2:30pm	Open Area		Yes	Yes	Yes	Yes			1 chair at counter	Counter	Yes	10	Point of Sale System Small safe Small copy/print area Finger Print Machine in small closet
Secure Storage	100	2	200	Y	0	5 days a week, 7:30 am- 2:30pm	Enclosed		Yes	Yes	Yes	No			1 chair at counter	Counter	Yes	10	Point of Sale System Small safe Small copy/print area Finger Print Machine in small closet
<b>TOTAL</b>			<b>1,208</b>		<b>14</b>														

# PHASE 2

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# MEETING MINUTES

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**STATUS UPDATE MEETING WITH CITY MANAGER AND CITY STAFF**

Project: South Norfolk Municipal Facilities Study  
Location: City Manager’s Conference Room, City Hall, Chesapeake, VA  
Date: February 1, 2018

**ATTENDEES:**

James E. Baker	City of Chesapeake, City Manager
Jan Proctor	City of Chesapeake, City Attorney
Wanda Barnard-Bailey, PhD	Deputy City Manager
Robert Geis	Deputy City Manager
Sandy Madison	City of Chesapeake, City Clerk
Steven Wright	City of Chesapeake, Economic Development
Ben White	City of Chesapeake, Economic Development
Casey Gilchrist	City of Chesapeake, Economic Development
Jaleh Shea	City of Chesapeake, Planning Department
Alexis Baker	City of Chesapeake, Planning Department
Wilbur Hogge	City of Chesapeake, Public Works Department
Mike Winner	HBA Architecture & Interior Design
Dave Ermini	HBA Architecture & Interior Design
Randy Royal	Kimley Horn
Robyn Niss	Kimley Horn

**DISCUSSION:**

HBA began the meeting by briefly describing the work that had been performed since the start of the Phase 2 study. HBA reported the conclusions from the municipal facility needs assessments in Phase 1 which had indicated that a building of roughly 47,000 SF would be required to house all of the municipal uses and non-departmental business/innovation uses that had been identified.

Kimley Horn’s site assessments for four potential sites were presented (refer to the Current Site Conditions portion of this report and **Appendix A** for the detailed evaluations). Kimley Horn researched various criteria for these sites in order to determine whether development of a mixed-use municipal facility was feasible at each location. Factors such as property ownership, entitlements, zoning and setbacks, vehicular and pedestrian access, utility and stormwater availability were included in the evaluations. Copies of these evaluations can be found in **Appendix A** at the end of this report.

The four sites that were evaluated in this study are as follows:

1. Gateway Site (Poindexter Street and Bainbridge Boulevard)
2. 8-Acre Site (City-owned property from 20<sup>th</sup> St. to Seaboard Avenue along Liberty St.)
3. Overton Site (Poindexter Street between Liberty and B Street)
4. Southgate Center (Bainbridge Boulevard, adjacent to Oscar Smith Middle School)

Kimley Horn's evaluations indicated that all four of these sites were feasible for the development of a potential municipal facility, but that there were advantages and disadvantages to each of them. It was noted that while development on the Southgate Center was technically feasible, it would not accomplish the City's goal of promoting and stimulating economic growth along the Poindexter Street Corridor; and the Southgate Center site was therefore removed from further consideration by the study team.

HBA presented three test fit site drawings for the remaining three sites. The purpose of these drawings was to determine if a hypothetical mixed-use municipal building of the size required by the City could be situated on each site, with adequate parking, pedestrian access and vehicular access – fire truck and police car access in particular. The drawings that were presented are included in the **Appendix C** at the end of this report. A summary of each test fit site plan is as follows:

## **OVERTON SITE**

The study team arranged a rectangular building fronting on Poindexter Street with a surface parking lot behind it accessed from 22<sup>nd</sup> Street. The entirety of the Overton Site property is currently owned by the Overton family. The Overton's have recently acquired the remaining parcels of this block which they had not owned, and they have discussed with the City of Chesapeake's Department of Economic Development their interest in developing this block as a mixed-use retail/office site once the 22<sup>nd</sup> Bridge project has been completed. Since the City does not control this property, any municipal development at this site would likely need to be a lease arrangement with the Overtons and would need to correspond with their plans and schedule for developing the site. While a building of the size required by the City would fit on this parcel, it is not possible to provide the amount of surface parking that such a facility would require. Parking would either need to be structured parking with retail and office wrapped around a multi-level parking deck or provided off-site – perhaps at the adjacent 8 acre site.

The study team also noted that there was not adequate turning radii at this site to accommodate the Fire Department's fire truck access requirements into apparatus bays. As a result, the test fit for this site assumed that the Fire Department would be located offsite, perhaps along Liberty Street at the 8-acre site.

While this site offered an opportunity to bookend new development along Poindexter Street – with the existing Gateway Center and the Old Library site being developed by ForKids at the opposite end of the corridor – the study team concluded that this site was a prime location for private commercial development, and that it would be in the City's best interest to let this site be developed by the Overtons as market forces dictated.

## **8-ACRE SITE**

The City of Chesapeake owns all of the property comprising this site; which includes existing buildings that currently house the Fire Department (Station No. 1), Police Department (2<sup>nd</sup> Precinct), City Treasurer, Commissioner of Revenue, and Community Corrections Agency. As a result, the development of a new municipal facility on this site might present some phasing challenges which would have to be factored into the design and construction of any future building. The abandoned former Bank of America property is also included within the boundaries of this site. With the 22<sup>nd</sup> Street Bridge realignment project, the bridge will shift over to the bank site and align with Poindexter Street, creating a larger homogenous site from the new bridge to the municipal properties on 20<sup>th</sup> Street. With the closing of portions of Seaboard Avenue, additional area will be freed up along the railroad tracks at the rear of this site.

The study team's test fit for this site indicated that there was more than enough land area to accommodate all of the potential municipal requirements and all of the necessary parking and vehicular access needed by the Police and Fire departments. The team's test fit layout indicated an integrated 48,000 sf building that included the Fire Station arranged on the far west portion of the site, connected to the police station, in the center, and a two-story retail/office structure at the eastern end adjacent to the re-aligned bridge.

Like the Overton site, development on this site would present an opportunity to bookend the Poindexter Street Corridor with the Gateway Center and ForKids development at the opposite end. While there was some debate amongst the design team members, it was ultimately decided that a municipal facility on this large parcel of land might not offer the highest and best use for the City. It was also noted that since many of the City departments already had existing aging facilities on this site, increased economic development resulting from a new municipal facility on this site might be minimal; whereas the development of this site for other uses – retail, office, residential, or educational – might be preferred. Economic Development also pointed out that the rear of the site, towards the railroad tracks, might want to be reserved for a future multi-modal transportation hub to provide express bus and light rail service.

## **GATEWAY SITE**

The study team noted that when they started laying out the test fit on this site, they were surprised at how much building area and parking they were able to provide. Although the Fire Station could not be accommodated at this site due to lack of adequate turning radii, the test fit shows a two-story, approximately 33,000 SF building with parking capacity that exceeds the municipal requirements. Development on this site would therefore allow for an increase in the amount of parking that is available for the adjacent Gateway Center, which is currently under-parked.

The study team preferred this site because it fills in a parcel that would otherwise be underutilized, creates a street presence along Poindexter Avenue, and with the infusion of occupants of the adjacent ForKids building, begins to provide the critical mass needed at this area of the Poindexter Corridor to create opportunities for synergy and further economic development. It was noted that there as

potentially room at the rear of this site for structured parking, if the City wanted to increase the density at this site, or provide additional parking for the Gateway Center or ForKids property.

While the Fire Department could not be accommodated on this site, it was noted that this location was probably not the best for a fire station in any case; and that the Fire Department preferred to be located somewhere near its current location, possibly on the 8 acre site along Liberty.

The study team also presented 3-dimensional views of each site showing the massing, building fenestration and exterior form of the building at each site in adherence to the Poindexter Corridor Design Guidelines that had been established in a previous study by Urban Design Associates. Copies of all of the Test Fit Site Layout illustrations can be found in **Appendix C** at the end of this report.



