

FIVE POINTS/FAIRMOUNT PARK COMMERCIAL AREAS MARKET STUDY

**Prepared for:
The City of Norfolk, Virginia**

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I. Introduction

A. Report Purpose

This report evaluates economic, demographic, and quality of life conditions and trends in the Five Points and Fairmount Park neighborhoods. In addition to the demographic and economic analysis, it includes a retail market inflow-outflow analysis, and a focused examination of the demand for grocery stores in the neighborhoods.

The report contains an economic and demographic analysis relevant to the market and reference areas. This is done through an absolute and relative analysis of the market and reference area and by comparing them to the City of Norfolk, Virginia, and the United States.

BBPA identified a market area for the Five Points and Fairmount Park neighborhoods. BBPA also identified a reference area that includes supermarkets competitive with those in the Five Points and Fairmount Park neighborhoods.

B. Definition of Study Area

The study area includes the commercial areas of Five Points and Fairmount Park.

1. Five Points

In Five Points, the main commercial areas are located on Chesapeake Boulevard, Sewell's Point Road, and Norview Avenue. Most of the commercial development is clustered around the Five Points intersection of these three roads, extending north to Strand Street. Commercial development on Chesapeake Boulevard consists primarily of automobile-related businesses and fast food restaurants. Sewell's Point Road has smaller, more neighborhood-oriented businesses, including restaurants and bars (most of which are relatively small), barber and beauty salons, and service businesses (including two medical offices, an exterminator, an electrical contractor, and a check casher). The larger businesses on Sewell's Point Road include First Virginia Bank, the Hershee Bar, and the Be-Lo supermarket and Shooter's pool hall and restaurant, the latter two of which can be accessed from both Chesapeake Boulevard and Sewell's Point Road.

The Five Points Commercial Area is surrounded by residential uses and interspersed with religious uses, including a few large churches and several small "storefront churches". Three public schools and a community center lie to the north of the commercial area. One-half mile to the east of the Five Points intersection is Interstate-64.

2. Fairmount Park

In Fairmount Park the commercial areas are located primarily on Tidewater Drive, with more limited services on Lafayette Boulevard. There are also five businesses on Cromwell Drive, four of which are auto-related. Commercial uses on Tidewater Drive are clustered around the intersection with Lafayette Boulevard, Cromwell Drive, and to a lesser extent, Shoop Avenue. On Lafayette Boulevard, the limited commercial uses are concentrated between Brest and Lens Avenues, and between Verdun Avenue and Chesapeake Boulevard.

Commercial development on Tidewater Drive is varied; it includes a large number of restaurants (most of which are small or take-out restaurants), automobile-related businesses, hair/beauty salons, and various other service businesses (including real estate and home repair businesses). There are also three drug stores, two cleaners, two gas stations, and two medical offices on Tidewater Drive.

Lafayette Boulevard has a significantly smaller concentration of businesses than Tidewater Drive. Its businesses include five small restaurants/bars, an assortment of service businesses (including paint, security, and repair businesses), a bank, two hair/beauty salons, a carwash and convenience store.

Most of the commercial development in Fairmount Park is concentrated in a few areas. These areas are surrounded by a muddled mix of single-family and multi-family residential units. A good portion of the residential uses is located on Lafayette Boulevard. The housing in the neighborhood ranges from bungalows in the northern part of the neighborhood to a mixture of bungalows and two-story houses in the southern half of the neighborhood.

C. Definition of Market Area (2-mile ring)

The market area is defined so as to represent the geographic area from which retail establishments in Five Points and Fairmount Park derive a significant portion of their retail sales. It is the primary area in which the Five Points and Fairmount Park commercial areas compete for retail and service dollars. Factors that were considered in determining the size and shape of the market area included: driving times to surrounding localities and competing retail centers; consistency in neighborhood characteristics; roadway patterns and any natural physical boundaries such as the various rivers, creeks, rail lines, etc.

Geographically, the market area forms a circle with the intersection of Chesapeake Boulevard and Norview Avenue at the center [see attached map]. The circle has a radius of 2 miles, creating a market area of approximately 13 square miles. The circle passes through Norfolk International Airport to the east,

the intersection of Little Creek Road and Halprin Drive to the northeast, the intersection of Little Creek Road and Tidewater Drive to the northwest, the north branch of the Lafayette River to the west, and the Norfolk Industrial Park to the south. The location of the various supermarket facilities to a large extent helped define the market area. Market area data was obtained from CACI Marketing Systems.

In determining the market area, physical barriers, road access, and the location of competitive facilities were taken into consideration. Water barriers were not deemed to significantly obstruct access within the market area. They are located at the outer edge of the market area and thus do not significantly delay more than a small percentage of households in the market area from getting to the Five Points and Fairmount Park neighborhoods.

Interstate-64 is a more significant barrier between some residents of the market area and the Fairmount Park and Five Points neighborhoods. This primarily affects households to the east and north of the study neighborhoods. However, Norview Avenue, Military Highway, Azalea Garden Road, Johnstons Road, Chesapeake Boulevard, and Tidewater Drive provide reasonably convenient access to the center of the market area for residents living on the other side of Interstate-64.

Major retail concentrations within the market area's boundary include:

- Southern Shopping Center (257,000 square feet)
- Super-K Mart (191,000 square feet)
- Wedgewood Plaza (125,000)
- Bromley Shopping Center (55,000 square feet)

The 2-mile radius market area includes the following supermarkets:

- Super K-Mart (191,000 square feet) Bromley Shopping Center area, Military and Norview
- Farm Fresh (66,000 square feet), Tidewater Shopping Center, Tidewater and Little Creek
- Food Lion (41,000 square feet) Bromley Shopping Center area, Military and Norview
- Be-lo (14,000 square feet) Five Points neighborhood
- Food Lion (size not available) Southern Shopping Center, Tidewater and Little Creek

D. Definition of Reference Area (area between 2- and 5-mile rings)

The reference area is used for comparative purposes to place the demographic and economic indicators for the market area in better context. It contains supermarkets most competitive with supermarkets in the Five Points/Fairmount

Park neighborhoods. In shape, the reference area represents the ring two to five miles from the center of the market area (the Five Points intersection). Therefore, the center of the secondary ring is the same as that of the market area. The reference area is approximately 65.5 square miles; its boundary to the north is the Chesapeake Bay; its boundary to the west is the Elizabeth River; its boundary to the south passes through Chesapeake City at the intersection of Berkley Avenue and Compostella Road; its boundary to the east passes through Virginia Beach near the intersection of Northampton Boulevard and Independence Boulevard. The reference area surrounds but does not include the market area.

Major retail concentrations in the reference area include:

- McArthur Mall (1,000,000 square feet)
- Janaf (893,000 square feet)
- Military Circle Shopping Center (861,000 square feet)
- Little Creek East Shopping Center (207,000 square feet)
- Roosevelt Shopping Center (131,000 square feet)
- Ward's Corner Shopping Center & Mall (125,000 square feet)
- Indian River Shopping Center (120,000 square feet)
- Walmart (115,000 square feet)
- Downtown Plaza (114,000 square feet)
- Waterside Mall (105,000 square feet)
- Ward's Corner Strip (62,000 square feet)
- Church Street Crossing (51,000 square feet)
- Thomas Corner (size unavailable)
- Diamond Springs Shopping Center (size unavailable)

The supermarkets in the reference area that are closest to the market area (within one mile of the market area boundary) are:

- Hannaford, Ward's Corner (139,000 square feet)
- Farm Fresh, Military Highway/Janaf Area (60,000 square feet)
- Winn-Dixie, Roosevelt Shopping Center (50,000 square feet)
- Food Lion, Military Highway/Janaf Area (41,000 square feet)

E. Reference Area plus Market Area

The reference area plus the market area forms a large circle with a radius of 5 miles and includes all the retail uses explained in the areas above.

II. EXECUTIVE SUMMARY

A. Report Purpose

This report evaluates existing conditions and makes marketing recommendations for the Five Points and Fairmount Park commercial market areas.

B. Work Completed

- Interviewed community representatives, real estate agents, property owners, business representatives, and city officials.
- Convened community meetings and solicited feedback
- Conducted field survey of neighborhoods
- Identified primary and secondary market areas
- Conducted demographic and economic data analysis
- Prepared a retail market analysis
- Analyzed competitive market position
- Made marketing recommendations

C. Economic/Demographic Findings

- The population of the market area and the City of Norfolk is stable; projections show this is not expected to change.
- Median Household Income- The market and reference areas have lower median household incomes than the state, but income growth trends compare to that of the state and are higher than that of the nation.
- Household Income Distribution- In the 1990s the below-median income groups in the market area declined and the upper income groups increased.
- There are approximately equal numbers of African-Americans and whites in the market area.
- The area's population is aging. In 1999 a higher percentage of the market and reference area's population was in older age increments than in 1990.
- Retail Sales/Establishments - The largest amount of retail sales in the market area is made by Automotive Dealers and Gasoline Service Stations, with over \$400 million in sales. The second highest amount of sales is made by food stores.
- Retail Spending - Market area residents spend the most dollars on the following products and services:

Groceries	\$58 million
Home Loans	\$47 million
Auto Loans	\$23 million

Apparel	\$18 million
Home Improvement	\$17 million
Restaurants	\$15 million

Spending by market area households on the following products and services is equal to or higher than that of the average U.S. household:

Infants' Apparel
 Cable TV
 Maintenance & Repair
 Video Equipment

- In 1999 the market area's retail business sales were \$600 million more than market area residents spent on those retail goods. Net inflow accounts for 83 percent of the retail sales made within the market area for the identified retail categories.
- The Automotive Aftermarket accounts for approximately two-thirds of the total retail inflow. Only Apparel has a sales outflow (less apparel sales within the market area than expenditures of market area residents on apparel).
- Currently grocery store sales in the market area are \$115.6 million. The spending by residents on food is \$58.2 million, therefore there is a net sales inflow of \$57.4 million.
- The market area is currently well served by grocery stores. The addition of a modest amount of new grocery space from a new Food Lion and Be-Lo expansion will encourage only modest additional inflow to the area, particularly since the Food Lion is located near the periphery of the market area. Therefore, it is likely that the market could support the Be-Lo expansion in addition to the development of the new Food Lion.

D. Marketing Recommendations

Five Points Commercial Area

BBPA recommends a strengthening of the retail development in Five Points through a policy of retention and reinforcement, supplemented by attraction of new businesses to fill vacant retail structures. For the Five Points commercial area, the following marketing themes should be emphasized:

- Focusing on auto-oriented businesses on Chesapeake Boulevard
- Focusing on neighborhood-serving businesses on Sewell's Point Road
- Establishing a focal point for the community on Sewell's Point Road that encourages social interaction and clusters neighborhood institutions
- Working with churches and neighborhood groups to establish a mutually supportive relationship

- Establishing a community marketplace
- Highlighting affordable retail and office space
- Other themes that might be considered for both the commercial and residential areas include architecture, design, and history

Marketing Recommendations for Chesapeake Boulevard and Sewell's Point Road Sections of Five Points Commercial Area:

- The Chesapeake Boulevard section of the Five Points commercial area should be targeted for business retention, supplemented by business attraction to fill any vacant retail structures.
- The businesses along Sewell's Point Road are more neighborhood-serving and have less through traffic. Business retention should be emphasized in the Sewell's Point Road area, and businesses should be marketed to serve the neighborhood.

Marketing Recommendations: Fairmount Park

- Emphasis should be placed on retention of commercial concentrations on Tidewater Drive. Redevelopment of housing throughout the residential sections of Fairmount Park should also be undertaken.
- The City should consider upgrading the appearance of selected streets, especially Tidewater Drive.
- The appearance of neighborhood businesses and business properties should be improved to make them more attractive to potential customers.
- BBPA recommends that community business representatives consider the formation of a business advocacy group with the City. This group could take a leading role in the implementation of measures to enhance the business environment.
- As an initial residential marketing theme, the neighborhood homes should be marketed to young, first-time homebuyers as starter homes, with excellent access to downtown Norfolk, area military bases and interstate highways.
- BBPA recommends that three strategic locations in the community be designated as "Gateways to Fairmount Park". These locations should be targeted for beautification, landscaping, maintenance, cleaning, and welcome/directional signage. The gateways should be established at the intersection of Tidewater Drive and Cromwell Road, Tidewater Drive and Shoop Avenue, and Tidewater Drive and Lafayette Boulevard.

Marketing Recommendations for Lafayette Boulevard:

- The marketing strategy for the Boulevard should focus on maintaining existing businesses where possible and encouraging residential

redevelopment. Residentially zoned properties should not be converted to commercial space.

Marketing Recommendations for Tidewater Drive:

- Emphasis should be on maintaining existing *sustainable* businesses. These businesses include the drug stores, restaurants, hardware store, auto-related businesses, and audio/video store, among others.
- Redevelopment of the southeast corner of Tidewater Drive and Lafayette Boulevard, which is located at a strategic location and affects the neighborhood's image, should be assisted by the city.
- For the Tidewater Drive commercial area, the following marketing themes should be emphasized:
- Focusing on regional-serving businesses that attract through-traffic
- Cleaning, maintenance, and other aesthetic improvements
- Highlighting affordable retail and office space
- Forming a business organization

III. Existing Conditions

This section includes an analysis of existing demographic and market conditions in the market and reference areas. The first section is the demographic analysis.

A. Population Change

In Table 1 are displayed the change in population in the market area (the area within 2 miles of the Five Points intersection), reference area (the area between 2 and 5 miles from the Five Points intersection), reference plus market areas (the area within 5 miles from the Five Points intersection), Norfolk City, Virginia, and the U.S. The various study areas have generally maintained a stable population. On average, the population of the market area, reference areas and Norfolk City has declined each year by one percent, whereas that of Virginia and the U.S. has increased slightly by one percent each year. Estimates provided by the U.S. Census and CACI indicate over the next five years that these population trends will remain consistent.

B. Median Household Income

As shown in Table 2, the market and reference areas have lower median household incomes than does the state of Virginia as a whole. Median household income growth in the market and reference study areas, however, is commensurate to the median household income growth in Virginia. Median household incomes in the market and reference areas are expected to grow at rates faster than that of the nation. Although median household income in the market area lags behind that of the nation by \$13,000, the median household income in the market area is expected to grow at a higher rate than that of the nation and narrow the gap to \$11,000 by 2004.

C. Household Income Distribution

The percentage of the market and reference area population that fell within each income range increment in 1999 is displayed in Tables 3A and 3B. In the 1990s the lower income ranges declined as the upper income ranges increased. In 1989, 16.0 percent of households within the market area earned incomes greater than \$50,000. This increased to an estimated 25.5 percent in 1999, and is expected to reach 35.9 percent by 2004. In contrast, in 1989 67.9 percent of households earned incomes less than \$35,000 in the market area. This figure declined to 54.0 percent of households in 1999 and is expected to further decline to 41.9 percent by 2004. The number of households with incomes above \$50,000 thus rose from 12,815 in 1989 to 19,633 in 1999 and is projected to reach 26,955 by 2004. Income distribution is similar for the market and reference areas. Thus, household income distribution shows a shift of population

to higher income brackets for the market and reference areas. The degree of the shift in income brackets indicates a positive effect on disposable income for the market area and reference areas.

