



NEWPORT NEWS MARSHALL-RIDLEY SEAFOOD MARKET

Newport News, Va
December 2021



HILL
STUDIO

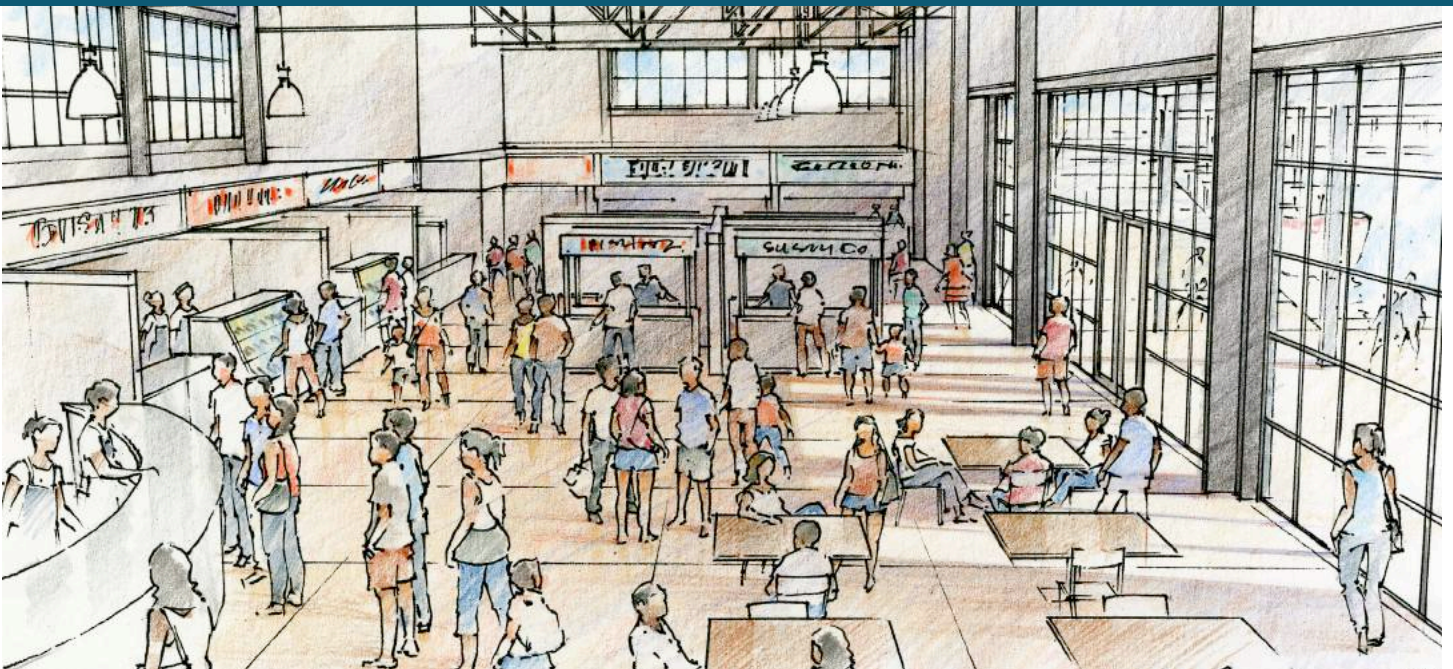


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PROJECT TEAM:

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Hummer Construction Resources

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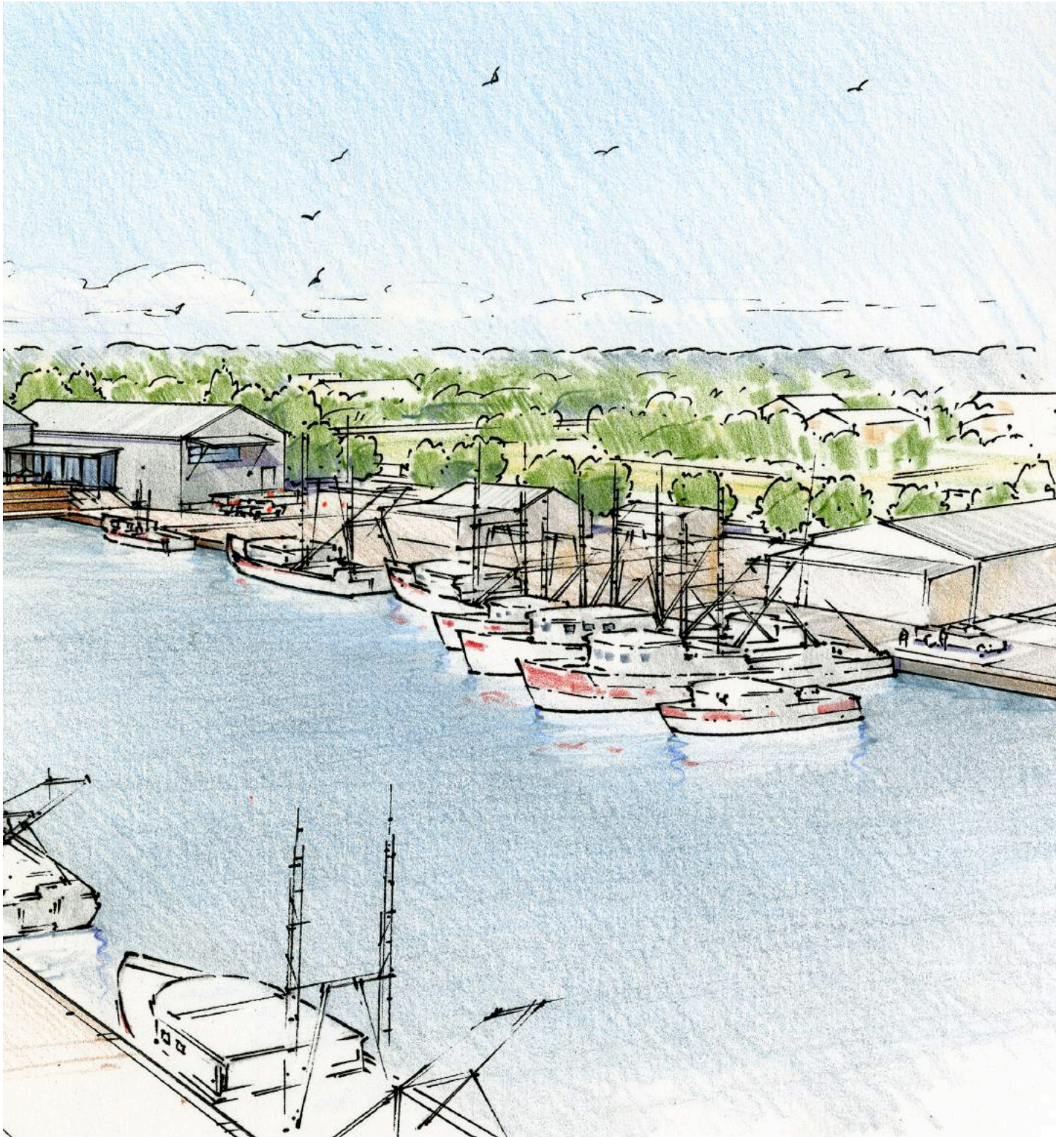
WELCOME TO THE SEAFOOD MARKET:

Aerial View of Seafood Market from Interstate-664



Inset: Study of Rooftop Sign

WELCOME TO NEWPORT NEWS!



WELCOME TO THE SEAFOOD MARKET:

Riding the waves of Newport News' maritime history, the Seafood Industrial Park will soon launch Virginia's most authentic seafood experience. The region's newest seafood market and culinary destination will promote Virginia's seafood industry while creating an important economic engine to serve, develop and sustain the Marshall-Ridley Choice Neighborhood and the Southeast communities through for-profit businesses and relevant workforce and community development.

The seafood-centric market and food hall will be a place where visitors can enjoy fresh local seafood landed at the premises and fully prepared for on-site dining, or where raw and prepared foods may be purchased for takeout. Regionally and locally-sourced produce will be available along with related food items, providing quality, affordable food choices. The primary purpose of the Market is to serve multiple restaurants and vendors, thus catalyzing development within the Marshall-Ridley Choice Neighborhood, to provide local food services and amenities to residents, and to create a destination that will draw visitors year-round.

In keeping with an authentic market, the environment will be casual and welcoming and provide visitors with opportunities to get up-close and personal with the seafood offerings and with the individual fishermen, cooks and vendors. Multiple vendor stalls will provide independent operators with access to the Seafood Industrial Park and to the space needed to prepare and present raw seafood presentations and cooked offerings and to sell directly to retail customers. Foods may be consumed on-site or purchased for take-out. A central commercial kitchen will provide the backbone infrastructure for operations including receiving, preparation, cooking, and refrigeration, and provide the necessary equipment, tools and appliances.

Open seating will be provided adjacent to vendor stalls, and in the great room where social and community gatherings may be held. Additional seating will be provided outside the market and fronting the SIP affording views of the fishing port and of seafood landings directly to The Market. In addition to seafood, locally sourced fresh produce from community gardens within Marshall-Ridley Choice Neighborhood can be made available at the Market as many related products such as breads and desserts produced by vendors at The Market's kitchen.

WELCOME TO NEWPORT NEWS!



WELCOME TO THE SEAFOOD MARKET:



While related to the original concept, the masterplan presented herein has been informed by interviews with city officials, stakeholders, subject experts, and our public on-site design workshop and market research. The recommendations reflect these additions and influences together with what we believe is the most direct pathway for the Market's mission and economic viability.

