Downtown Norfolk Council

2017 Downtown Workers Study

Presentation to the DNC Board

March 14, 2018

Background

- This report presents findings from the 2017 DNC Downtown Workers Study.
- Where appropriate, 2017 findings are compared with DNC's shorter studies in 2016, 2013, and 2010.

2010 2013 2016 2017

Study objectives

- Assess **overall satisfaction** with Downtown.
- Identify the **current perceptions and misperceptions** of Downtown Norfolk as a place to work, live, and play.
- Profile **non-work-related use** of Downtown Norfolk by Downtown Norfolk workers.
- Assess ratings of **importance and performance across Downtown Norfolk's defining attributes** (entertainment, recreation, cultural arts, etc.).
- Identify **performance gaps** between expectation and current performance.
- Identify and rank the **perceived issues and barriers** to making Downtown Norfolk more appealing as a place to work, live, and play.
- Identify other **key issues.**

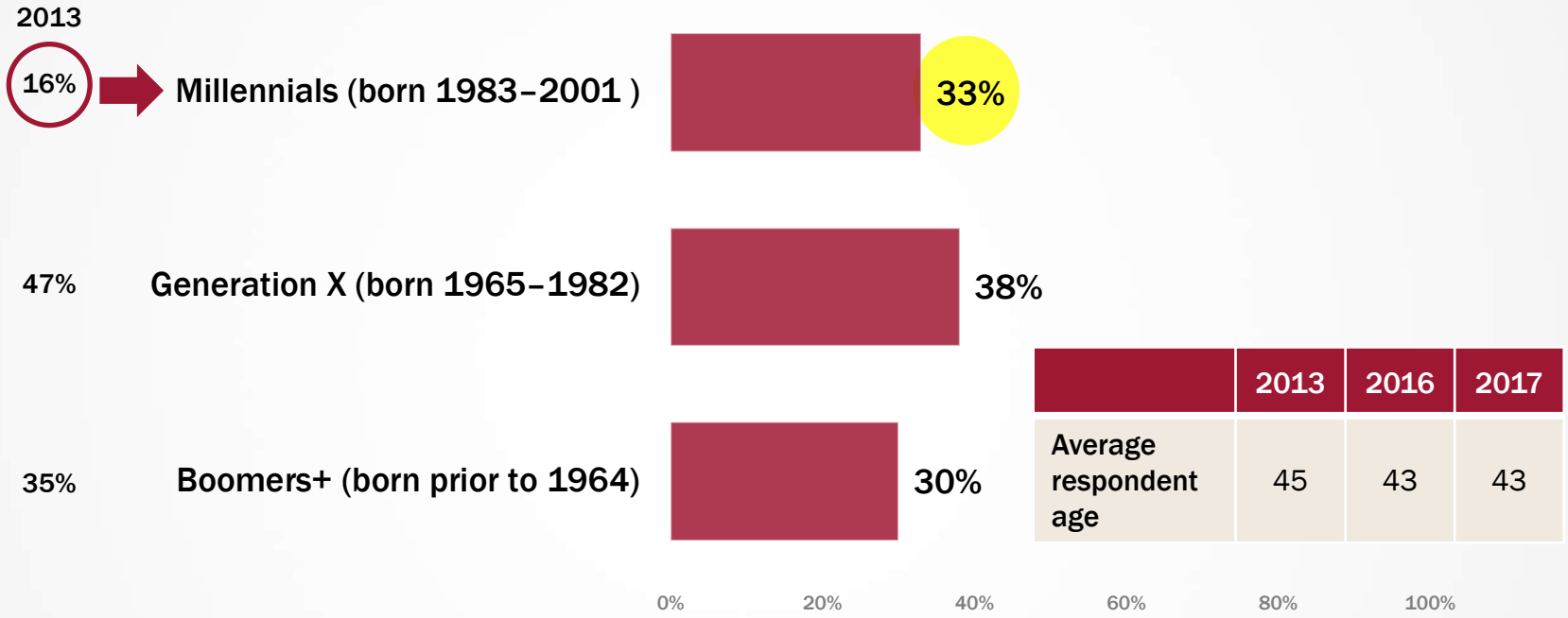
Methodology

- 12-minute questionnaire among **Downtown Norfolk workers**.
- The study was fielded **December 1, 2017, through January 3, 2018**.
- A **snowball sampling** approach was used:
  - SIR provided DNC with an open link to the online survey.
  - DNC then sent the survey link to its key business contacts, asking them to take the survey and disseminate the link to their Downtown employees.
  - DNC also promoted the survey through various DNC-related channels (email blasts, social media, etc.).
- All respondents were screened to ensure they considered themselves **Downtown Norfolk workers**.
- A total of **512 respondents** completed the survey.

1.
Downtown Norfolk's DEMOGRAPHICS Are Tracking with National Trends

Millennials Are Making Up a Greater Proportion of the Workforce

Respondents are evenly split by generation

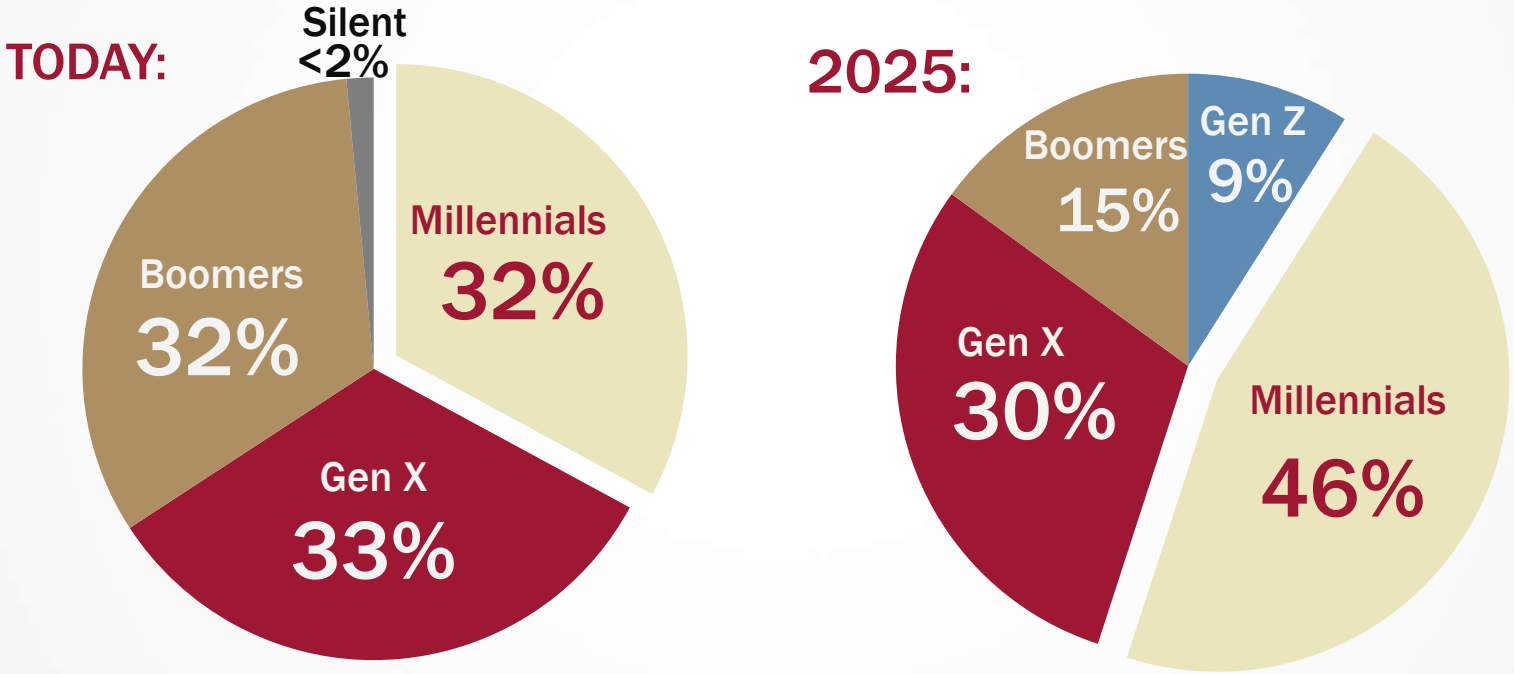


	2013	2016	2017
Average respondent age	45	43	43

Q37. In what year were you born? If you prefer to skip this question, enter “9999”.

n = 512

THE CHANGING WORKPLACE

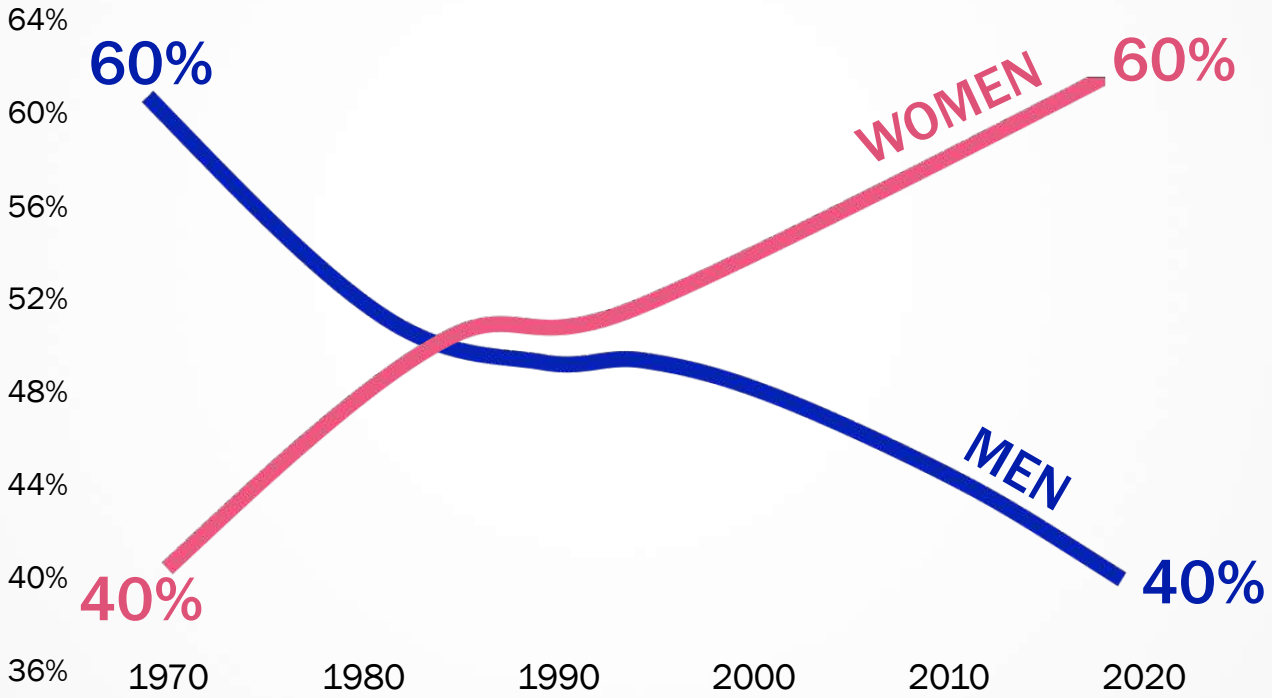


Source: Workforce Ages 20–74. Bureau of Labor Statistics, WSJ. http://on.wsj.com/1tv0n10

Women Are a Growing Majority of the Workforce

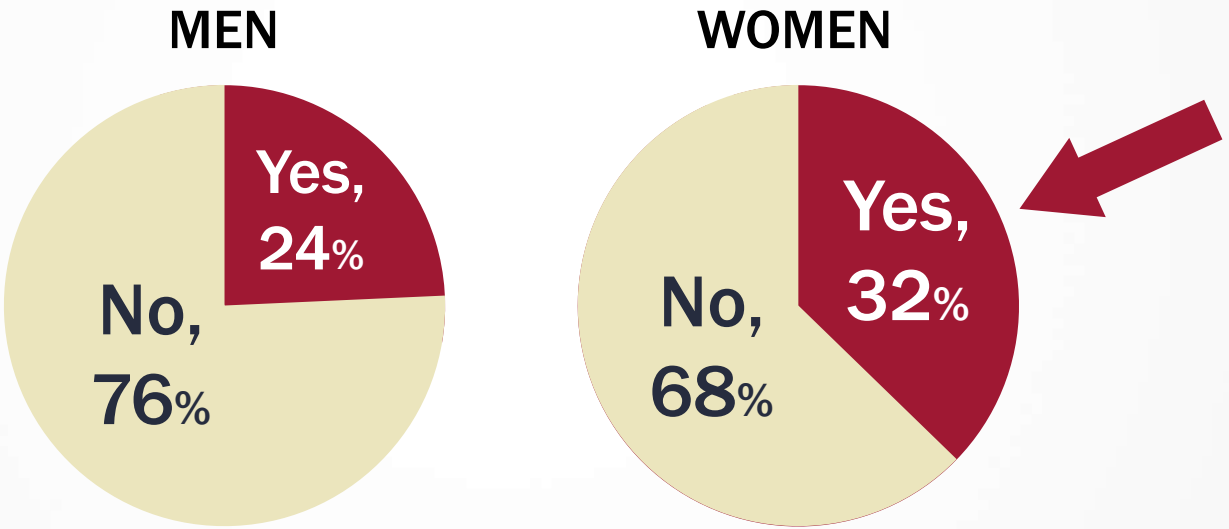
PERCENTAGE OF COLLEGE DEGREES

Women vs. Men, 1971–2017



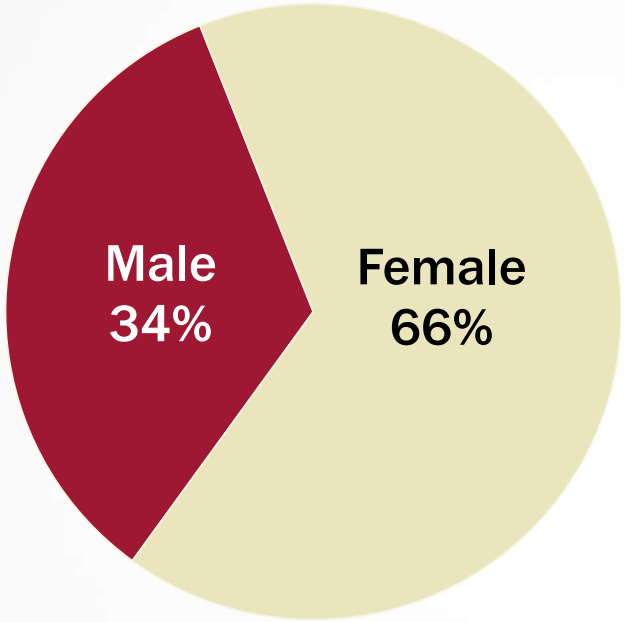
 Source: U.S. Department of Education

Women are MORE LIKELY than men to have college degrees



Source: 2014 BLS Study of 27-Year-Olds

Two-thirds of respondents are women, similar to previous years



	2013	2016	2017
Gender	Female (62%)	Female (63%)	Female (66%)

Q39. Are you:

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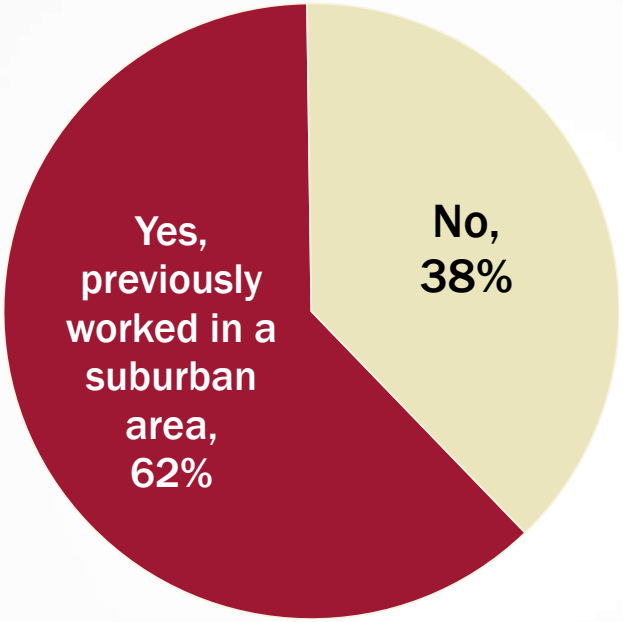
Urban Centers Are Growing

Three in five respondents previously worked in a suburban area before working in Downtown Norfolk

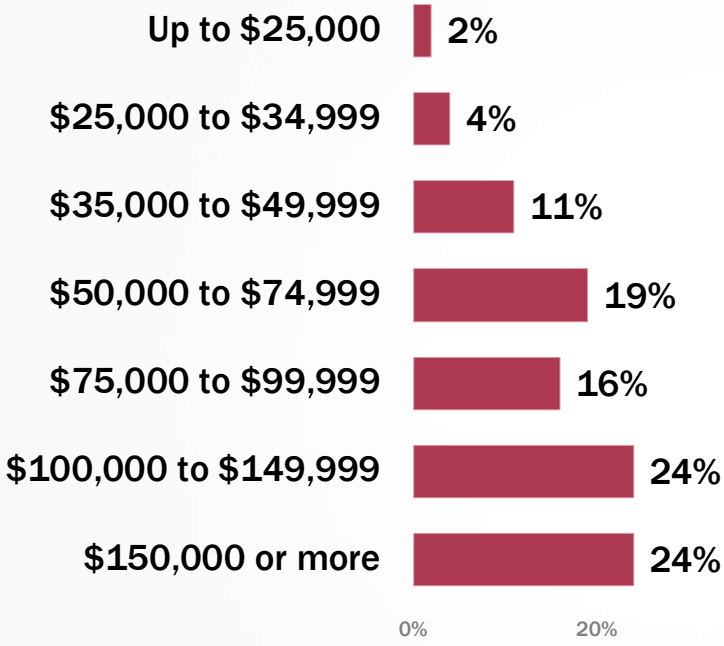


NOTE: This question was not asked in 2013 or 2016.