## COMMUNITY INPUT MEETING

Project: South Norfolk Municipal Facilities Study  
Location: South Norfolk Library, Gateway Center, Chesapeake, VA  
Date: February 22, 2018

### **DISCUSSION:**

HBA reviewed the scope of the study, provided an overview of the tasks that had been accomplished in the Phase 1 portion of the study, indicated the space needs and square footage requirements for a future municipal facility that had been determined by the Phase 1 effort, and presented the three site options that the design team was considering. HBA also presented test-fit site layouts and conceptual massing studies indicating how each of the three sites could potentially be developed into a municipal facility.

Urban Design Associates explained how the potential development of each of the sites fit with previous studies that had been conducted in South Norfolk, including the Poindexter Corridor Strategic Development Plan and the Poindexter Corridor Design Guidelines.

Local residents were encouraged to provide their opinions about the three potential sites for a future municipal facility and were encouraged to provide comments for and against each option..

HBA provided a web-based link to an online survey that was developed to elicit community input, and requested that the residents of South Norfolk provide input via this website on their site preferences for a future municipal facility. **Appendix B** at the end of this report, includes all of the data/responses that were collected verbally during the community input meeting, through written questionnaires submitted to the City, and through the online Survey.

This meeting was recorded and broadcast by the City of Chesapeake's WCTV-48 Studios.

While there was general support for the Gateway and 8-Acre Site Options, some residents were concerned that new development at the Gateway site would take away parking that currently existed. The study team tried to reassure the residents that the proposed new development at Gateway would actually increase the amount of parking that would be available to them.

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**CITY COUNCIL WORK SESSION**

Project: South Norfolk Municipal Facilities Study  
Location: City Hall, 4<sup>th</sup> Floor Training Room, Chesapeake, VA  
Date: April 10, 2018

**ATTENDEES:**

Mayor Dr. Rick West  
City Council Member Lonnie E. Craig  
City Council Member Roland J. Davis  
City Council Member Robert C. Ike, Jr.  
City Council Member John M. de Triquet  
City Council Member S.Z. "Debbie" Ritter  
City Council Member Dr. Ella P. Ward  
City Manager James E. Baker  
City Attorney Jan Proctor  
Deputy City Manager Wanda Barnard-Bailey, PhD  
Deputy City Manager Robert Geis  
City Clerk Sandy Madison  
Director of Planning Jaleh Shea, AICP  
Senior Planner Alexis Baker  
Administrative Assistant III Nicole Benson

Mike Winner	HBA Architecture & Interior Design
Dave Ermini	HBA Architecture & Interior Design
Megan O'Hara	Urban Design Associates
Randy Royal	Kimley Horn
Robyn Niss	Kimley Horn

**DISCUSSION:**

City of Chesapeake Planning Staff began the meeting by describing the purpose of the study, noting that HBA had been awarded a contract for the initial Phase 1 portion of the study in June 2017, and that the study sought to identify a suitable location and determine city municipal needs for a potential future building in South Norfolk. The intent of such a building was threefold: to accommodate the City's anticipated need to replace existing facilities that were aging and nearing the end of their usable life; provide new facilities that the City may want to include in such a building; and to provide opportunities and stimulus for public/private business development in South Norfolk along the Poindexter Street Corridor.

Mike Winner of HBA provided a brief overview of the Phase 1 portion of the Study which had been previously presented to City Council in October 2017. He outlined the scope of the Phase 1 study, noted that the focus of the study was to collect data on the City's current and anticipated facility needs, collect input from the residents of South Norfolk, develop strategies for potential new business development opportunities along the Poindexter Street Corridor, review the recommendations and guidelines from previous studies conducted in South Norfolk, and to provide the City with summary data on square footage needs, parking, and other requirements for a new municipal facility.

Dave Ermini presented the work that the study team had performed in the Phase 2 portion of the study. Whereas the Phase 1 study was primarily an exercise of information gathering and assessment, the goal of the Phase 2 study was to identify a preferred location for a future facility and to make recommendations to the City on how the development of this facility could be accomplished.

In Phase 2, Kimley Horn was brought onto the study team to conduct detailed site analyses of the four sites that were being considered and assist in the development of test fit site layouts. Their analysis determined that all four of the sites were viable for development into a municipal facility of the size being considered. The study team decided not to perform further analysis of the Southgate Center site, however, due to its remoteness from the Poindexter Street Corridor, and as a consequence, the inability of a potential future development at that site to provide meaningful opportunity for economic growth within the study area.

The test fit site plans for the remaining three sites had informed the study team on the advantages and disadvantages of each site, and helped the team to establish site rankings.

The design team presented 3D massing studies for all three sites, illustrating how a future municipal facility might appear on the site. The study team noted that these were not actual designs for the facility, but were indications of what the form and fenestration of the building could be, in accordance with the Poindexter Street Corridor Design Guidelines.

Finally, UDA presented several master plan studies for both the Gateway site and the 8-Acre Site which indicated potential options for comprehensive development on these properties. Under the assumption that the municipal facility would be located at the Gateway site, the design team looked at opportunities that might be provided by introducing a 4-level 300+/- space parking deck. Once the existing facilities were relocated to the Gateway site, there was tremendous potential to redevelop the large parcel at the 8-Acre site. UDA presented several options for what could potentially be accomplished on this site. It was noted that when the 22<sup>nd</sup> Street Bridge project is completed, there would be a triangular parcel of land to the east of the bridge which would be an ideal location for a bus transfer and future light rail transit hub.

Councilwoman Ritter noted that if the Fire Station portion of the project were removed, that would subtract nearly 20,000 square feet from the City's municipal space needs. She also questioned whether it would make more sense to co-locate the Police Station with the Fire Station; and asked that the Police Chief be consulted for the official preference of the Chesapeake PD.

# CURRENT SITE CONDITIONS

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## **SITE ASSESSMENTS**

In December, 2017, Kimley Horn performed field surveys of all four of the potential sites included in this study. Each potential site was evaluated based on specific criteria and the needs of the community. These sites include the Gateway site, the 8-acre site, the Overton site, and the Southgate Center site. Kimley Horn also researched a variety of factors for each site using aerial imagery, GIS data, and information provided to the study team by the City of Chesapeake Planning department. Criteria that were evaluated for the four sites include:

- Ownership
- Existing Use
- Entitlement Requirements
- Available Development Size
- Zoning and Setbacks
- Vehicular Access
- Parking and Loading
- Pedestrian Access
- Utility Availability/Constraints
- Stormwater Availability/Constraints
- Adjacent Uses
- Phasing Considerations

A copy of the full evaluation can be found in **Appendix A** at the end of this report.

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# SITE RANKINGS

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## #1 – GATEWAY SITE



The Gateway Site was judged by the study team to be the most advantageous and suitable location for a future municipal facility for a number of reasons:

1. The site was large enough to accommodate all of the City's municipal space needs, with the exception of the Fire Station (which would need to be located elsewhere).
2. Surface parking on this site could provide enough spaces for the municipal uses, as well as an additional 50+/- spaces that could be used to augment the currently under-parked Gateway Center /Library facility and/or the adjacent ForKids building.
3. A new municipal facility at this location would start to provide an ideal retail street presence along this portion of Poindexter. With the influx of employees anticipated at the ForKids building, a mixed-use municipal development at this site could create the critical mass that was needed to spur new economic growth along this portion of the Poindexter Street Corridor.
4. The site offered the potential for even denser future development should the City find that this was advantageous, by providing structured parking in lieu of the surface lots.
5. Placing the municipal facility on this site frees up a large parcel of underutilized real estate at the 8-acre site which can be offered by the City of Chesapeake for private redevelopment such as multi-family residential, office, institutional/educational, or retail.
6. Utilizing the Gateway site for the municipal facility also allows private development of the Overton site to occur as opportunities arise following the completion of the 22<sup>nd</sup> Street Bridge realignment project.