Located at Newport News' southernmost point and adjacent to Virginia's largest seafood industrial park, the Market is convenient to greater Newport News and Hampton Roads as well as being visible and easily accessible to north and south bound tourist traveling on I-664 to and from Virginia and Carolina beaches. The proposed facility is a seafood centric market and event venue where guests enjoy fresh locally and globally sourced fish and shellfish and prepared specialty foods.

Within the Market; the sights, sounds, tastes and smells of a waterside market will invite guests to up close and personal with the unique offerings of fishermen, cooks, and various specialty vendors. The casual and welcoming environment will invite guests to taste multiple offerings while they enjoy the waterside surroundings, prior to purchasing the freshest fish and shellfish to take home.

The seafood market and vendors within the Market Hall will be complemented by the catering kitchen and events venues in the Event Hall, connected with a breezeway and waterfront decks. The Event Hall will comprise the professional catering kitchen, first and second floor event venues, commissary and culinary job training facilities and space dedicated for a future restaurant.

WELCOME TO NEWPORT NEWS!



Left: Seafood Market is central to the Marshall-Ridley Choice Neighborhood Plan (Graphic by WRT, 2020)

Below: Site is gateway to Seafood Industrial Park



MARKET SUMMARY

Assessing Market Demand and Context for Seafood Market and Commercial Kitchen:

The Virginia Tech Center for Economic and Community Engagement (www.cece.vt.edu) assessed the market prospects for a seafood market and commercial kitchen in the Marshall-Ridley Choice Neighborhood (MRCN). We focused primarily on market feasibility (whether there exists a market opportunity and customer niche for a proposed facility and its activities, as well as an existing or potential pool of facility users and customers).

Our team:

- Reviewed demographic, industry, and tourism data;
- Interviewed businesses and potential partners; and
- Examined similar existing market facilities and commercial kitchens in other communities.

The Center for Economic and Community Engagement (CECE) defined the Marshall-Ridley neighborhood using Newport News Census Tracts 301 and 304. In 2020, the neighborhood had 7,360 people residents, about 4% of Newport News' total population. This neighborhood has a rich history and a number of significant economic, cultural, and community assets, including businesses, churches, schools, and industry, such as the Seafood Industrial Park. However, the area also contains high concentrations of persistent poverty. Nearly half (46.5%) of the area's residents earned under the federal poverty level in 2019.

CECE found the most significant market opportunity to be present for a multi-use commercial kitchen; with possible event or teaching space; and associated retail market/prepared food vendors. The kitchen might accommodate a mix of catering (on and off-site), commissary (food trucks), support of the Market vendors (kiosks and stalls) and culinary workforce-training/mentoring, with catering likely to be the most revenue-generating in the near-term. The market/kitchen might include development of a new social mission-focused venture emphasizing neighborhood economic development, resident engagement and workforce development such as culinary skills training. A multi-use market/kitchen would be multi-faceted and could a mix of retail, food distribution, public markets, and job training. Most such kitchens are involved in at least one partnership such as workforce training programs. In addition, the commercial kitchen may have accompanying spaces and programming for nutrition education, food business education, and workforce training. This would fit an educational demand for the neighborhood and contribute to job creation, start-ups, and community vibrancy.

A secondary market opportunity exists for one or more small scale, moderately priced, restaurants or prepared food vendors, ideally with a seafood focus and connected to special events programming. The primary customer opportunities include the area workers and local residents for a mid-day lunch. The dinner crowd is uncertain but could be developed, perhaps in conjunction with special events.



A primary focus on a traditional fresh or frozen seafood market, that might include produce and focus on direct-to-consumer sales could be a part of a mixed development, multi-use market with a kitchen, but may also face some barriers in this location. Local competition and consumer preferences may limit the initial number of non-local visitors and consumers. This assessment is based on consumer type, barriers to non-local visitor attraction, local market competition, and low vendor supply.

- **Consumer-type:** The market for fresh, locally sourced seafood is largely composed of higher-income private consumers. The MRCN is predominantly lower income and is losing population.
- **Barriers to non-local visitor attraction:** While relatively close in proximity to downtown Newport News and a heavy concentration of businesses, the proposed market location is not a current visitor-friendly or familiar destination and possesses a number of deficits in attracting non-local visitors and consumers, such as safety perceptions, physical appearance, and consumer shopping patterns.
- **Local market competition:** There would be competition for consumers from other markets and retail outlets. Other markets sell a wide variety of seafood products and are located either within (Yu's Seafood) or near the MRCN Community. Graham and Rollins, located in neighboring but accessible Hampton, is the region's leading seafood market and grossed approximately \$18 million in sales in 2020.
- **Low vendor supply:** The Newport News Farmers Market has only 16 vendors (15 produce and 1 meat & seafood) from across the region and has had issues with sustaining operations and vendors. Every farmer vendor listed in the Hampton Roads Local Foods Guide is on "southside" – Norfolk and Virginia Beach and nearby areas.



Successful example of PPP: Crab Shack on the James River by Fishing Pier

MARKET SUMMARY

Despite these barriers and limitations, the market study suggests that prospects for a multifaceted market with a multi-purpose kitchen, with capabilities for use as a teaching or demonstration kitchen, for operating catering ventures, supporting food truck businesses and related purposes should be explored. A restaurant or one or more prepared food vendors, with accompanying special events space and programming, should also be examined. The rationale for this is multiple:

- There appears to be a growing number of food businesses and entrepreneurs that could benefit from some of the amenities of that type of space. A number of local partner organizations exist that could also benefit from use of the space such as Food Bank and churches.
- Incubating and growing food-based businesses and providing training and/or nutrition and cooking classes to the community would fit a clear local need so long as programs are aligned with workforce gaps/niches, so that participants are prepared for actual jobs.
- While there are culinary training programs in the area, there are opportunities for particular types of training (such as a catering) to provide hands-on learning.

The facility could be accompanied by an intentionally designed educational program with holistic support for a target group of participants, mostly from the neighborhood, in preparing for better career opportunities. This may require partnership with an existing entity or recruiting one or more unique teams.

- A 2017 market study found that MRCN is a “walking neighborhood” where 1 in 5 neighborhood workers walk to work. This is six times higher than regional average. Downtown Newport News employs more than 30,000 workers, and is less than 2 miles from MRCN. This is a sizable concentration of possible retail/food service consumers. Many of these are employed at major employers such as the Newport News Shipyard and food trucks and on-site meal service do exist to at least partly serve that market.
- Local resident feedback has consistently included support for a restaurant or prepared food in the community; for special events; and for employment-related training. According to business listing data provided by EMSI, there are 27 full-service restaurants located within the neighborhood, although many of these are fast-food or chain-restaurant.



A variety of fresh seafood at typical Chesapeake Bay Seafood Market



The full Market Study report is available as an appendix and includes more detail and data, in addition to relevant information from other commercial kitchens. A 2015 national survey of commercial kitchen operations found that 25% of those facilities were losing money, only 37% were breaking even, and 38% were making a profit. A 2019 survey updated this data, and found that 27% were losing money 34% were breaking even, and 39% were earning money (180 respondents from 44 states).

The largest reported costs are rent and salaries. The largest revenue source is from leasing the space. Most facilities receive grant support (60%), for capital, operating or mixed costs. Many are relatively small as 45% of facilities report a size of less than 3,000 square feet and 15% report a size between 3,000 and 4,999 square feet . About half of the total facility space is for kitchen usage, with the remaining 50% divided between dry storage (the next highest total), refrigerator storage, freezer storage, event space, and “other” (such as office space).

Most such facilities operate very leanly with few employees, or a single employee, and with an annual operating budget of \$100,000 or less. Leasing shared space for food production is by far the biggest revenue source for incubators, making up an average of 63% of total revenue across national respondents. Leasing permanent space makes up a high portion of revenue for several respondents, indicating a greater focus for some facilities on full-time tenants than shared space. Other revenue generating sources include renting storage space, serve-safe or training classes, event space rentals, or offering food production labor-as-a-service.

The goals of community kitchen facilities are multi-faceted and occur at the intersection of local economies and food systems. Most facilities are mission-driven, rather than profit-driven, and are non-profit as opposed to for-profit.

The proposed new facility in MRCN with some combination of retail, restaurant and mixed-use kitchen with a catering venture will require some level of on-going support from public or private sponsors.

Organizationally, a non-profit or social enterprise model with a mission to serve and engage neighborhood residents is the likely best fit. This may require forming a new entity or partnering with an existing organization who works in this type of arena.

Once developed, “activating” the space through creative events and marketing in conjunction with neighborhood residents and organizations will be critical to its success. Workforce and culinary training, if included, will require a clear focus on holistic education and learning, and the creation of one or more educational program models around the training, perhaps including participant stipends, selection processes, employer engagement, and private sponsorships.

INTERVIEW SUMMARY

Interviews at the Seafood Industrial Park (SIP)

The SIP is an integral part of Market and an important economic engine for Southeast Newport News. We appreciate the unique relationship between the activities of SIP tenants and the proposed Seafood Market and have sought to coalesce respective interests, goals and missions to increase the SIP's long-term commercial viability by adding value to this important industrial asset.

Conversations with multiple operating companies located at the SIP produced a cross section of opinions from providers of fin and shell fish sourced from local and regional waters. The majority of those interviewed expressed enthusiasm for a seafood market and food centric venue as proposed herein and for the accompanying opportunities to improve the neighborhood. However, such enthusiasm was conditioned by their concerns about the obstacles presented by the existing and historic conditions

of Newport News' southeast neighborhood and the area immediately surrounding the SIP.