Q14. Prior to working in Downtown Norfolk, was your previous job located in a suburban area — either in Norfolk or another community in Hampton Roads? n = 512

Urban Incomes Are Growing

The average household income of respondents is $98,000 — up $13,000 from 2013



	2013	2016	2017
Respondent average HH income	$85,000	$96,000	$98,000

Q38. What is your total household income before taxes?

n = 443

There Is a Move Toward 15-Minute Convenience

Top desires for their “ideal” neighborhood:

Percent saying “4” or “5”

Having access to stores, restaurants, and services close to my home **(within about 15 minutes)**

81%

I would love to live **within 15 minutes’** commute of my work and/or my school.

64%

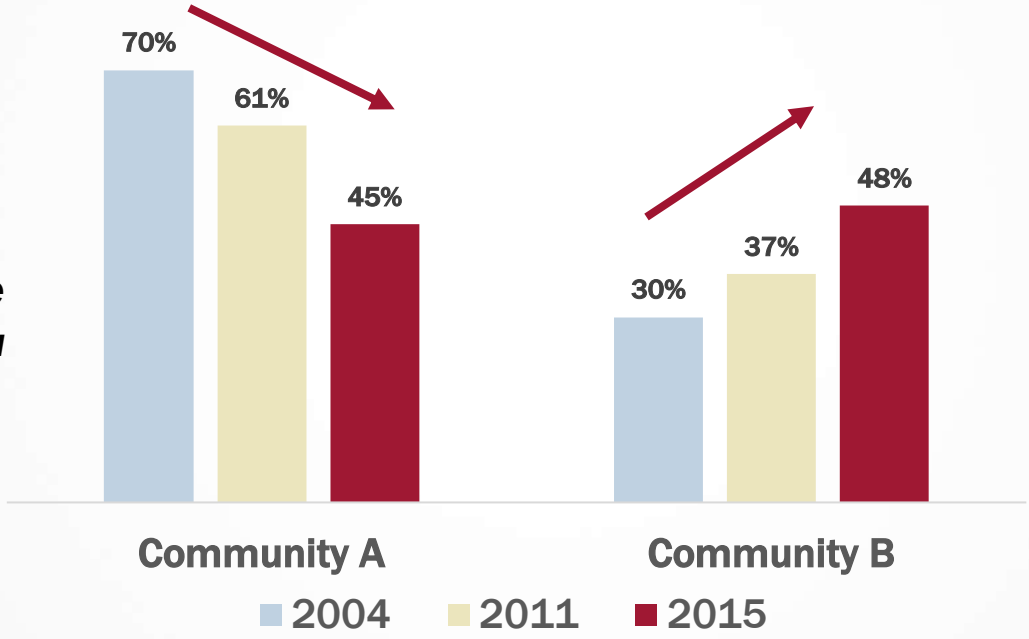
Q40. How much do you agree with each of the following statements, when thinking about your ideal neighborhood? Please use a scale of 1 to 5, where “1” means “completely disagree” and “5” means “completely agree.”

Future Movers
n = 300

WALKABLE COMMUNITY TRENDS

Such a big shift in about 10 years is remarkable.

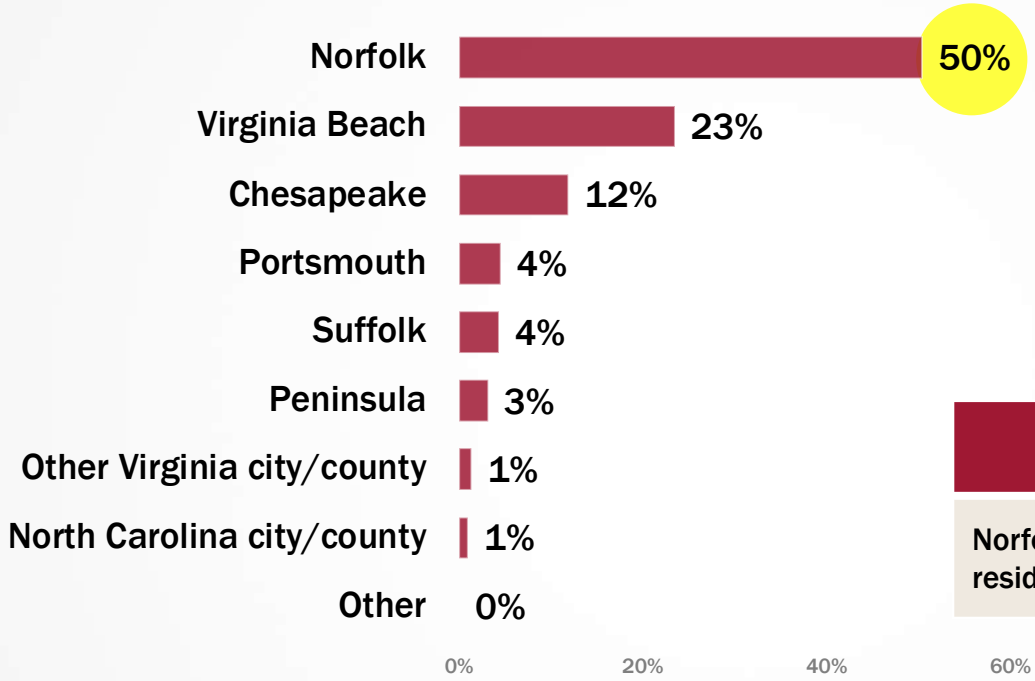
Community A:
Houses with large yards, and you have to drive to the places you need to go



Community B:
Houses with small yards, and it is easy to walk to the places you need to go

Source: National Association of Realtors National Community and Transportation Preference Survey (2004, 2011, 2015)

Half of the survey respondents live in Norfolk

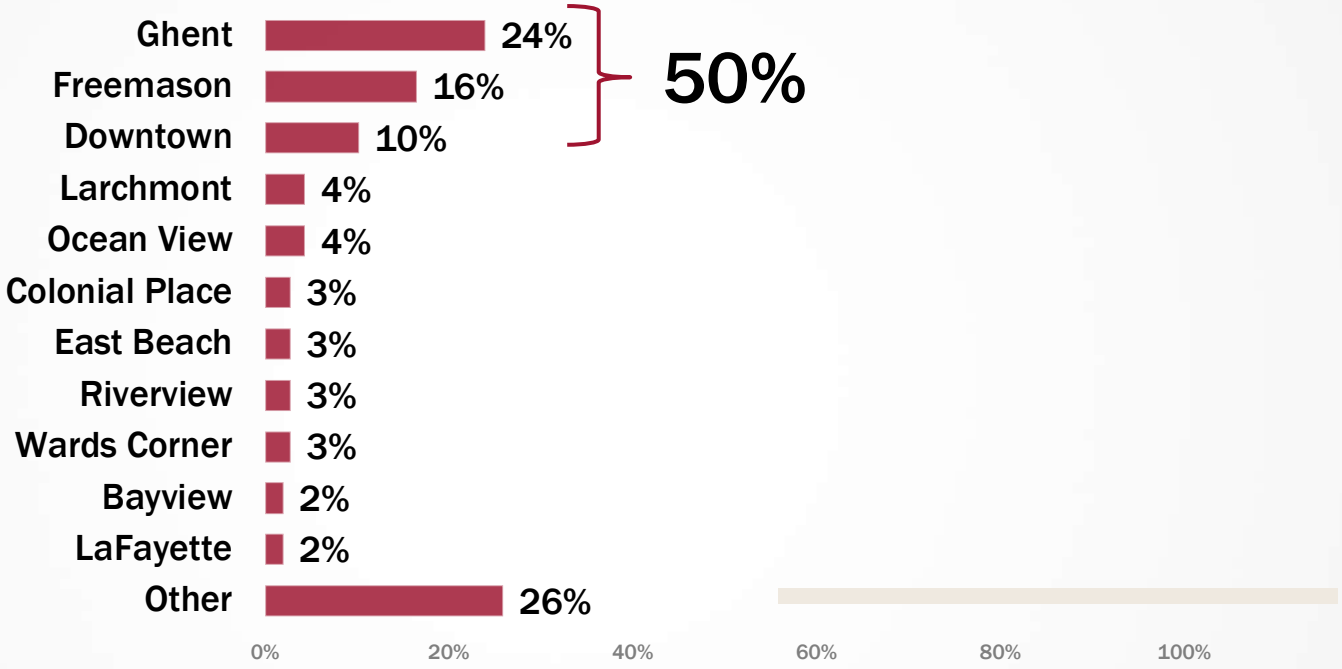


	2013	2016	2017
Norfolk residents	38%	42%	50%

Q2. Where do you live?

n = 512

Of the respondents who live in Norfolk, most live in the neighborhoods of Ghent, Freemason, and Downtown



Q3. [IF NORFOLK] In which Norfolk neighborhood do you live?
Note: Question was asked to respondents who indicated they lived in Norfolk in Q2.

n = 512

Demographic changes 2013–2017

Higher income, more who live in Norfolk

ATTRIBUTE	AVERAGE RESPONDENT			CHANGE (2013–2017)
	2013	2016	2017	
Age	45	43	43	-2 years
Gender	Female (62%)	Female (63%)	Female (66%)	Slightly more women
HH income	$85,000	$96,000	$98,000	+$13,000
Race	N/A	N/A	White (89%)	N/A
Ethnicity	N/A	N/A	Non-Hispanic (97%)	N/A
Days at work	5 days (86%)	5 days (85%)	5 days (79%)	Slightly fewer who work 5 days a week
Years working Downtown	8.9 years	8.0 years	9.7 years	Slightly longer tenure Downtown
Home location	Norfolk (38%)	Norfolk (42%)	Norfolk (50%)	More from Norfolk

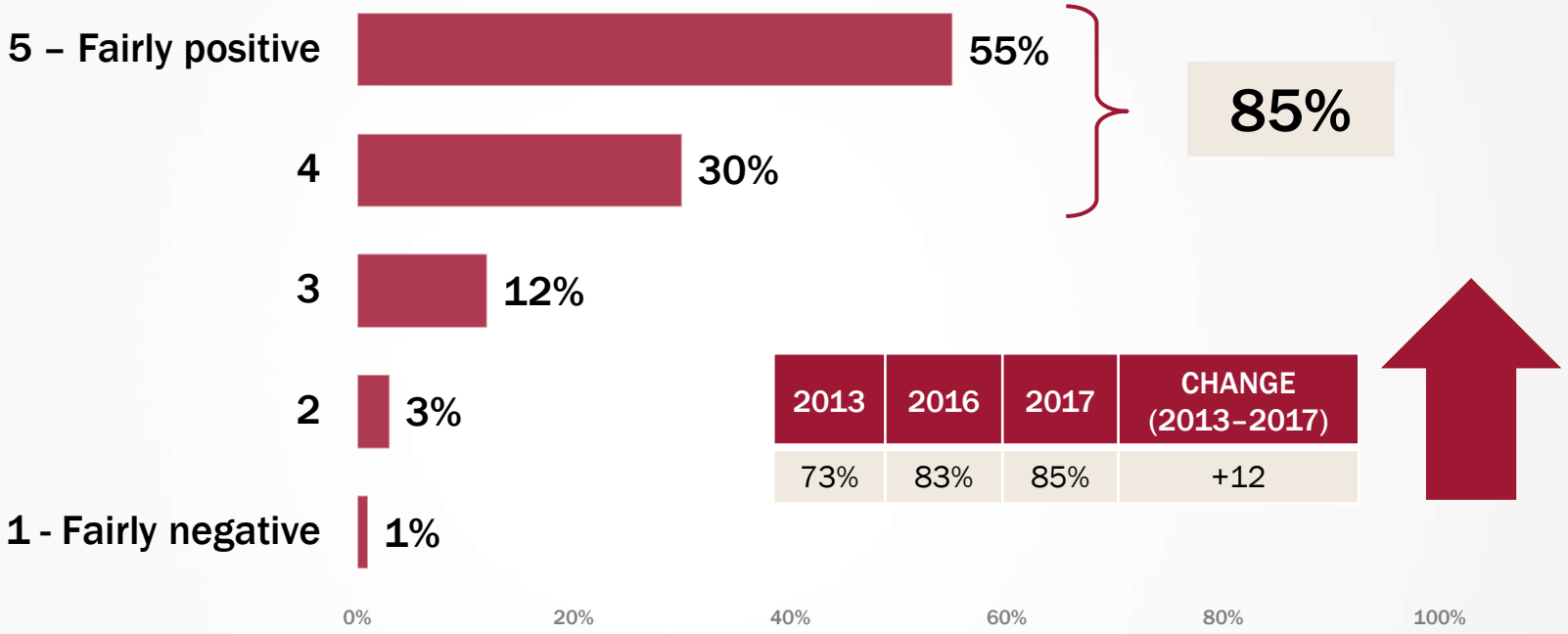
2.
POSITIVE PERCEPTIONS
of Downtown Norfolk Are Growing

OVERALL SATISFACTION

Generally, what is your overall perception of Downtown Norfolk: more positive or more negative?

85% of respondents have positive perceptions of Downtown Norfolk

Positive perception has increased 12 percentage points in 4 years



2013	2016	2017	CHANGE (2013–2017)
73%	83%	85%	+12

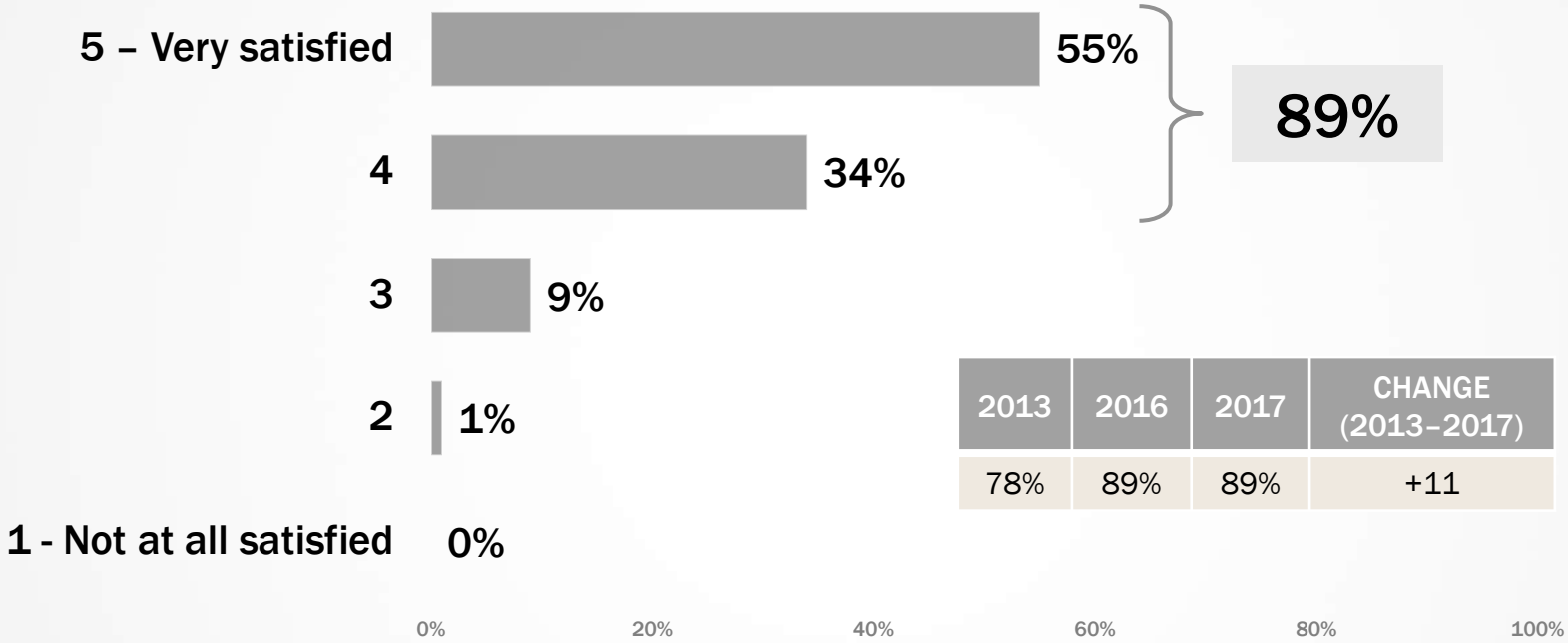
Q4. Generally, what is your overall perception of Downtown Norfolk, more positive or more negative?

n = 512

OVERALL SATISFACTION

How satisfied are you with Downtown Norfolk as a place to do each of the following: ____

Nine in ten respondents are satisfied with Downtown Norfolk as a place to WORK, an increase of 11 percentage points from 2013