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## #2 – 8-ACRE (LIBERTY & POINDEXTER) SITE

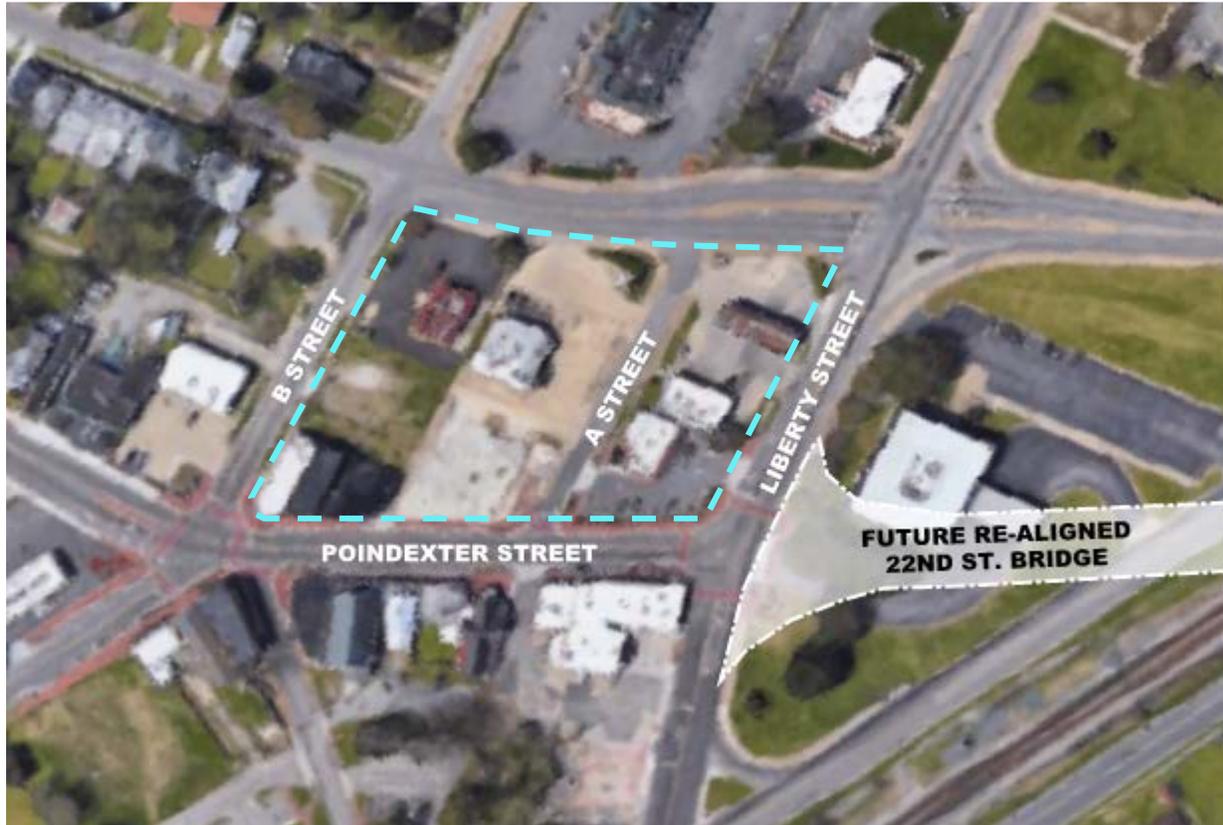


The so-called 8-Acre Site was ranked 2<sup>nd</sup> by the study team for the following reasons:

1. Although there was more than adequate area to provide all of the municipal space needs on this site, there was, almost paradoxically, too much acreage for the intended use. Much of this site would remain undeveloped if a municipal facility were to be located at this site.
2. While this site offered an opportunity to “bookend” new development with the ForKids project at the opposite end of the Poindexter Street Corridor, the study team noted that most of the existing facilities identified in the study were already located within this site, in existing, aging buildings. Therefore development of a new municipal facility on this site would probably not provide the type of economic boost for the Poindexter Street Corridor that the study envisioned.
3. The size of this parcel, and its location next to the realigned bridge, provides potential future opportunities to the City for commercial or institutional redevelopment,
4. An advantage of this site would be that the Police and Fire Departments could potentially share some facilities, such as a fitness or public meeting rooms.

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### #3 – OVERTON SITE



The Overton site was ranked 3<sup>rd</sup> out of the three sites by the study team for several reasons:

1. A fire station was not feasible on this site due to inadequate turning radii for the fire trucks. As a result, if this site were selected, the study team recommended that the Fire Station be located elsewhere, possibly on the 8-acre site, along Liberty Street.
2. While technically feasible, this site was not an ideal fit for the Police Station either. The mixing of police vehicles in a small surface lot that also contains parking for other municipal employees, as well as for retail customers is problematic.
3. There is inadequate parking on this site for the amount of municipal uses required, unless structured parking can be integrated into the new building.
4. The property is not currently owned by the City, so space in a building on this site would most likely be leased as part of an agreement with the Overton family. The City's goals and expectations for a building on this site might not align completely with the goals and expectations of the Overton family.
5. The site has significant potential to be developed privately without any City investment necessary, especially after the 22<sup>nd</sup> Street Bridge project has been completed. The design team felt that it was in the City's best interest to allow market conditions to dictate the highest and best use for this property.

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# OPTIONS FOR ACQUIRING PROPERTIES

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## **#1 – GATEWAY SITE**

Nearly all of the property included in the test fit site layout for the Gateway site could be acquired by the City of Chesapeake. There is a privately owned residence at the northeast corner of the site which would also need to be purchased if the City wanted to utilize this section of the site, but the study team believes that this parcel is not necessary to develop a municipal facility of the size that is being recommended. There is also some undeveloped property at the northwest corner of the site – originally intended to be developed as multi-family residential as part of the Village at Gateway apartment project - which could potentially be utilized as well. Should the City decide to include a multi-level parking deck at this site, there would be no need to acquire any additional land, as all of the parking needs for the new municipal building, Gateway Center, Village at Gateway Apartments, and ForKids building could be accommodated on the site.

## **#2 – 8-ACRE SITE**

All of the property indicated in the test fit site layout for the 8-Acre site is currently owned by the City of Chesapeake. In addition, once the 22<sup>nd</sup> Street Bridge project has been completed, portions of Seaboard Avenue will be closed, which will free up additional developable property along the abandoned portions of the roadway, adjacent to the railroad tracks.

## **#3 – OVERTON SITE**

None of the property at this site is currently owned by the City of Chesapeake. There is a 20' deep right of way along the west side of the property at B Street, but in discussions with City staff, it was determined that there was no longer a need for the City to reserve this portion of the site and that the right of way could therefore likely be abandoned. The existing A Street right of way can also be abandoned – creating a unified, roughly rectangular parcel. As noted previously, this entire parcel is currently owned by the Overton family. Economic Development staff have expressed their belief that the Overtons - waiting for the 22<sup>nd</sup> Street Bridge realignment project to be complete - plan to develop this site into a mixed-use retail/office complex. If the City wished to utilize this site, it would be advisable to enter into negotiations with the Overtons to ascertain if there was the possibility for obtaining long-term leases for the office space in the new building and to determine a schedule for building completion. While it is unlikely that the Overtons would be willing to sell this parcel to the City, since they have been patiently waiting to develop it themselves, obtaining it from a single owner makes this a possibility which should at least be explored if the City were to pursue this as a site option.

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# RECOMMENDED APPROACHES FOR IMPLEMENTING

## **#1 – GATEWAY SITE**

The study team explored how a new municipal facility could be incorporated onto this site and how the new building could complement the existing Gateway Center, as well as the planned ForKids facility on the adjacent (old Library) site. Options for incorporating a multi-level 300+ space parking garage and for further developing the remaining portions of the site were also explored. Diagrams indicating the options that were suggested can be found in **Appendix D** of this report.

## **#2 – 8-ACRE SITE**

The study team also examined the potential development possibilities for the 8-Acre site. Assuming that the City of Chesapeake decides to build a new municipal facility at the Gateway location, most of the existing city department personnel occupying the aging buildings at the 8-Acre site would be relocated and the abandoned buildings could be raised to make way for new development. The study team provided site studies for several options, showing how various types of development might occur at this site. These diagrams can be found in **Appendix D** of this report.