D. Population by Race

Information on population by race is displayed in Tables 4A and 4B. In the market area in 1999, there were approximately equal numbers of African-Americans (47.6 percent) and whites (46.0 percent). There was a small percentage of other racial groups. The fastest growing racial group is Asian/Pacific Islanders, which accounted for 4.9 percent of the population in 1999. This increased from 3.6 percent in 1990, and was expected to reach 5.5 percent of the population by 2004. No significant changes in racial composition of the market area are expected.

E. Population by Age

In 1999 a higher percentage of the market and reference area's population was in older age increments than in 1990, as shown in Tables 5A and 5B. Each age increment below the age of 35 decreased between 1990 and 1999, and was expected to continue decreasing at one to two percent per year. The age groups growing fastest are 45 to 54 year olds and people older than the age of 85. In general, groups over the age of 45 are expected to grow fastest in the near future as baby boomers age. Therefore, the amount of money spent on savings and investments by area residents is likely to increase.

F. Traffic Volume

Traffic Volume on various roads in the Five Points and Fairmount Park neighborhoods is important to consider in this report because it affects commercial development potential (see Table 6). In 1994, the Virginia Department of Transportation's Traffic Engineering Division measured traffic volumes over a 24-hour period on the most heavily traveled roads in Norfolk, including points in Fairmount Park and Five Points. According to this data, Tidewater Drive is by far the most heavily traveled road in both neighborhoods (with traffic counts ranging from 28,900 cars to 36,500 vehicles). Chesapeake Boulevard (20,400 vehicles) and Lafayette Boulevard (19,800 vehicles) is the next most heavily traveled roads in Fairmount Park. In Five Points, Chesapeake Boulevard (21,600 vehicles) and Norview Avenue (20,600 vehicles) are the next most heavily traveled roads. Cromwell Road and Sewell's Point Road are somewhat less traveled roads in the Fairmount Park and Five Points neighborhoods, respectively.

G. Aesthetics

Five Points and Fairmount Park community representatives indicate a need for aesthetic improvement of the community and local businesses. Residents comments including the following statements:

- Stores and billboards are ugly
- Trash is dumped on Sewell's Point Road
- Roads need repaving
- There is poor lighting at Five Points
- Sidewalks need to be improved at Five Points
- On Lafayette Boulevard there is blight, as evidenced by garbage, junk cars, and unkempt yards. From January to May, 2000 there were 91 junk vehicle violations, 65 trash and debris violations, and 145 yard violations around Lafayette Boulevard.
- A landscaping program would greatly improve the appearance of some areas, including Lafayette Boulevard. Tree planting along sidewalks in Five Points was specifically suggested.
- Rats are present in the neighborhood
- Cleaning up the neighborhood and painting and maintaining businesses and residences should have a high priority.

IV. Commercial Market Analysis

This section includes the market analysis for the market and reference areas.

A. Commercial Form

1. Five Points

Five Points' businesses are concentrated in the center of the neighborhood. There are two primary subareas: Chesapeake Boulevard and the segment of Sewell's Point Road just north of the Five Points intersection. Chesapeake Boulevard is heavily traveled (approximately 21,000 vehicles per day in 1994). Businesses on Chesapeake Boulevard are oriented towards serving this through traffic. As mentioned above, they include automobile-related businesses, fast food and carry-out restaurants, a drug store, and dry cleaners. A grocery store and pool hall/restaurant can be accessed from both Chesapeake Boulevard and Sewell's Point Road.

Sewell's Point Road north of the Five Points intersection has a neighborhood-serving character. In addition to the grocery store (which has a high percentage of customers who walk to the store) and the pool hall/restaurant, the road has a bank, post office (on a side street), small restaurants, a gift shop, frame/antique shop, clothing store, and a laundromat. Its proximity to schools and churches also strengthens its sense of place.

2. Fairmount Park

Fairmount Park's commercial environment can also be broken down into two subareas: Tidewater Drive and Lafayette Boulevard. Tidewater Drive forms the western edge of the neighborhood and is the most heavily traveled road in both neighborhoods (approximately 32,000 vehicles per day in 1994). The variety of businesses on this road is oriented towards serving through traffic. Although they are clustered in various groupings, they do not establish a sense of place.

Lafayette Boulevard has a significantly smaller concentration of businesses than exists on Tidewater Drive. The businesses on Lafayette Boulevard are generally less viable because of a lack of critical mass, low demand, lower traffic volumes, and limited parking.

B. Retail Businesses in the Market Area

In Table 7 are displayed selected retail business categories for the market area. Included in the table are sales, businesses, and employees per business

category. The largest amount of retail sales is in the business category Automotive Dealers and Gasoline Service Stations, with over \$400 million in sales. The second highest amount of sales is made by food stores (\$115 million). Total retail sales across all business categories was \$820 million in 1999.

There were 421 retail establishments in the market area in 1999. The business category with the most retail establishments (109) and tied for the most employees (1,439) is Automotive Dealers and Gasoline Service Stations, which accounted for one quarter of the retail establishments. The second most numerous type of establishment was Eating and Drinking establishments (90), which had the same number of employees as Automotive Businesses—1,439. More than half (52 percent) of the 5,293 retail employees in the market area worked in the Automotive Dealers and Gasoline Service Stations or the Eating and Drinking Places business category. Eating and Drinking Places and General Merchandise Stores each made up approximately 21 percent of total retail establishments.

Included in Table 7 are data on sales per employee and sales per establishments. The average sales per employee was approximately \$155,000 in 1999. The average sales per establishment was approximately \$2 million. Building Materials, Hardware, Garden Supplies & Mobile Home Dealers had the largest amount of sales per establishment, at \$4.3 million, followed by Automotive Dealers and Gasoline Service Stations at \$3.8 million.

C. Retail Spending

Consumer expenditures are displayed in Table 8. A comparison is presented of spending by market area households versus spending by households at the national level. Purchases that are higher than that of the national average indicate that there is a high demand by market area households for that particular good or service.

Market area residents spend the most dollars on the following products and services:

Groceries	\$58 million
Home Loans	\$47 million
Auto Loans	\$23 million
Apparel	\$18 million
Home Improvement	\$17 million
Restaurants	\$15 million

Spending by market area households on the following products and services is equal to or higher than that of the average U.S. household:

- Infants' Apparel
- Cable TV
- Maintenance & Repair
- Video Equipment

This could indicate that there is a high level of demand by market area households for these categories of goods/services or market area households tend to purchase goods/services in these categories that are more expensive than average. Based on the data, it appears that market area households may purchase more expensive services in the maintenance & repair category.

Spending per market area household is close to the national average in the following product/service categories:

- Children's Apparel
- Audio Equipment
- Tapes & CDs
- Video Rental
- Paint
- Optical Goods

The average market area resident makes fewer purchases than the average U.S. household in the following product/service categories:

- Investments
- PC Hardware/Software
- Home Loans
- Hotels/Motels
- Air Fare
- Lawn & Garden
- Rental Cars
- Pets & Supplies

This could indicate a relatively low demand by market area households for these goods, or it could indicate the market is relatively underserved in these categories.

The data indicate that market area households spend more per purchase than the average U.S. household in the following categories:

- Lawn & Garden
- Video Rental
- Maintenance & Repair
- Hotels/Motels
- Home Loans

The Spending Potential Index (SPI) shows spending per market area household is farthest below the national average in the following product/service categories (categories not deemed relevant omitted):

- Restaurants
- Air Fare
- Home Loans
- Home Services
- Life Insurance
- Sporting Goods
- Books & Periodicals
- Household Furnishings
- Home Improvement

This could indicate that the spending in these categories is on lower than average priced goods/services, the market is underserved in these areas, or a relatively low demand for these products/services exists.

[Consumer expenditure data measure the likely expenditure for a product or service in a county, ZIP code, or other trade area. The files include the Spending Potential Index (SPI). The index compares the average expenditure for a product or service locally to the average amount spent for the product or service nationally. The index is tabulated to represent a value of 100 as the average. An index higher than 100 shows higher spending; an index less than 100, lower spending (relative to the U.S. average). For example, an index of 120 shows that average spending by consumers in the trade area is 20 percent higher than the U.S. average; an index of 85, 15 percent lower than the U.S. average. You can use the information to answer questions such as these: how much money do the people in the study area spend on my kind of product? How does that compare to the average? Do they seem to have discretionary income?]

How is the information gathered?

The following equation shows how the index is derived. For trade area "t", SPI = Local Average Expenditure X 100/U.S. Average Expenditure. CACI's consumer spending data are calculated from the Bureau of Labor Statistics Consumer Expenditure Interview Survey (CEX). CACI extracted demographic and economic data for households from the CEX Interview Surveys, 1993-1994, to construct a conditional probability model. The model links the spending of consumer units or households surveyed in the CEX to all households with similar socioeconomic characteristics. Spending patterns are further differentiated by geography – region of the U.S., urban v. rural, and metropolitan v. nonmetropolitan – and updated to current prices using the annual Consumer Price Index. Expenditures represent annual averages or total expenditures.]

CACI's database is organized into 20 files with about 400 items representing a variety of goods and services collected from the CEX survey.

D. 1999 Consumer Spending and Retail Sales Comparison for the Market Area (Inflow-Outflow Analysis)

In 1999 the market area's retail business sales were \$600 million more than market area residents spent on those retail goods. Therefore, a retail sales dollar inflow exists. People from outside the market area account for a high proportion of the retail sales in the market area. As shown in Table 9 net inflow accounts for 83 percent of the retail sales made within the market area for the identified retail categories.

The Automotive Aftermarket accounts for approximately two-thirds of the total retail inflow. Only Apparel has a sales outflow (less apparel sales within the market area than expenditures of market area residents on apparel). The outflow for Apparel (\$13.6 million) represents 72 percent of all apparel spending by market area residents. All other categories, including Household Furnishings, Groceries, Home Improvement and Services, and Restaurants have inflows, accounting for 11 percent, 10 percent, 8 percent and 5 percent respectively of the total inflow for selected retail categories. These categories combine to form roughly one-third of the retail inflow.

The retail sector that experiences the largest inflow of spending (99 percent) is the Automotive Aftermarket. This sector has sales of \$409.7 million, but consumers living in the market area spend only \$5.9 million on this sector, for a net inflow of \$403.7 million. Other notable inflows are for Household Furnishings (which includes appliances, electronics, furniture, and home furnishings), with an inflow of \$67.1 million, which represents 88 percent of all sales in category. Home Improvement and Services has an inflow of \$50.1 million, 73 percent of all Home Improvement and Services sales. Groceries have an inflow of \$57.4 million, which represents 50 percent of all grocery sales. Restaurants have an inflow of \$32.8 million, or 69 percent of all restaurant sales.

Based on the data, Automobile Aftermarket, Household Furnishing, and Restaurant Establishments are regional serving. Grocery stores equally serve market area residents and non-residents.

E. Commercial Issues

According to one prominent local businessman, local businesses do not have a strong network, but the involvement of the City of Norfolk in the improvement of the neighborhood reportedly has given the businesses greater confidence in the neighborhood's future.

Residents are dissatisfied with the temporary nature of many area businesses. In Fairmount Park, stores selling beepers are cited as the type of stores that often last only a few months at a time before changing ownership or going out of business. They are also critical of the high number of storefront churches that take up space that could be used for other uses. These churches often serve very small proportions of the community, and are the only ones who are willing to locate on the property they occupy.

In Five Points, residents are critical of thrift shops. Neighborhood residents express dissatisfaction with the selection of businesses, and the low quality of the merchandise available at neighborhood stores. At the Five Points community meeting, thrift shops were singled out as the type of store that detracts from the community. There is also criticism of chain stores for failure to participate in communities of which they are a part. Residents feel that business owners need to take a stronger role in the community. This could mean being active in the civic association, or taking action to beautify the neighborhood or prevent crime.

In Five Points, residents have expressed a need for the following types of businesses:

- Family-style (not fast food), moderately-priced restaurant
- Ice cream parlor
- Sub shop
- Convenience store (such as a "High's")
- Movie theater (family type) or theater-cafe

In Fairmount Park, residents have expressed a need for:

- Grocery store
- Family-style, moderately-priced restaurant or delicatessen

At Five Points there is interest in an urban shopping/office center concept. This could involve consolidating land in the center of Five Points for a development project involving multiple businesses (and possibly small offices). Such a project would have a critical mass that could greatly contribute to the revitalization of Five Points and create a better neighborhood image. This proposal would be contingent on adding parking spaces for commercial businesses to the neighborhood. Detailed feedback from the community would also be vital to help determine the nature of the urban shopping center.

In both neighborhoods, brokers and businesspeople complain that lack of off-street parking is a common problem. In Five Points, for example, there are only 1.5 spaces per thousand square feet, rather than the generally required five or six spaces. The First Virginia Bank cannot install an ATM on its property (though the community has clearly stated a desire for an ATM in the community) because

there is not enough room for both the ATM and bank parking. At the Be-Lo in Five Points, supply trucks have to idle on and back up onto Sewell's Point Road, which blocks traffic and creates a safety hazard. At the Five Points community meeting, residents asked if it was possible that the warehouse near the computer school be torn down to create a parking lot. In Fairmount Park there is interest among businesspeople and residents in getting more parking as well.

With the exception of the Be-Lo loading area the current parking supply appears adequate, but future development (including any future ATM at First Virginia Bank) will require that additional parking be provided.

Lafayette Boulevard in Fairmount Park has commercial properties where illegal drug activity and prostitution have become issues. In addition, there are several vacant and/or boarded-up commercial properties that do not contribute anything to the community and have become eyesores. Businesses in the neighborhood expressed concern that groups of loiterers are scaring off business.

One strategic location that has the potential to greatly influence the image of Fairmount Park is the block at the southeastern corner of Tidewater Drive and Lafayette Boulevard. This location is highly visible to traffic on Tidewater Drive and Lafayette Boulevard. There are currently attempts underway at site assemblage to develop a drug store and other commercial development. Until now, the block has been occupied by small businesses that have experienced high turnover, and vacant, poorly maintained housing.

F. Grocery Store Analysis

Currently grocery store sales in the market area are \$115.6 million. The spending by residents on food is \$58.2 million, therefore there is a net sales inflow of \$57.4 million (see Table 10).

Many neighborhood residents believe the area is underserved by grocery stores. This sentiment seems targeted at the perceived lack of satisfaction with the quality and variety of the grocery store located in the center of the Five Points community. Food Lion expects to open a new, 38,000 square foot store at the intersection of Tidewater Drive and Cromwell Drive within the next year. The owner of the small grocery store located in Five Points, Rich Foods, plans to renovate the 14,000 square foot store soon and convert it into a Fresh Pride store, which will be more upscale and have more floor space (approximately 7,000 square feet more).