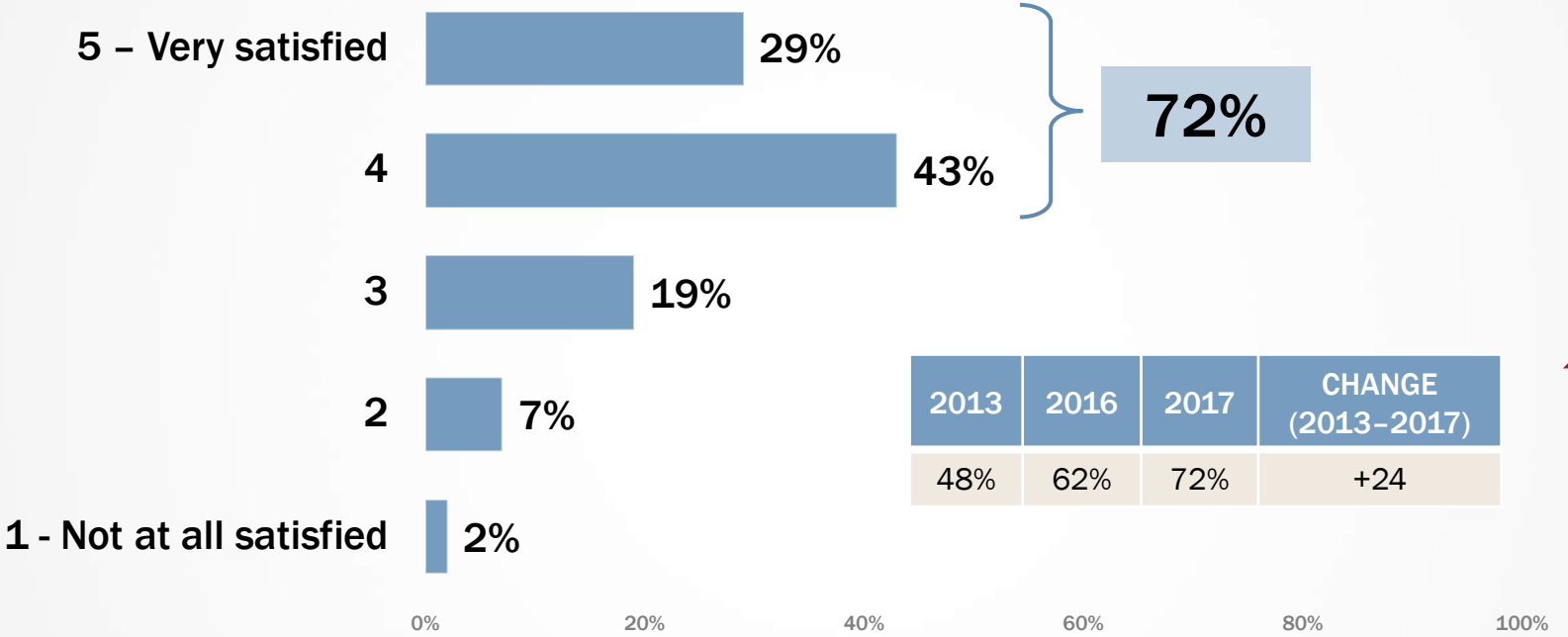


2013	2016	2017	CHANGE (2013–2017)
78%	89%	89%	+11

Q5. More specifically, how satisfied are you with Downtown Norfolk as a place to do each of the following: To work

n = 512

Seven in ten respondents are satisfied with Downtown Norfolk as a place to PLAY, an increase of 24 percentage points from 2013

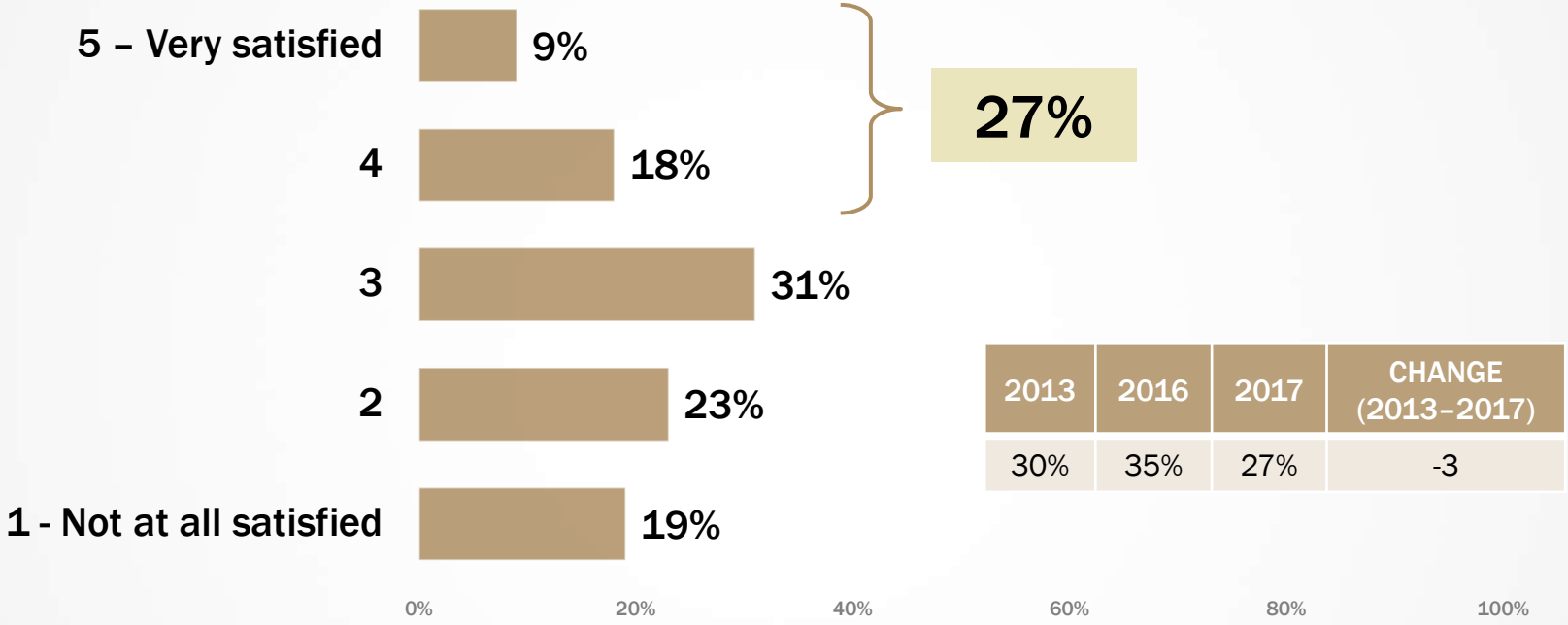


2013	2016	2017	CHANGE (2013–2017)
48%	62%	72%	+24

Q5. More specifically, how satisfied are you with Downtown Norfolk as a place to do each of the following: To play

n = 512

Similar to 2013, about three in ten respondents are satisfied with Downtown Norfolk as a place to LIVE



2013	2016	2017	CHANGE (2013–2017)
30%	35%	27%	-3

Q5. More specifically, how satisfied are you with Downtown Norfolk as a place to do each of the following: To live

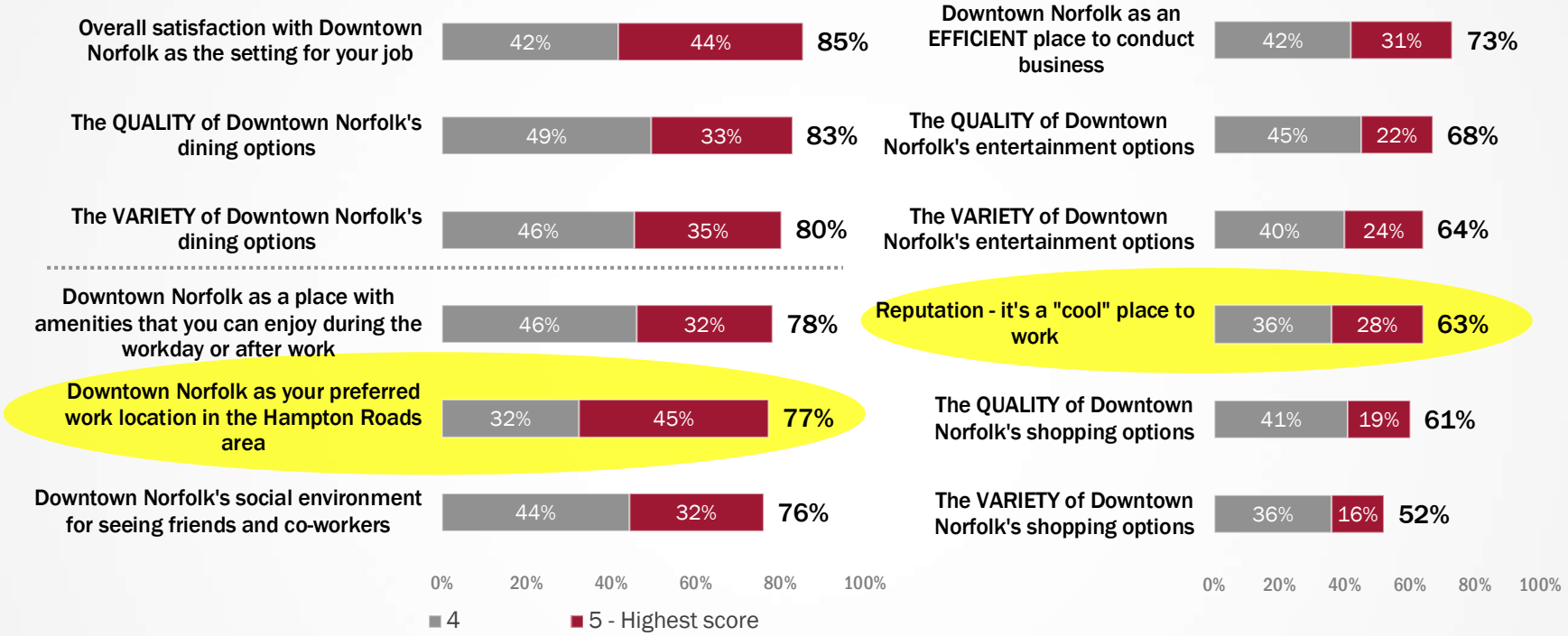
n = 512

SATISFACTION RATINGS OF DOWNTOWN NORFOLK

2013 vs. 2017

SATISFACTION RATING	2013	2016	2017	CHANGE (2013–2017)
Overall perception	73%	83%	85%	+12
To LIVE	30%	35%	27%	-3
To WORK	78%	89%	89%	+11
To PLAY	48%	62%	72%	+24

Overall satisfaction across most measures is high



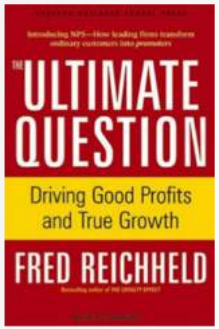
Q18. How would you rate each of the following:

n = 512

REFERRAL / ENGAGEMENT

NET PROMOTER SCORE™

NET PROMOTER SCORE™ calculation



The percentage of
visitors, customers, respondents
who are "**promoters**"
(highly likely to recommend you)

minus the percentage
who are "**detractors**"
(less likely to recommend you)

of Promoters
(Rating 9 or 10)

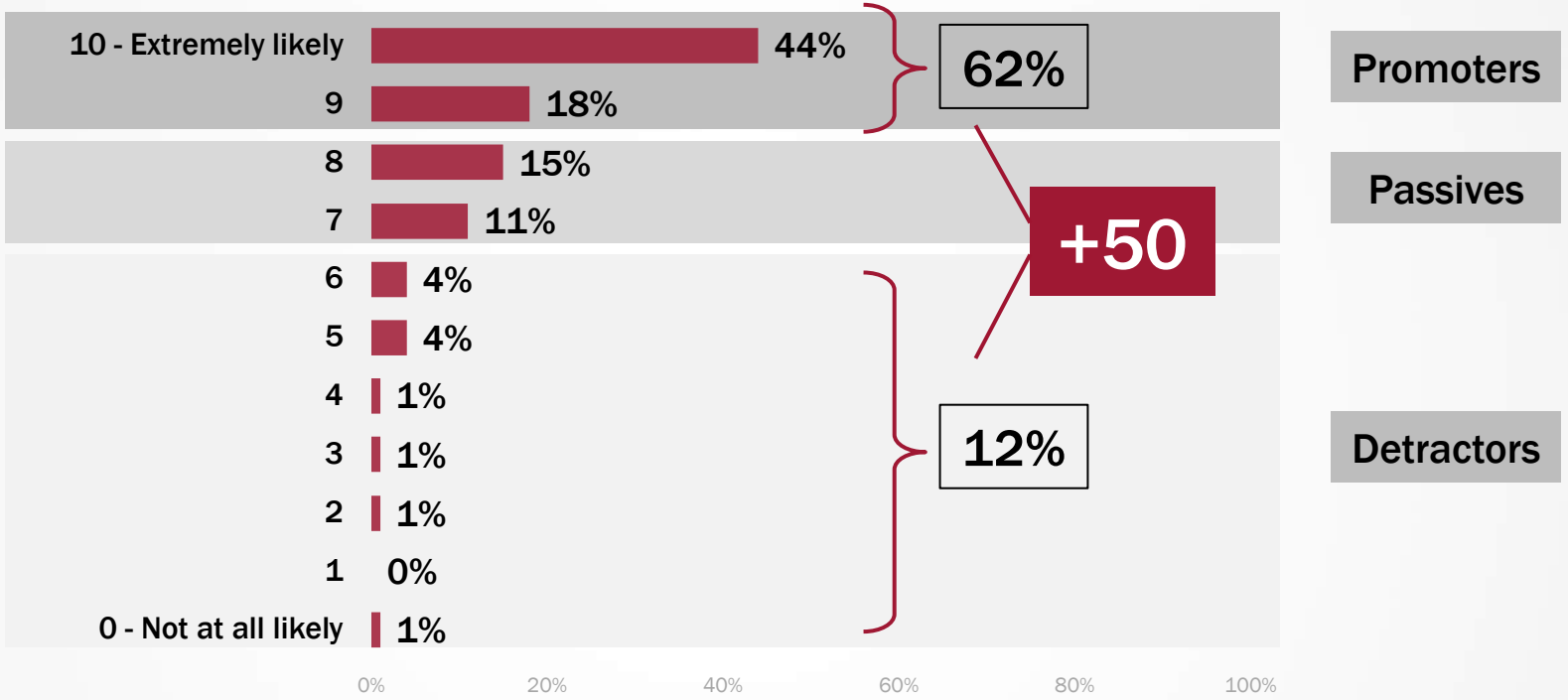
—

of Detractors
(Rating 0 to 6)

NET PROMOTER SCORE™

NPS is the trademark of Bain & Company.

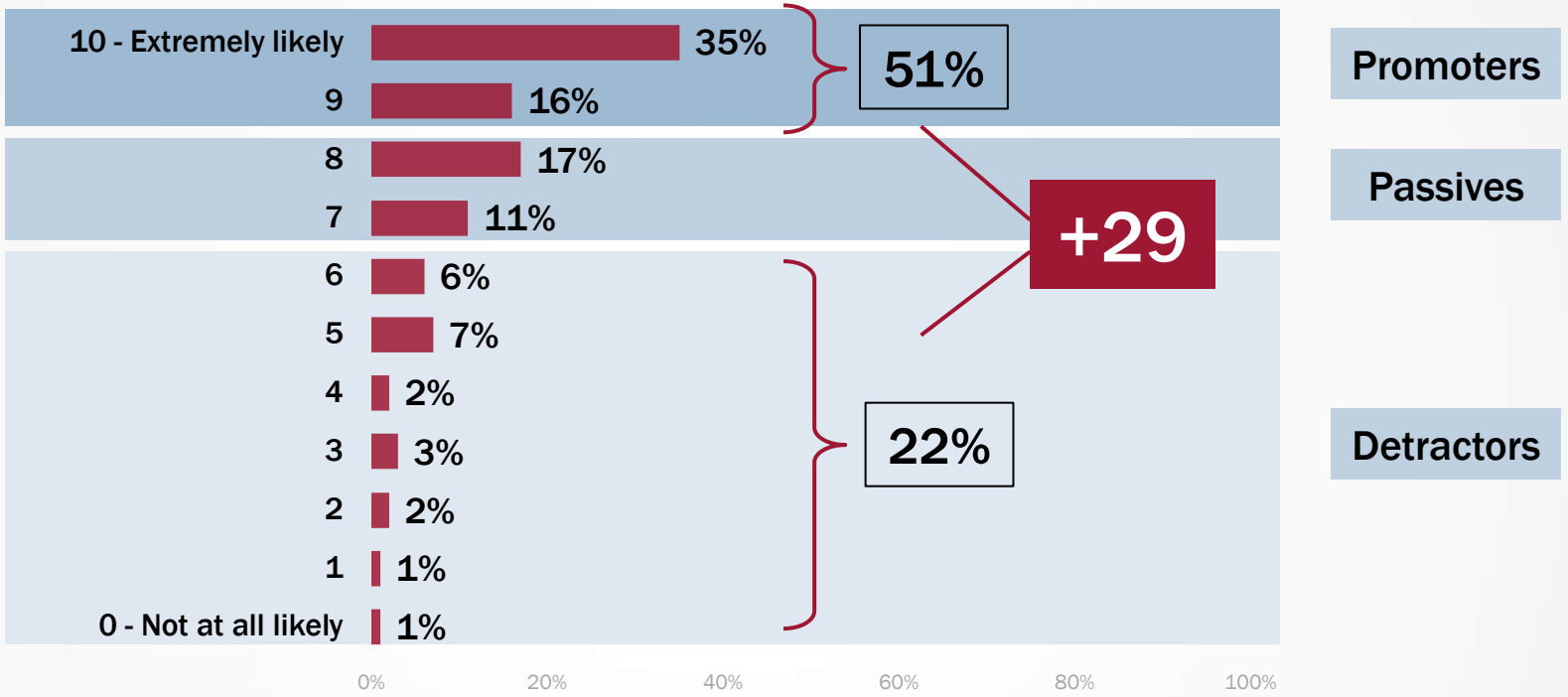
Downtown Norfolk's NPS as a place to WORK: +50