# APPENDIX A – SITE ASSESSMENTS

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# ***South Norfolk Municipal Facilities Study***

*Chesapeake, Virginia*

## ***Site Assessments***



December 19, 2017

Prepared for:

*HBA Architecture & Interior Design, Inc.  
One Columbus Center, Suite 1000  
Virginia Beach, VA 23462*

Prepared by:

*Kimley-Horn and Associates, Inc.  
4525 Main Street, Suite 1000  
Virginia Beach, VA 23462*

KHA Project Number 116081034  
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## PROJECT UNDERSTANDING

At the request of HBA, Kimley-Horn provided a Site Conditions Assessment to review several potential locations for the development of the South Norfolk Municipal Facilities Building in Chesapeake, Virginia. To support the City's desire to develop this area of the City, each potential site was evaluated based on specific criteria and the needs of the community.

The objective of the City's revitalization plan is to preserve the historic areas of the city while promoting a quaint town/village feel with pedestrian accessibility and connectivity. With a focus on the Poindexter Corridor, this revitalization depends on the restoration of the business district. The City also sees this potential facility as a means to catalyze further economic development along the Poindexter Street Corridor. The intent in developing the South Norfolk Municipal Building is to promote these objectives and enhance the surrounding areas.

A summary of the potential sites, the evaluation methods, and the observed constraints are provided in this report for use by HBA and the City of Chesapeake in determining priority sites for development.

## POTENTIAL SITES

Four potential sites were identified by the community for assessment. These sites include the Gateway site, the 8-acre site, the Overton site, and the Southgate Center site. The address and parcel number for the existing parcels within each site is indicated below (provided by City of Chesapeake GIS).

### Gateway

- 1100 Poindexter Street; 1270000003510
- 1001 Poindexter Street; 1270000003500
- 1002 Rena B Wright Way; 1270001000001
- 801 Poindexter Street; 1270001000000

### 8-acre

- 1202 20<sup>th</sup> Street; 1231003000001
- 709 Liberty Street; 1231003000002
- 901 Liberty Street; 1231003000150

### Overton

- 1400 22<sup>nd</sup> Street; 1280000000541
- 911 B Street; 1280000000540
- 913 B Street; 1280000000550

- 1419 Poindexter Street; 1280000000591
- Poindexter Street; 1280000000590
- 918 Liberty Street; 1280000000650
- 900 Liberty Street; 1280000000640
- 1423 Poindexter Street; 1280000000600

Southgate Center

- 2307 Bainbridge Boulevard; 1390000001910

## **SITE EVALUATION**

Kimley-Horn prepared a desktop review of each potential site to evaluate potential constraints using available aerial imagery, City of Chesapeake GIS data, and information provided by HBA. The potential sites were visited by Kimley-Horn staff on Wednesday, December 6, 2017. The purpose of this visit was to confirm information gathered during the desktop review and evaluate any other site constraints that could potentially impact development. Using the desktop data and site observations, the sites were evaluated on the following criteria:

- Ownership
- Existing Use
- Entitlement Requirements
- Available Development Size
- Zoning and Setbacks
- Vehicular Access
- Parking and Loading
- Pedestrian Access
- Utility Availability/Constraints
- Stormwater Availability/Constraints
- Adjacent Uses
- Phasing Considerations

Observations from Kimley-Horn’s desktop review and site visit are summarized below for each site in the aforementioned categories.

## SITE SUMMARY TABLES

<b>GATEWAY SITE</b>	
<b><i>CRITERIA</i></b>	<b><i>EVALUATION</i></b>
<b>Ownership</b>	Gateway at SONO Development LLC (4.3 ac) City of Chesapeake (3.0 ac)
<b>Existing Use</b>	Johnson Park on the eastern portion Newly developed Library and residential condos on western portion of the site City Council has approved the conveyance of the Old South Norfolk Library property to ForKids.
<b>Entitlement Requirements</b>	Stewart St. will require right-of-way improvements Land acquisition of private property required if redevelopment is desired on the western portion of the site.
<b>Zoning and Setbacks</b>	PUD/B5/RSFA1 Located in South Norfolk Business Overlay District
<b>Vehicular Access</b>	Access points along Poindexter, Grady, and Decatur
<b>Parking and Loading</b>	Currently under-parked for businesses in the Memorial Library building.
<b>Pedestrian Access</b>	Sidewalks located along Poindexter and Grady, crosswalks with signal at Poindexter/Bainbridge intersection.
<b>Utility Availability/Constraints</b>	Sanitary sewer available on three sides of the site and through Stewart Street right-of-way. Water available on four sides of the site and through Stewart Street right-of-way. Large transformers located on site may need to be relocated.
<b>Stormwater Availability/Constraints</b>	Primarily pervious in the existing condition, will require extensive stormwater management controls. On-site stormwater pipes installed for residential development on western portion of the site likely not sized for added flow.
<b>Adjacent Uses</b>	Primarily residential, some commercial.
<b>Phasing Considerations</b>	Coordination may be required with developer of residential condos on the western portion of the site.

<b>8-ACRE SITE</b>	
<b>CRITERIA</b>	<b>EVALUATION</b>
<b>Ownership</b>	City of Chesapeake (8 ac)
<b>Existing Use</b>	Fire station, police station, abandoned bank building, correctional center and parking for city vehicles. Potential industrial use (wash bay/fuel station) behind the fire station on site requires further evaluation.
<b>Entitlement Requirements</b>	Land acquired for the 22 <sup>nd</sup> Street Bridge replacement splits the site where the right of way will connect at the Liberty/Poindexter intersection in the future. Vacation of former bridge right-of-way required.
<b>Zoning and Setbacks</b>	O & I
<b>Vehicular Access</b>	One point of access on Liberty and one point of access on 20 <sup>th</sup> St.
<b>Parking and Loading</b>	Parking lot currently used for city vehicles (police cars, employee parking); bank parking lot is vacant
<b>Pedestrian Access</b>	Crosswalks with signal at Poindexter/Liberty intersection, sidewalks along Liberty, 22 <sup>nd</sup> , 20 <sup>th</sup> and portions of Seaboard Rd. Bus stop located along Seaboard Rd. No crosswalks located along Liberty St. east of Poindexter St.
<b>Utility Availability/Constraints</b>	Sanitary sewer located on one side of the site and cuts through the property. Water located on three sides of the site.
<b>Stormwater Availability/Constraints</b>	Existing condition 50-60% impervious, will require less stormwater management. Drainage pipes available on 3 sides of the site.
<b>Adjacent Uses</b>	Commercial and Industrial
<b>Phasing Considerations</b>	22 <sup>nd</sup> Street Bridge replacement project timeline, existing city facilities (fire, police, correctional) on site.

<b>OVERTON SITE</b>	
<b>CRITERIA</b>	<b>EVALUATION</b>
<b>Ownership</b>	Overton Market (0.6 ac) Benson & Associates (0.6 ac) LAP Estates (0.4 ac) Lesco Corp. (0.2 ac) City of Chesapeake- ROW (0.2 ac)
<b>Existing Use</b>	Convenience store, restaurants, gas station, abandoned buildings/building pads. Existing gas station on site may require environmental assessment.
<b>Entitlement Requirements</b>	Right of way (A St.) splits the site, would need to be vacated. Land acquisition of private property would be necessary.  Potential future development plans for a linear park and expanded right of way along B St.
<b>Zoning and Setbacks</b>	B2/B5/MULTI Located in South Norfolk Business Overlay District
<b>Vehicular Access</b>	Access from Poindexter and 22 <sup>nd</sup> St.
<b>Parking and Loading</b>	Sufficient to meet needs of current uses.
<b>Pedestrian Access</b>	Crosswalk with signal at Poindexter/Liberty intersection, sidewalks surround entire site, bus stop is in close proximity.  Recommend adding crosswalks at adjacent, secondary intersections to promote connectivity. No crosswalks located along Liberty east of Poindexter.
<b>Utility Availability/Constraints</b>	Water and sanitary sewer available on all four sides of the site. Overhead powerlines along A St. right-of-way would need to be relocated.
<b>Stormwater Availability/Constraints</b>	Currently almost 100% impervious, will require the least substantial stormwater management improvements. Drainage pipes along 2 sides of the site
<b>Adjacent Uses</b>	Primarily commercial, some residential
<b>Phasing Considerations</b>	Land acquisition, closing current establishments