There are five grocery stores in the market area: the Be-Lo (between Chesapeake Boulevard and Sewell's Point Road), Food Lion (Bromley Shopping Center), Super-K (Bromley Shopping Center), Food Lion (Southern Shopping

Center), and Farm Fresh (Tidewater Shopping Center). Although these grocery stores are generally not within walking distance for residents of Five Points and Fairmount Park, they are within a convenient drive.

The Purchase Potential Index (derived from Simmons Market Research Bureau surveys) shows that households of the market area make approximately the same amount of purchases on groceries than the average national household. The Spending Potential Index of 95 shows that, on average, a household in the market area spent 5 percent less on groceries than the average household in the nation.

There are 45 "food stores" in the market area. Total annual spending at these stores is \$115.6 million. Approximately \$68 million of this is spent at the five largest stores in the market area, and \$47.6 million is spent at the remaining 40 food stores.

Based on data provided by CACI, the four large grocery stores (at least 100 employees) within the market area generate average annual sales revenues of \$15.3 million. If a new grocery store of this size category is built in the neighborhood, and it is assumed that total spending at food stores in the market area remains constant, the new store would need to capture 13.2 percent of all food store sales within the market area to obtain reasonable annual revenues of \$15.3 million (\$403 per square foot).

Residents of the market area spend \$58.2 million on groceries each year with a net inflow of \$57.4 million into the market area. Therefore, 49.6 percent of the spending at market area food stores comes from outside the market area, indicating an area already generally well-served by grocery stores.

As mentioned above, the grocery stores in the market area are:

- Super K-Mart (191,000 square feet), Bromley Shopping Center area, Military and Norview
- Farm Fresh (66,000 square feet), Tidewater Shopping Center, Tidewater and Little Creek
- Food Lion (41,000 square feet), Bromley Shopping Center area, Military and Norview
- Be-Lo (14,000 square feet), Five Points neighborhood
- Food Lion (size not available), Southern Shopping Center, Tidewater and Little Creek

BBPA investigated the effects of the new 38,000 square foot (moderate sized) Food Lion committed for the neighborhood. If its performance is assumed to be similar to that of existing large supermarkets in the market area, it would have annual sales of approximately \$10.3 million, and if it is assumed that 100 percent

of its sales come from the market area, its capture rate of the market area would be 8.9 percent. This would reduce the sales of supermarkets in the market area with at least 50 employees by 15.1 percent. In order to return sales to previous levels, the supermarkets would have to increase sales outside the market area by \$10.3 million (\$2.3 million per supermarket of more than 100 employees; \$1 million per supermarket having 50-100 employees). Thus, the addition of the new Food Lion will create additional inflow of grocery spending and force the other existing area supermarkets to turn to areas outside the market area for a portion of their sales (15.1 percent of sales).

If it is assumed that only 50 percent of the sales of the new Food Lion supermarket come from the market area, the capture rate of food sales in the market area would be 4.4 percent. This scenario is considered more likely, particularly since the site for the new Food Lion, at Tidewater Drive and Cromwell Drive, is close to and has excellent access to the edge of the market area. Such a scenario would reduce the sales of supermarkets in the market area with at least 50 employees by 7.6 percent. In order to return sales to previous levels, the supermarkets would have to increase sales outside the market area by \$5.1 million (\$1.2 million per supermarket of more than 100 employees; \$500,000 per supermarket having 50-100 employees). The future Food Lion is therefore deemed feasible for the neighborhood, and is not likely to significantly disrupt operations of existing supermarkets.

Food Lion has a strong market position in the market area. This supermarket chain already has two supermarkets among the four largest in the market area. When a new, moderate-sized Food Lion is built on Tidewater Drive (38,000 square feet), three of the five largest grocery stores in the market area will be Food Lions.

Rich Foods, the owner of Be-Lo, plans to convert the store to a Fresh Pride store and expand it later this year. Based on discussions with a store manager, BBPA estimated that the new store could expand from approximately 14,000 square feet to a total of 21,000 square feet. BBPA analyzed the combined impact of this expansion and the development of the new Food Lion. If the expanded supermarket's performance is assumed to be similar to that of existing large supermarkets in the market area, the combined annual sales of the new Food Lion and the sales resulting from the additional space at what is now the Be-Lo will lead to sales of \$12.2 million.

If it is assumed that 100 percent of Food Lion's and the expanded Be-Lo/Fresh Pride's sales come from the market area, the capture rate of food sales in the market area by the new grocery space would be 10.5 percent. This would reduce by \$10.9 million (17.9 percent) the sales of the existing supermarkets with 100 or more employees in the market area (not including Be-Lo). In order

to return sales to previous levels, the existing supermarkets would have to increase sales outside the market area by a combined \$10.9 million (or by approximately \$2.7 million per supermarket).

If it is assumed that only 50 percent of Food Lion's and Fresh Pride's sales come from the market area, the capture rate of food sales in the market area by the new grocery space would be 5.3 percent. This would reduce by \$5.5 million (8.9 percent) the sales of the existing supermarkets with 100 or more employees in the market area (not including Be-Lo). In order to return sales to previous levels, the existing supermarkets would have to increase sales outside the market area by a combined \$5.5 million (or by approximately \$1.4 million per store).

If, after the addition of the new grocery store space, all four existing large grocery stores maintain their current sales levels, BBPA estimates that the inflow of dollars to food stores in the market area would rise from \$57.4 million to \$69.5 million.

In summary, the market area is currently well served by grocery stores. In the near future, it will be even better served as Food Lion opens a 38,000 square foot store and Be-Lo converts to Fresh Pride and expands by approximately 7,000 square feet. The addition of a modest amount of new grocery space from these two projects will encourage additional inflow to the area, particularly since the Food Lion is located near the periphery of the market area. Although the new grocery space will intercept some business from existing market area grocery stores, the intercepted business will not comprise a significant proportion of the stores' sales.

This new space is considered feasible, although a larger amount of new grocery space (such as a new large grocery store of approximately 50,000 to 70,000 square feet) would likely not be supported by the market. Already, with the proposed new Food Lion and Be-Lo Expansion, the four large grocery stores in the area (those with over 100 employees) will be forced to increase sales by a combined \$5.5 to \$11 million to compensate for sales lost to the new space.

In terms of grocery sales and services to the market area it appears that the new Food Lion and a converted and expanded Be-Lo would optimize service to the area. Any additional expansion is not seen as viable for the foreseeable future. Improvement to the existing Be-Lo is seen as critical given the increased competition from the new Food Lion.

G. Summary and Conclusions of Existing Conditions and Market Analysis

This report evaluates economic, demographic, and quality of life conditions and trends in Norfolk's Five Points and Fairmount Park neighborhoods. Demographic and economic analysis of the neighborhood is conducted by defining and analyzing a market area and reference area. The market area is generally stable, with modest changes in few demographic/economic indicators .

The population for the neighborhoods' market area has been relatively stable. Median income lags behind that of the state of Virginia, but the rates of increase for the market area's median household income and the state's are similar. There are approximately equal numbers of African-Americans and whites in the market area. Together these two groups comprise 93.6 percent of the market area's population. Over the last decade, the population of the market area has aged. The fastest growing age groups were the 45- to 54-year-old and the 85 and over age group; age groups below 35 decreased in population.

Automotive Dealers and Gasoline Service Stations make up a large part of the local economy. This category has the most annual sales (over \$400 million), the most businesses by category (109), and is tied for the largest number of employees (1,439). More than half of all workers in the market area (52 percent) work in auto-related businesses or Eating and Drinking establishments. Food Stores, and Home Furniture, Furnishings, and Equipment stores have the second (\$116 million) and third largest (\$76 million) amount of sales in the market area, respectively.

Residents of the market area spend the greatest proportion of their dollars on groceries, apparel, and restaurants, respectively. There is a significant net inflow of dollars into the market area. 83 percent of all retail sales within the market area is inflow. The automotive aftermarket contributes approximately two-thirds of this total inflow (\$404 million, 99 percent inflow for the Automotive Aftermarket). Only the apparel category had a sales outflow (72 percent) in 1999; the amount spent by residents of the market area on apparel was \$13.6 million greater than the amount spent at apparel businesses in the market area. Thus, the market area is a stable area with modest income levels that is generally well served by retail businesses. The retail sector is regional serving; a high proportion of its customers are from outside the market area, particularly for auto-oriented uses. This reflects the uses concentrated in the major area thoroughfares.

Analysis of grocery stores in the market area shows that the market area is well-served by this type of business and should be even better-served in the near future [see previous section on grocery store analysis]. Food Lion plans to open a 38,000 square foot store and Be-Lo proposes to renovate its store and expand by approximately 7,000 square feet; thus, it is anticipated there will be approximately 45,000 square feet of new grocery store space coming on-line

within the next year within the market area. At this time, additional development of grocery stores over and above the projects mentioned does not appear feasible.

V. Overall Marketing Recommendations

This section contains marketing recommendations for the Five Points and Fairmount Park neighborhoods:

A. Marketing Recommendations: Five Points Commercial Area (see Five Points Marketing Recommendations Map)

BBPA recommends a strengthening of the retail development in Five Points through a policy of retention and reinforcement, supplemented by attraction of new businesses to fill vacant retail structures. We recommend a two-pronged strategy. It involves retention of commercial concentrations on Chesapeake Boulevard, including the maintenance of the many auto-oriented businesses along the Boulevard. For Sewell's Point Road north of the Five Points intersection, we recommend the concentration and reinforcement of neighborhood-focused retail development [see "Five Points Marketing Recommendations Key" (map)].

BBPA's research shows that the most feasible businesses to attract to the Five Points neighborhood are the following:

- A moderately-priced, family-style restaurant. Currently there are approximately twenty-two restaurants in the Five Points and Fairmount Park neighborhoods. Many of these restaurants, however, are fast food or take out restaurants. There are only two sit-down restaurants in Five Points, one of which is a billiard hall and the other which specializes in Chinese food. Spending on restaurants by residents of the market area (\$15 million) is behind only groceries and apparel among retail categories. BBPA also views restaurants as feasible because Chesapeake Boulevard and Sewell's Point Road are heavily traveled, which is conducive to attracting restaurant customers.
- An ice cream parlor. There are no ice cream parlors in the Five Points/Fairmount Park neighborhoods.
- A delicatessen. There are no delicatessens in the Five Points/Fairmount Park neighborhoods.
- Maintenance & Repair Businesses. The Spending Potential Index (derived from Simmons Market Research Bureau surveys) shows that spending by households in the market area on maintenance and repair is higher, relative to that of the nation, than on any category except infants' apparel. (There are a variety of repair service companies in the Five Points/Fairmount Park neighborhoods). Maintenance and repair

businesses that might be targeted for attraction to the neighborhood include companies specializing in plumbing, vacuum cleaner repair, audio/video repair and specialized home repair/maintenance.

- Small offices. These could include financial, insurance, and real estate firms. A business inventory provided by the City of Norfolk for the Five Points and Fairmount Park neighborhoods indicates that there are currently only two financial service firms, two business service firms, and three real estate/management firms in the neighborhoods.
- A video rental store. There are no video rental stores in Five Points. There is one music/video store in Fairmount Park. A video rental store could take advantage of high traffic volumes by locating on Chesapeake Boulevard.

The development of a marketing theme can be a useful strategy in establishing a greater sense of identity for the commercial area and to attract shoppers and tenants. For the Five Points commercial area, the following themes should be emphasized:

- Focusing on auto-oriented businesses on Chesapeake Boulevard
- Focusing on neighborhood-serving businesses on Sewell's Point Road
- Establishing a focal point for the community on Sewell's Point Road that encourages social interaction and clusters neighborhood institutions
- Working with churches and neighborhood groups to establish a mutually supportive relationship
- Establishing a community marketplace (see below)
- Highlighting affordable retail and office space
- Other themes that might be considered for both the commercial and residential areas include architecture, design, and history

Other marketing recommendations include the following:

- The City should consider setting aside an area for a community marketplace, which could host an art market, produce market, and/or festivals. One of the primary goals of the marketplace would be to reinforce the linkages between the commercial sector and the residential sector in Five Points. Both residents and merchants could set up booths at the marketplace, and merchants could use the marketplace to advertise their goods and services. The marketplace could serve to introduce merchants to residents and built relationships and cooperation between the groups. The marketplace could also serve to draw shoppers to the Five Points area who might then shop at neighborhood businesses.

- Marketplaces and festivals are low-cost ways of creating social events that the neighborhood's residents can participate in and enjoy. Residents could mingle and interact, and local art, food, and performing arts could be highlighted. This kind of exposure could be especially valuable to young neighborhood artists and entrepreneurs. In addition, a marketplace or festival with a specific theme, such as a local art market, could become associated with the neighborhood, helping to establish a better neighborhood identity and image. A logical location for the marketplace would be between Sewell's Point Road and Chesapeake Boulevard, near Norview High School. A charette of the Young Architects Forum of the American Institute of Architects' Hampton Roads Chapter recently studied the Five Points neighborhood and suggested the same site as the recommended location for a marketplace.
- The appearance of neighborhood businesses and their properties should be improved to make them more attractive to potential customers. This should be done both through improved maintenance/housekeeping and facade improvements.
- Emphasis should be on attracting *sustainable* businesses to the area that benefit the community and have the potential to stay in business for a long period of time. As defined here, the demand for sustainable businesses' goods or services is not of a short-term nature, such as one based on passing fads, and is not based on an extremely limited market segment. They can be either chain stores or locally based stores, and offer goods or services that are more likely to experience stable or growing demand over time, such as restaurants, convenience stores, dry cleaners, and delicatessens.
- Businesses should discourage loitering. Loitering at businesses in the Five Points neighborhood is a major problem. There is a consensus among local business owners that it creates an unsavory image and drives away customers who are concerned about security. Therefore, the City should discourage loitering related to illegal activities by encouraging more neighborhood policing and City police patrols. The City should work in conjunction with neighborhood businesses in this effort. As an additional step, the City could implement or enforce existing restrictions on loitering at area businesses.
- If new businesses are to be attracted to Five Points, more parking spaces may need to be constructed. Currently, there are only 1.5 spaces per 1,000 square feet of commercial space in the neighborhood, whereas the industry standard is 5 to 6 spaces per 1,000 square feet. Local real estate brokers, business owners, and residents cited lack of parking as a serious

obstacle to attracting new businesses to the area. City acquisition of derelict properties to facilitate creation of more parking should be researched. As mentioned, the idea of an urban shopping concept has been suggested for Five Points; this proposal could not be implemented without adequate customer and employee parking. The City should be in position to provide parking as needed. Parking would thus be provided in conjunction with and as part of business expansion and attraction plans. BBPA does not recommend building parking before new commercial development has begun with the belief that it will attract commercial development.