Q6. How likely are you to recommend Downtown Norfolk to a relative or friend as a place to do each of the following? To work

n = 512

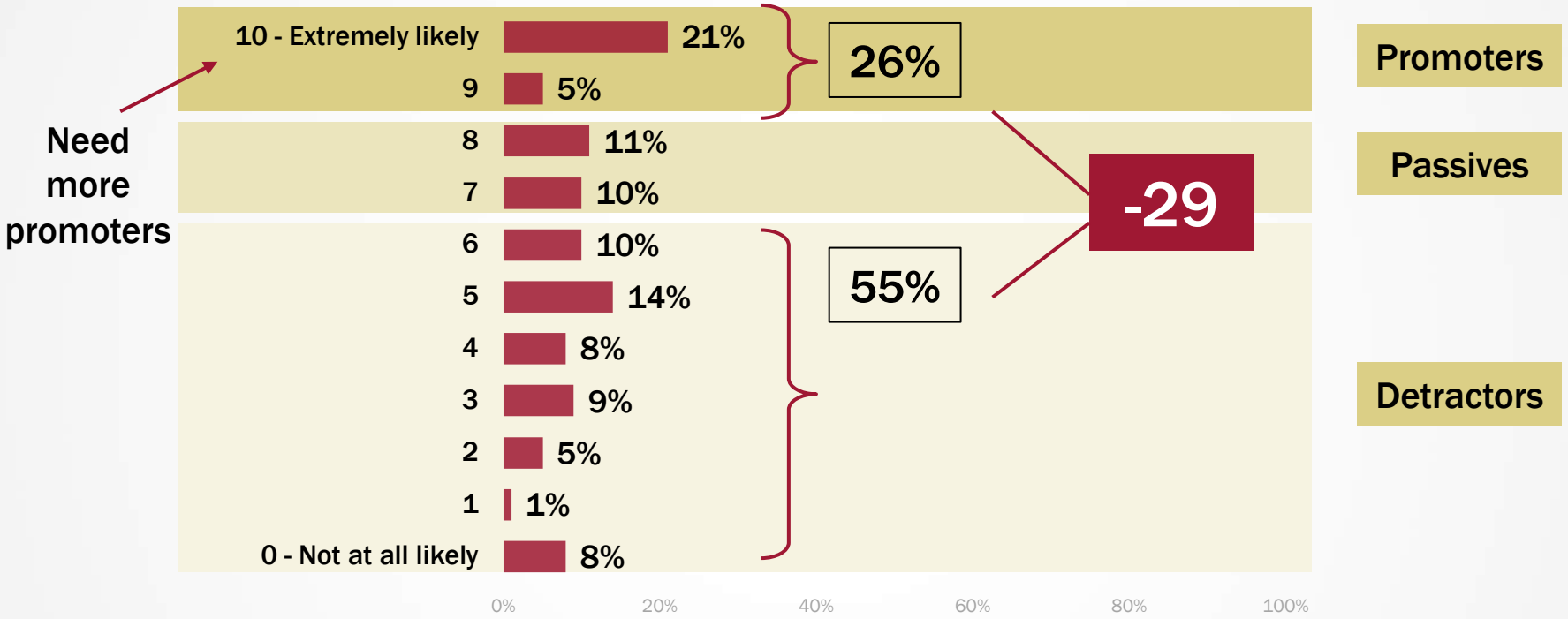
Downtown Norfolk's NPS as a place to PLAY: +29



Q6. How likely are you to recommend Downtown Norfolk to a relative or friend as a place to do each of the following? To play

n = 512

Downtown Norfolk's NPS as a place to LIVE: -29



Q6. How likely are you to recommend Downtown Norfolk to a relative or friend as a place to do each of the following? To live

n = 512

NPS™ scores have increased considerably since 2013, especially in WORK and PLAY

NPS™ SCORES	2013	2017	CHANGE (2013–2017)
TO WORK	12	50	+38
TO PLAY	-17	29	+46
TO LIVE	-46	-29	+17

Note: NPS™ scores were not calculated in 2016.

Respondents who are Boomers, live in Norfolk, and have worked Downtown for more than 10 years give higher NPS™ scores across all categories

	GROUP	TO WORK	TO PLAY	TO LIVE
Generation	Millennial	54	27	-35
	Gen X	41	26	-37
	Boomer	58	43	-9
Time worked in Downtown Norfolk	0–5 years	47	25	-38
	6–10 years	41	27	-39
	10+ Years	60	37	-8
Residence	In Norfolk	55	39	2
	Outside Norfolk	46	19	-59

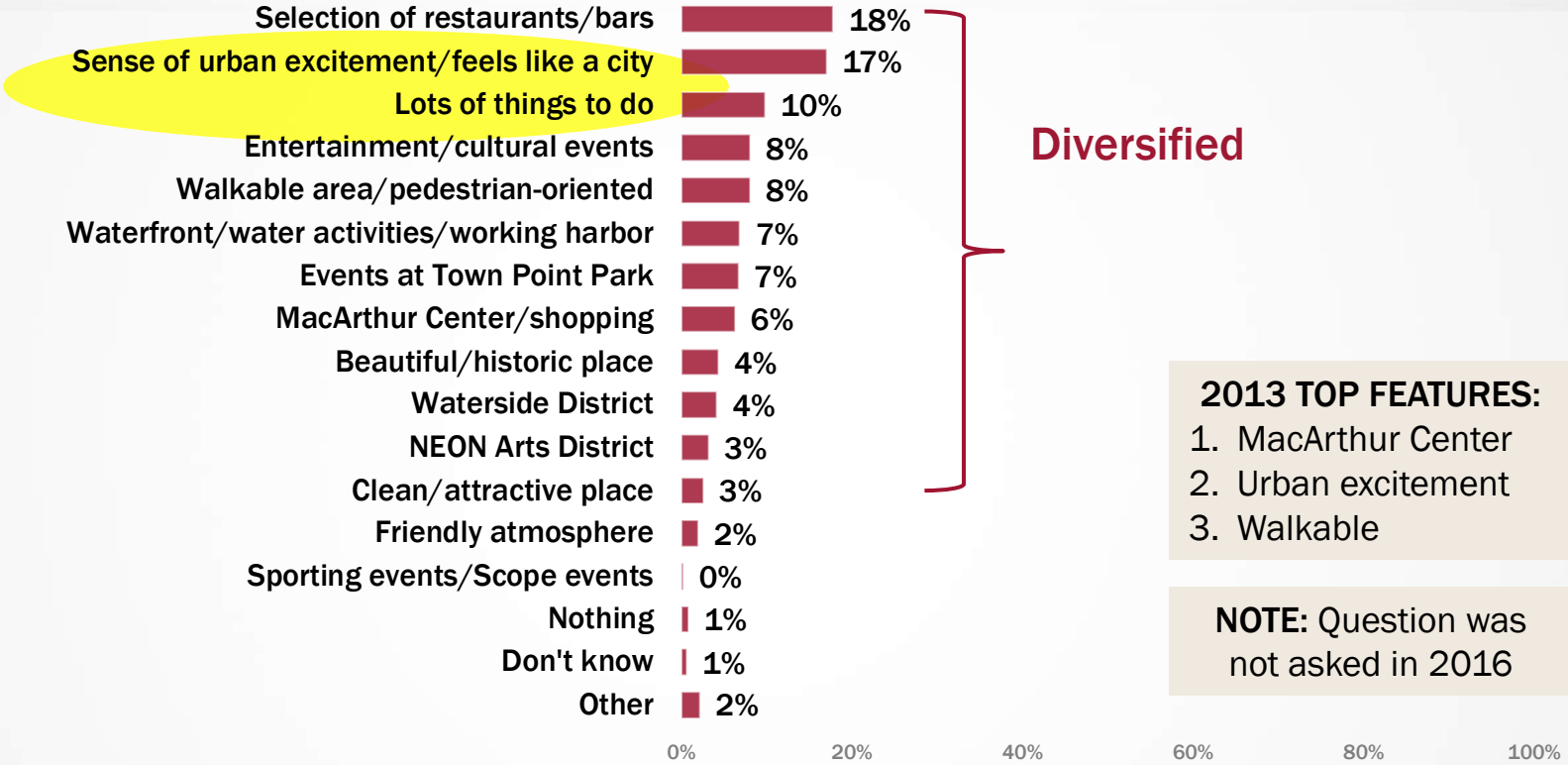
3.
Positive
Sentiment
Is Outweighing
Negative
Sentiment

What are the top three things you LIKE MOST about Downtown Norfolk as the setting for your job?

What are the top three things you LIKE LEAST about Downtown Norfolk as the setting for your job?

*Which **one feature** or aspect of Downtown Norfolk do you like best?*

There are many things respondents “like best” about Downtown Norfolk



Diversified

2013 TOP FEATURES:

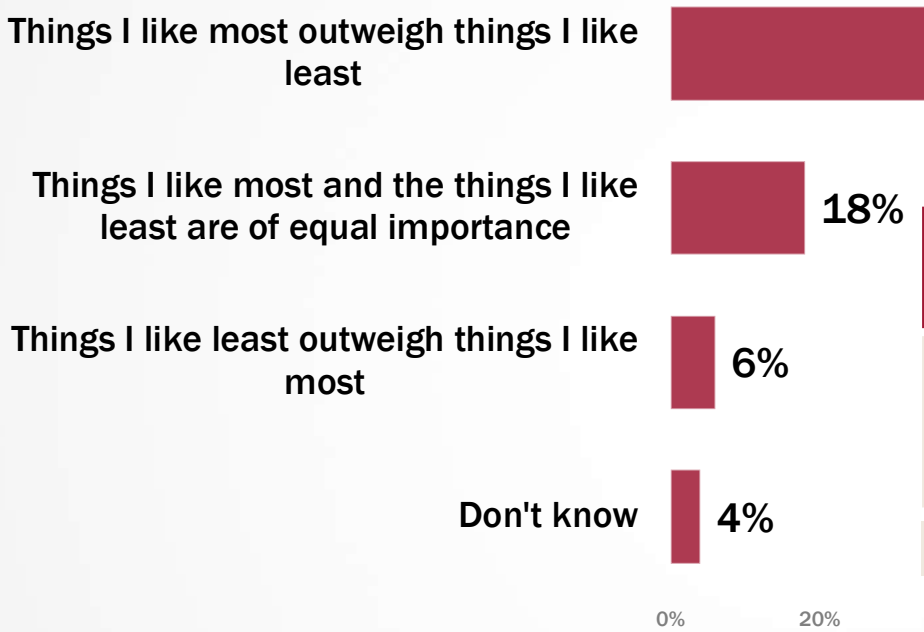
1. MacArthur Center
2. Urban excitement
3. Walkable

NOTE: Question was not asked in 2016

Q10. Which one feature or aspect of Downtown Norfolk do you like best?

n = 512

Seven in ten respondents feel that the things they like about Downtown Norfolk outweigh the things they dislike, an increase from past years



	2010	2013	2017	CHANGE (2013–2017)
Things I like most outweigh things I like the least	52%	53%	72%	+19

NOTE: Question was not asked in 2016.

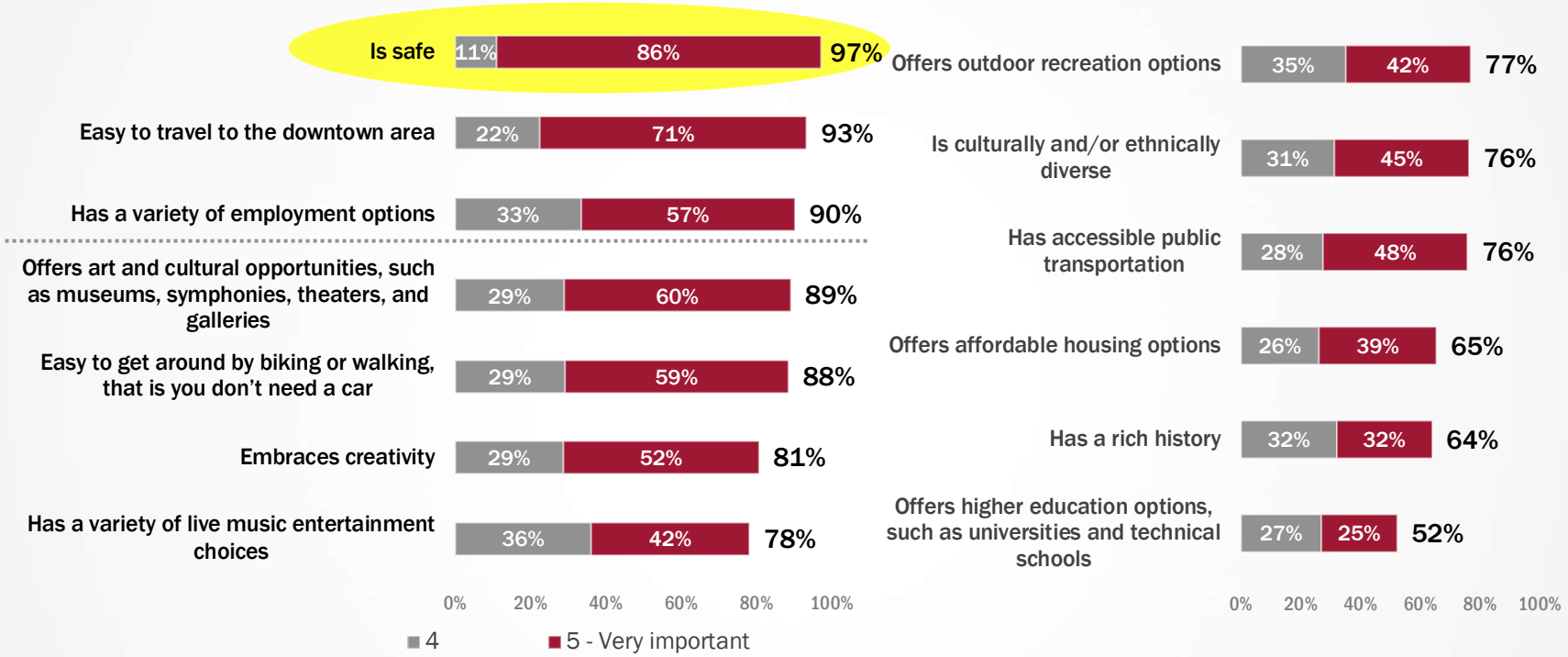
Q17. All things considered, how do the things you like most about Downtown Norfolk as your work setting compare to the things you like least about Downtown Norfolk as your work setting?

n = 512

4.
SAFETY Is an Important Concern

*How **important** is each of the following in making a downtown area attractive or appealing to you?*

Respondents say safety, ease of travel, and employment options are the most important attributes of a downtown area

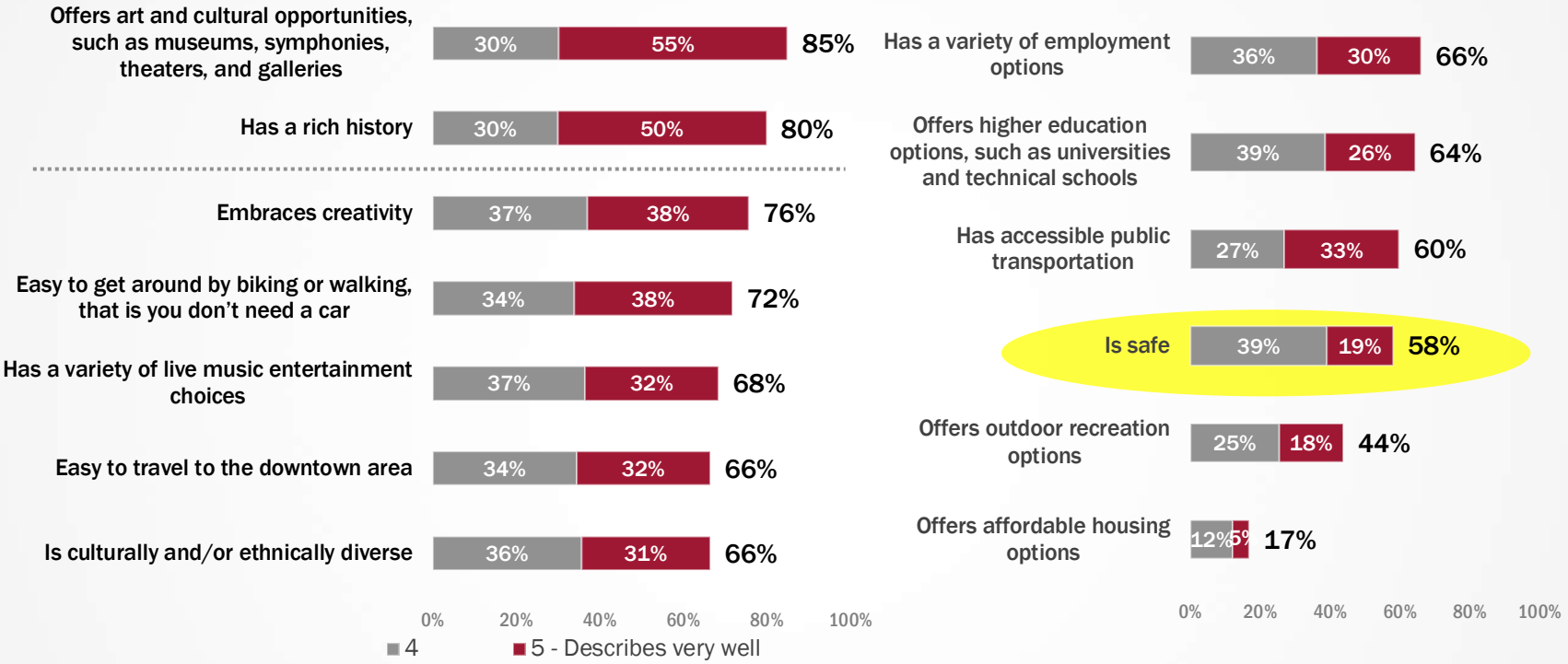


Q7. How important is each of the following in making a downtown area attractive or appealing to you?