<b>SOUTHGATE SITE</b>	
<b>CRITERIA</b>	<b>EVALUATION</b>
<b>Ownership</b>	Deangelis Ronald S & Leta G
<b>Existing Use</b>	Shopping center in disrepair, some vacant stores
<b>Entitlement Requirements</b>	Acquisition of private land would be necessary
<b>Zoning and Setbacks</b>	B2
<b>Vehicular Access</b>	Access points at the northeast and southwest corners
<b>Parking and Loading</b>	Over-parked for current use; parking lot would require pavement rehabilitation.
<b>Pedestrian Access</b>	Very limited pedestrian access. One mile from South Norfolk business district.
<b>Utility Availability/Constraints</b>	Water available along site frontage, sanitary sewer available along site frontage
<b>Stormwater Availability/Constraints</b>	Open stormwater canal on the east side of the property. Site is primarily impervious in existing condition which will reduce need for stormwater management controls.
<b>Adjacent Uses</b>	Residential, Institutional (school)
<b>Phasing Considerations</b>	Land acquisition, closing current establishments

**LEGEND**

	Developable Area		Limits of Site
	Future Right of Way		



*Gateway Site*



*8-Acre Site*

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*Overton Site*



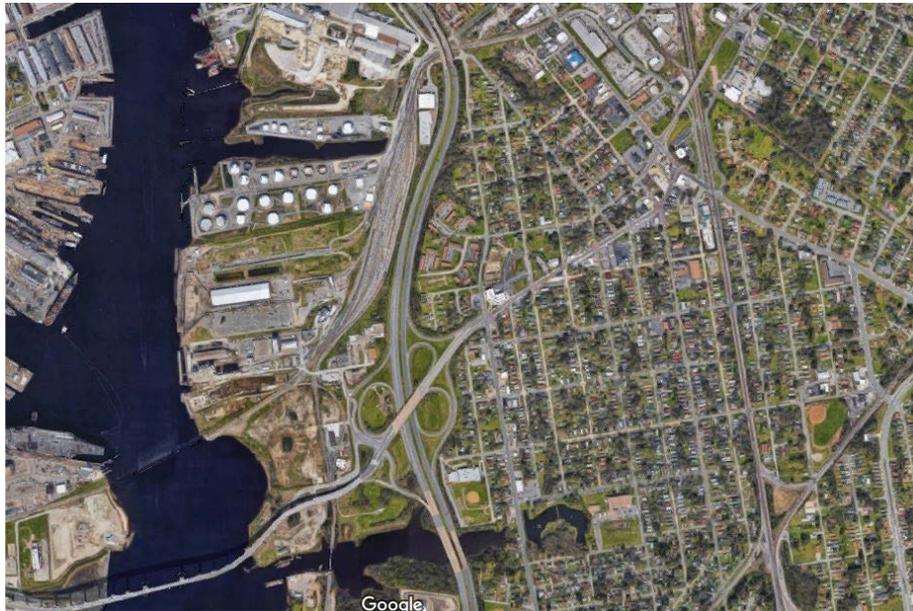
*Southgate Site*

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# APPENDIX B – ONLINE SURVEY RESULTS

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## **Online Survey Results**



# **South Norfolk Municipal Facilities Study**

**Chesapeake, VA**

**HBA Project No. 17048**

**April 2, 2018**

**Overton Site with Fire Station near the 22nd Street Bridge:  
Please let us know your thoughts on what you like and dislike  
about this option:**

**Showing 32 responses**

1. I feel like this should be the last option. Too congested along Poindexter.
2. 2<sup>nd</sup> Choice.
3. Good site, near businesses that could be developed.
4. I don't think this is the highest and best use of this site. Getting emergency vehicles out of this area/or leaving out high speeds would be difficult.
5. Police and Fire should remain together. The Overton site should be a Walgreens or Wawa.
6. I like this site and the location.
7. This works.
8. I like it.
9. I like the ability to travel in any direction to and from the building.
10. Not City-owned property, inadequate parking.
11. I like the idea because the station is right on the main street for quick response.

12. Everything is centralized, easily accessible, with adequate parking.
13. Tight space with the corridor. It's also a small intersection considering the amount of traffic that will be going in and out. The location of the fire station seems ok.
14. No
15. Don't like it.
16. Building municipal building on this site will look out of place.
17. This site is prime retail property. How much of this property does the city own? Or how much would the city have to purchase to develop?
18. I like the Overton option the best. Replacing that corner with new buildings, coupled with the future 22nd st bridge replacement, will be a nice entry from Norfolk. My only dislike is the increased traffic -though I'm hoping the realignment and new bridge will alleviate it: The Berkley Bridge causes significant back-ups on I-464 in the morning, so I take Poindexter/Wilson/Campostella to get on I-264. But, I still prefer this option.
19. Design is great. Looks like fire apparatus will be exiting on a very busy street, which may cause longer response times.
20. The Overton parcel just seems a bit small for the amount of vehicles that come and go and the numbers of people that will be accessing the building.

21. Great location. It's in a perfect location
22. I like it!
23. The Overton site is too far from 464. The fire station location should be based on providing the best response time to the area served.
24. Not the best use of this property. Liberty would be better, even that is not the best use of these properties
25. Overton site should be used for business development not city offices. The whole theme is to increase the development of businesses and restaurants in the area and city offices would not allow this to occur if built along the Poindexter St. corridor. This site would also incur an additional cost to purchase the land. I would oppose this site for relocating city offices.
26. Dislike: not all parking on site, fire station separate
27. Too far from Bainbridge.
28. Not supportive of Poindexter Revitalization
29. This property would have to be either bought or leased, costing the City more money. Fire station should be located in the same place as everything else.
30. Good place for municipal building anchoring east end of Poindexter. Fire Station uses up valuable property with too much residual land that isn't marketable.

31. I like the Village Center with TCC at the 8 acre site. There is a parking garage on the study and I think this would do the most for bringing development into the area. Many students eating, and spending money in local establishments- would incentivize the area for new restaurants/businesses, etc. Why wasn't this option presented the other night?
32. I came here in 1957 and lived most of my life right here at Admiral Roads Apts working the SN library system, then Chesapeake for 23 years. Part at G.B. too—also do my business in area—live in SN. Thanks- we are moving ahead.

## **Poindexter & Liberty Site (8-Acre Site) near the 22nd Street Bridge with integrated Fire Station:**

**Please let us know your thoughts on what you like and dislike about this option:**

### **Showing 32 responses**

1. Lean heaviest for fire station sites easier for them to get in and out.
2. I like this site the best - the City doesn't have to acquire any land properties.
3. Fire Station should be on a separate site.
4. Questions about the stability and longevity of the bridge is a concern.
5. I think this use is better suited to the use of emergency and first responders
6. Although not technically along Poindexter St. this is the best option for multiple departments to share meeting rooms, workout rooms etc. The elderly and individuals that are under the umbrella of the ADA would probably appreciate only having one stop to make for most of their needs.
7. I do like this set up too just unsure about it all being one big building.
8. This is a traffic heavy area
9. I think it's a lot going on in one spot

10. Too many municipalities in one location, chaotic.
11. Plenty of parking, combines Fire/Police with City offices
12. I like the idea of a standalone fire station.
13. That space is congested, access and egress is one way and parking is limited with resident occupying most of parking.
14. The fire station would need to be as separate as possible from the others using the building. not only for cancer risk but so as to avoid other employees in the building from disturbing the fire crews should any night work be done at the building not involving the fire station. Personally I would like to see the budget on it for savings by integrating the buildings.
15. Absolutely Not
16. Don't like it.
17. An integrated site could save money and space for other building projects in the future. It will allow fire apparatus to be displayed for visitors.
18. This property is already owned by the city and does not require purchasing. It would not interfere with retail development. At one time there was also talk of TCC putting in a satellite campus. This could still happen at this location. My choice.
19. What I primarily like about this site is the size. What I dislike, is the similarity to my current experience when

driving over the 22nd St Bridge. As I come down the bridge into South Norfolk, I can partially see the existing police/fire/treasurer buildings, but immediately in front is the Overton Site, which drastically needs improvement. With the realignment of the bridge coupled with this option, it seems like the same scenario would exist. This new and attractive facility would be "off in a corner", with the blight still in the main flow of traffic.