- In order to bring an ATM machine to the Five Points neighborhood like many residents want, First Virginia Bank has stated security conditions will have to be improved and more parking may have to be constructed to replace the parking spaces lost to the ATM. Security is such a problem that First Virginia Bank has reported losing approximately 95 percent of its night drop box customers as a result of the perception of crime. The City should work to improve security and available parking to establish conditions suitable for an ATM. Adding an ATM to the neighborhood also has the potential to improve business conditions in the area by making cash more readily available to business customers.
- The Five Points Partnership should take a leading role in implementation of measures to enhance the business environment and make it more appealing to potential customers passing through the neighborhood. These measures might include:
 - Security measures (including those designed to prevent loitering at area businesses)
 - Building maintenance and housekeeping
 - Street cleaning
 - Improved lighting
 - Improved signage
 - Landscaping
 - Creating additional marketing themes
 - Measures aimed at getting businesses to stay open during the evening
 - Improved pedestrian access among businesses
- The City should consider facilitating a land swap that would move the post office to Sewell's Point Road. Currently, the post office is located in a less visible, less accessible location on Green Street. A land swap would enable the post office to obtain a larger, more visible, more accessible location in the heart of the community. Such a public investment would symbolize the City's commitment to Five Point's revitalization and would contribute to the community's sense of place. Furthermore, the post

office would no longer be hidden from the large volume of traffic that passes through the neighborhood every day on Sewell's Point Road and Chesapeake Boulevard.

- Aesthetic improvements will not, by themselves, lead to economic revitalization of a neighborhood; however, improvements in the appearance of a neighborhood can reinforce economic revitalization. Therefore, the City should consider upgrading the appearance of selected streets, such as Chesapeake Boulevard, Sewell's Point Road, and Norview Avenue with amenities such as:
 - Attractive street lighting
 - Sidewalk construction/repair
 - Attractive street furniture (benches, trees, trash receptacles, etc.)
 - Signage
 - Road repaving

1. Marketing Recommendations for Chesapeake Boulevard and Sewell's Point Road Sections of Five Points Commercial Area:

The differing natures of Chesapeake Boulevard and Sewell's Point Road means any viable marketing strategy needs to be flexible enough to fit each area.

- The Chesapeake Boulevard section of the Five Points commercial area is the section with the most exposure to through traffic, is generally regional serving, and has the most intense commercial uses. This area should be targeted for business retention, supplemented by business attraction to fill any vacant retail structures. Because of the high traffic volume on the road, businesses along Chesapeake Boulevard should be marketed to intercept pass-through traffic, as the existing businesses do.
- The businesses along Sewell's Point Road are more neighborhood-serving and have less through traffic. Business retention should be emphasized in the Sewell's Point Road area, and businesses should be marketed to serve the neighborhood. Based on interviews with neighborhood residents and community leaders, it is clear there is a community desire to ensure future commercial development can be utilized as a meeting place or to foster community interaction. This can be accomplished with a series of actions, starting with the grocery store expansion, and followed by the Post Office relocation, the development of a community marketplace, and the development of the food away from home and services sectors. These actions will greatly enhance the neighborhood's sense of place.

2. Marketing Recommendations for the Five Points Residential Area

- The commercial areas and residential areas of Five Points are intrinsically linked, in that the welfare of each sector affects that of the other. In the Five Points neighborhood, City actions to encourage housing redevelopment, maintenance, and cleanup of residential properties will have a positive effect on the Five Points commercial area. Likewise, improvements to the commercial sector will make the Five Points residential areas more attractive.
- A theme for marketing the neighborhood to attract residents should be adopted. As an initial marketing theme neighborhood homes should be marketed to young, first-time homebuyers as starter homes, with excellent access to downtown Norfolk, area military bases and interstate highways. Many homes in the neighborhood are small, attractive and affordable. Young buyers are also often more likely, partly because they are more physically capable than others, to perform any required maintenance.

B. Marketing Recommendations: Fairmount Park (see Fairmount Park Marketing Recommendations Map)

- Limited market opportunities dictate that emphasis should be placed on retention of commercial concentrations on Tidewater Drive. Businesses on Lafayette Boulevard should be maintained where possible, but the primary emphasis on the Boulevard should be on transitioning the land uses on the street to residential. Redevelopment of housing throughout the residential sections of Fairmount Park should also be undertaken.
- Aesthetic improvements will not, by themselves, lead to economic revitalization of a neighborhood; however, improvements in the appearance of a neighborhood can reinforce economic revitalization. Therefore, the City should consider upgrading the appearance of selected streets, especially Tidewater Drive, with amenities such as:
 - Attractive street lighting
 - Sidewalk construction/repair
 - Attractive street furniture (benches, trees, trash receptacles, etc.)
 - Signage
 - Road repaving
- The appearance of neighborhood businesses and business properties should be improved to make them more attractive to potential customers.

This should be done both through improved maintenance/housekeeping and facade improvements.

- Currently, the Fairmount Park neighborhood does not have an active business organization. Community business representatives should discuss the formation of such a group with the City. This group could take a leading role in the implementation of measures to enhance the business environment. These could include security measures (such as those designed to prevent loitering at local businesses), building and ground maintenance, façade improvement, street cleaning, improved lighting, setting design standards for business storefronts, formation of a business landscaping committee, and agreeing on a marketing theme for local businesses.
- A theme for marketing the neighborhood to attract residents is often advantageous and should be adopted. As an initial residential marketing theme the neighborhood homes should be marketed to young, first-time homebuyers as starter homes, with excellent access to downtown Norfolk, area military bases and interstate highways. Many homes in the neighborhood are small, attractive and affordable. Young couples are also often energetic and able to perform any required maintenance.

1. Marketing Recommendations for Lafayette Boulevard:

- There are no new opportunities for commercial development on Lafayette Boulevard. The demand for commercial space and parking on this street is limited, and traffic volumes are not as high as on Tidewater Drive. The marketing strategy for the Boulevard should focus on maintaining existing businesses where possible and encouraging residential redevelopment. Residentially zoned properties should not be converted to commercial space. Illegal drug-related activities and the loitering around certain businesses on Lafayette Boulevard need to be addressed. Residential redevelopment could help reduce the number of illegal activities on the Boulevard by bringing more residents to the area who could serve as eyes on the street throughout the day.
- Lafayette Boulevard should not be targeted for retail expansion but rather should have an emphasis on residential redevelopment

2. Marketing Recommendations for Tidewater Drive:

- Emphasis should be on maintaining existing *sustainable* businesses on Tidewater Drive that benefit the community and have the potential to stay in business for a long period of time. These businesses include the drug

stores, restaurants, hardware store, auto-related businesses, and audio/video store, among others. As defined here, the demand for sustainable businesses' goods or services is not of a short-term nature, such as one based on passing fads, and is not based on an extremely limited market segment. Sustainable businesses can be either chain stores or locally based stores, and offer goods or services that are more likely to experience stable or growing demand over time, such as restaurants, convenience stores, dry cleaners, delicatessens, grocery stores, pharmacies, and banks.

- There has been an attempt recently to assemble property for redevelopment on the block at the southeast corner of Tidewater Drive and Lafayette Boulevard. Redevelopment of this area, which is located at a strategic location and affects the neighborhood's image should be assisted by the city. Redevelopment of this corner is critical because of its potential to enhance the community and its appearance at a strategic, heavily traveled intersection.
- The development of a marketing theme can be a useful strategy in establishing a greater sense of identity for the commercial areas and to attract shoppers and tenants. For the Tidewater Drive commercial area, the following themes should be emphasized:
 - Focusing on regional-serving businesses that attract through traffic
 - Cleaning, maintenance, and other aesthetic improvements
 - Highlighting affordable retail and office space
 - Forming a business organization
- BBPA recommends that three strategic locations in the community be designated as "Gateways to Fairmount Park". These locations should be targeted for beautification, landscaping, maintenance, cleaning, and welcome/directional signage. Gateways help establish neighborhood identity and are a cost-effective way of improving a neighborhood's image. The gateways should be established at the intersection of Tidewater Drive and Cromwell Road, Tidewater Drive and Shoop Avenue, and Tidewater Drive and Lafayette Boulevard.
- Tidewater Drive has the largest commercial concentration in Fairmount Park. It is important from a transportation standpoint, and serves as a gateway to the community. That is why it is the main target in Fairmount Park for commercial marketing, redevelopment and beautification.

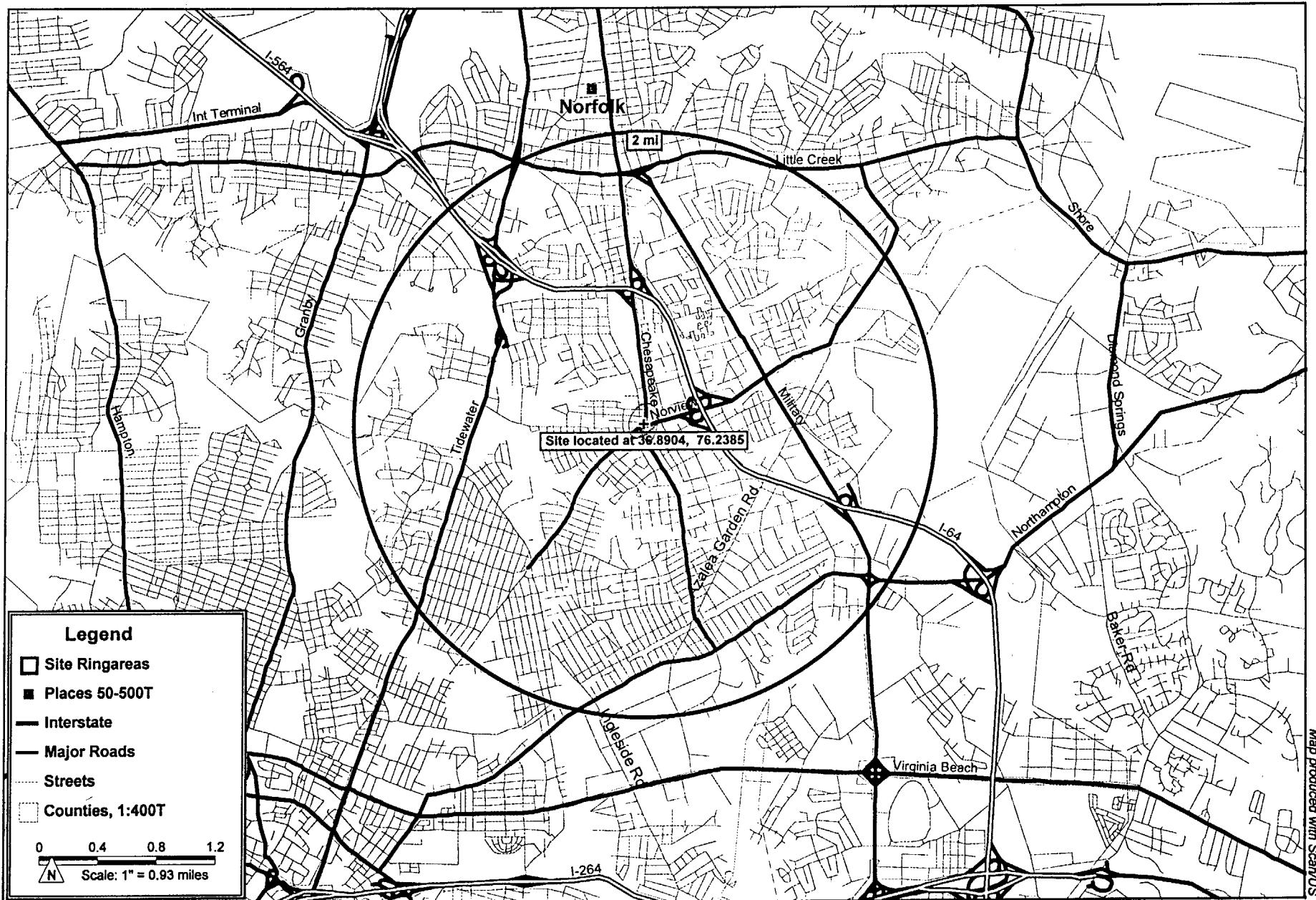
Appendix A:

Maps and Marketing Recommendations Keys

Chesapeake & Norview

MARKET AREA

CACI



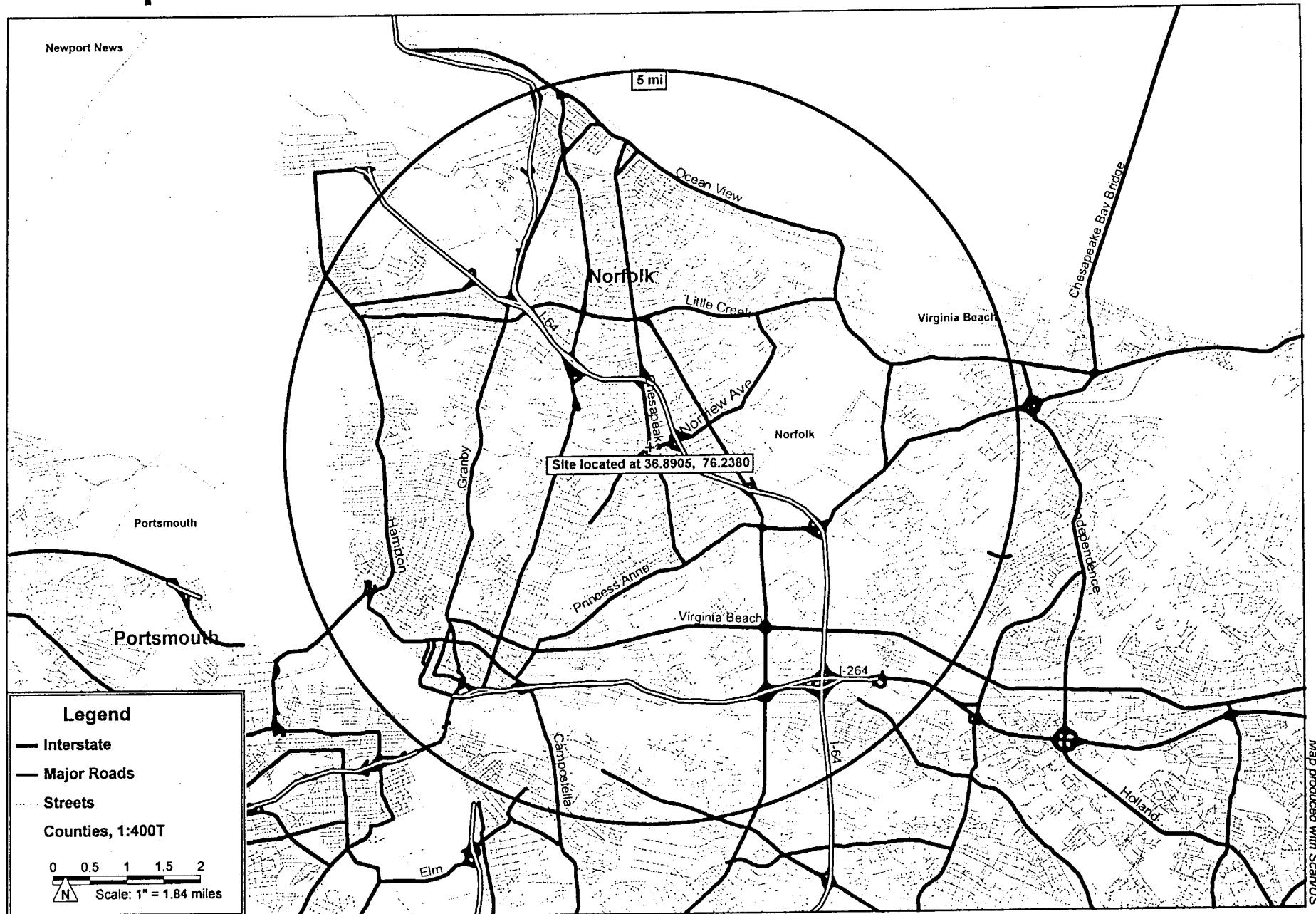
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1-800-394-3690