n = 512

How well do you think each of these ***attributes describes Downtown Norfolk?***

Ratings of safety in Downtown Norfolk are low on the list



Q8. How well do you think each of these attributes describes Downtown Norfolk?
Note: "Don't know" responses were removed before analysis.

n = 512

Compared with Norfolk residents, residents from outside Norfolk give lower ratings on safety when describing Downtown Norfolk

ATTRIBUTE	FROM NORFOLK	FROM OUTSIDE NORFOLK
Is safe	64%	52%
Easy to travel to the downtown area	69%	64%
Easy to get around by biking or walking, that is you don't need a car	74%	69%
Offers art and cultural opportunities, such as museums, symphonies, theaters, and galleries	86%	84%
Has a variety of live music entertainment choices	67%	70%
Has accessible public transportation	57%	62%
Has a variety of employment options	63%	69%
Is culturally and/or ethnically diverse	64%	69%
Has a rich history	79%	81%
Offers higher education options, such as universities and technical schools	60%	68%
Offers outdoor recreation options	41%	46%
Embraces creativity	74%	77%
Offers affordable housing options	20%	14%

Note: "Don't know" responses were removed from this data set.

n = varies

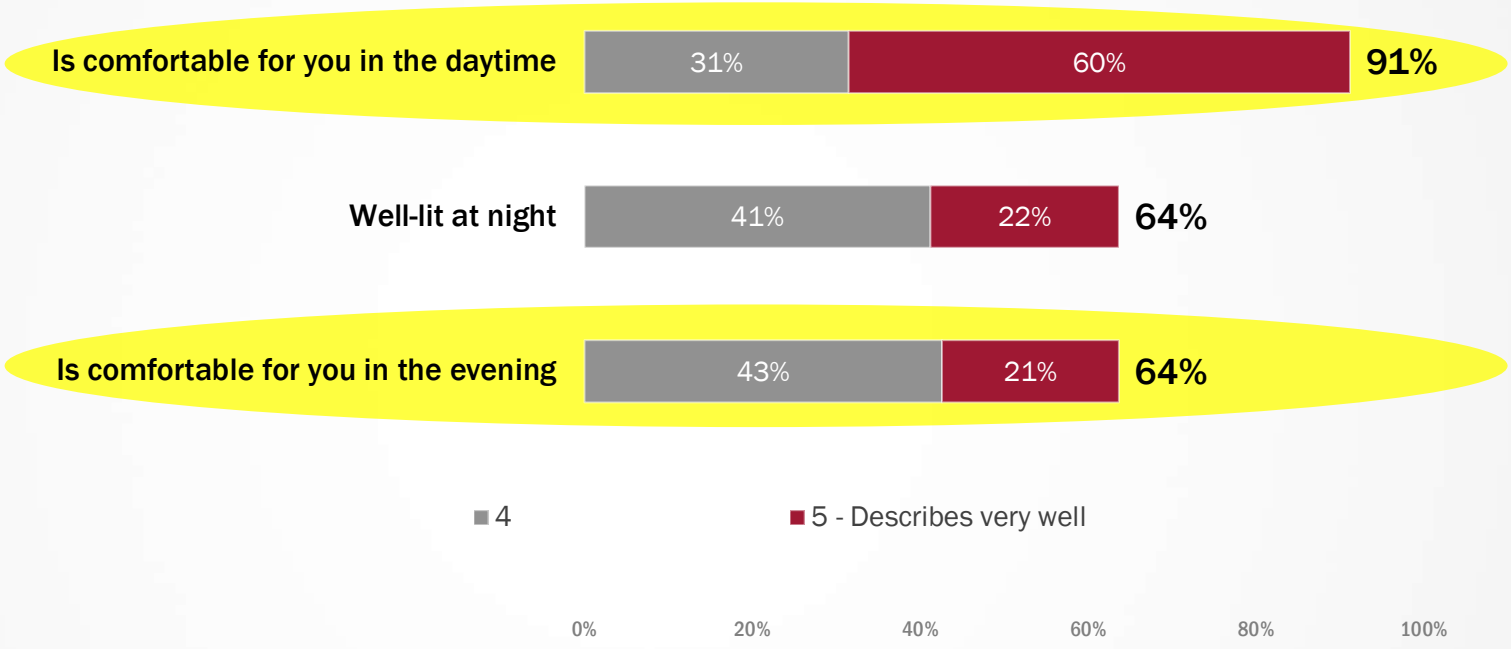
Compared with Boomers and Gen Xers, Millennial respondents also give Downtown Norfolk lower ratings on safety

ATTRIBUTE	MILLENNIAL	GEN X	BOOMER+
Is safe	55%	62%	67%
Easy to travel to the downtown area	69%	61%	75%
Easy to get around by biking or walking, that is you don't need a car	78%	68%	79%
Offers art and cultural opportunities, such as museums, symphonies, theaters, and galleries	84%	88%	96%
Has a variety of live music entertainment choices	69%	72%	79%
Has accessible public transportation	57%	62%	72%
Has a variety of employment options	68%	68%	76%
Is culturally and/or ethnically diverse	67%	68%	79%
Has a rich history	77%	82%	94%
Offers higher education options, such as universities and technical schools	56%	69%	82%
Offers outdoor recreation options	31%	45%	66%
Embraces creativity	87%	78%	84%
Offers affordable housing options	15%	20%	30%

Note: "Don't know" responses were removed from this data set.

n = varies

Issues with safety center on comfort in the evening and on the area being well-lit



Q9. Please rate how well you think each of the following descriptions describe Downtown Norfolk.

n = 512

Respondents who live outside of Norfolk are more concerned than Norfolk residents about this safety issue

	FROM NORFOLK	FROM OUTSIDE NORFOLK
Is comfortable for you in the daytime	92%	91%
Well lit at night	73%	54%
Is comfortable for you in the evening	71%	56%

Q9. Please rate how well you think each of the following descriptions describe Downtown Norfolk.

n = 512

3 KEY SAFETY-RELATED INSIGHTS TO KEEP IN MIND

1. Safety is always one of the lowest-scoring performance ratings.

RESEARCH COMPARISON:

Hampton Roads vs. Richmond

How Richmond region residents associate safety with Downtown Richmond

Compared With

How Hampton Roads region residents associate safety with Downtown Norfolk

Note: This are residents' perceptions, not workers'.

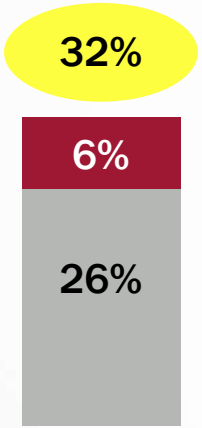
What three words come to mind when you think about Downtown Richmond?

Among residents across Metro Richmond

Telephone survey
Unweighted
n = 1,154

Metro Richmond Residents On Downtown Richmond

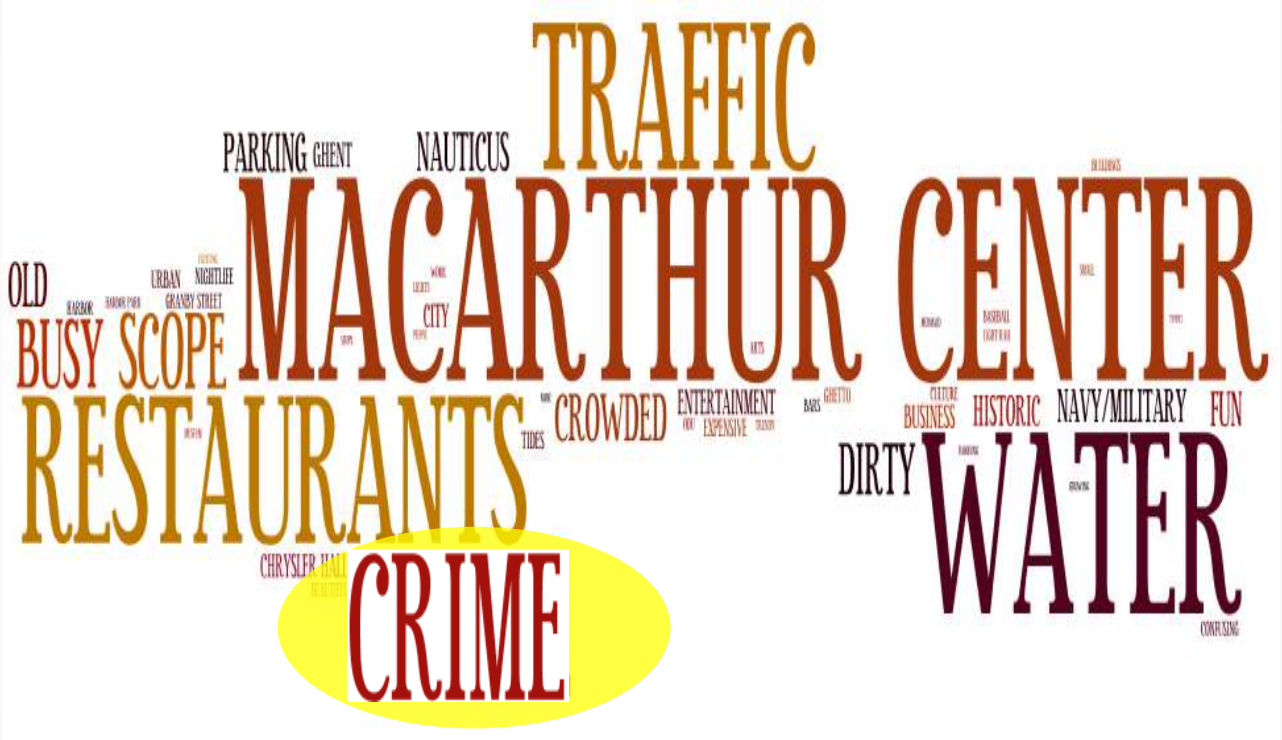
(2016) Is Safe?



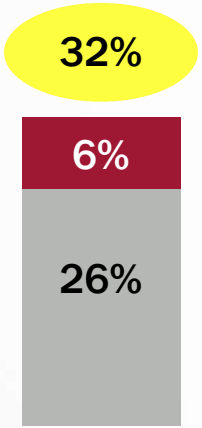
Q35. How well do you think each of the following describes downtown Richmond? Please use a scale of 1 to 5 for your answers, where 1 means “does not describe Downtown Norfolk very well” and 5 means “describes Downtown Norfolk very well.”

What three words come to mind when you think of Downtown Norfolk specifically?

Among residents across Hampton Roads

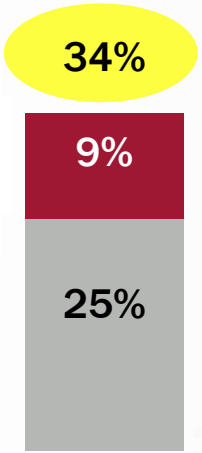


Metro Richmond Residents On Downtown Richmond (2016) Is Safe?



Q35. How well do you think each of the following describes downtown Richmond? Please use a scale of 1 to 5 for your answers, where 1 means “does not describe Downtown Norfolk very well” and 5 means “describes Downtown Norfolk very well.”

Hampton Roads Residents On Downtown Norfolk (2017) Is Safe?



Q20. How well do you think each of the following describes Downtown Norfolk? Please use a scale of 1 to 5 for your answers, where 1 means “does not describe Downtown Norfolk very well” and 5 means “describes Downtown Norfolk very well.”

3 KEY SAFETY-RELATED INSIGHTS TO KEEP IN MIND

2. Perceptions of Downtown Norfolk safety are moving in a positive direction.

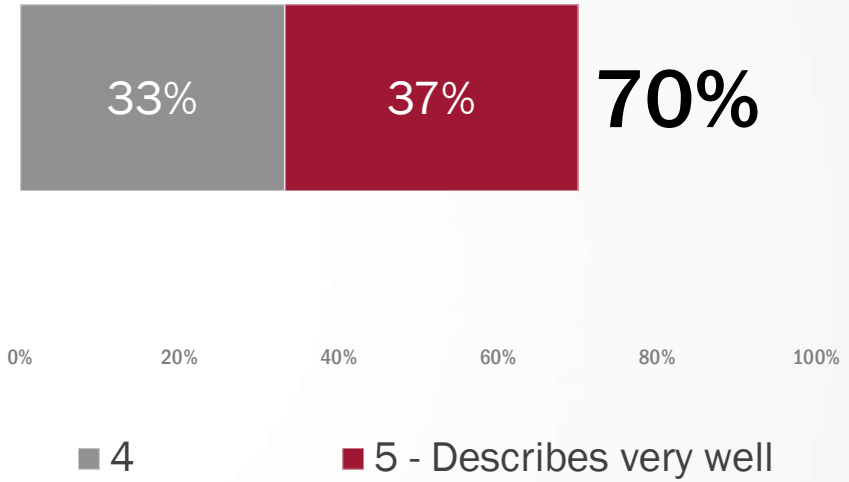
Safety-related impressions are moving in a positive direction

SAFETY	2013	2017
% who see safety as important to a downtown area	95%	97%
% who describe Downtown Norfolk as “safe”	54%	58%
% who feel Downtown is well-lit at night	48%	64%
% who feel comfortable Downtown in the evening	49%	64%

NOTE: Direct safety questions were asked starting in 2013.

People see an improvement

Is safer, more comfortable now than 2-3 years ago



Q9. Please rate how well you think each of the following descriptions describe Downtown Norfolk.

n = 512

3 KEY SAFETY-RELATED INSIGHTS TO KEEP IN MIND

3. Real improvements in safety are happening.

Norfolk crime plummets in 2017 after deadliest year in a decade, police chief says

By Jonathan Edwards
The Virginian-Pilot
Jul 10, 2017

July 2017

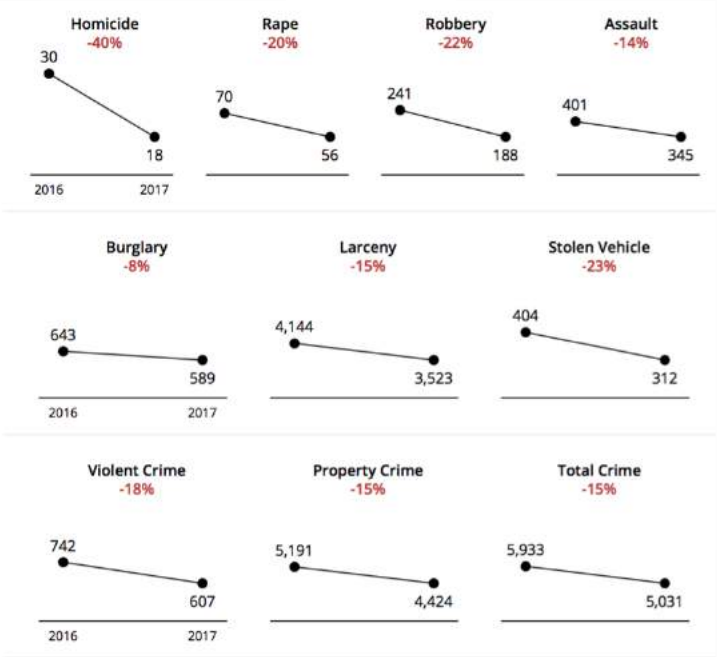
Kristen Zeis | The Virginian-Pilot
Norfolk police Chief Larry Boone took over in November 2016.