20. Awesome design. Great location.
21. I like the idea of an integrated fire and police station. It allows for both departments to have more for less. A joint workout area, and joint meeting rooms should save some money.
22. No.
23. Too far from 464. Fire station should be positioned to provide the quickest response times to the area served and the city overall
24. Possible valuable property being used for government buildings. Not a good idea. Tear down and rebuild where the current fire station is.
25. I like this option plenty of room for police and fire
26. This site provides the best option for the future of South Norfolk. The new facilities would demonstrate the city's desire to improve business development in the area as well as improve the stigma which has loomed over South Norfolk for many years. It would also serve as a focal point beside the new bridge. The site would allow future growth

of the Gateway site as well as the Overton site for business development. Additionally, the city already owns the land and it's very close to the original site of the City of South Norfolk's government buildings from the 30's, 40's, 50's and 60's. Things such as meeting rooms, gyms, kitchens and restroom facilities could be shared among city offices at a significant cost savings to the city and the taxpayers. It will allow for ample parking without the cost to purchase additional land. It is also the best location for accessibility (not congested like the Gateway site which was proven during the meeting).

27. It is the only option that includes all city functions, including the fire station.
28. Like: ample parking, everything included in 1 site, located in an area that is less congested.
29. Too far from Bainbridge. Nice that it anchors 22nd St, but we need to consolidate the redevelopment and work outward.
30. Doesn't really support development of Poindexter St.
31. This looks like the best option. City owns the property. There is ample room for all facilities as well as parking.
32. Makes the most sense - best use of available land - lots of parking available to support facilities. Fire station attached is OK but could go somewhere else.

## **Gateway Site with fire station on 8-Acre Site near the 22nd Street Bridge:**

**Please let us know your thoughts on what you like and dislike about this option:**

**Showing 34 responses**

1. 1st Choice.
2. 2nd favorite option.
3. Seems like the best available.
4. Turn the building (90 degrees) to create more parking at the front and for Gateway Offices
5. Not a good look as you enter South Norfolk. First thing people see should show more prosperity.
6. do to like this use for this site
7. Bad option. All the tenants of the Gateway Building as well as the public already complain about parking at this site. The Gateway site needs to be made into a parking lot. There are multiple locations along Poindexter St that can be assembled and turned into viable parcels for development.
8. I am not a big fan of this gateway setup or the location.
9. Heavy traffic in this area
10. I like where fire station is

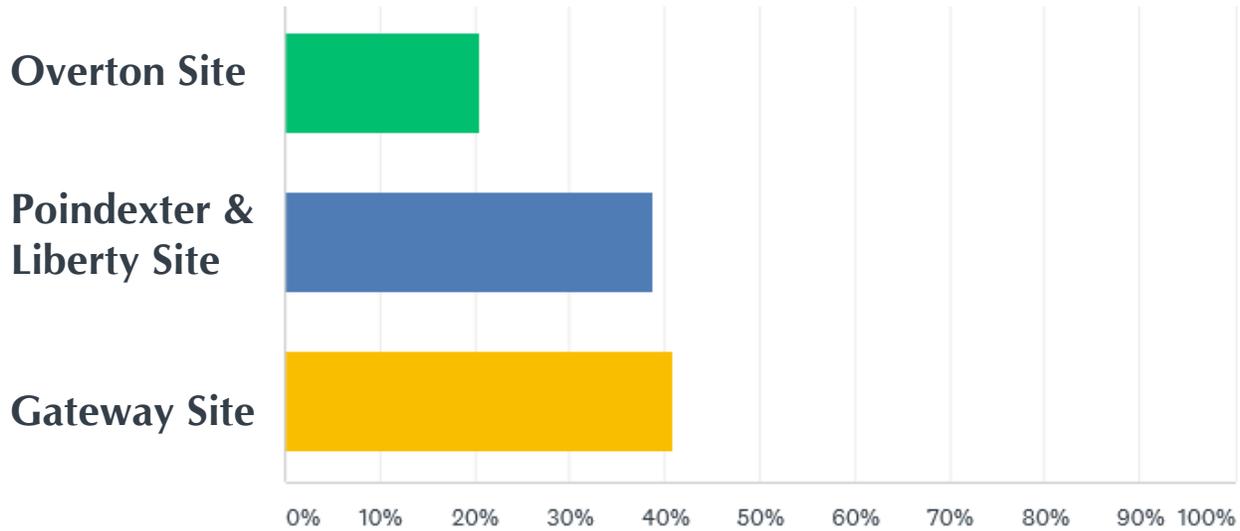
11. The intersection will become too busy here.
12. Inadequate parking already for the library
13. Station 1 runs more calls towards Border Road and Campostella area more so than Poindexter and Bainbridge.
14. This is a very very very tight section of the city. it could also potentially increase response times for PD as most of the gang and criminal movements come from Norfolk to the back sections of border via the back roads. the space for parking between police vehicles and the general public would be about as bad as the current police and fire HQ as well.
15. I live in Portlock and this is a better location for me.
16. Yaaassss
17. Like it.
18. Gateway is optimal for a larger, new building with the ForKids building going up. Easily accessible to 464 for workers and visitors.
19. Prime retail and development site that is under developed. More effort should be put into developing the retail potential of this site. Don't waste it on city buildings.
20. I like the proximity to the Post Office and I-464 and the Library, but I dislike the parking situation. There is very little parking for the Library, and it's scattered with parking for the condos. Additionally, for the increase in traffic, the City

should look at a primary vehicular access from Bainbridge, not Poindexter. I realize that a parking garage is expensive, but it should be considered here.

21. Building too boxy. Like the style with more angles, catches eye.
22. The bookend idea is not a bad one with the muni center on one end and the fire department on the other, but the siren and overall vehicle noise would be constant for the residents in that area.
23. This seems to be the best location for access. The fire station should be placed in a location to provide the quickest response times to the area and the overall city.
24. Don't like any of these options. Putting city departments on these properties is a bad idea. Takes up properties that could be used for economic growth. Don't put fire stations on economically better used properties.
25. More parking is needed
26. I also like this option
27. This area should be designated for business development only not city government buildings. The area is too small and lacks the parking for an already busy city facility. It's also a very compact area with a lot of pedestrian traffic (to include small children and older adults - visible the night of the meeting) and will increase with the 4KIDS building next door which increases the potential for accidents. This is compounded by additional police vehicles going in/out all day/night and responding in/out of the area when calls for

- service are dispatched. I would oppose this site for city offices.
28. Dislike: VERY limited parking, area already congested-this building will only make that worse, smallest location option-seems crammed into a space, fire station not attached.
  29. Best option as it allows redevelopment to organically move up Poindexter. My only concern is a police station at this location could prove dangerous. I'd suggest an informational substation in the building.
  30. This space is the best suited to promote development of the Poindexter St. Corridor. With negotiations with owner, there would be sufficient space for a fire station as well as municipal building.
  31. Fire station should be with the other facilities. Parking is already congested at the gateway and adding all those other facilities will make it worse.
  32. It fits in well with The Gateway and the ForKids Building. It is the easiest site to access from the interstate and SNJB. It is the realization of the Poindexter Corridor.
  33. Not a bad option but no storm water management BMP and limited parking for full development of the block.