REFERENCE AREA OUTER BOUNDARY

Chesapeake & Norview

CACI



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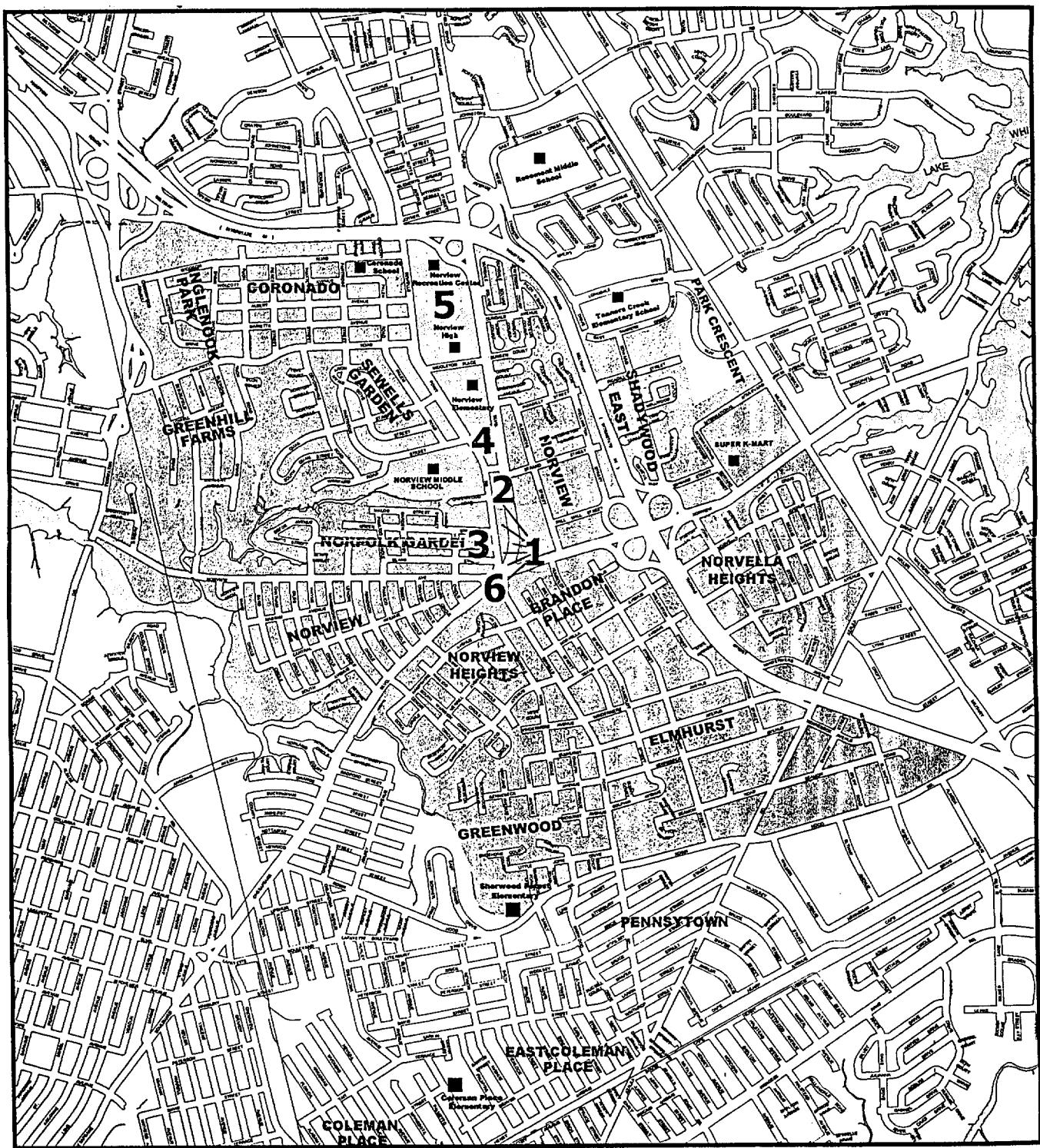
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FIVE POINTS MARKETING RECOMMENDATIONS KEY

- 1 - Commercial Concentration & Streetscape Improvements
- 2 - Grocery Store (Be-Lo) Expansion
- 3 - Potential Off-Street Parking
- 4 - Marketplace
- 5 - Civic Area
- 6 - Gateway

N

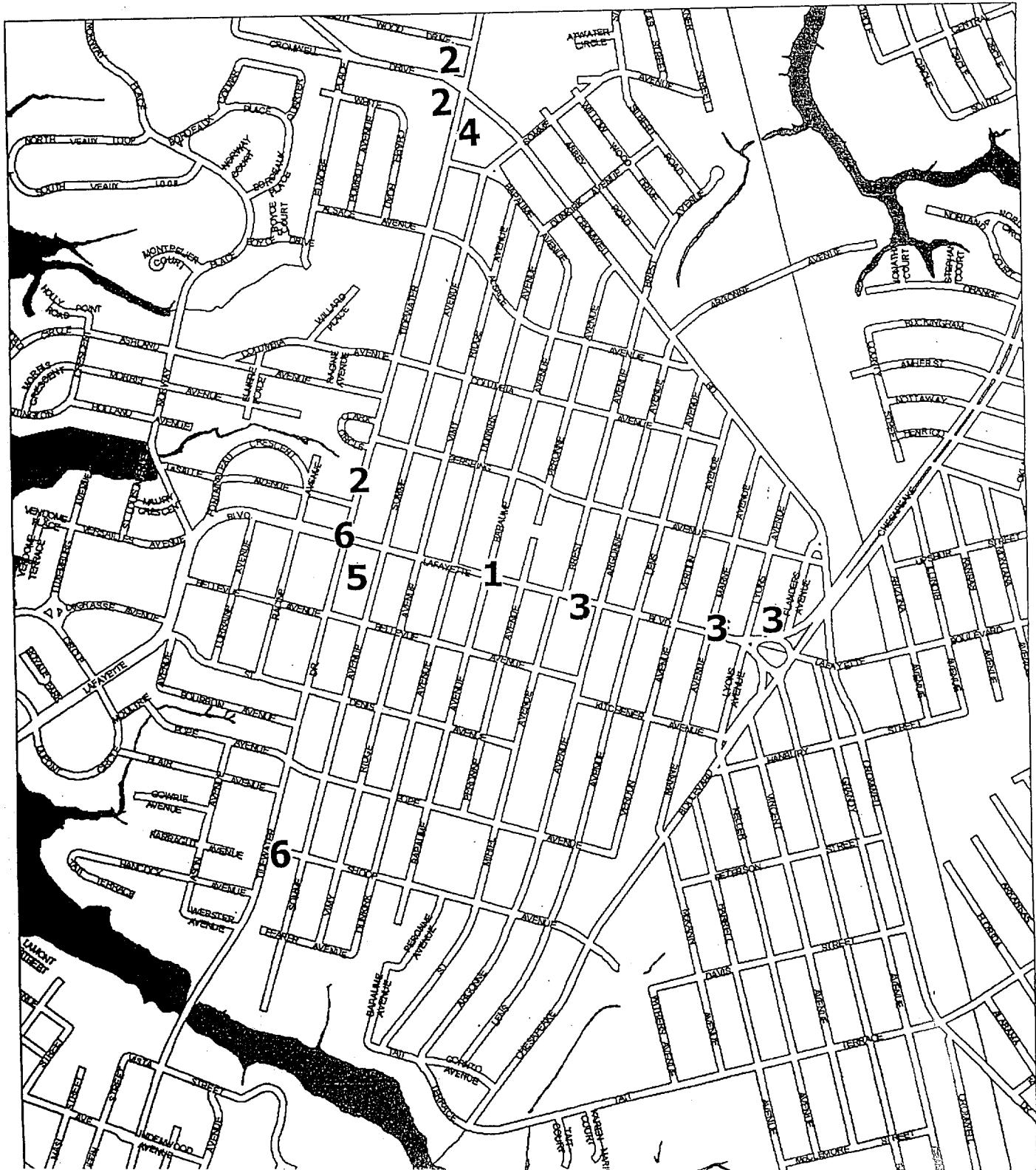
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FAIRMOUNT PARK MARKETING RECOMMENDATIONS KEY

- 1 - Transition to Residential (Should be Primary Emphasis on Lafayette)
- 2 - Commercial Concentration & Streetscape Improvements
- 3 - Retention of Existing Commercial Uses
- 4 - New Grocery Store (Food Lion)
- 5 - Redevelopment Site
- 6 - Gateway Sites

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Appendix B: Tables

Table 1: Population Change

Area	1990	1999	2004 (projected)	Average Annual Change	
				1990 to 1999	1999 to 2004
Market Study Area	57,351	50,823	47,747	-1.26%	-1.21%
Reference Study Area	215,334	197,279	190,305	-0.93%	-0.71%
Market + Ref. Area	272,685	248,102	238,052	-1.00%	-0.81%
Norfolk City	261,250	225,875	N/A	-1.50%	N/A
Virginia	6,189,197	6,872,912	6,976,500	1.23%	0.30%
U.S.	248,790,925	272,690,813	285,266,000	1.07%	0.92%

Table 2: Median Household Income 1/

Area	1990	1999	2004 (projected)	Average Annual Change	
				1990 to 1999	1999 to 2004
Market Study Area	25,841	32,616	40,255	2.91%	4.68%
Reference Study Area	24,676	31,590	38,561	3.11%	4.41%
Market + Ref. Area	50,517	64,206	78,816	3.01%	4.55%
Virginia	33,788	44,719	N/A	3.59%	N/A
U.S.	30,367	45,221	51,434	5.44%	2.75%

Notes: N/A=data not available

Sources: CACI Marketing Systems, 1999; U.S. Bureau of the Census: Population Estimates, 1999; National Decision Systems, 1999; Sales Marketing Management, Survey of Buying Power, 1998; Basile Baumann Prost Associates, Inc., 2000.

Table 3A - Household Income Distribution in Market Area

	1990		1999		2004			
	# of Households	Percent	# of Households	Percent	Annual Change	# of Households	Percent	Annual Change
< \$15,000	5,208	24.1%	3,274	16.7%	-4.1%	2,067	11.1%	-7.4%
\$15,000 - \$24,999	5,186	24.0%	3,724	19.0%	-3.1%	2,700	14.5%	-5.5%
\$25,000 - \$34,999	4,278	19.8%	3,587	18.3%	-1.8%	3,035	16.3%	-3.1%
\$35,000 - \$49,999	4,041	18.7%	4,077	20.8%	0.1%	3,929	21.1%	-0.7%
\$50,000 - \$74,999	2,096	9.7%	3,372	17.2%	6.8%	4,115	22.1%	4.4%
\$75,000 - \$99,999	475	2.2%	1,019	5.2%	12.7%	1,713	9.2%	13.6%
\$100,000 - \$149,999	216	1.0%	431	2.2%	11.1%	875	4.7%	20.6%
\$150,000+	108	0.5%	118	0.6%	1.0%	186	1.0%	11.7%
Totals	21,608	100.0%	19,602	100.0%	-1.0%	18,620	100.0%	-1.0%

67.9%

54.0%

41.9%

Table 3B - Household Income Distribution in Reference Area

	1990		1999		2004			
	# of Households	Percent	# of Households	Percent	Annual Change	# of Households	Percent	Annual Change
< \$15,000	22,744	28.3%	14,721	19.1%	-3.9%	9,840	13.1%	-6.6%
\$15,000 - \$24,999	17,971	22.4%	14,754	19.1%	-2.0%	11,738	15.6%	-4.1%
\$25,000 - \$34,999	13,982	17.4%	13,246	17.2%	-0.6%	11,871	15.8%	-2.1%
\$35,000 - \$49,999	12,893	16.0%	14,788	19.2%	1.6%	14,728	19.6%	-0.1%
\$50,000 - \$74,999	8,513	10.6%	12,011	15.6%	4.6%	14,823	19.7%	4.7%
\$75,000 - \$99,999	2,381	3.0%	4,495	5.8%	9.9%	6,818	9.1%	10.3%
\$100,000 - \$149,999	1,212	1.5%	2,374	3.1%	10.7%	4,187	5.6%	15.3%
\$150,000+	708	0.9%	753	1.0%	0.7%	1,126	1.5%	9.9%
Totals	80,405	100.0%	77,141	100.0%	-0.5%	75,131	100.0%	-0.5%

Sources: CACI Marketing Systems, 1999; National Decision Systems, 1999; Basile Baumann Prost Associates, Inc., 2000.