In the course of interviews with multiple SIP tenants, each shared their satisfaction with the SIP's daily operations and management and its impacts on their business. SIP tenants generally operate independently from the MRCN and other than the efforts by some to employ neighborhood residents, the SIP is generally inward facing and disconnected from the surrounding neighborhoods. However, multiple respondents expressed their hopes that the "long-standing" negative conditions along Jefferson Avenue and access points to and from I-664 would be remedied. Ongoing improvements to Jefferson Avenue were noted and hopes were expressed that they would be maintained and lead to further neighborhood improvements.



Newport News Seafood Industrial Park



Potential for support and collaboration

Respondents with fleet operations expressed interests ranging from the potential for selling smaller wholesale quantities to the Seafood Market, known in the trade as “Top of the Trip”, meaning the last caught or the freshest, and a few companies with processing facilities at the SIP would consider offering their finished product as a retail offering in the Market. The diversified fish monger operators expressed interest in what would be the marquis seafood market within the Market and local crabbers wish to maintain a presence adjacent to the Market, and we anticipate a retail presence via the seafood market or a vendor stall. This mix of interests would provide the seafood market with a story-full supply of fresh and local seasonal seafood as well as seafood selections from trans-national waters.

It is important to note however, that the main business of the SIP seafood companies is wholesale distribution, not retail and therefore not every operator will have the interest or ability to supply the Market, nor would scallops, the main landed seafood at the SIP, be a first-choice item within a retail seafood market.

That is one of the primary reasons to attract a fish monger with local and distant reach to provide an assortment of fresh seafood at the seafood counter within the Market. The proposed culinary workforce development as well as catering and commissary programs are welcome due to the activity they will create at the SIP and due to the positive outreach to the community.



Local seafood worker assisting market visitor

INTERVIEW SUMMARY

Challenges

Notwithstanding recent upgrades to Jefferson Avenue and on-going improvements to the road and streetscape, Jefferson Avenue has been a long-standing distraction for SIP tenants and contributed to their insular nature and the lack of enthusiasm for exterior improvements, and for those not directly related to operations.

The operators expressed long-held concerns about trash and litter; unkempt streets and vegetation, crime and the nearby coal yard. It is the majority opinion that these conditions and the bias they create must all be successfully addressed if the

Market is to be successful. The issues related to coal dust impact each operator at the SIP and similarly the proposed Market. The seafood companies are careful not to expose ice or seafood product to the open air on the docks due to the coal dust particulate driven by prevailing winds. This negates the possibility for outdoor market concepts and necessitates that our design of the proposed Market be oriented to an indoor environment, although one with ample outdoor areas for entertainment. Daily cleaning and creative uses of sunscreens will help mitigate the impact of particulates.



Character of Newport News S.I.P.



Summary

The interviewees at the SIP are generally supportive to enthusiastic about the prospects for a Market as recommended herein, with the caveats provided. The SIP tenants may participate in the Market through limited and likely modest wholesale activity and they are likely to provide some customers and potentially drive more business through cross marketing.

The SIP's biggest contribution to the Market is its very nature as a seafood landing waterfront. Its inherent characteristics provide the Market an authenticity that is unique to the Commonwealth. The daily waterfront operations of crabbers, shrimpers, scallopers, fishermen and processors, blended with boat repair and transport are the differentiators that make the Market's location special and worthwhile. These characteristics blended with the unique style and daily offerings of the Market will combine to create a multisensory experience for first time visitors and repeat customers.

This brings into focus the need for improvements to the area immediately surrounding the SIP and to its corridors of access. The industrial character of the SIP will be a point of interest once there, but if visitor apprehension rises along the approaching roads, whether off exits 7 from I- 664 or from 27th street down Jefferson to the SIP, a significant deterrent will exist that compromises the Market's opportunities for success. To negate the deterrence, these corridors and points of access must be clean, safe and welcoming.

Future visitors to the Market will be making a choice of where to spend their money amidst other options. Current conditions of the SIP's neighborhood present multiple reasons, personal safety being number one, not to visit the Market's proposed location. Fortunately, in light of ongoing improvements in the area, there is ample time for these conditions to be eliminated before the Market's opening.



Fresh caught conch from Wharf in Virginia Beach

SURVEY SUMMARY

For the Newport News Seafood Market, a variety of strategies were used to gain input and highlight some best practices and key components within the neighborhood and respect residents desired input. Aside from interviews and focus group meetings with locals, the team conducted a twelve question survey which was distributed throughout the Newport News area using various methods of distribution including newspaper articles, a website, and paper handouts containing a scannable QR code. Approximately 200 responses were collected in a two-month period during the initial planning process. Results were used to determine the space needs and functionality for the new seafood market. The following list contains a summary of the findings:

- A quarter of respondents live/work in the Marshall-Ridley Choice Neighborhood and a quarter of respondents live/work in the Central Newport News area.
- Half said they would be very likely to visit a new seafood market in Newport News on a weekly or bi-weekly basis.
- On a 1-5 scale, survey respondents are most interested in the ability to purchase fresh seafood and other produce such as fresh fruits and vegetables. In addition, respondents are very excited about a casual seafood dining experience with space for shared community events.
- On a 1-5 scale, survey respondents are most excited about parking access and connection to a pedestrian and bicycle route connecting to the broader Newport News area.
- Approximately one-third said they dine out for a majority of the week. Approximately two-thirds of respondents would be willing to spend \$25-\$75 per visit.
- Approximately half of respondents currently buy fresh market seafood from nearby big box grocery stores and the other half at local markets. In addition, approximately half of respondents prefer dinner at local, full-service restaurants rather than fast food.
- As seen on the top of the next page, the most favorite amenities to be included were outdoor, waterside dining and a venue that could contain a stage for live music and entertainment.
- As seen on the bottom of the next page, there are many qualities which make the MRCN a special place for new amenities, which can be shared with the rest of Newport News to Hampton Roads and beyond. Among these are its desirable location and access within the larger region and its proximity to the water. In addition, the community and neighborhood cherishes its cultural and historical character.

“The community feels like home and is very friendly; it is a very diverse, engaged, and creative neighborhood that can be a model opportunities for development throughout the city. I find peace there with the multiple parks and access to the beautiful shoreline and waterfront as well as its easy access to other areas in the Hampton Roads region.”

-Community Member



The graphics below show popular answers by frequency, the larger words were the ones chosen most frequently. Additional questions and responses are located in the appendix.

What are some of the site amenities you would enjoy at a new seafood market?



What makes the Marshall-Ridley neighborhood and Southeast Newport News a special place?



SURVEY SUMMARY



MARSHALL-RIDLEY
A CHOICE NEIGHBORHOOD
SEAFOOD MARKET

Your Input is Needed!



The City of Newport News is developing a new year-round Seafood Market/Commercial Kitchen in the Marshall-Ridley Choice Neighborhood, located at the head of the Seafood Industrial Park in the Southeast Community of Newport News.

As part of the planning process and research phase for this project, we have put together a survey to begin collecting your feedback. We hear you, we are responding to your needs, and we will continue to ask your input! Please see the instructions on the back of this flyer to find and take the survey today. Your opinion matters to us!

Right: Community survey handout flyer with scannable QR code

Below: Participants at the community design workshop in June 2021





Please go to the following web link or scan the QR code below to complete the Marshall-Ridley Seafood Market Survey by **April 30th, 2021**

www.newportnewschoice.com/seafood-market



Use the camera on your smartphone to scan the code and take the survey online!

#MarshallRidley

Thank you for your interest and involvement!