**Please select your preferred site location for the potential future Municipal Facility:**



ANSWER CHOICES	RESPONSES
▼ Overton Site	20.41% 10
▼ Poindexter & Liberty Site (8-Acre Site)	38.78% 19
▼ Gateway Site	40.82% 20
<b>TOTAL</b>	<b>49</b>

APPENDIX C – TEST FIT SITE  
LAYOUTS & 3D MASSING STUDIES

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**OVERTON SITE - AERIAL VIEW**  
**SOUTH NORFOLK MUNICIPAL FACILITIES STUDY - PHASE 2**

**HBA ARCHITECTURE & INTERIOR DESIGN**  
**FEBRUARY 1, 2018**





# **OVERTON SITE - STREET LEVEL PERSPECTIVE**

## **SOUTH NORFOLK MUNICIPAL FACILITIES STUDY - PHASE 2**

**HBA ARCHITECTURE & INTERIOR DESIGN**  
**FEBRUARY 1, 2018**







**8-ACRE SITE - AERIAL VIEW**  
**SOUTH NORFOLK MUNICIPAL FACILITIES STUDY - PHASE 2**

**HBA ARCHITECTURE & INTERIOR DESIGN**  
**FEBRUARY 1, 2018**





# 8-ACRE SITE - STREET LEVEL PERSPECTIVE

## SOUTH NORFOLK MUNICIPAL FACILITIES STUDY - PHASE 2

HBA ARCHITECTURE & INTERIOR DESIGN  
FEBRUARY 1, 2018





# 8-ACRE SITE - STREET LEVEL PERSPECTIVE

## SOUTH NORFOLK MUNICIPAL FACILITIES STUDY - PHASE 2

HBA ARCHITECTURE & INTERIOR DESIGN  
FEBRUARY 1, 2018







**GATEWAY SITE - AERIAL VIEW**  
**SOUTH NORFOLK MUNICIPAL FACILITIES STUDY - PHASE 2**

**HBA ARCHITECTURE & INTERIOR DESIGN**  
FEBRUARY 1, 2018





# **GATEWAY SITE - STREET LEVEL PERSPECTIVE**

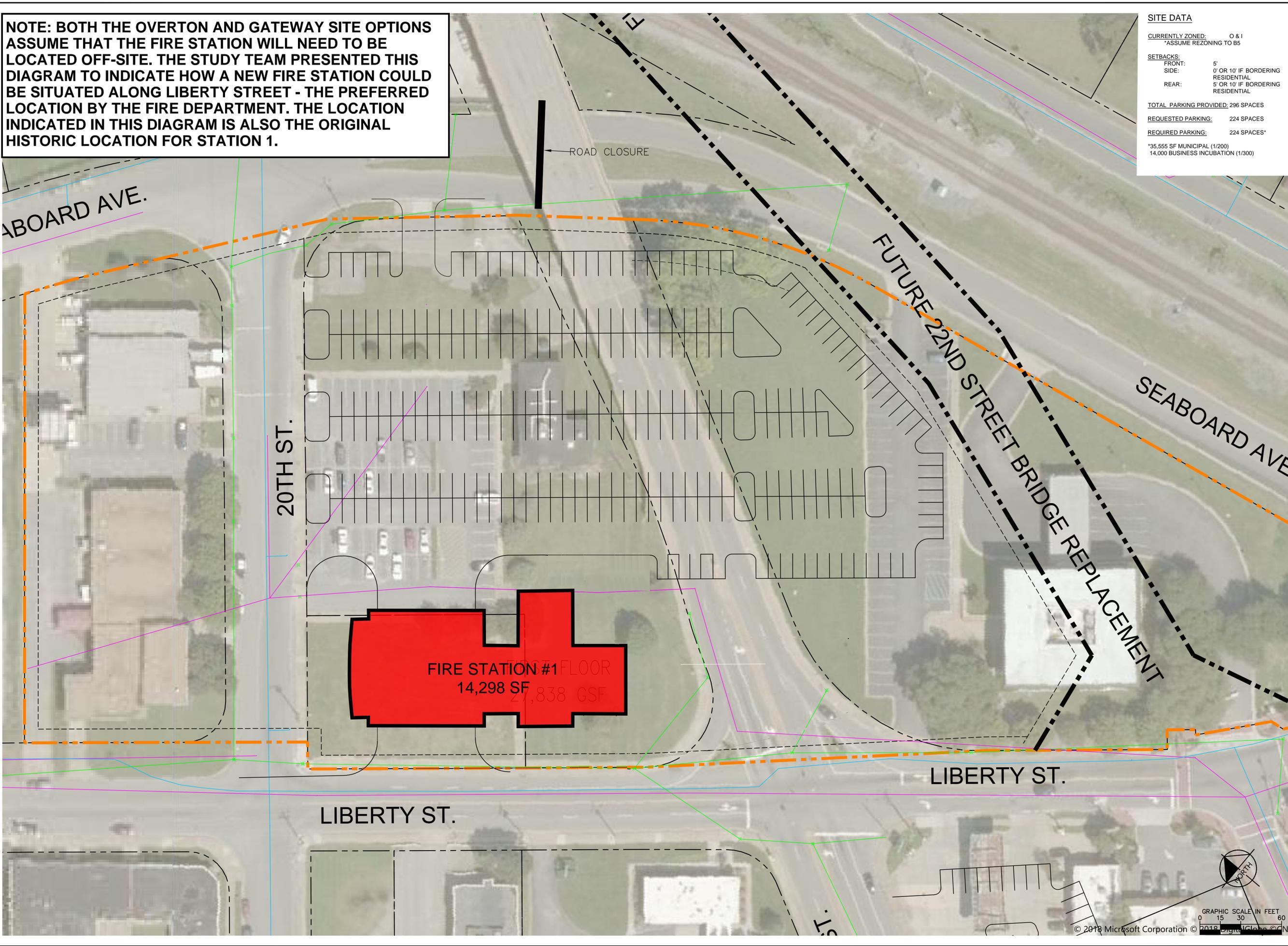
## **SOUTH NORFOLK MUNICIPAL FACILITIES STUDY - PHASE 2**

**HBA ARCHITECTURE & INTERIOR DESIGN**  
**FEBRUARY 1, 2018**



**NOTE: BOTH THE OVERTON AND GATEWAY SITE OPTIONS ASSUME THAT THE FIRE STATION WILL NEED TO BE LOCATED OFF-SITE. THE STUDY TEAM PRESENTED THIS DIAGRAM TO INDICATE HOW A NEW FIRE STATION COULD BE SITUATED ALONG LIBERTY STREET - THE PREFERRED LOCATION BY THE FIRE DEPARTMENT. THE LOCATION INDICATED IN THIS DIAGRAM IS ALSO THE ORIGINAL HISTORIC LOCATION FOR STATION 1.**

SITE DATA	
CURRENTLY ZONED:	O & I
*ASSUME REZONING TO B5	
SETBACKS:	
FRONT:	5'
SIDE:	0' OR 10' IF BORDERING RESIDENTIAL
REAR:	5' OR 10' IF BORDERING RESIDENTIAL
TOTAL PARKING PROVIDED: 296 SPACES	
REQUESTED PARKING:	224 SPACES
REQUIRED PARKING:	224 SPACES*
*35,555 SF MUNICIPAL (1/200)	
14,000 BUSINESS INCUBATION (1/300)	



Plotted By: Toche, Holly Sheet Set: Kns Layout: 8 ACRE SITE (A January 31, 2018 10:30:21am K:\VAB\_Civil\116081034 - SONO Municipal Buildings\CADD\Exhibits\Option A - Prelim Layout\_HBA.dwg  
 This document, together with the concepts and designs presented herein, is intended only for the specific purpose and client for which it was prepared. Reuse of and improper reliance on this document without written authorization and adaptation by Kimley-Horn and Associates, Inc. shall be without liability to Kimley-Horn and Associates, Inc.

No.	REVISIONS	DATE	BY

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KHA PROJECT	116081034
DATE	01/17/2018
SCALE	AS SHOWN
DESIGNED BY	HNT
DRAWN BY	TMG
CHECKED BY	RMN

**8 ACRE SITE**

**SOUTH NORFOLK MUNICIPAL CENTER**  
 PREPARED FOR  
**HBA ARCHITECTURE**  
 VIRGINIA  
 CHESAPEAKE

SHEET NUMBER  
**1A**

# APPENDIX D – SITE STUDIES FOR THE GATEWAY & 8-ACRE SITES

*\*Note that the following drawings are conceptual and are created to illustrate possible development options for the candidate sites in addition to the placement of the municipal facilities building. These drawings do not reflect an actual master development plan or site plan.\**