Buy Now

ICYMI: TOP STORIES

1. Traffic crashes caused delays during Hampton Roads' morning commute
2. Three inches of snowfall expected, causing power outages and slick roadways

CRIME IN 2017 VS. 2016 IN FIRST SIX MONTHS

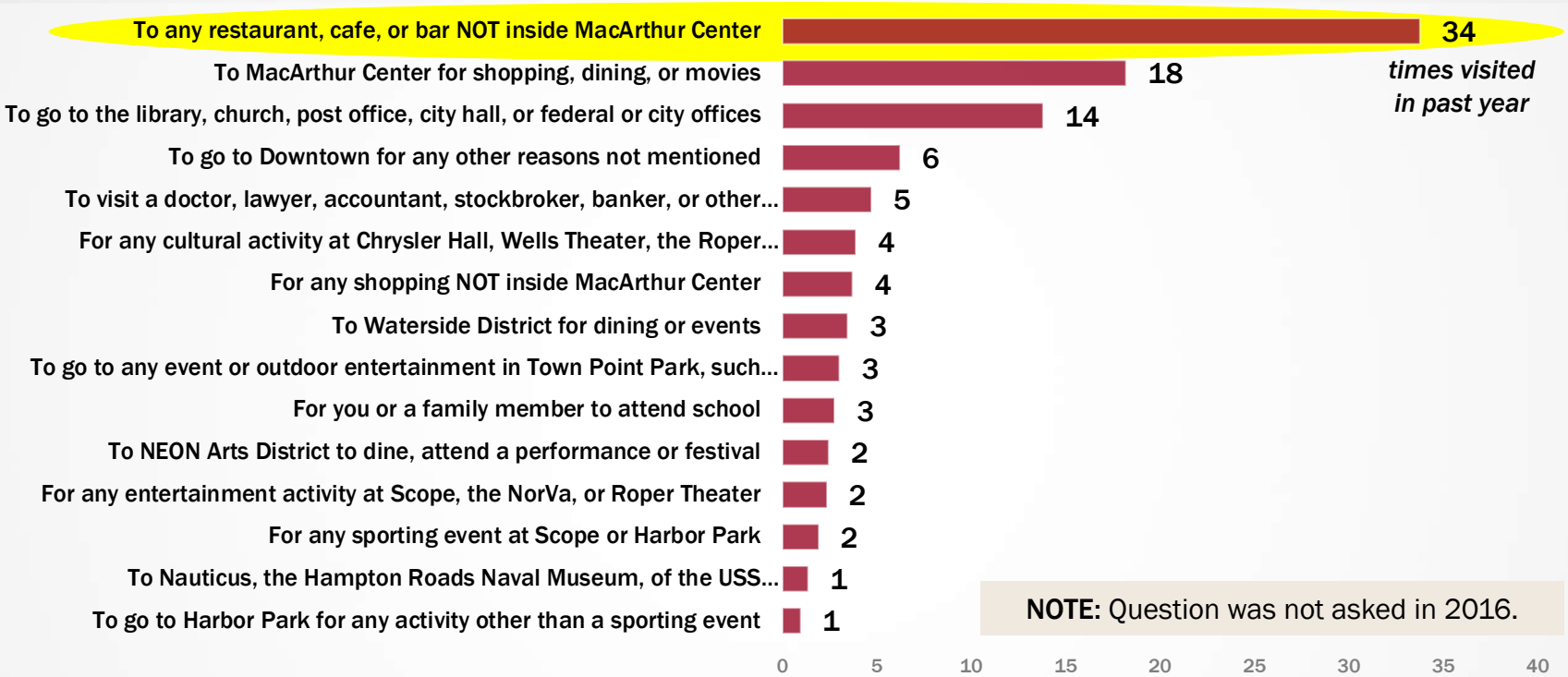


Source: The Virginian-Pilot

5. Downtown Norfolk's DINING Is Improving

What are the top three things you LIKE MOST about Downtown Norfolk as the setting for your job?

Dining establishments were the most-visited places by Downtown workers in the past year

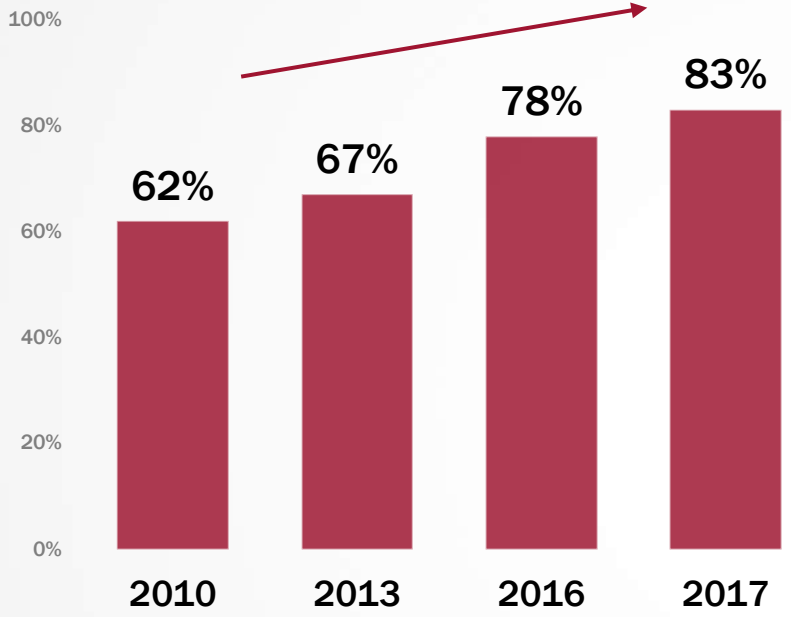


times visited in past year

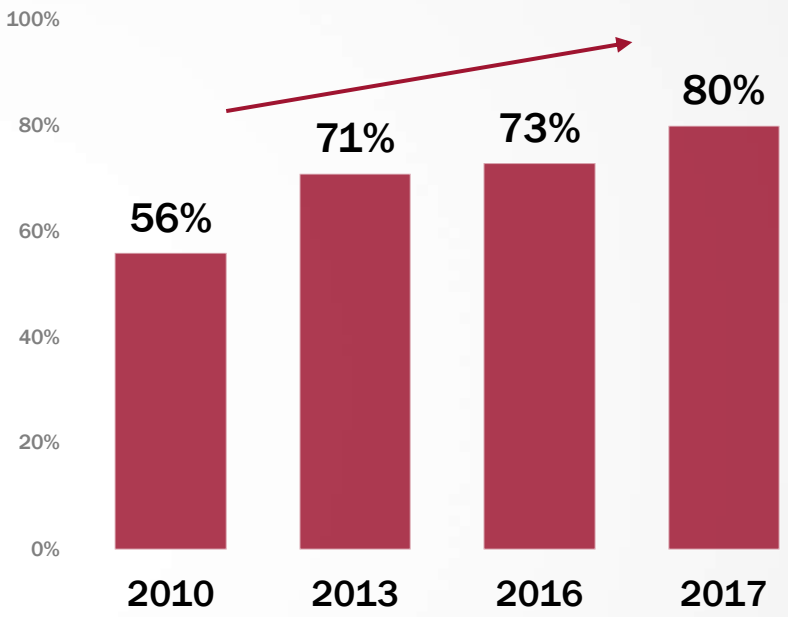
NOTE: Question was not asked in 2016.

Q25. During the past year, how many times have you visited each of the following places either before, during, or immediately after your workday? n = 512

The ratings of dining quality and variety have steadily increased over the years

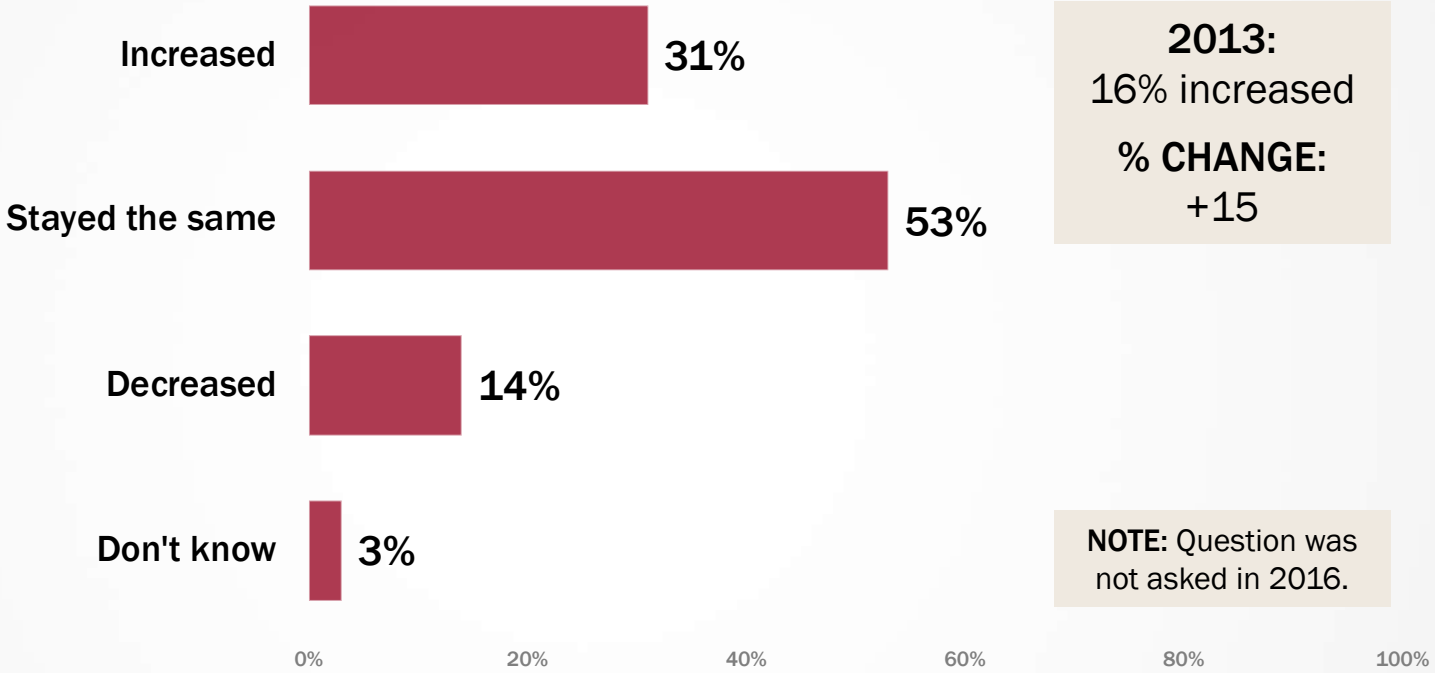


The QUALITY of Downtown Norfolk's dining options



The VARIETY of Downtown Norfolk's dining options

One-third of respondents say their frequency of dining Downtown has increased over the past year



2013:
16% increased

% CHANGE:
+15

NOTE: Question was not asked in 2016.

Q27. Over the past year, has your frequency of having dinner in Downtown Norfolk's restaurants increased, decreased, or stayed the same?

n = 512

Why has your use of Downtown Norfolk's restaurants increased?

*"Addition of **The Main** and other restaurants like **Jack Brown's**."*

*"Been going to more concerts at **The NorVa** this year and trying out different restaurants before the shows."*

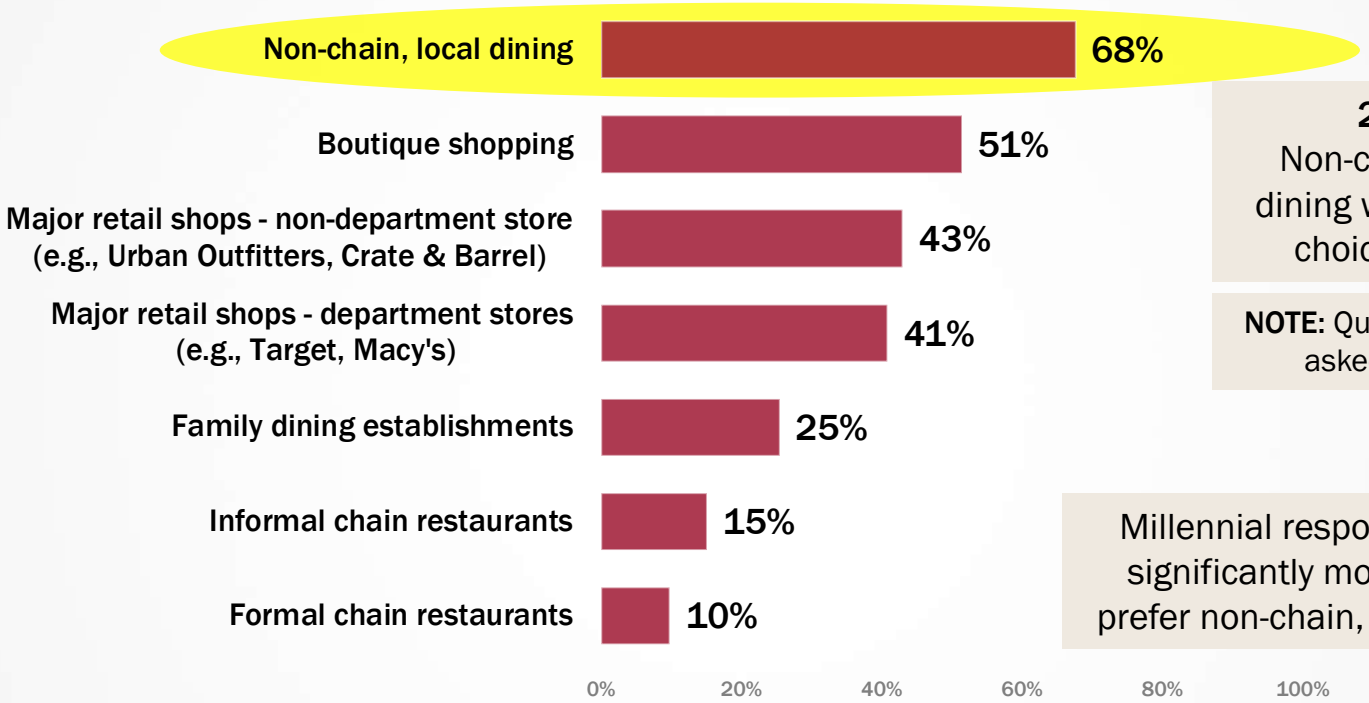
*"Easy at lunch to take **F.R.E.D.** and go to Downtown restaurants. Not having to worry about finding a parking spot is very important."*

*"Getting to know additional restaurants. **Available discounts**."*

*"More **variety and quality** of restaurants. Norfolk has really stepped up its game with the food scene."*

*"More variety, better options for **groups**, easier to **park** on-street on weekends, more restaurants are now open on **weekends**, more affordable now, **light-rail** makes travel easier."*

Respondents (especially Millennials) want more non-chain, local dining options in Downtown Norfolk



2013: Non-chain, local dining was also top choice at 63%

NOTE: Question was not asked in 2016.

Millennial respondents are significantly more likely to prefer non-chain, local dining.

Q30. Which of the following types of stores or restaurants, if any, do you think should be added to Downtown Norfolk to complement the existing base of stores and restaurants? Select all that apply.

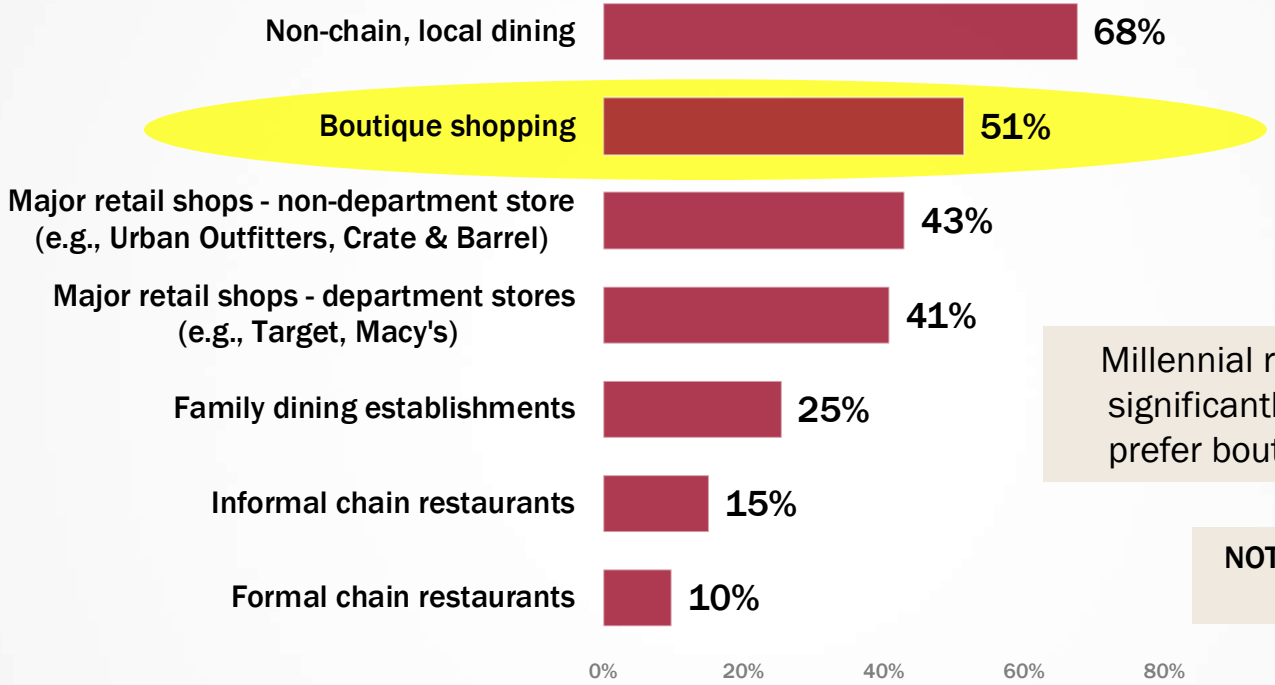
n = 512

6.
Downtown Norfolk's SHOPPING OPTIONS May Need Some Attention

Shopping variety and quality are rated relatively lower than other attributes by all generations

ATTRIBUTE	MILLENNIAL	GEN X	BOOMER+
Overall satisfaction with Downtown Norfolk as the setting for your job	89%	83%	89%
Downtown Norfolk as a place with amenities that you can enjoy during the workday or after work	81%	74%	81%
The VARIETY of Downtown Norfolk's dining options	81%	76%	88%
The QUALITY of Downtown Norfolk's dining options	84%	81%	86%
The VARIETY of Downtown Norfolk's shopping options	54%	50%	57%
The QUALITY of Downtown Norfolk's shopping options	62%	57%	64%
The VARIETY of Downtown Norfolk's entertainment options	70%	62%	67%
The QUALITY of Downtown Norfolk's entertainment options	72%	68%	67%
Downtown Norfolk's social environment for seeing friends and co-workers	82%	74%	73%
Downtown Norfolk as an EFFICIENT place to conduct business	79%	65%	78%
Downtown Norfolk as your preferred work location in the Hampton Roads area	83%	78%	74%
Reputation — it's a "cool" place to work	72%	58%	65%

Respondents (especially Millennials) want more boutique shopping options in Downtown Norfolk



Millennial respondents are significantly more likely to prefer boutique shopping.