Table 4A - Population by Race in Market Area

	1990		1999			2004		
	Number	Percent	Number	Percent	Annual Change	Number	Percent	Annual Change
White	29,937	52.2%	23,379	46.0%	-2.4%	21,582	45.2%	-1.5%
African-American	24,718	43.1%	24,192	47.6%	-0.2%	22,775	47.7%	-1.2%
American Indian	172	0.3%	203	0.4%	2.0%	191	0.4%	-1.2%
Asian/Pacific Islander	2,065	3.6%	2,490	4.9%	2.3%	2,626	5.5%	1.1%
Other Races	459	0.8%	559	1.1%	2.4%	573	1.2%	0.5%
Totals	57,351	100.0%	50,823	100.0%	-1.3%	47,747	100.0%	-1.2%

Table 4B - Population by Race in Reference Area

	1990		1999			2004		
	Number	Percent	Number	Percent	Annual Change	Number	Percent	Annual Change
White	94,526	59.8%	82,363	56.2%	-1.4%	78,899	55.3%	-0.8%
African-American	57,539	36.4%	56,495	38.6%	-0.2%	55,250	38.8%	-0.4%
American Indian	689	0.4%	586	0.4%	-1.7%	570	0.4%	-0.5%
Asian/Pacific Islander	3,534	2.2%	4,809	3.3%	4.0%	5,367	3.8%	2.3%
Other Races	1,695	1.1%	2,203	1.5%	3.3%	2,472	1.7%	2.4%
Totals	157,983	100.0%	146,456	100.0%	-0.8%	142,558	100.0%	-0.5%

Sources: CACI Marketing Systems, 1999; National Decision Systems, 1999; Basile Baumann Prost Associates, Inc., 2000

Table 5A - Population by Age in Market Area

	1990		1999			2004		
	# of People	Percent	# of People	Percent	Annual Change	# of People	Percent	Annual Change
< 5	5,047	8.8%	4,167	8.2%	-1.9%	3,772	7.9%	-1.9%
5 - 14	7,972	13.9%	7,166	14.1%	-1.1%	6,589	13.8%	-1.6%
15 - 24	8,545	14.9%	7,268	14.3%	-1.7%	7,162	15.0%	-0.3%
25 - 34	11,298	19.7%	8,742	17.2%	-2.5%	7,544	15.8%	-2.7%
35 - 44	7,800	13.6%	8,132	16.0%	0.5%	7,019	14.7%	-2.7%
45 - 54	4,760	8.3%	5,133	10.1%	0.9%	5,252	11.0%	0.5%
55 - 64	4,760	8.3%	3,863	7.6%	-2.1%	4,297	9.0%	2.3%
65 - 74	4,531	7.9%	3,608	7.1%	-2.3%	3,342	7.0%	-1.5%
75 - 84	2,122	3.7%	2,185	4.3%	0.3%	2,149	4.5%	-0.3%
85 +	516	0.9%	559	1.1%	0.9%	621	1.3%	2.2%
	57,351	100.0%	50,823	100.0%	-1.3%	47,747	100.0%	-1.2%

Table 5B - Population by Age in Reference Area

	1990		1999			2004		
	# of People	Percent	# of People	Percent	Annual Change	# of People	Percent	Annual Change
< 5	14,118	8.9%	12,601	8.6%	-1.2%	11,643	8.2%	-1.5%
5 - 14	19,806	12.5%	19,467	13.3%	-0.2%	18,531	13.0%	-1.0%
15 - 24	33,229	21.0%	28,045	19.1%	-1.7%	28,806	20.2%	0.5%
25 - 34	32,630	20.7%	26,374	18.0%	-2.1%	23,856	16.7%	-1.9%
35 - 44	19,548	12.4%	21,263	14.5%	1.0%	19,053	13.4%	-2.1%
45 - 54	10,959	6.9%	12,819	8.8%	1.9%	13,778	9.7%	1.5%
55 - 64	10,744	6.8%	9,750	6.7%	-1.0%	10,927	7.7%	2.4%
65 - 74	10,327	6.5%	9,017	6.2%	-1.4%	8,647	6.1%	-0.8%
75 - 84	5,199	3.3%	5,508	3.8%	0.7%	5,464	3.8%	-0.2%
85 +	1,422	0.9%	1,611	1.1%	1.5%	1,853	1.3%	3.0%
	157,983	100.0%	146,456	100.0%	-0.8%	142,558	100.0%	-0.5%

Sources: CACI Marketing Systems, 1999; U.S. Bureau of the Census Population Estimates, 1999; National Decision Systems, 1999; Basile Baumann Prost Associates, Inc., 2000.

Table 6 - Traffic Volume in Study Area***Fairmount Park***

Street	Between	Volume	Date
Tidewater Drive (N. of Lafayette)	Willow Wood & Blanch Drives	36,487	8/15/94
Tidewater Drive (S. of Lafayette)	St. Denis & Bellevue Avenues	28,874	8/22/94
Chesapeake Blvd.	Lafayette Blvd. & Cromwell Dr.	20,381	8/22/94
Lafayette Blvd.	Peronne & Brest Aves.	19,791	8/22/94
Cromwell Rd.	Argonne & Brest Aves.	13,030	8/22/94

Five Points

Street	Between	Volume	Date
Tidewater Dr.	Philpotts & Widgeon Rds.	37,862	8/23/94
Chesapeake Blvd.	G & H Aves. (N. of I-64)	22,428	7/11/94
Chesapeake Blvd.	Lenoir & Abingdon Circles	21,590	9/6/94
Norview Ave.	Alexander St. & Rte. 64	20,621	7/11/94
Chesapeake Blvd.	Underwood & Dundale Aves.	20,356	7/11/94
Sewell's Point Rd. (S.E. of Five Points Intersection)	Windermore Ave. & Texas St.	14,342	8/23/94
Sewell's Point Rd.	Partridge & Quail Sts.	10,342	7/11/94
Norview Ave.	Chatham Cir. & Giles Ave.	6,364	8/15/94

Table 7 - Retail Businesses in Market Area by Sales - 1999

	Sales (\$000s)	Percent of Retail Sales	Businesses	Percent of Retail Businesses	Employees	Percent of Retail Employees	Sales (in 000s) / Establishments	Sales (in 000s) / Employees (in 000s)
Automotive Dealers and Gasoline Service Station	\$409,670	49.9%	109	25.9%	1439	27.2%	\$3,758	\$285
Food Stores	\$115,586	14.1%	45	10.7%	855	16.2%	\$2,569	\$135
Home Furniture, Furnishings and Equipment Stores	\$76,452	9.3%	43	10.2%	388	7.3%	\$1,778	\$197
Bldg Mater., Hardware, Garden Sup. & Mobile Home Dealers	\$68,304	8.3%	16	3.8%	254	4.8%	\$4,269	\$269
Miscellaneous Retail	\$67,323	8.2%	86	20.4%	633	12.0%	\$783	\$106
Eating and Drinking Places	\$47,886	5.8%	90	21.4%	1439	27.2%	\$532	\$33
General Merchandise Stores	\$30,156	3.7%	12	2.9%	231	4.4%	\$2,513	\$131
Apparel and Accessory Stores	\$5,281	0.6%	20	4.8%	54	1.0%	\$264	\$98
Total Retail Business for Market Area	\$820,658	100.0%	421	100.0%	5,293	100.0%	\$1,949	\$155
Total Daytime Business Pop.	21,553							
Residential Population	50,823							
Daytime Bus./Residential Ratio	0.42:1							

Table 8 - Retail Spending by Residents of Market Area

	PPI ¹	SPI ²	Annual Amount Spent per Consumer HH	Total Spending (000)
ALCOHOLIC BEVERAGES	99	96	\$317	\$2,223
APPAREL	99	91	\$1,221	\$18,219
Men's	95	94	\$566	\$3,875
Women's	101	93	\$660	\$6,842
Children's	100	99	\$594	\$2,840
Infants'	102	102	\$342	\$1,178
Footwear	96	94	\$287	\$2,200
Watches & Jewelry	97	91	\$631	\$1,928
AUTOMOTIVE AFTERMARKET	95	95	\$595	\$5,938
BOOKS & PERIODICALS	98	90	\$206	\$2,822
CABLE TV	106	101	\$369	\$4,180
CAMERAS & EQUIPMENT	96	95	\$94	\$490
CHILD CARE	109	92	\$1,994	\$3,789
ENTERTAINMENT	98	85	\$416	\$4,760
Membership Fees	85	87	\$495	\$1,289
Sporting Events	92	85	\$266	\$450
Sports Participation	93	95	\$419	\$1,157
Theater & Concerts	91	91	\$185	\$1,272
Video Rental	90	98	\$107	\$761
FILM PROCESSING	92	93	\$93	\$423
FINANCIAL SERVICES	n/a ³	n/a	n/a	n/a
Automobile Loans	93	93	\$3,639	\$22,761
Home Loans	81	88	\$6,753	\$47,495
Investments	74	92	\$11,588	\$3,134
GROCERIES	101	95	\$2,993	\$58,220
HEALTH INSURANCE	97	93	\$1,197	\$14,400
HOME IMPROVEMENT	91	90	\$2,019	\$16,772
Remodeling	95	91	\$4,527	\$8,061
Maintenance & Repair	94	101	\$1,654	\$5,936
Paint	95	98	\$411	\$345
Lawn & Garden	86	95	\$439	\$2,839
HOME SERVICES	98	88	\$887	\$1,426
HOUSEHOLD FURNISHINGS	99	90	\$837	\$9,432
Appliances	106	96	\$318	\$749
Electronics	104	92	\$448	\$3,395
Audio Equipment	103	99	\$331	\$360
Tapes & CDs	95	99	\$149	\$660
Video Equipment	104	100	\$239	\$1,041
PC Hardware/Software	80	95	\$1,900	\$1,343
Furniture	98	93	\$1,074	\$2,488
Home Furnishings	98	91	\$432	\$2,752
INSURANCE	n/a	n/a	n/a	n/a
Homeowners/Renters	90	92	\$721	\$3,469
Vehicle	94	94	\$1,379	\$12,256
Life	97	88	\$897	\$7,109
LUGGAGE	92	95	\$316	\$121
OPTICAL GOODS	96	98	\$151	\$242
PETS & SUPPLIES	89	94	\$276	\$888
RESTAURANTS	89	88	\$967	\$15,080
SPORTING GOODS	88	90	\$585	\$1,412
TELEPHONE	93	99	\$632	\$11,763
TOYS & HOBBIES	97	93	\$490	\$1,930
TRAVEL	88	89	\$1,603	\$6,743
Air Fare	83	88	\$1,742	\$3,537
Hotels/Motels	82	89	\$853	\$2,831
Rental Cars	89	93	\$783	\$437

Notes:

¹ PPI=Purchase Potential Index (shows demand for a product/service)

² SPI=Spending Potential Index (shows amount spent for a product/service)

[Both Indexes are household-based and shown relative to a national average of 100]

³ n/a = data not available

Table 9 - 1999 Spending by Residents of Market Area and Retail Sales Comparison for Selected Businesses in Market Area

	1999 Consumer Spending (\$000)	1999 Retail Sales (\$000)	Net Dollar Inflow/ (Outflow) (\$000)	Percent of Retail Sales > Consumer Spending 1/
Shopping Goods				
Apparel (SIC 56)	\$18,863	\$5,281	(\$13,582)	-72%
Men (SIC 5611)	\$3,875			
Women (SIC 5621)	\$6,842			
Children's and Infant's (SIC 5641)	\$4,018			
Footwear (SIC 5661)	\$2,200			
All Other Apparel (family clothing, watches, jewelry, misc.)	\$1,928			
Household Furnishings	\$9,384	\$76,452	\$67,068	88%
Appliances (SIC 5722)	\$749			
Electronics (SIC 5731 - 5736)	\$3,395			
Furniture (SIC 5712)	\$2,488			
Home Furnishings (SIC 5719, 5713 - 4)	\$2,752			
Home Improvement and Services (SIC 52)	\$18,198	\$68,304	\$50,106	73%
Convenience Goods				
Groceries (SIC 5411)	\$58,220	\$115,586	\$57,366	50%
Other				
Automotive Aftermarket (includes SIC 5511 - 5599)	\$5,938	\$409,670	\$403,732	99%
Restaurants (SIC 58)	\$15,080	\$47,886	\$32,806	69%
Totals	\$125,683	\$723,179	\$597,496	83%

Total Retail Sales for Selected Businesses in Market Area	\$723,179
Total Consumer Retail Spending for Selected Businesses in Market Area	\$125,683
Total Retail Sales Inflow	\$597,496

1/ Percentages determined for net dollar inflows are the percent of net retail sales derived from outside the market area.
Percentages determined for net dollar outflows are the percent of net retail expenditures made outside the market area.

Table 10 - Grocery Store Analysis

<u>FOOD STORES IN MARKET AREA</u>	
Businesses	
Number	45
Percent	3.0%
Employees	
Number	855
Percent	4.0%
Sales	
Amount	\$115,586,000
% of Total	2.8%
Sales/Employee	\$135,188
Assumed Square Feet/Employee	500

	<u>FOOD STORES BY EMPLOYMENT SIZE IN MARKET AREA</u>					
	1-4	5-9	10-49	50-100	100+	Total
Number of Businesses	19	14	7	1	4	45
Midpoint/Estimate Size Class	2.5	7	29.5	51	113	
Total Employees/Size Class	47.5	98	206.5	51	452	855
Employees (50+ group)						503
Employees (less than 50 group)						352
Sales per Store	\$337,971	\$946,318	\$3,988,055	\$6,894,604	\$15,276,278	
Total Sales per Group	\$6,421,444	\$13,248,454	\$27,916,385	\$6,894,604	\$61,105,113	\$115,586,000
Total Sales: 50+ Employees						\$67,999,717
Total Sales: 1-49 Employees						\$47,586,283
% Spending per Store	0.3%	0.8%	3.5%	6.0%	13.2%	
% Spending per Size Group	5.6%	11.5%	24.2%	6.0%	52.9%	100.0%

Sources: CACI Marketing Systems, 1999; Basile Baumann Prost Associates, Inc., 2000.

Table 10: Grocery Store Analysis (continued)

	PLANNED NEW GROCERY SPACE IN MARKET AREA						Combined Effects of New Grocery Space	
	Food Lion (38,000 s.f.)		Fresh Pride Expansion (7,000 s.f.)					
	100% M.A.	50% M.A.	100% M.A.	50% M.A.	100% M.A.	50% M.A.		
Estimated Employees	76	76	14	14	90	90		
Estimated Sales to Market Area	\$10,274,311	\$5,137,156	\$1,892,636	\$946,318	\$12,166,947	\$6,083,474		
Market Area Capture Rate	8.9%	4.4%	1.6%	0.8%	10.5%	5.3%		

Note: M.A. = market area

	EFFECT OF NEW FOOD LION ON EXISTING SUPERMARKETS					
	100% Sales to Market Area		50% of Sales to Market Area			
	Sales After Food Lion	Change in Sales	Sales After Food Lion	Change in Sales		
Supermarkets w/50 or more employees (Total)	\$57,725,406	(10,274,311)	\$62,862,561	(\$5,137,156)		
Supermarkets w/100 or more employees (Total)	\$51,872,532	(9,232,582)	\$56,488,823	(\$4,616,291)		
Supermarket w/50-100 employees	\$5,852,874	(1,041,729)	\$6,373,739	(\$520,865)		
Supermarkets w/100 or more employees (Each)	\$12,968,133	(2,308,145)	\$14,122,206	(\$1,154,073)		
Percentage Change		-15.1%		-7.6%		

Table 10: Grocery Store Analysis (continued)

<u>COMBINED EFFECT OF NEW FOOD LION AND FRESH PRIDE EXPANSION ON EXISTING SUPERMARKETS</u>				
	New Sales	Change in Sales	New Sales	Change in Sales
Supermarkets w/50 or more employees (Total)	\$55,832,770	(\$12,166,947)	\$61,916,243	(6,083,474)
Supermarkets w/100 or more employees (Total)	\$50,171,793	(\$10,933,320)	\$55,638,453	(5,466,660)
Supermarket w/50-100 Employees	\$5,660,977	(\$1,233,627)	\$6,277,790	(616,813)
Supermarkets w/100 or more employees (Each)	\$12,542,948	(\$2,733,330)	\$13,909,613	(1,366,665)
Percentage Change		-17.9%		-8.9%

<u>CURRENT MARKET AREA GROCERY SPENDING STATISTICS</u>					
		PPI	SPI	Annual Amt. Spent/HH	Total Spending
Groceries		101	95	\$2,993	\$58,220,000
Households	19,602				
Median Household Income	\$32,616				
Average Household Income	\$38,740				
Residents Spending on Food	\$58,220,000				
Current Food Store Spending Inflow	\$57,366,000				
Inflow After New Grocery Space Added	\$69,532,947				