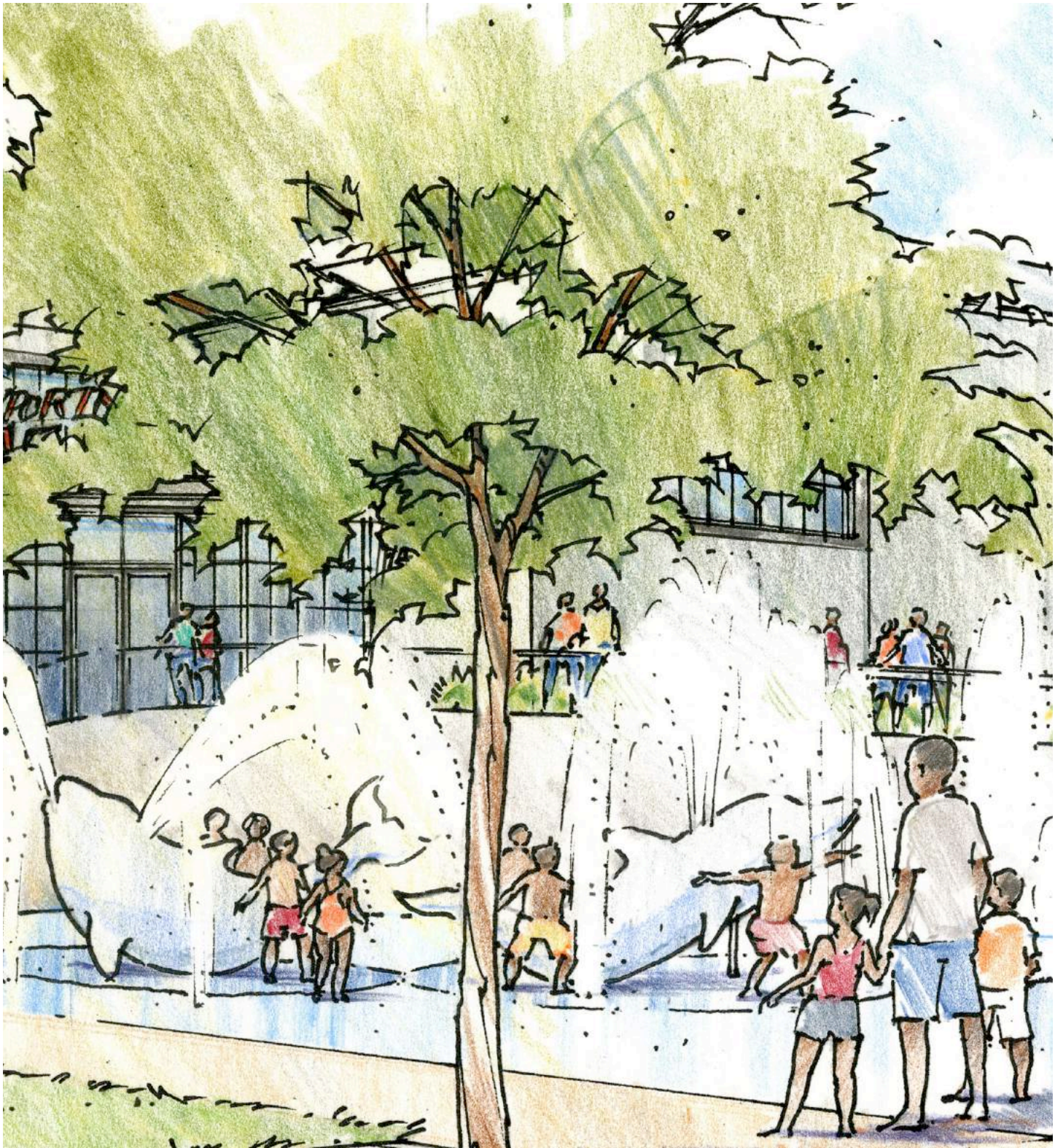


*DESIGN
NARRATIVE*

ELEMENTS OF THE MARKET

Jefferson Ave. Gateway





ELEMENTS OF THE MARKET

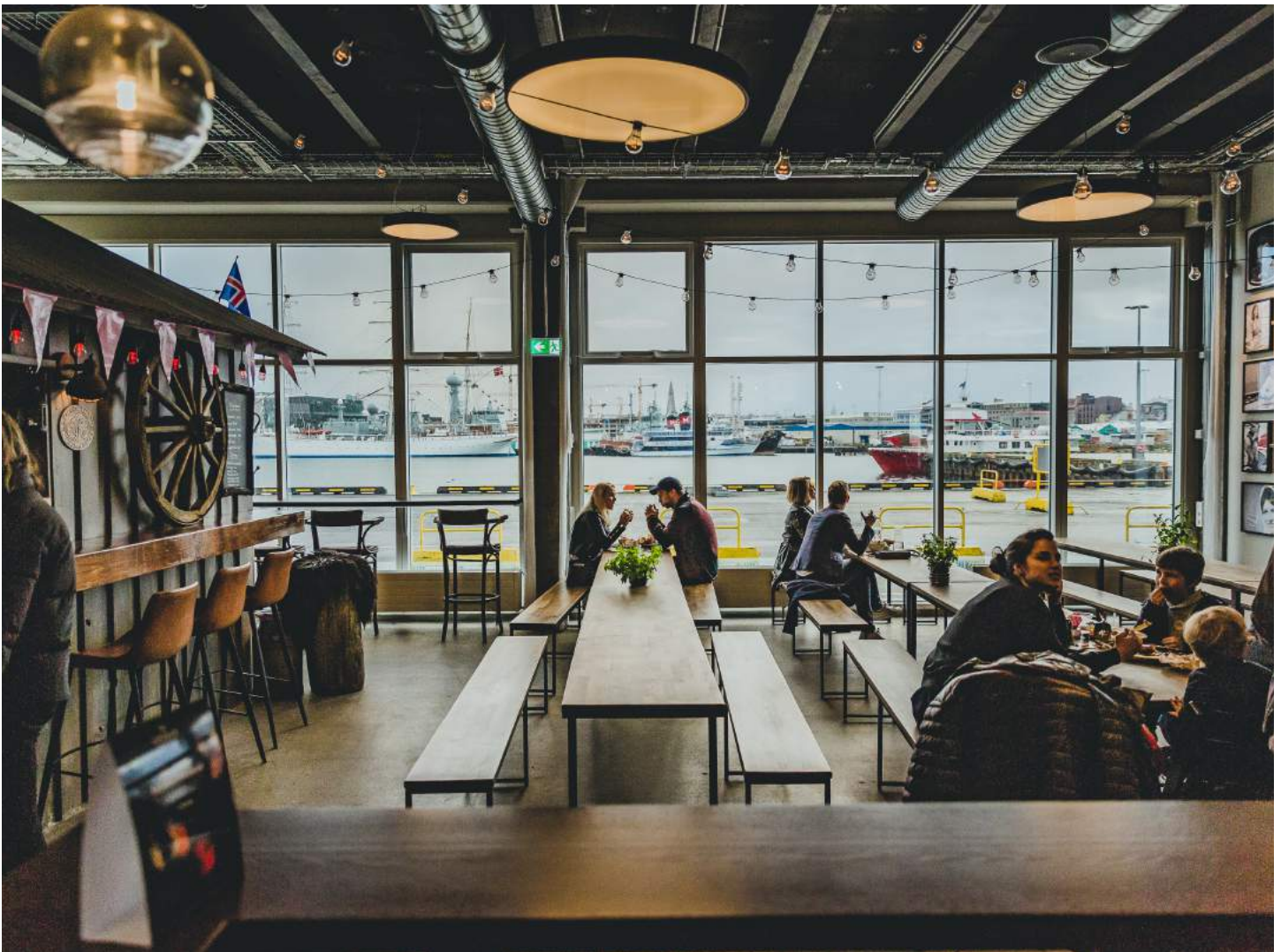
BUILDING PROGRAM

SEAFOOD MARKET

Vendor Stalls	2,400 s.f.
Double Booth	975 s.f.
Kiosks	400 s.f.
Seafood Receiving	995 s.f.
Support	1,570 s.f.

EVENTS HALL

Catering Kitchen	2,930 s.f.
Gathering Space	2,120 s.f.
Restaurant	3,780 s.f.
Culinary Training	840 s.f.
Culinary Events Hall	8,680 s.f.
Support (both levels)	3,730 s.f.



Public's visual engagement with active harbor is key to success



CONCEPTUAL SITE PLAN



ELEMENTS OF THE MARKET

The Market

People come to the market for a meal and have an experience. People are drawn by a common love of seafood and all the different ways to prepare and enjoy it. The market is a flexible facility that can accommodate preferred uses, changing preferences and their respective operational needs and we have introduced an innovative workforce training, social development and mentoring program that will support MRCN and Southeast Newport News. The Market will comprise of six primary operating elements that address market needs and provide opportunities to layer revenue by integrating complementary food venues that

Market Hall Elements

- Seafood Receiving
- Vendor Stalls
- Kiosks
- Seafood Market
- Lawn Pop-ups

Market Hall Elements:

Upon arrival, guests will experience something unique to Hampton Roads. Visitors will be greeted by the sights, sounds and smells of a waterfront Seafood Market and be further enticed by multiple vendors preparing specialty foods, ready to eat on-site in the Market Hall or on its waterfront

are relevant and responsive to the MRCN and attractive to Hampton Roads residents and tourists. The six primary elements include Seafood Market, Vendor Stalls, Event Rental, Catering, Commissary and Culinary Workforce Training. Our focus is the sustained economic viability of the Seafood Market. We believe that careful blending of economic and social development at the Market will pay long-term dividends for the region.

The recommended elements and their extension by building are:

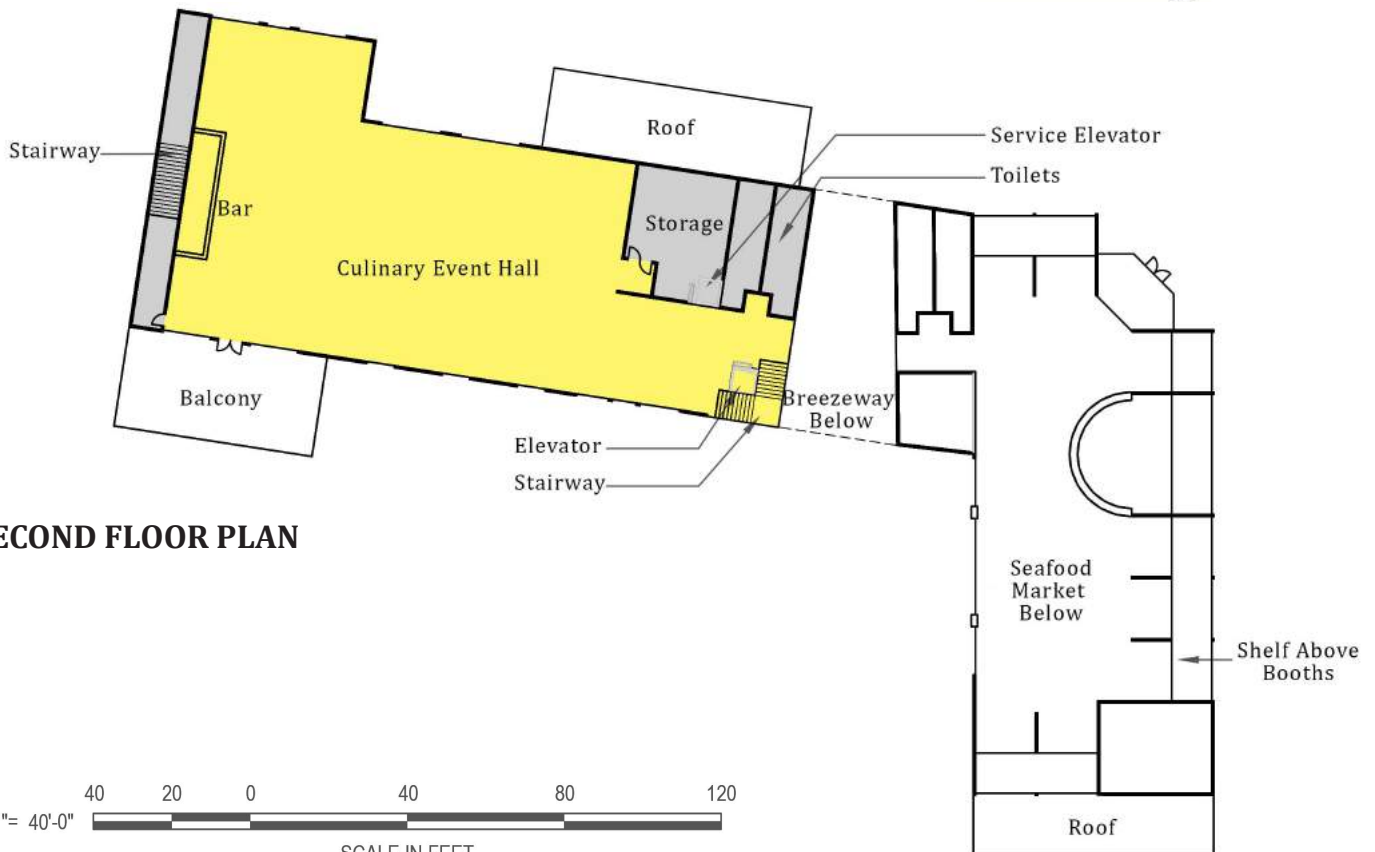
Events Hall Elements

- Culinary Event Hall
- Catering Kitchen
- Commissary Services
- Restaurant
- Culinary Training and Personal Development (Class and Teaching Kitchen)

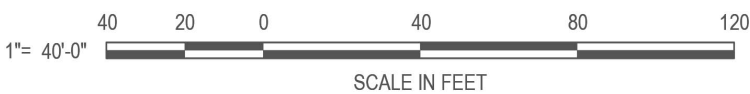
deck, or they can have their food prepared for take-out. The day may begin with breakfast and coffee service until the Market Hall comes to life for lunch and continues through early evening service. Midday and early evening offerings will include adult-beverages.



FIRST FLOOR PLAN



SECOND FLOOR PLAN



ELEMENTS OF THE MARKET

Seafood Market

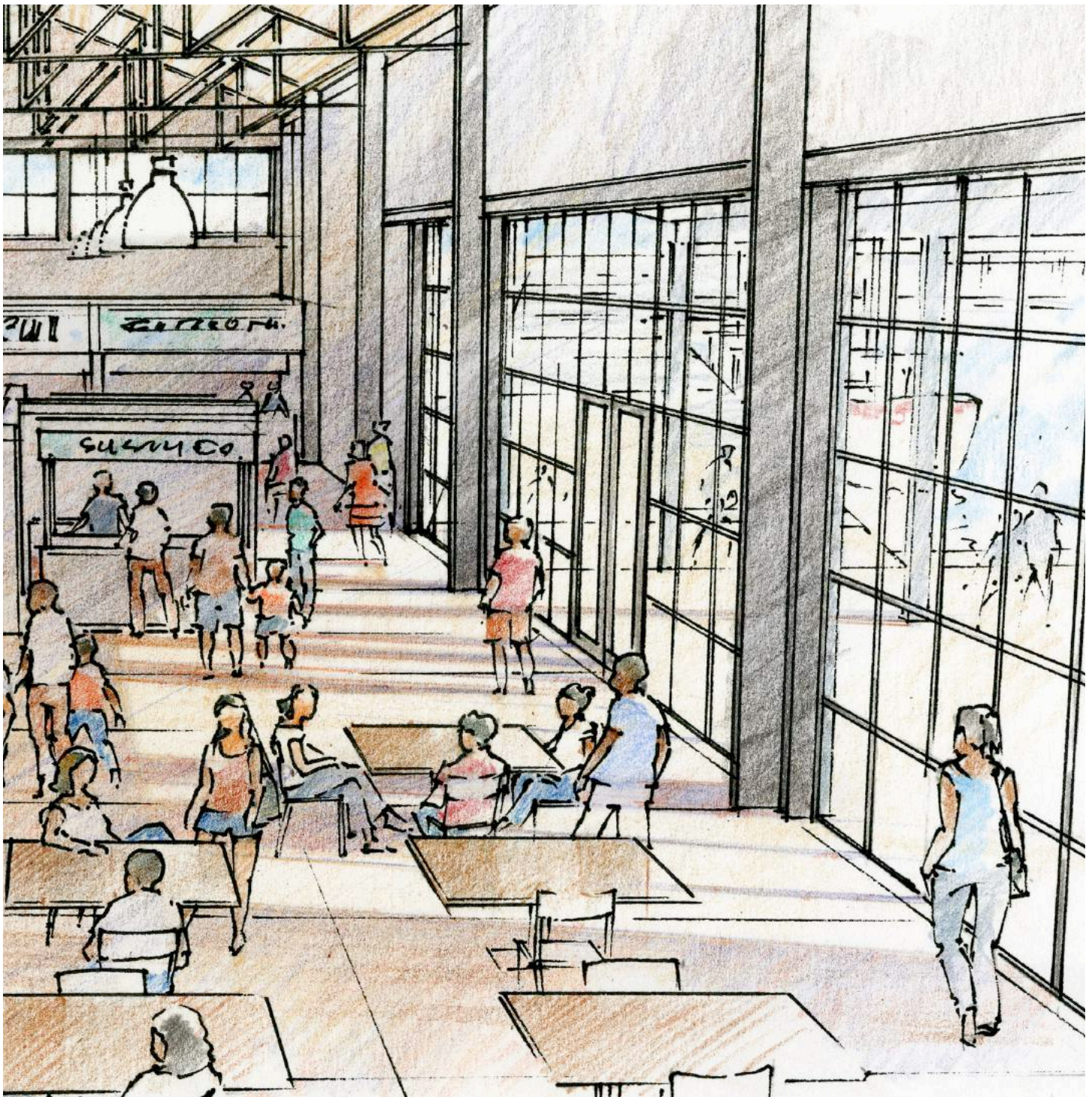
Fresh seafood is the main event at the Market and the fish market should have the prominent position within the Market Hall where its offerings of locally-sourced offerings of crabs, oysters, croaker, spot, flounder, catfish, sea bass and drum,

with other sustainably-sourced seafood on display. In addition to offering the finest seafood to visitors, the Market can provide opportunity for local watermen and restaurants seeking immediate access to wholesale or retail opportunities.





Interior Fish Market



ELEMENTS OF THE MARKET

Sub-Components of the Market include:

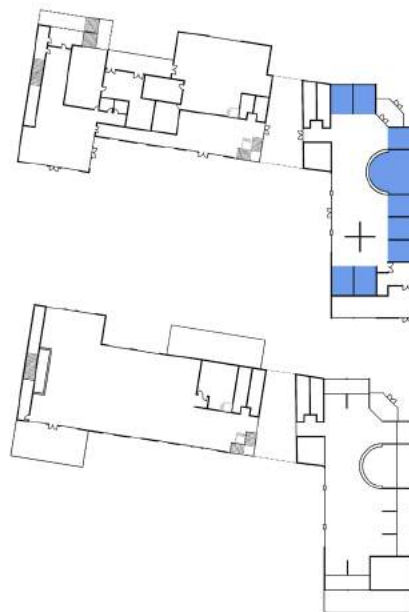
Seafood Receiving

Deliveries of fresh caught seafood from local watermen and from fisherman will arrive at the SIP. Unprocessed crabs, fish and shellfish may be delivered to the Market Hall through the Wet Receiving Room at the far end of the Market. We have allocated an area for local crabbers currently landing at the SIP docks adjacent to the Market site to continue doing so at improved docks and access. They and other watermen will have direct access to the “wet receiving room”, which will have a glass interior window wall allowing Market visitors to watch the delivery and processing of fresh arrivals and the Market deck will provide visitors with a vantage point for watching boat crews at work.



Vendor Stalls

The plan presently provides for seven or more independent vendors and an unspecified number of kiosks. The vendors for the stalls and kiosks will be carefully curated to ensure that the operators are qualified and that their offerings are relevant and complementary and relevant to the Market’s overall mission and purpose. Some stalls will be outfitted with refrigerated and cold wet displays for fresh seafood and some may have hooded cooktops and fry-stations, depending upon product offerings and desired vendor mix.





The Market's infrastructure should be designed to provide flexibility in fit-up to reduce the costs of installation and alteration. Vendor offerings might include crab cakes, softshell crab sandwiches, fish sandwiches, shrimp or oyster sandwiches and sauteed shad roe. Preparations and recipes will represent different regions and culinary heritages available on a plate, in a sack, or in your hand. Shellfish including oysters and clams may be complemented by Virginia's favorite land-foods such as fried chicken and barbeque. Northern lobster rolls might mingle with southern shrimp and grits. Fresh baked breads and desserts will be welcome as would be morning coffees and breakfast offerings. Afternoon and evening patrons can enjoy their favorite adult-beverages. One vendor stall will be reserved for budding food entrepreneurs participating in the on-site culinary workforce program. This will provide the opportunity to display their culinary talents and to learn from running their own establishment in a limited risk environment.