NOTE: Question was not asked in 2016.

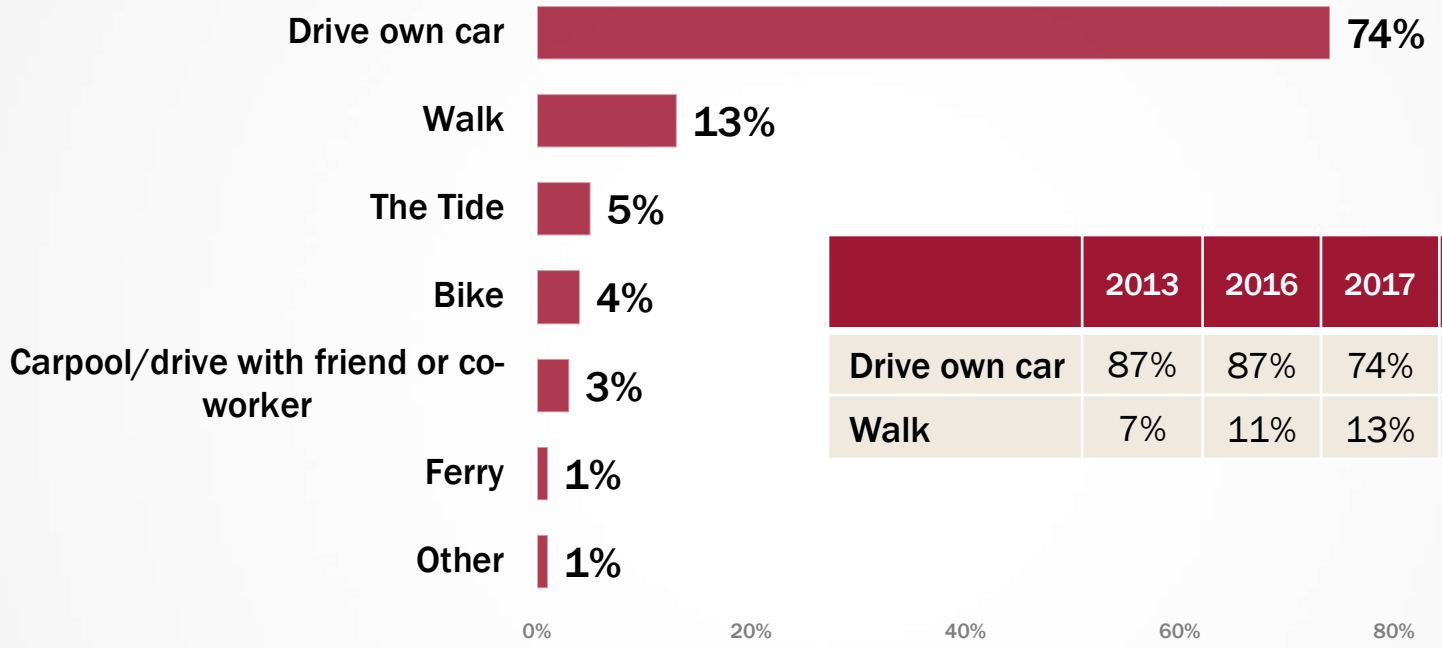
Q30. Which of the following types of stores or restaurants, if any, do you think should be added to Downtown Norfolk to complement the existing base of stores and restaurants? Select all that apply.

n = 512

7.
TRANSPORTATION
Is Important, and Downtown Norfolk Is Improving Here Too

What are the top three things you LIKE LEAST about Downtown Norfolk as the setting for your job?

Driving to work is still the most common way to commute, but use of alternative transportation has increased since 2013

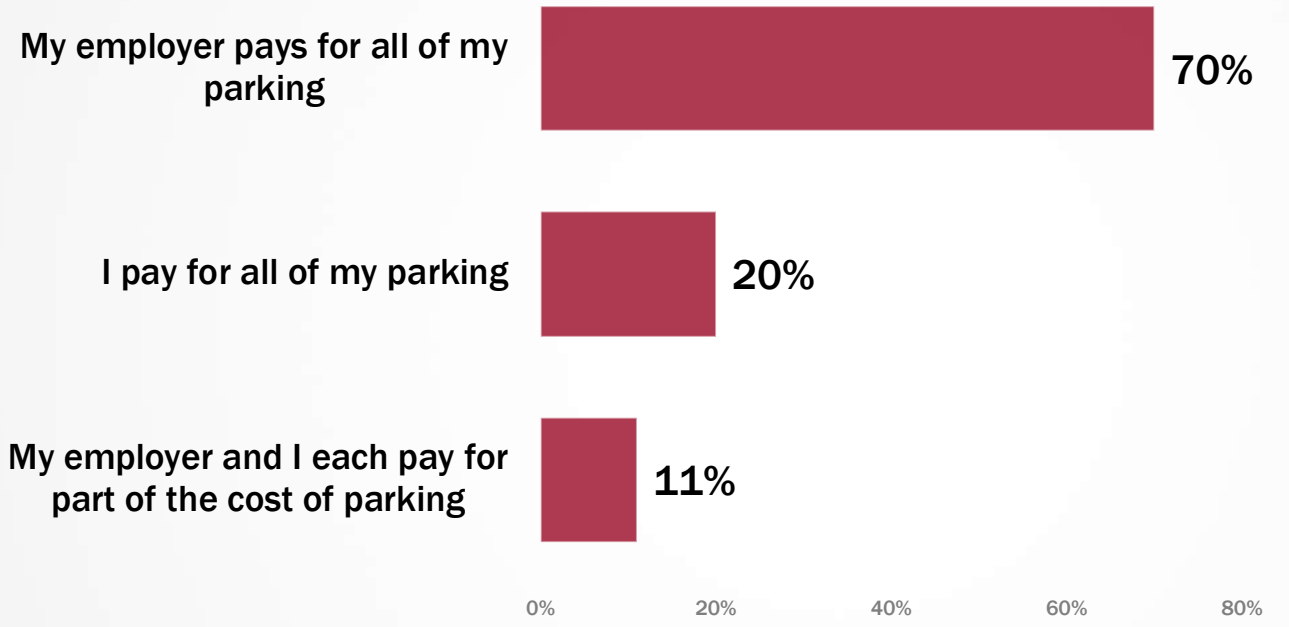


	2013	2016	2017	CHANGE (2013–2017)
Drive own car	87%	87%	74%	-13
Walk	7%	11%	13%	+6

Q31. How do you usually commute to work? Select all that apply.

n = 512

Seven in ten respondents have employer-paid parking



2013:
66% employer-paid parking

% CHANGE:
+4

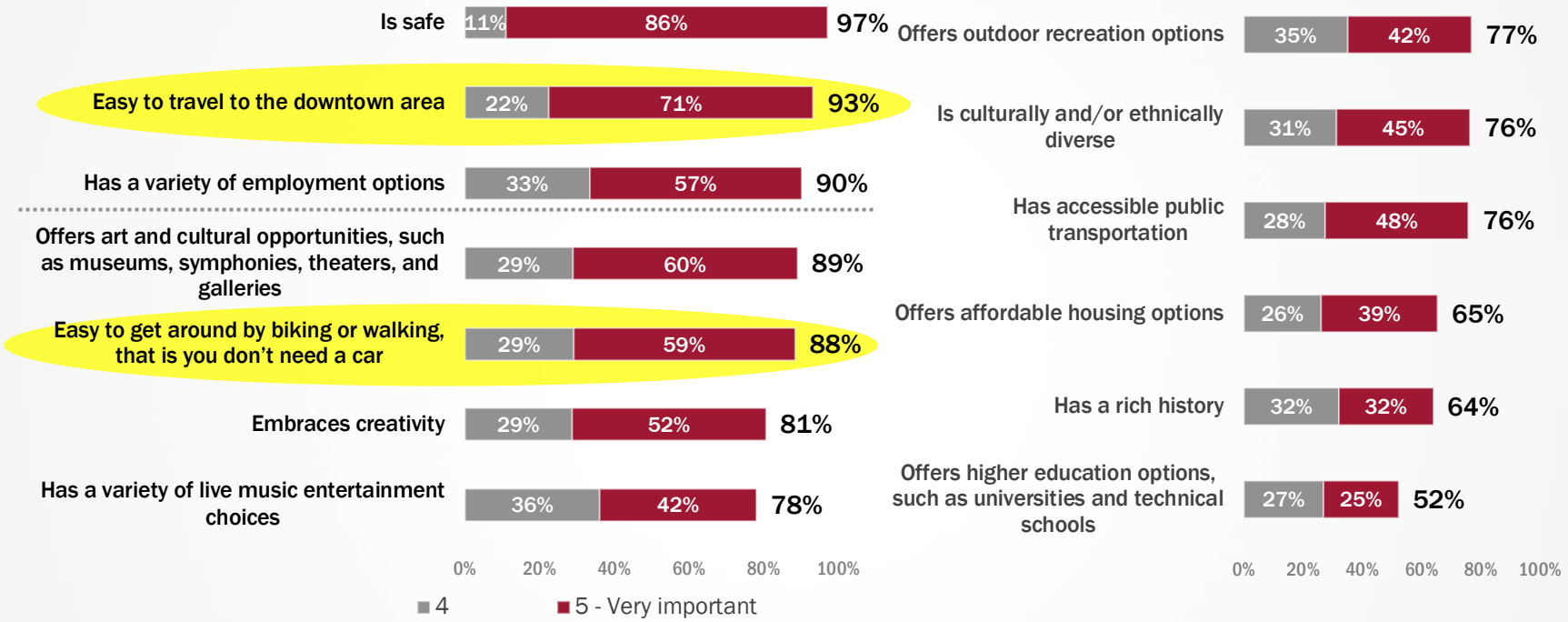
NOTE: Question was not asked in 2016.

Q32. Do you personally pay for your parking, or does your employer pay for your parking?

n = 512

How important is each of the following in making a downtown area attractive or appealing to you?

Transportation considerations are important attributes of a downtown area

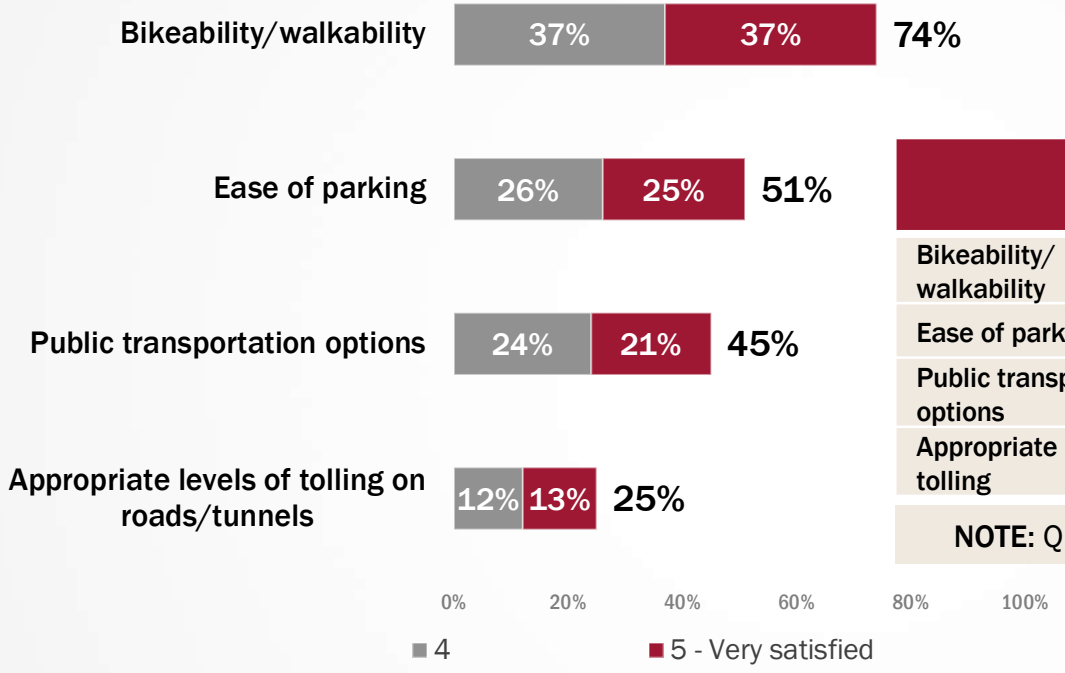


Q7. How important is each of the following in making a downtown area attractive or appealing to you?

n = 512

How satisfied are you with each of the following, concerning your experience working Downtown?

Respondent ratings of bikeability/walkability have increased considerably since 2013, while their perceptions of the appropriate levels of tolling have decreased



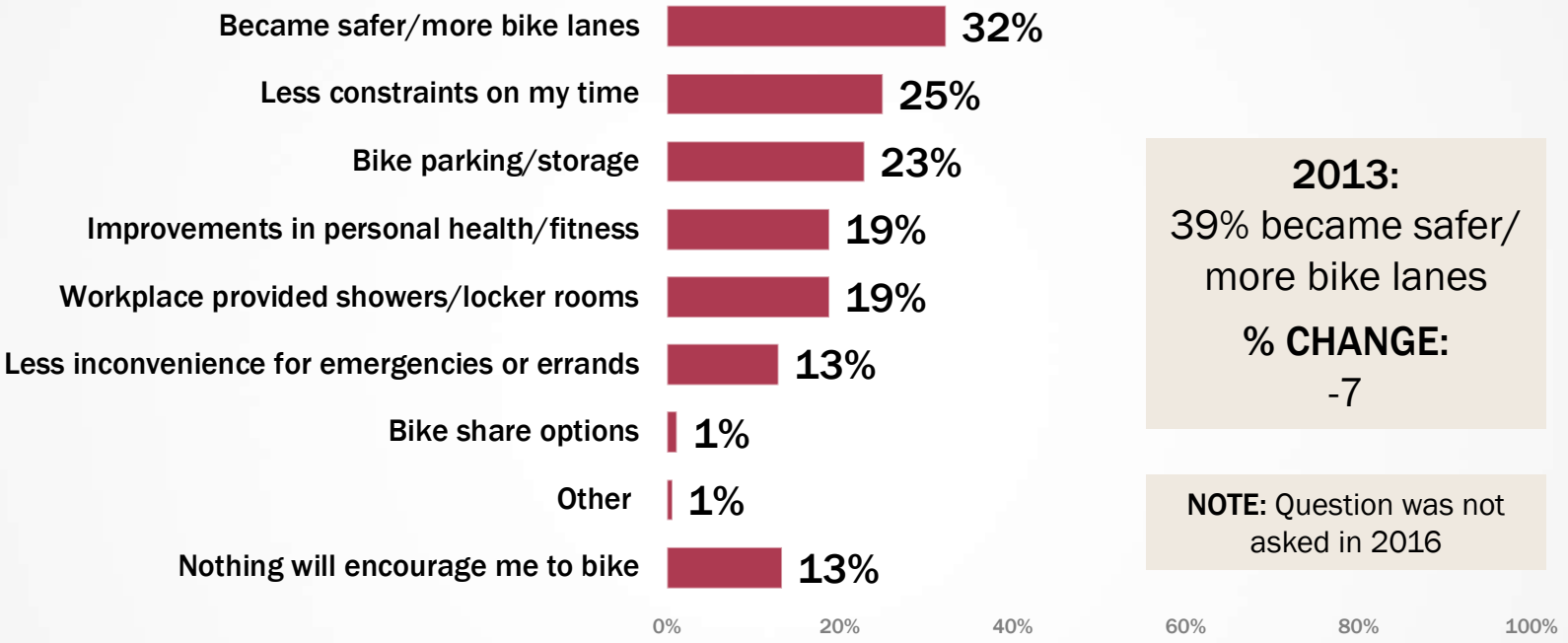
	2013	2017	CHANGE (2013–2017)
Bikeability/ walkability	48%	74%	+26
Ease of parking	44%	51%	+7
Public transp. options	40%	45%	+5
Appropriate tolling	40%	25%	-15

NOTE: Question was not asked in 2016.