Notes: PPI= Purchase Potential Index

SPI= Spending Potential Index

Table 11 - Five Points Commercial Inventory

<u>Business Category</u>	<u>Address</u>
<u>Auto</u>	
A+Mobile Glass	6321 Chesapeake Boulevard
Beach Wholesalers (used cars)	6907 Sewell's Point Road
Don's Mobile Auto Service (auto repair)	6319 Chesapeake Boulevard
Tidewater Auto & Truck Service	6113 Chesapeake Boulevard
Tito's Towing Service	6113 Chesapeake Boulevard
<u>Clothing</u>	
R&B Clothing	1140 Hugo
Street Images	6156 Sewell's Point Road
<u>Convenience</u>	
Sentry Food Mart	1243 Norview Avenue
Seven Brothers	6819 Sewell's Point Road
7-Eleven	3648 Sewell's Point Road
<u>Drug Stores</u>	
Rite Aid	6130 Chesapeake Boulevard
<u>Dry Cleaners/Laundromat</u>	
Albano Cleaners	6132 Sewell's Point Road
Norview Avenue Laundromat	1132 Norview Avenue
World Cleaners	6131 Sewell's Point Road
<u>Electronics</u>	
Ansell/Page Alert	6156 Sewell's Point Road
Meekins TV Center	1140 Hugo
<u>Financial Services</u>	
First Virginia Bank	6145 Sewell's Point Road
H&R Block	3676 Sewell's Point Road
Virginia Check Cashers	6117 Sewell's Point Road
<u>Gas Stations</u>	
Amoco	6176 Sewell's Point Road
Exxon	6249 Chesapeake Boulevard
Shell	1231 Norview Avenue
<u>General Merchandise/Miscellaneous Retail</u>	
Beach Breeze Floral & Gifts	6159 Sewell's Point Road
Curio's Frames & Antiques	6167 Sewell's Point Road

Source: City of Norfolk, Department of Planning, 1999 (Prepared from Records Provided by the Commissioner of Revenue, City of Norfolk)

Maria's
Norfolk Pawn Shop
Super 10 Variety

6134 Sewell's Point Road
6177 Sewell's Point Road
6171 Sewell's Point Road

Groceries
Be-Lo

6224 Sewell's Point Road

Hair/Beauty Services

Cartwright Barber
Cuts Unlimited
Daisy's Beauty Salon
DJ's Hair Studio
Glamorama Beauty
Golden Comb Beauty
Kappatal Cuts

6131 Sewell's Point Road
3676 Sewell's Point Road
6942 Sewell's Point Road
6140 Sewell's Point Road
6156 Sewell's Point Road
1128 Norview Avenue
6140 Sewell's Point Road

Medical
Alternative Family Treatment
Pellerin DDS

6340 Sewell's Point Road
6145 Sewell's Point Road

Music/Video
Punnies International Music

6242 Sewell's Point Road

Photography
Atlantis Photo

6224 Sewell's Point Road

Real Estate
Thayer Real Estate

6165 Sewell's Point Road

Restaurants/Bars
Burger King
Cal's Pizza
Chanello's Pizza
Delicate China Restaurant
Hershee Bar
Horse & Buggy
KFC/Taco Bell
McDonald's
Shooter's

6144 Chesapeake Boulevard
3676 Sewell's Point Road
6208 Sewell's Point Road
6224 Sewell's Point Road
6117 Sewell's Point Road
6126 Sewell's Point Road
3690 Sewell's Point Road
3675 Sewell's Point Road
6208 Sewell's Point Road

Services
Adams Electric (repair)
Bromley's Oil & Burner (repair)
Dodson Bros. Exterminators
Lovett Heating & Air Conditioning

6113 Chesapeake Boulevard
6204 Sewell's Point Road
6200 Sewell's Point Road
6204 Sewell's Point Road

Riddick Funeral Services	1225 Norview Avenue
Rosemont Electric Contractor	6907 Sewell's Point Road
Tidewater Business Services	6321 Chesapeake Boulevard
Tidewater Dental Equipment Repair	6221 Chesapeake Boulevard

Taxi

Black & White Cars	6304 Sewell's Point Road
Norfolk Cars	6304 Sewell's Point Road

Other Businesses/Uncategorized

Astrology Readings	
Baker & Sons, Inc.	6321 Chesapeake Boulevard
Beasley Backflow Services	6324 Sewell's Point Road
Bob Williams & Son	6204 Sewell's Point Road
Computer Communications	NA
E.B. & Ray Wilson, Inc.	6324 Sewell's Point Road
Fair Play Shop	6211 Sewell's Point Road
Onsite Resources, Inc.	6266 Sewell's Point Road
Rosement Electric	6907 Sewell's Point Road
Weather Masters, Inc.	6314 Sewell's Point Road
Wood N Things	6156 Sewell's Point Road

Table 12 - Fairmount Park Commercial Inventory

<u>Business Category</u>	<u>Address</u>
<u>Auto</u>	
(Auto Transmission)	3340 Cromwell Road
Auto Zone Auto Parts	3322 Cromwell Road
Car Quest Auto Parts	3614 Tidewater Drive
Chip's Automotive	5818 Chesapeake Boulevard
Chop Shoppe	2734 Tidewater Drive
Hy-Tech Auto Services	6581 Tidewater Drive
Lafayette Boulevard Auto Care	2911 Lafayette Boulevard
LPR Limousines	5820 Chesapeake Boulevard
Mitch's Brake & Muffler	2801 Lafayette Boulevard
(Multi-Auto Repair; Trailer Sale)	2850 Cromwell Road
Norview Avenue Tires & Rims	851 Norview Avenue
Original Used Tire	6562 Tidewater Drive
Tommy's Auto	5766 Chesapeake Boulevard
(Towing)	3338 Cromwell Road
Trailer Sales & Service	6230 Tidewater Drive
Twin B Auto Parts	3401 Chesapeake Boulevard
<u>Bicycle Stores</u>	
Pen Cycle Shop	3355 Lyons Avenue
<u>Clothing</u>	
D&M Fashions	1901 Shoop Avenue
Uaptop Fashion	1901 Lafayette Boulevard
<u>Convenience</u>	
Angel Food Mart	6586 Tidewater Drive
7-Eleven	3235 Chesapeake Boulevard
Tinee Giant	2013 Lafayette Boulevard
<u>Drug Stores</u>	
Eckerd	3212 Tidewater Drive
Rite Aid	3600 Tidewater Drive
<u>Dry Cleaners/Laundromat</u>	
Bon Air Cleaners	3538 Tidewater Drive
Empire Cleaners	2700 Tidewater Drivewater
One World Cleaners	2517 Lafayette Boulevard
Peoples' Cleaners	3211 Chesapeake Boulevard

Electronics

Mack Electronics	5806 Chesapeake Boulevard
NuHome TV & Furniture	6586 Tidewater Drive
Page Express	1903 Lafayette Boulevard
Universal TV/Appliance	2702 Lafayette Boulevard

Financial Services

Bank of America	2501 Lafayette Boulevard
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Gas Stations

Cromwell Amoco	3210 Chesapeake Boulevard
Tidewater Drivewater Texaco	3537 Tidewater Drive
Willowwood BP	5421 Tidewater Drive

General Merchandise/Miscellaneous Retail

Lafayette Boulevard Pawn	2417 Lafayette Boulevard
Lucky Finds	5814 Chesapeake Boulevard
NuHome TV & Furniture	6586 Tidewater Drive
(also listed under Electronics)	

Groceries

Hair/Beauty

A-Nails	6586 Tidewater Drive
All Eyze on You	1905 Shoop
Bushan's Styling	3415 Chesapeake Boulevard
Emerald City Hair	2301 Lafayette Boulevard
Franklin's Grooming	6423 Tidewater Drive
Hair Dimensions	5432 Tidewater Drive
Hair Do's	3248 Tidewater Drive
Hampton Roads School of Hair Technicians	3535 Tidewater Drive
Joe's Barber Shop	3259 Tidewater Drive
Kappatal Cuts	5804 Chesapeake Boulevard
Kappatal Cuts	2404 Lafayette Boulevard
Lillian's Beauty	6586 Tidewater Drive
Mi Nails	1911 Shoop
Nail Tricks	3246 Tidewater Drive
Profiles Unlimited	3248 Tidewater Drive
Virginia Beauty & Barber Supply	3535 Tidewater Drive

Hardware

Lakewood Ace Hardware	3531 Tidewater Drive
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Hotel/Lodging

Estabrook Inn	3351 Chesapeake Boulevard
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Medical

Dr. Morris 3574 Chesapeake Boulevard
Gynecology Associates 2810 Tidewater Drive
Tidewater Drive Renal Dialysis 5621 Tidewater Drive

Music/Video

DJ's Music/Video 3230 Tidewater Drive

Photography

James Starving Photography 821 Norview Avenue
Stephen Jan Photography 816 Norview Avenue

Real Estate

Renee Management Company 5631 Tidewater Drive
TCS Leasing & Building 6437 Tidewater Drive

Restaurants/Bars/Bakeries/Specialty Food Stores

Carolina Seafood	6586 Tidewater Drive
Ethel's Hot Dogs & BBQ	961 Norview Avenue
Frenchie's Restaurant	3615 Tidewater Drive
George's Seafood	3337 Chesapeake Boulevard
Hunan Express	6586 Tidewater Drive
Lafayette Boulevard Grill	3000 Lafayette Boulevard
Lafayette Boulevard Pick N Fry Seafood	1910 Lafayette Boulevard
Lindy's Hot Dogs	6586 Tidewater Drive
Manny's Big Burger	2912 Lafayette Boulevard
Naa's Bakery	3257 Tidewater Drive
Original Tony Hot Dogs	2620 Lafayette Boulevard
Pollard Chicken	3033 Balentine Boulevard
Steak & Egg	5401 Tidewater Drive
Sun Wah Carry-Out	3535 Tidewater Drive
Tony Jr. Hot Dogs	2611 Lafayette Boulevard
Tony's Diner	3200 Tidewater Drivewater
Wine & Cake Hobbies	6527 Tidewater Drivewater

Services

Aluminum Awning	2747 Tidewater Drive
B&Z Services	2504 Lafayette Boulevard
Butler Roofing	859 Norview Avenue
Custom Interior Trim	6531 Tidewater Drive
Dave's Service Center	6100 Tidewater Drive
DGM Services	2800 Tidewater Drive
Down East Lock & Key	5416 Tidewater Drive
Dynamic Web Essentials	5721 Chesapeake Boulevard

Edelblutes Services	6575 Tidewater Drive
Edwards Bookkeeping	2203 Lafayette Boulevard
Estabrook Printing	3407 Chesapeake Boulevard
George Painting Co.	2901 Lafayette Boulevard
Graphic Sales	3334 Marne Avenue
Handy Business Services	3535 Tidewater Drive
Happy Joe's; We Can Fix	3008 Lafayette Boulevard
Image Graphics	5812 Chesapeake Boulevard
Jepco Consultants	3408 Tidewater Drive
Jernigan & Associates	6415 Tidewater Drive
Legal Clinic	6586 Tidewater Drive
Manuel Builders	2806 Tidewater Drive
Network Data	2408 Lafayette Boulevard
Norfolk Collegiate School	5429 Tidewater Drive
Oceana Builders	3256 Tidewater Drive
Pete's Repair Services	3240 Tidewater Drive
Preferred Labor	6586 Tidewater Drive
Productivity Partners	2605 Lafayette Boulevard
Quarnstroms Appliance Service	2117 Lafayette Boulevard
Save-A-Ton Oil	3350 Chesapeake Boulevard
Sell & Reese Marketing	3434 Chesapeake Boulevard
Smith Furniture Service	3618 Tidewater Drive
Smith & Williams Funeral	818 Norview Avenue
Spirit Painting	3021 Balentine Boulevard
Sylvan Services	1919 Lafayette Boulevard
Thomas Harkness	874 Norview Avenue
Tidewater Drive Lock & Key	5770 Chesapeake Boulevard
Tidewater Drive Service & Supply	2904 Lafayette Boulevard
Tidewater Drive Testing	5820 Chesapeake Boulevard
Vulcan Security	2415 Lafayette Boulevard
Weeks Engineers	2733 Tidewater Drive

Taxi

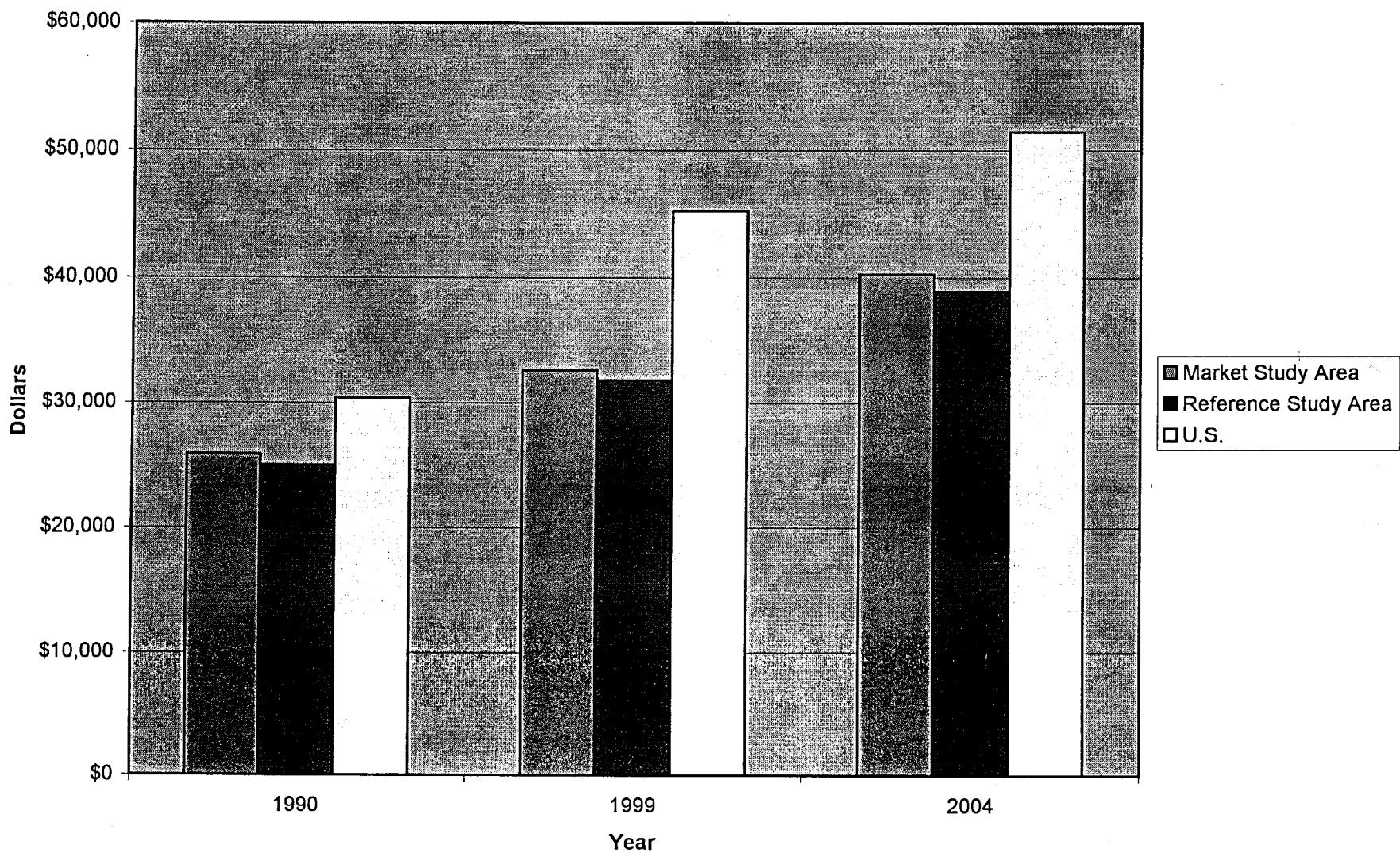
Other Businesses/Uncategorized

Academy of Norfolk Ballet	3220 Tidewater Drive
American Steel	3322 Chesapeake Boulevard
Anveco Flags	3240 Tidewater Drive
Autreys	2737 Tidewater Drive
Big Dee's	1921 Lafayette Boulevard
Blasted Art Glass	3332 Cromwell Road
Bogue Oil	2808 Lafayette Boulevard
Charlotte's Web	6425 Tidewater Drive
CFE Equipment	818 Widgeon Road
Da Junk	3240 Tidewater Drive