Typical Vendor Stall



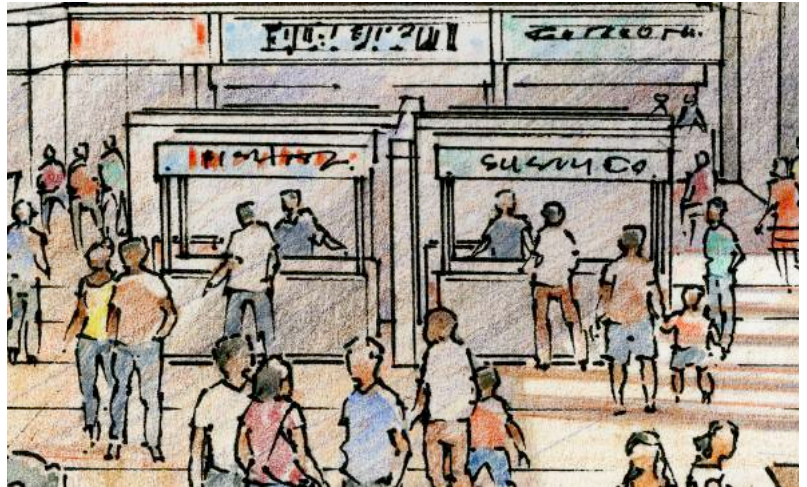
Vendor Stalls can prepare short order seafood dishes

ELEMENTS OF THE MARKET

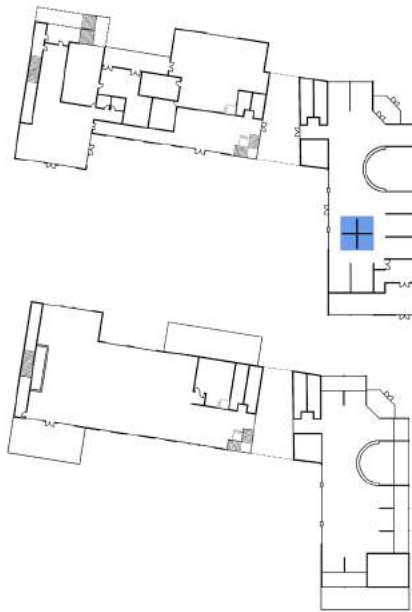
Kiosks

Within the Market Hall, in addition to the vendor stalls we recommend the use of movable Kiosks for the display of non refrigerated specialty foods such as sauces, seasonings, baked goods and dry goods made by local food entrepreneurs.

The selection of these items will be predicated upon their alignment with the Market's mission and purpose along with their complementary nature.



Typical Kiosks



People watching food prepared is key design element of vendor/kiosk space



Some kiosks can sell related items

ELEMENTS OF THE MARKET

Lawn Pop-ups

An additional feature is the outside pop-up market planned for the Market Green at the front of the Market. This is planned as a flexible area that remains open and green while not in use, but that can be quickly converted into a pop-up market for

themed events such as vegetable produce sale, health fairs, art shows, etc. The Market Green would best be managed by the Market operator who could maintain this area's compatibility with the Market character and operations.





Outdoor Lawn Pop-ups



ELEMENTS OF THE MARKET

Events Hall Elements:

During our study period an interest on many minds was “events”. Members of the community, city representatives and businesses expressed interest and confidence in the Market’s use as an events venue for varying sizes of gatherings. Our two-building layout facilitates different kinds and sizes of gatherings and provides useful separation.

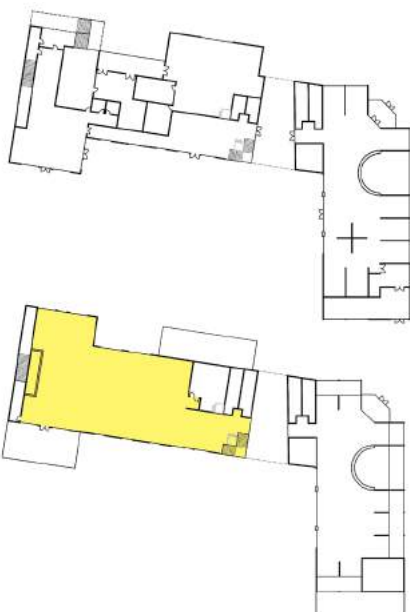
The Market Hall may be used for some events, particularly the more casual and those that can be used to cross-market Virginia’s seafood and marine resources. A separate space dedicated to catered events is required to meet the community’s expectations and address market demand. As we programed the various elements of the Market, particularly the catering kitchen, commissary services and culinary training, it made sense

Culinary Event Hall

A primary goal for the Market’s Event Hall that it provides the MRCN community and greater Newport News with an inviting first-class facility at which to celebrate weddings, birthdays, retirements, graduations, reunions, memorials, etc. The dedicated caterer will be capable of handling any size event with the flexibility to

house that infrastructure in a building immediately adjacent and joined to the Market Hall and that includes areas for events and when appropriate, a full-service restaurant. Collectively, these elements create the Market’s “Event Hall” and round out the holistic approach toward creating a seafood center that is relevant to the MRCN and to greater Hampton Roads. Of the two event areas within the Event Hall, the smaller of the two is located on the first level and can open to the waterfront deck. The larger of the two comprising approximately 7,150 square feet is on the second floor with an upper deck, offering divisible space with an impressive view of the fishing fleet at the SIP. Each area is provisioned with restrooms and will be ADA compliant. Both will be serviced by the catering kitchen.

accommodate the Marshall-Ridley community as a place for civic meetings. The on-site culinary teaching facilities invite interactive events concerning safe food handling and preparation, wellness series such as diabetes awareness or an entertaining guest chef series.

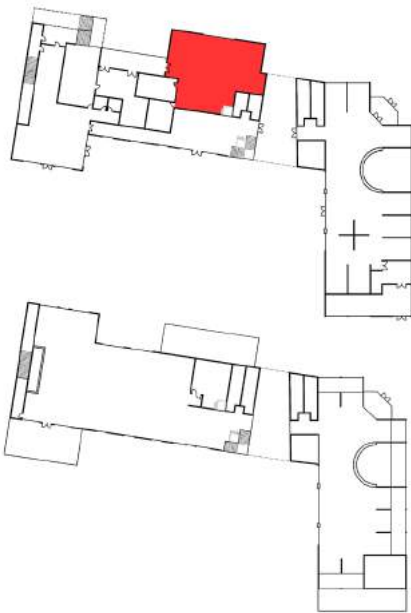




Catering Kitchen

Discussion was held about the benefits of a “community kitchen” versus a dedicated and professionally managed catering kitchen that can also address the needs of the Market Hall Vendors. A catering kitchen with dedicated caterer can promote and run events at the Event Hall and cater throughout Hampton Roads. Additionally, the on-site caterer can provide limited-service menu items as the Market transitions to supporting a full-service, on-site destination restaurant. Therefore, to maximize the Market’s financial opportunities and therein its ability to serve the community for the long-term, we recommend that the Catering

Kitchen emerges to function as the main commercial kitchen at the Market and that it be operated and managed by a single entity with professional food service capabilities and knowhow. Catering events at the Market and throughout Hampton Roads presents the Market’s with perhaps its strongest financial opportunities. Catering puts the facility to immediate use before Marshall-Ridley achieves its desired characteristics as per the MRCN plan. The early activity will produce desired income as well as the synergistic energies between the Market Hall and Event Hall, that begins to define the experience.



ELEMENTS OF THE MARKET

Commissary Services

In keeping with the desire to layer revenue opportunities for the Market it is wise to monetize the Catering kitchen during the times it would otherwise be idle, and we propose its use as a commissary for a limited number of food trucks operating throughout the Region. These mobile, small business entrepreneurs typically have need of kitchen services in the early or late hours, Monday through Saturday for cooking and preparing the daily menus, washing food containers and equipment and for access to dry and cold storage. These activities will not conflict with the normal operating hours of the catering kitchen. There is a daily workforce exceeding 20,000 at the nearby Huntington Ingalls shipyard and adjacent industries. The majority are hourly workers who do not have

the time to patronize a sit-down restaurant. The shipyard limits the number of food truck with permits to enter the gates to seventeen with a \$10/meal limit. Food trucks have become an expected dining option in most parts of Hampton Roads, whether it be for special events or to serve commercial office centers, and we believe they offer a reliable source of income for the Market and that the commissary will provide a competitive advantage to its tenants due to its location, management and modern equipment. The Caterer would have the discretion to manage the kitchen using best practices and infill idle kitchen time with other revenue-generating or community-focused uses including assisting entrepreneurs like those wishing to display goods at the vendor stalls or kiosks within the Market Hall.





Restaurant

Approximately 4,550 square feet of space is allocated for a restaurant on the first level of the Market Event Hall. This space is proposed as a “warm shell” during base building construction. Marshall-Ridley is in its early stages of transition. The southern end of Jefferson Avenue remains in an industrial and transient character and we believe it is too early for a destination

restaurant. Such a venture will require substantial upfront capital investment by the city, creating unwise financial risk and burden at a time when all effort should be made to achieving layered successes. If interest in a higher level of dining service than is offered in the Market Hall is noted, the caterer can provide limited menu sit-down service in the first floor event space.