Q33. How satisfied are you with each of the following concerning your experience working Downtown?
Note: "Don't know" responses were removed before analysis.

n = 512

Safety concerns and bike lane shortages are still top issues that prevent respondents from biking to work



2013:
39% became safer/ more bike lanes

% CHANGE:
-7

NOTE: Question was not asked in 2016

Q34. What, if anything, might encourage you to bike more?
Note: Respondents were allowed to skip this question.

n = 433

8.
Ways to Increase Overall Satisfaction Ratings

DRIVER ANALYSIS

Identifies the specific attributes driving a key measure — as the ratings of those attributes increase, so should the overall key measure rating

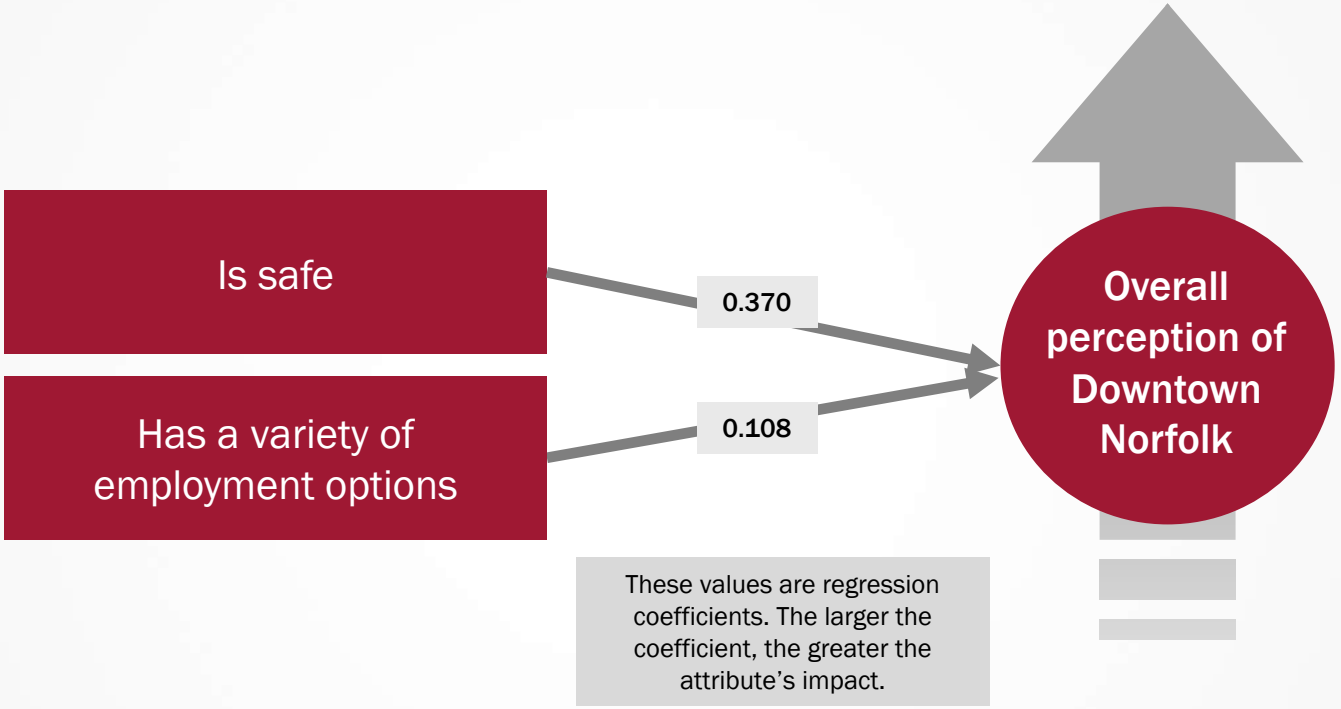
SATISFACTION RATINGS OF DOWNTOWN NORFOLK

2013 vs. 2017

SATISFACTION RATING	2013	2016	2017	CHANGE (2013–2017)
Overall perception	73%	83%	85%	+12
To LIVE	30%	35%	27%	-3
To WORK	78%	89%	89%	+11
To PLAY	48%	62%	72%	+24

DRIVER ANALYSIS: Predicting overall perception based on downtown attributes

The feeling of safety and the variety of employment options drive the overall perception of Downtown Norfolk



Note: Q8 responses were used to predict Q4 responses.

The impact of shifting safety-related perceptions is growing more important

SAFETY	2013	2017
Safety as an overall satisfaction driver (Larger coefficient = larger impact)	0.199	0.370

NOTE: Direct safety questions were asked starting in 2013.

Is the defining event for Gen Z here?

Next Exit:
TOMORROW

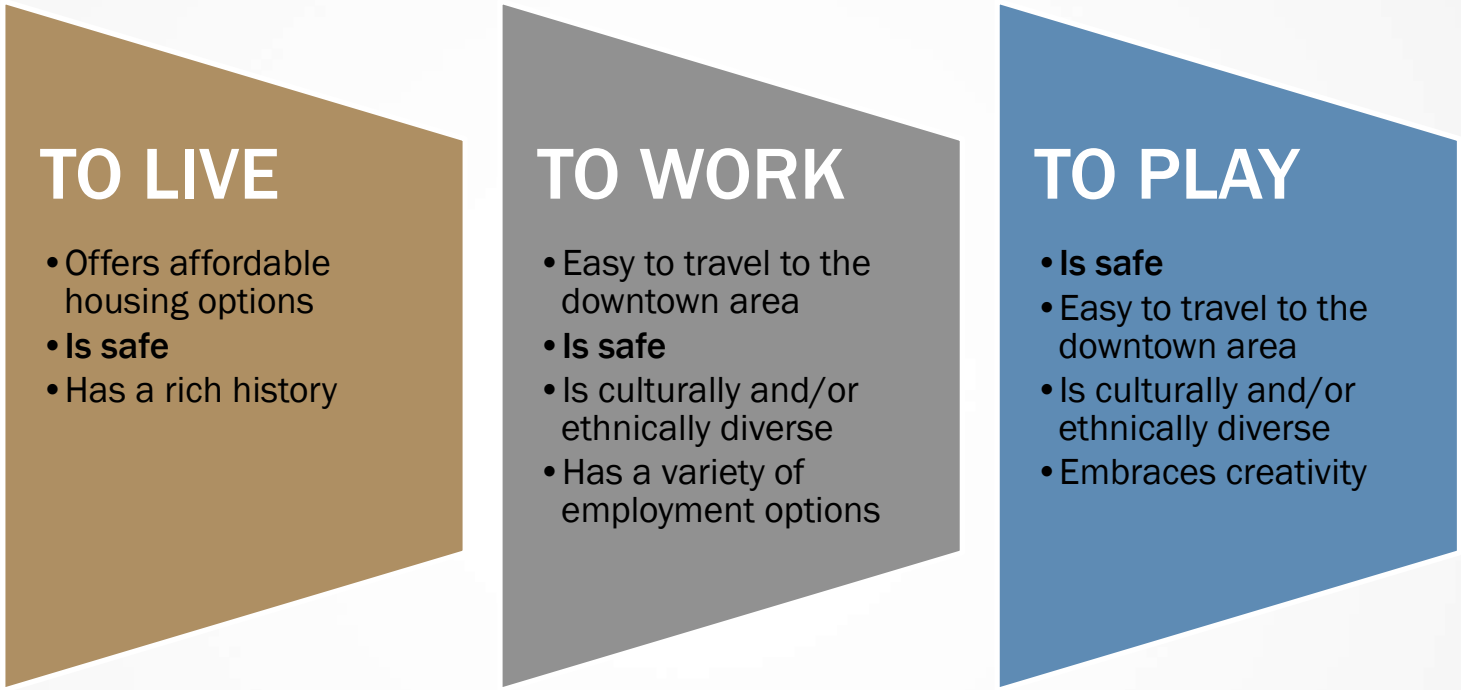
INSTITUTE FOR TOMORROW®

SATISFACTION RATINGS OF DOWNTOWN NORFOLK

2013 vs. 2017

SATISFACTION RATING	2013	2016	2017	CHANGE (2013–2017)
Overall perception	73%	83%	85%	+12
To LIVE	30%	35%	27%	-3
To WORK	78%	89%	89%	+11
To PLAY	48%	62%	72%	+24

Safety, culture, and ease of travel are drivers of satisfaction with Downtown Norfolk as a place to LIVE, WORK, and PLAY



9.
Areas to Consider for Continued Improvement

GAP ANALYSIS:

Among the most-important areas, those performing below expectations are safety and affordable housing options

ATTRIBUTE	IMPORTANCE AVERAGE	PERFORMANCE AVERAGE	GAP SCORE
Is safe	4.82	3.61	75%
Easy to travel to the downtown area	4.63	3.89	84%
Offers art and cultural opportunities, such as museums, symphonies, theaters, and galleries	4.47	4.44	99%
Easy to get around by biking or walking, that is you don't need a car	4.43	4.07	92%
Has a variety of employment options	4.42	3.94	89%
Embraces creativity	4.25	4.16	98%
Has a variety of live music entertainment choices	4.13	3.99	97%
Has accessible public transportation	4.11	3.83	93%
Is culturally and/or ethnically diverse	4.09	3.94	96%
Offers outdoor recreation options	4.09	3.45	84%
Offers affordable housing options	3.86	2.68	69%
Has a rich history	3.83	4.34	113%
Offers higher education options, such as universities and technical schools	3.49	3.88	111%

100%
Perfect alignment

Below 80%
Below expectations

Above 100%
Above expectations

Note: "Don't know" responses were removed from this data set.

n = varies

GAP ANALYSIS: GENERATION

Safety and affordable housing gaps are consistent between generations, and Millennials also find an outdoor recreation option gap

ATTRIBUTE	MILLENNIAL	GEN X	BOOMER+
Is safe	74%	76%	77%
Easy to travel to the downtown area	82%	82%	89%
Offers art and cultural opportunities, such as museums, symphonies, theaters, and galleries	97%	101%	102%
Easy to get around by biking or walking, that is you don't need a car	88%	90%	96%
Has a variety of employment options	89%	87%	94%
Embraces creativity	98%	99%	100%
Has a variety of live music entertainment choices	94%	94%	103%
Has accessible public transportation	92%	95%	95%
Is culturally and/or ethnically diverse	94%	94%	102%
Offers outdoor recreation options	75%	82%	96%
Offers affordable housing options	64%	71%	78%
Has a rich history	116%	113%	110%
Offers higher education options, such as universities and technical schools	112%	112%	111%

100%
Perfect alignment

Below 80%
Below expectations

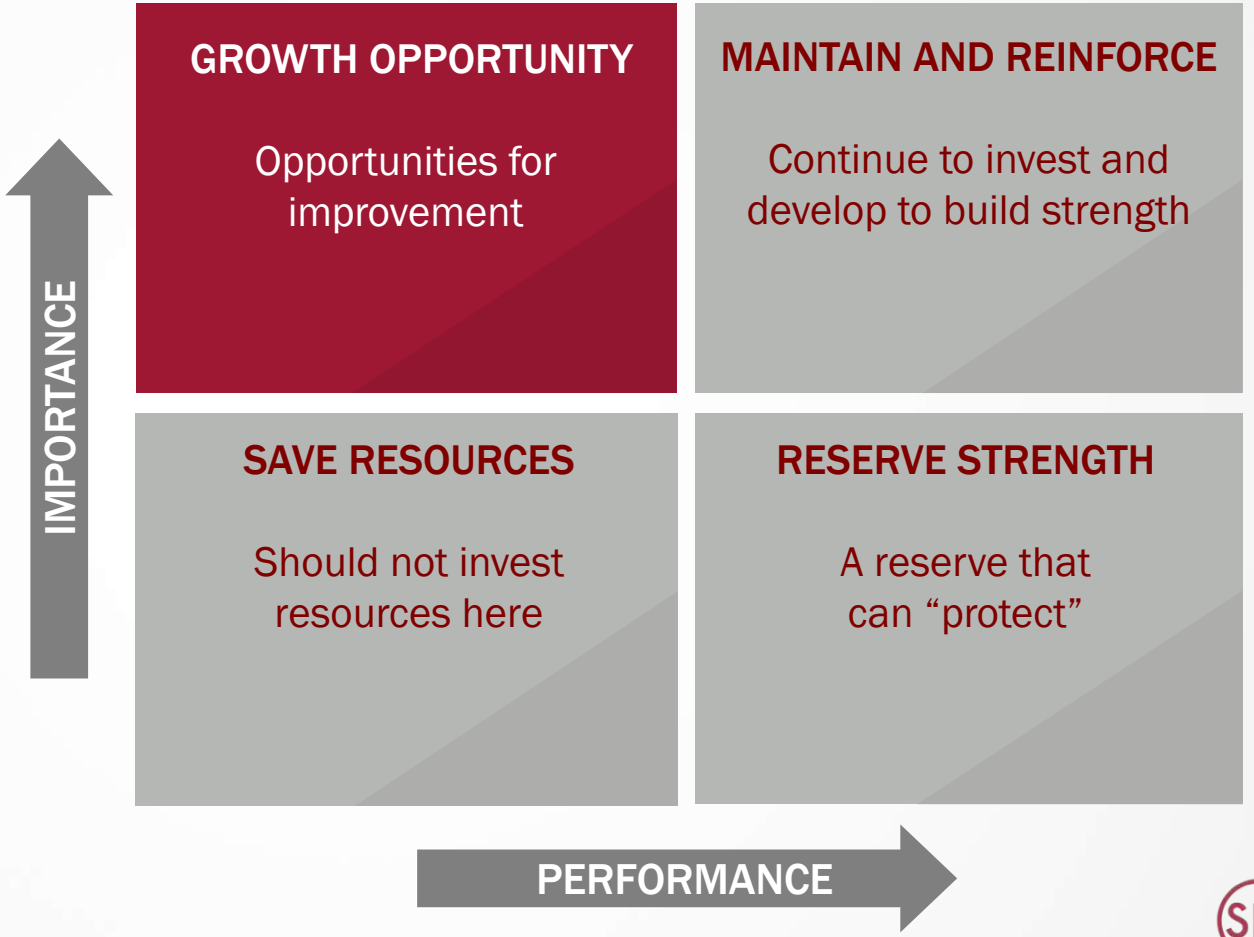
Above 100%
Above expectations

Note: "Don't know" responses were removed from this data set.

n = varies

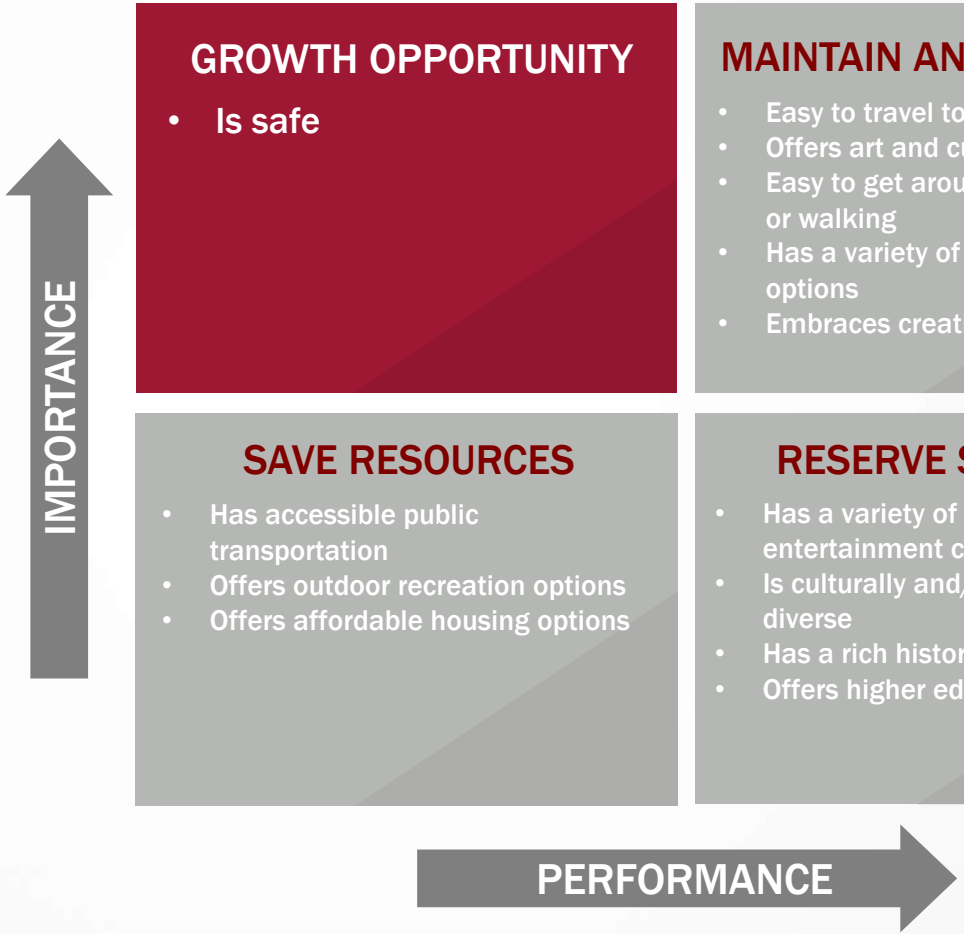
OPPORTUNITY MAP

This map helps illustrate how expectations and perceived performance on attributes can highlight strengths and opportunities.



OPPORTUNITY MAP

GROWTH OPPORTUNITIES are important to respondents but not rated highly; this is where you focus for the greatest ROI.



10. Downtown Workers Want to Stay Involved With DNC

39%

of respondents are willing to participate in further research (198)

Q42. The opinions you shared in this survey are very helpful. This study has been conducted on behalf of the Downtown Norfolk Council (DNC). In the future, DNC may create a panel of downtown work opinion leaders to guide them on an ongoing basis. This panel would share their opinions through email surveys such as this or in-group discussions or by telephone. Would you be interested in possibly participating on such a panel, if we decide to form one?

n = 512

Overall insight:

Wow! Everyone's investment in Downtown Norfolk is paying off!

Let's share our story.

Onward!