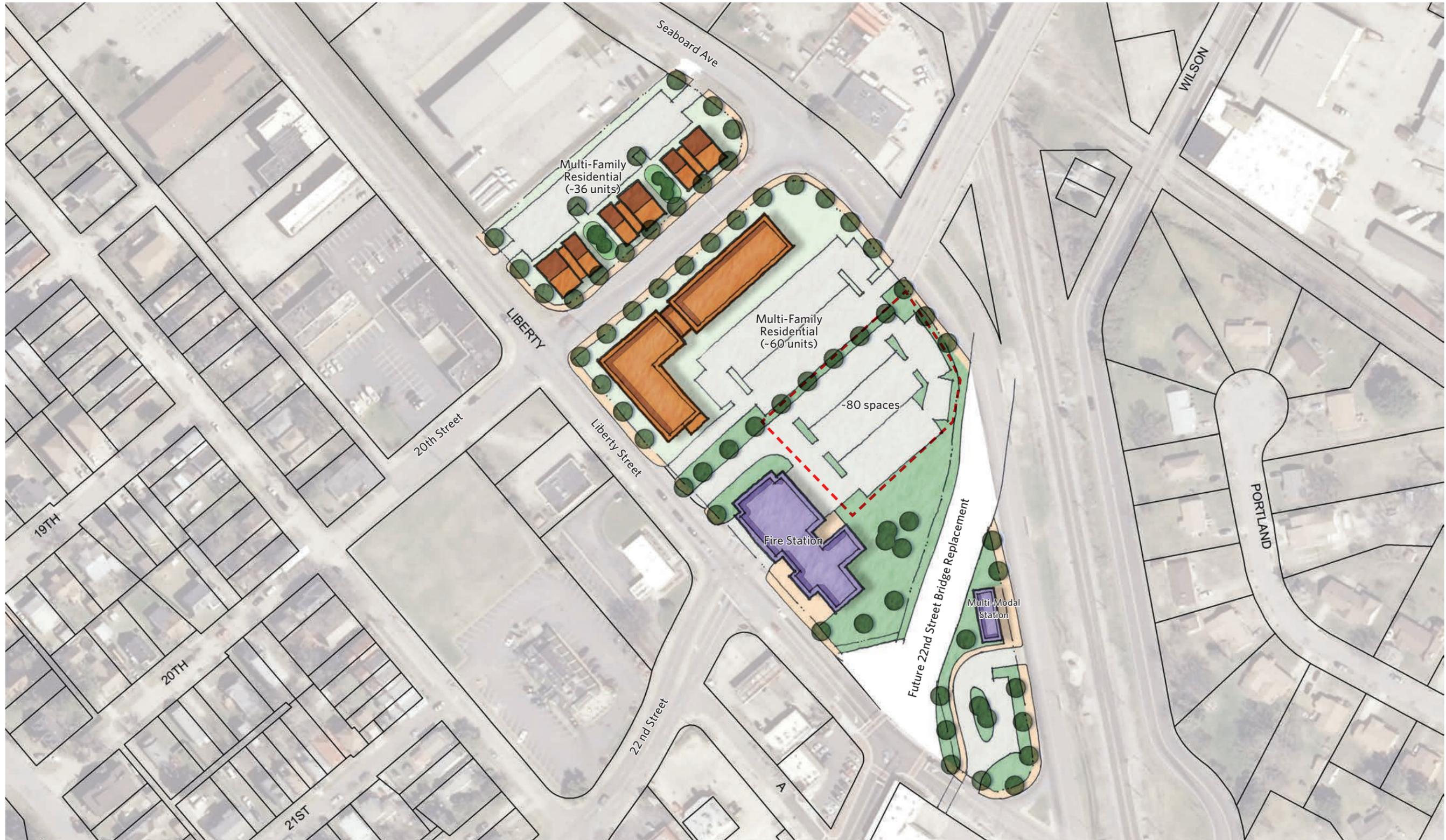
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# POINDEXTER CORRIDOR DIAGRAM

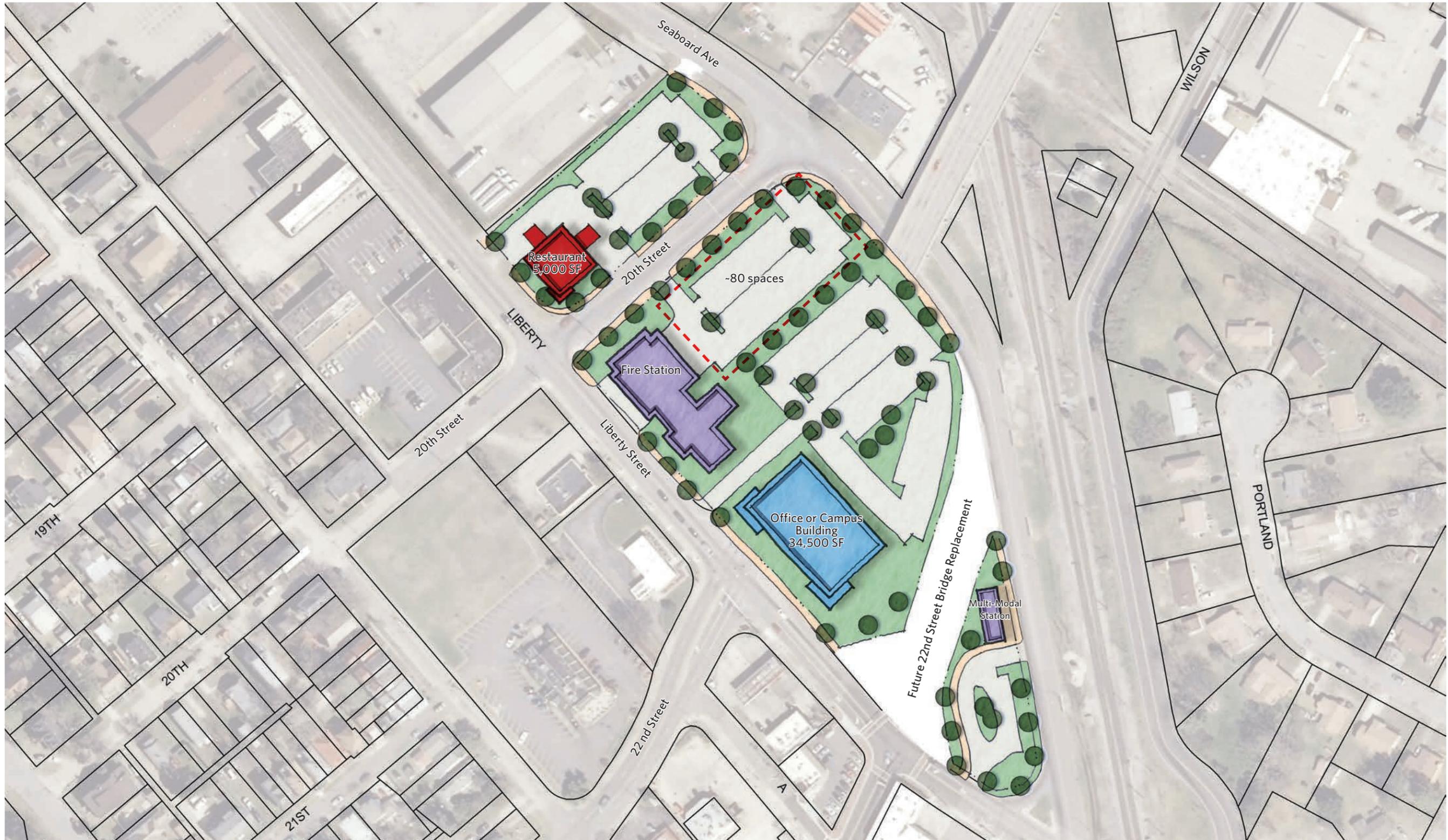
SOUTH NORFOLK MUNICIPAL FACILITIES STUDY / CHESAPEAKE, VIRGINIA





## 8-ACRE SITE — RESIDENTIAL ALTERNATIVE





## 8-ACRE SITE — NON-RESIDENTIAL ALTERNATIVE (OFFICE)





## 8-ACRE SITE — NON-RESIDENTIAL ALTERNATIVE (PHARMACY)





# GATEWAY SITE — SURFACE PARKING DIAGRAM





# GATEWAY SITE — STRUCTURED PARKING DIAGRAM



# GATEWAY SITE — STRUCTURED PARKING ALTERNATIVE 1





# GATEWAY SITE — STRUCTURED PARKING ALTERNATIVE 2





# GATEWAY SITE — STRUCTURED PARKING ALTERNATIVE 3





## GATEWAY SITE — STRUCTURED PARKING ALTERNATIVE 3 (PARK SWAP)