Seafood Restaurant serving dishes to customers

ELEMENTS OF THE MARKET





Portal to the Docks



ELEMENTS OF THE MARKET

Culinary Training and Personal Development

In considering the value of the proposed elements at the Market, it is necessary to consider the context in which the Market is being placed; the status of the MRCN plan and what it will take to achieve its full potential. It will take those with the wherewithal to prevail against setbacks and those with the experience and financial resources to sustain the momentum during the early years of neighborhood transition. Many commercial operators within the food service and restaurant sector may not have the right demeanor for the Market's mission aligned work and the Market's special relationship with MRCN. Many local mission groups may not have the organizational skills and collective experiences to provide and coordinate the professional services needed to effectively run the elements of the Market in a holistic manner and to provide accountability.

An early and continuing goal of the MRCN plan is job creation. The physical infrastructure being planned for MRCN is impressive and is sure to yield results. Notwithstanding those important improvements, development of human capabilities are the essential elements of the MRCN plan and for the improvement of the residents' economic opportunities and personal advancement. Therein, we support the Market's essential role in accelerating MRCN's social and economic development through relevant job training, apprenticeship and mentoring within the culinary field.

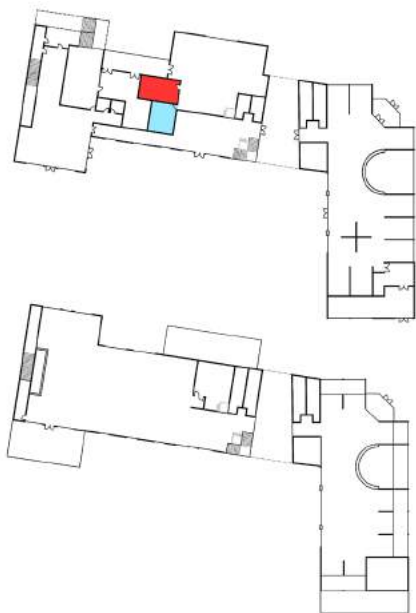
As we approach the culinary job training element it is important to emphasize that the Market is first and foremost to be a for-profit seafood-centric enterprise that must attract customers throughout Newport News by offering experiences that are

relevant, comfortable and pleasing. We envision a culinary training program that provides rare options for the residents of MRCN and greater Newport News who have had difficulty gaining employment, who may not have earned their GED and who may not have the demeanor to sustain a rigorous culinary educational program is proposed like those offered by community colleges and private companies. We are proposing a program to serve those with a desire to learn and who are attracted to the food sector and see it as a pathway to fulfillment and financial opportunity. Meeting the needs of these individuals requires instructors and managers with expertise in culinary training, kitchen management and food product safety along with the interest and ability to pair these skills with practical social and educational development to address the challenges these individuals face each day.

The program will demand a commitment from the participants, with the desired outcome of preparing them for near-term employment within the restaurant and food service industry. Under such a program participants would train under the watchful eyes of the instructing chef in the on-site activities of basic kitchen skills, equipment management, kitchen math, food preparation and catering. They would gain hand-on exposure to catered events, limited-service dining at the Events Hall, to vendor stall and kiosks operations in the Market Hall, and to the commissary. The adjacent activities and immersive training would prepare participants to progress from basic kitchen skills to more entrepreneurial undertakings, empowering them to choose the level of food service employment they wish to pursue, or to progress into an entirely different business.



Culinary Students in training



Culinary Student Preparing Food



*MARKET POSITION,
PRINCIPLES & NEXT STEPS*

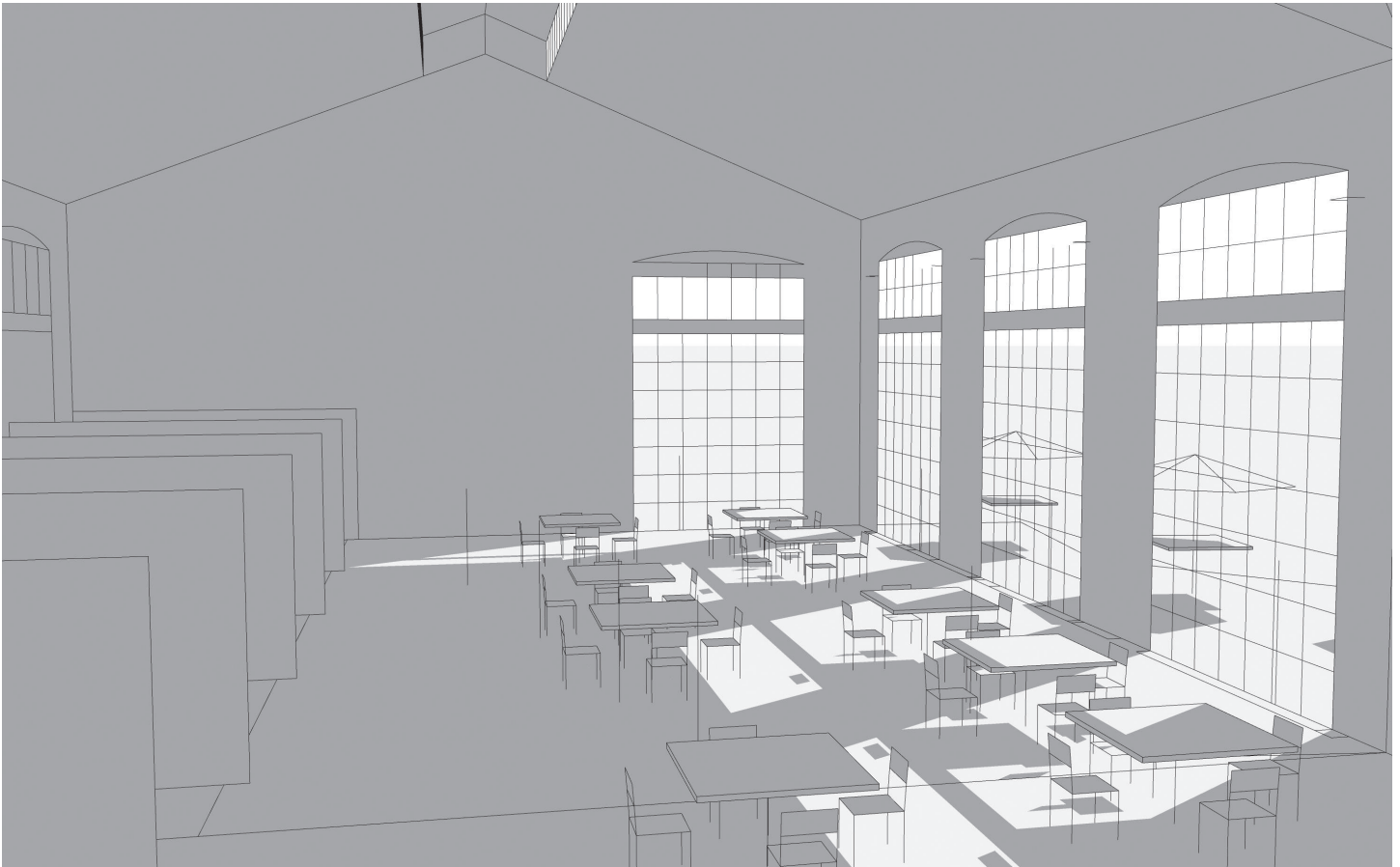
MARKET POSITION

Notwithstanding the intended impacts of the prescribed elements, the Market must compete for investment and for consumer dollars.

Differentiators

- The Market will be unique as a seafood venue on one of Virginia's last remaining seafood focused working waterfronts. Activities at the Market will showcase Virginia Seafood Industry, support tourism, expand existing businesses and encourage the development of new business within Marshall-Ridley.
- The Market can take advantage of its connection and interrelatedness with Marshall-Ridley and the Southeast Community and embrace African American cuisine and its influence on coastal cuisine. The African American Diaspora and its dissemination of Africa American Culture, especially when it comes to food, will be a authentic feature of the Market's character.
- Much of the seafood landed at the SIP is from the north Atlantic while some is from southern waters. The Market is the perfect place to demonstrate how Southern Tidewater and Yankee Coastal food traditions and cultural heritages blend together to create a one of a kind culinary experience and destination.
- The Market's strategic location along Interstate 664 make it the perfect place to attract thousands of vacationers traveling to the Outer Banks and Virginia Beach. The Market could be the perfect stopping point to take a break, enjoy lunch and bring the freshest seafood to their vacation or home. Insulated travel packs, branded to promote the Market will allow the Seafood Market and Vendors to offer certified safe and secure transport of fresh seafood for a day's travel.
- As a first class seafood market and event venue, the Market will be a source of pride and a resource for the Marshall-Ridley community by providing healthy food choices, wellness and healthy eating education, job training, a familiar and responsive place for community and private gatherings, along with greater access for residents of Marshall-Ridley, Newport News and Hampton Roads.
- Professional third-party operations and management with prescribed rules of operations, performance thresholds, and with accountability will provide the foundation for early years success and long-term viability.
- The colocation plan leverages capital expenditures, and compatible and complementary professional talents. The supportive environment will enhance business performance, branding, and revenue generation, all combining to enhance the visitor experience.
- Visitors will have access to fresh, seasonal fish and shellfish from local waters and to unadulterated fresh catches from around the world. Vendors will offer uniquely prepared foods to be enjoyed on-site, or at home.

An assist will be provided by the Seafood Market's competitive advantages including the following set of differentiators:



Architects study of natural daylight in vendor and kiosk space

FOOD SAFETY PRINCIPLES

Food Safety and Quality Management Principles for Seafood Handling, Processing & Presentation

Paralleling the importance of the Market's structural and economic foundations are the food safety protocols that underpin the Market's daily operations and ensure consumer confidence.

The Market will engage in receiving fresh seafood, limited processing, food preparation for on-site consumption and take-out. Most of these operations will fall under the purview of Virginia's department of Health regulations governing food establishments, while some will fall under HACCP administered by the FDA.

The Market Operator will have responsibility for implementation and governance of the respective food safety programs and their requirements.

Implementation of proper food safety protocols should commence at the facility design stage and continue into the daily operational aspects of each element and activity at the Market and Event Halls to include trainings of new employees and vendors, and all maintenance of all necessary certifications.

Expert assistance with establishing and maintaining Seafood HACCP is available on our consulting team and through Virginia Tech's nearby AREC in Hampton, VA. The graphic below illustrates how a food safety program should be developed, from a basic approach to leading edge.



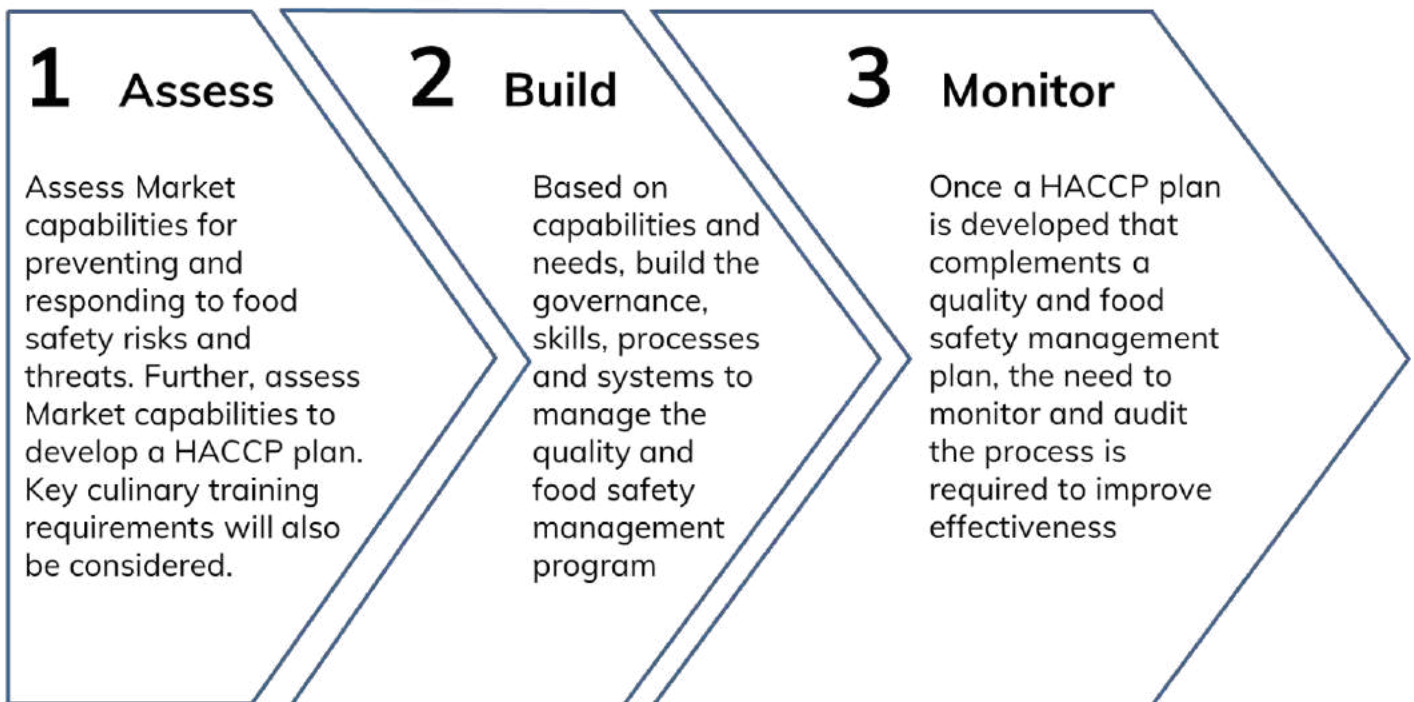
Highest guidelines for cleanliness not only for safety, but for marketability



For both the Market and Event Halls, the “assess” phase in concert with the diagnostic tool (below) are critical. This phase benchmarks its needs against leading practices in quality and food safety management programs. The entire “Assess- Build-Monitor” process should be a key part of culinary training and applied both within the Market Hall and Event Hall concepts. New or developing operations need to be compared against mature food safety programs.

The benefits from a comprehensive assessment is in its ability to identify capability gaps and helps set priorities. The assessment phase is the primary food safety priority as it is the roadmap for safe and efficient operations.

Due to complexities of a Seafood HACCP program, expert assistance will be needed for a complete approach and assistance with Fish and Fishery Products Hazards and Controls Guidance.



ADDITIONAL PRINCIPLES

DESIGN & DEVELOPMENT PRINCIPLES

1. Preserve and enhance the existing working waterfront.
 - New and restorative construction to improve the adjacent docks and landings at the SIP.
 - Separate the commercial waterfront activities from visitor areas by providing for catch landings, receiving areas and equipment storage areas for the exclusive use of watermen serving the Market.
 - Promote visibility of commercial waterfront activities to attract visitors while ensuring they do not interfere with the commercial waterfront businesses.
 - Develop cooperatively with the many initiatives in progress from the Marshall-Ridley Choice Neighborhood Master Plan, and other cooperative initiatives.
 - Build a structure resilient to weather and tidal conditions and anticipated changes.
2. Create attractive building and grounds that function property as a seafood market and food destination, catered events center, and commercial kitchen.
 - Create a place that draws locals and regional travelers for on-site dining and take-out.
 - Create a building that accentuates Newport News' maritime industry and its relationship with the sea and its resources.
 - Ensure that the grounds and surrounding area and roadways present a welcoming environment to city residents and visitors that is resoundingly considered "clean and safe".
 - Design the building to meet the needs of each proposed element with emphasis on their functional aspects, and one that is resilient and adaptable.
3. Build an Experience, not just a market.
 - Create a place that promotes the sights, tastes, smells, and sounds of a waterfront market.
 - Provide Newport News' residents and visitors with high visibility and close proximity to fresh seafood and its preparation, so they may watch and learn as they enjoy fresh seafood offerings on-site, or at home.
 - Create opportunities for culinary education, employment mentoring and personal growth.
 - Curate a tenant mix that responds to market demands and preferences, contributes to financial success, and showcases the African-American culinary tradition celebrating one of the most important culinary movements in the country.
 - Utilize the local and northern SIP watermen and mongers and their respective catches to promote the theme of "Yankee coastal meets southern Tidewater", blending the flavors, cooking traditions and cultures of the regions.
 - Host and promote seasonal outdoor Farmers Markets to engage the local agrarian community and the neighborhood and to bring vitality to the facility.
 - Commensurate with the Market's growth, add additional experiences including i) boat excursions to educate visitors about the health of the Chesapeake Bay and Virginia's tributaries and their impacts upon Virginia's coastal economy, ii) culinary lectures and classes regarding healthy food choices and iii) knowledge sharing about preparing Virginia's fish and shellfish offerings to impart confidence and greater enjoyment.



OPERATING PRINCIPLES

- Operate the Market facility and grounds to function as a world class seafood market and food destination and community asset.
- Seek continuous improvement in the Market's retail operations and relevance to draw locals and regional travelers for dining and take-out.
- Continuously improve the building's function to accommodate the needs of the existing and new kitchen operators, market vendors and business partners.
- Attract local residents and regional travelers for on-site dining and take-out.
- Periodically interface with community and city leaders to ensure the Market's operations are relevant and responsive to the neighborhood and city at large.
- Manage the Market and its elements holistically as a P3 with for-profit and non-profit elements that together implement and sustain the mission.
- Seek the advice of tenants and vendors in the interest of continuous improvements to the markets' multi-faceted functions.



Curate a tenant mix that responds to market demands and preferences. Photo Courtesy: Iceland Seafood Market

NEXT STEPS

Implementation of the Marshall-Ridley Seafood Market master plan will catalyze change to Southeast Newport News and complement the changes already in progress as part of the MRCN revitalization. The Market's elements and the investment in human and commercial capital that they represent will deliver many community benefits including access to fresh healthy food, particularly seafood, healthy diet and lifestyle mentoring, employment training and access, while promoting Virginia's seafood industry and preserving its working waterfront.

Key milestones will include securing the right contractor, raising the development funds from a combination of sources, curating a proper mix of tenant vendors, structuring the mission oriented, profit-driven operating model, securing the operator, improving the surrounding area and points of access, and building local and regional awareness for the Market during its construction.

As Newport News moves forward with the master plan, follow these steps as initial priorities:

1. Retain an Owner's Representative to help manage the development process and its participants from planning through completion of construction, in parallel with establishing the operating guidelines, selection of an operator, leasing of vendor areas, coordinating opening and providing focus through the first year of operation.
2. Develop a strategy to raise funds from multiple sources to support the development and operating budgets. Potential sources include the city of Newport News, VDACS, the Commonwealth of Virginia's Department of Economic Development, and federal resources dedicated to coastal economies, agriculture, and urban food access.
3. Retain an architecture and engineering team with relevant experience to refine the schematic design, conduct design development and value engineering, prepare construction drawings and monitor construction. This could include prioritization of facility program elements to align with available budget and financing, as well as facility goals, in coordination with all stakeholders.
4. Retain build-oriented construction team and manager to conduct additional cost estimating based on refined drawings, negotiate the price, select contractors and begin construction.
5. Regular outreach to MRCN and greater Newport News and the region should continue throughout the design and construction period in the interest of remaining aware of changes and maintaining the Market's relevance and competitive market positioning.



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