Daggetts	6220 Tidewater Drive
E&J Enterprises	1904 Lafayette Boulevard
Expressions in the Wind	2813 Tidewater Drive
Feather N Fin	3601 Tidewater Drive
Gray Electric	2310 Lafayette Boulevard
Horton Upholstery	3250 Tidewater Drive
Howlett Elevator	6419 Tidewater Drive
Infohispaons	3409 Chesapeake Boulevard
King Saw Equipment	6539 Tidewater Drive
L.V. Gregory Inc.	6535 Tidewater Drive
Merklinger DMD	2905 Lafayette Boulevard
Metro Appliance	2215 Lafayette Boulevard
Murry's	830 Widgeon Road
New Quest	3429 Chesapeake Boulevard
Ocean De-Lite	3036 Balentine Boulevard
Offshore Performance	6228 Tidewater Drive
Powell McClellan Lumber Co.	3200 Lafayette Boulevard
Rainbows Unlimited	1069 Norview Avenue
Royal Silver Manufacturing	3300 Chesapeake Boulevard
Sea Search	2417 Lafayette Boulevard
Southern Oil/Food	2628 Tidewater Drivewater Drive
TCB Enterprises	3252 Tidewater Drive
Tree Farm Inc.	818 Widgeon Road/3307 Chesapeake Bo
Weathertech	2736 Tidewater Drive
Wonderful Import	3353 Chesapeake Boulevard
Ye Olde Mystique Shoppe	3130 Tidewater Drive
Yogi Enterprises	3234 Tidewater Drive

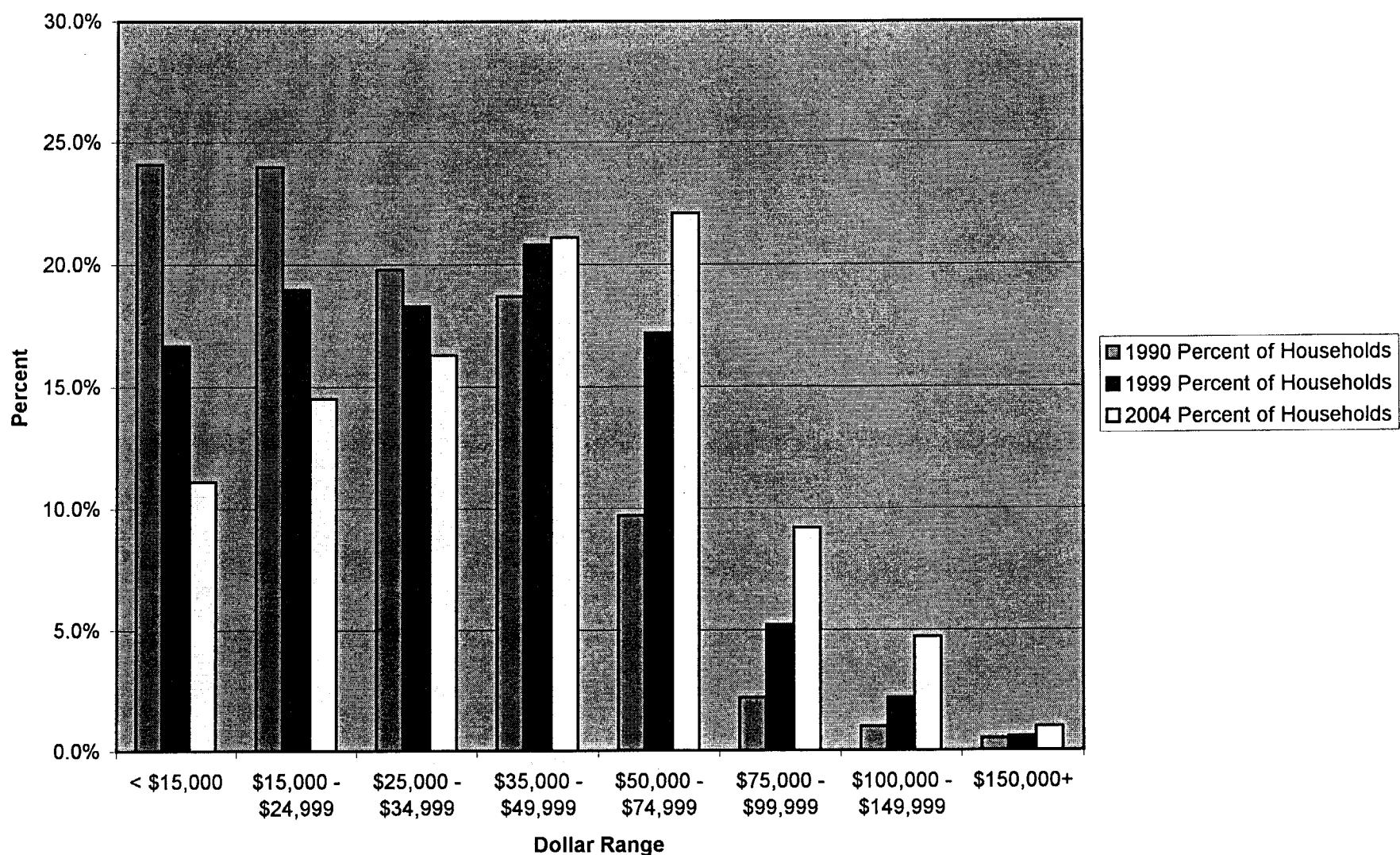
Appendix C: Charts

Median Household Income



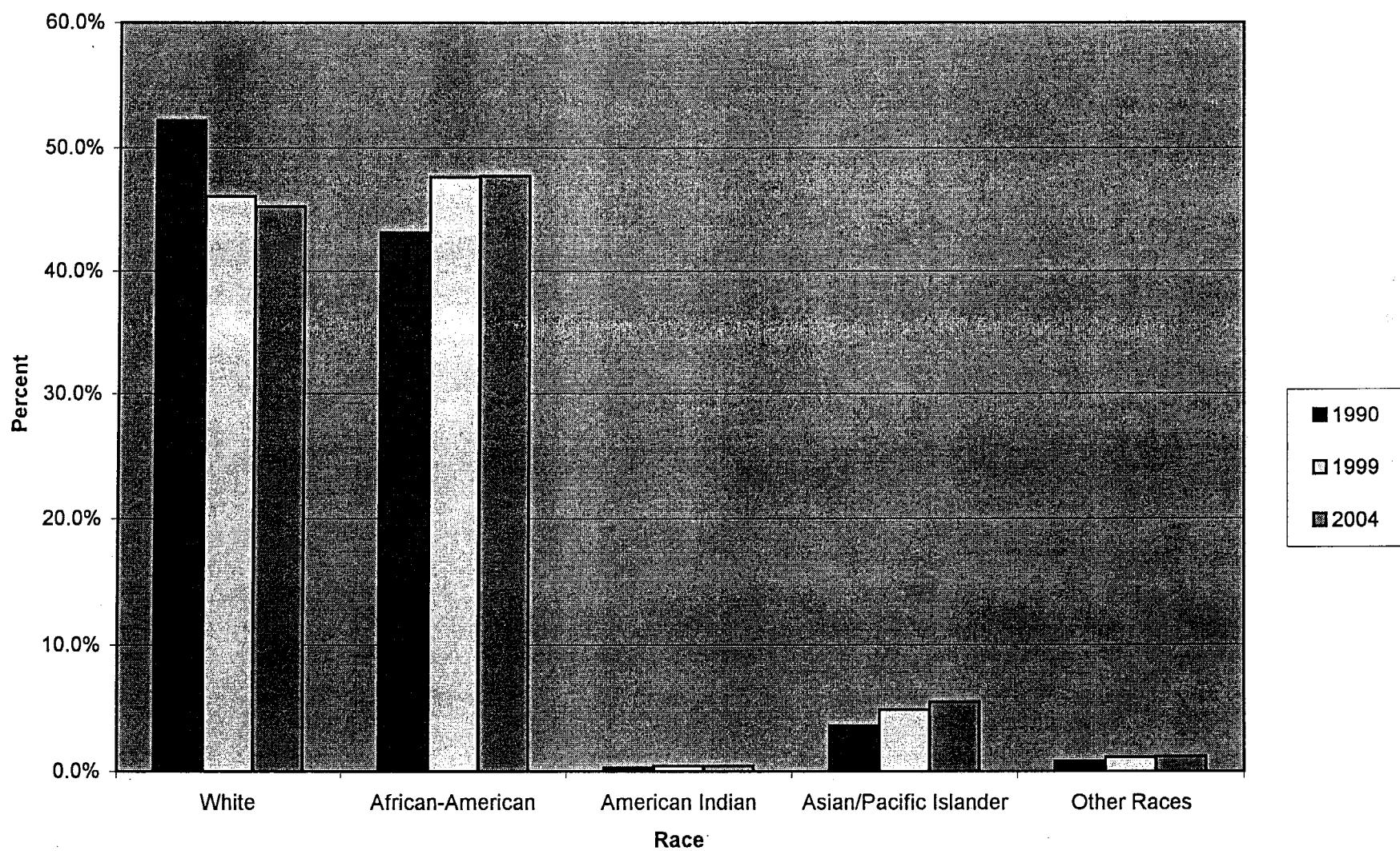
Sources: CACI Marketing Systems, 1999; Sales Marketing Management, Survey of Buying Power, 1998; Basile Baumann Prost Associates, Inc., 2000.

Household Income Distribution in Market Area



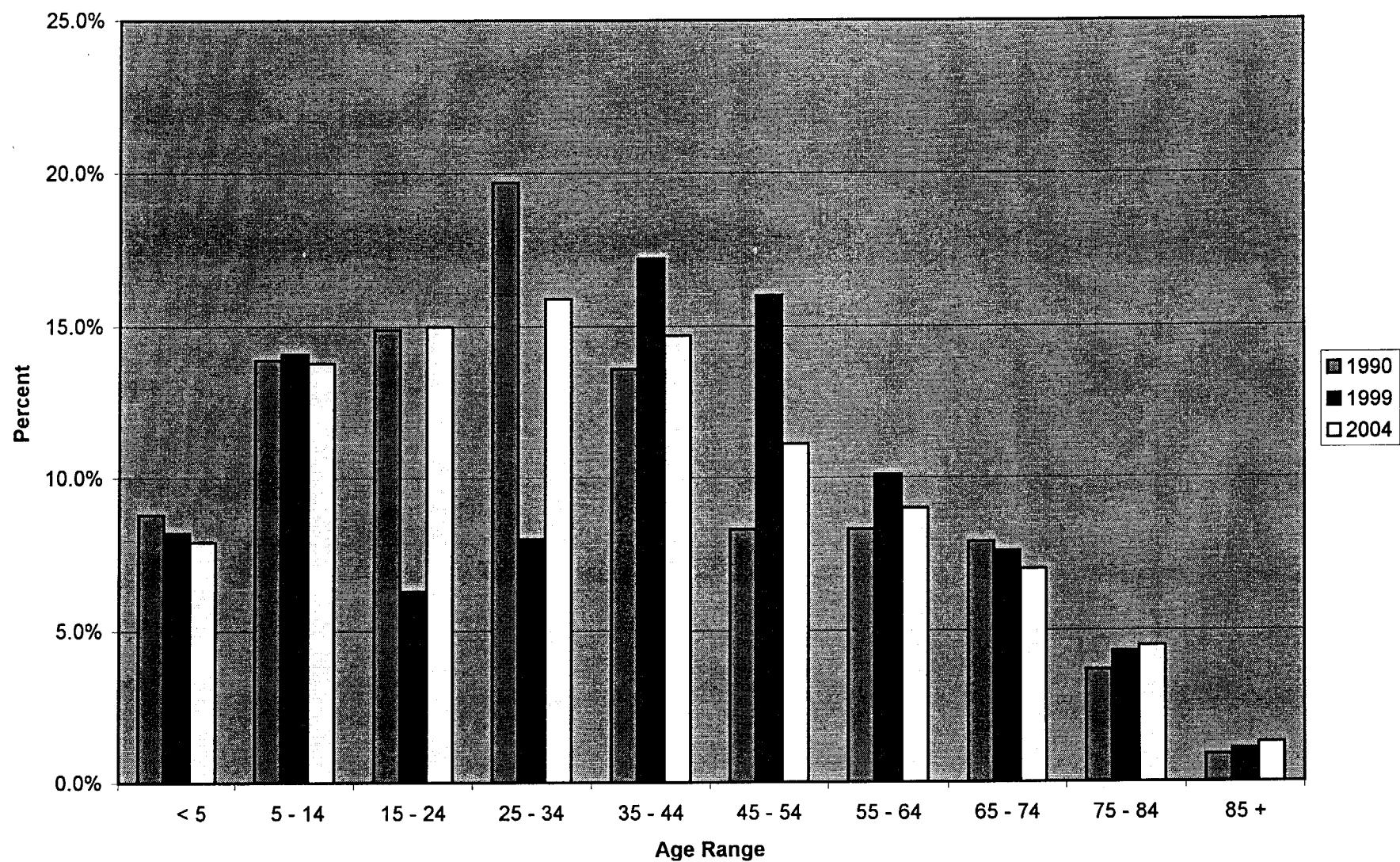
Sources: CACI Marketing Systems, 1999; Basile Baumann Prost Associates, Inc., 2000.

Racial Composition of Market Area



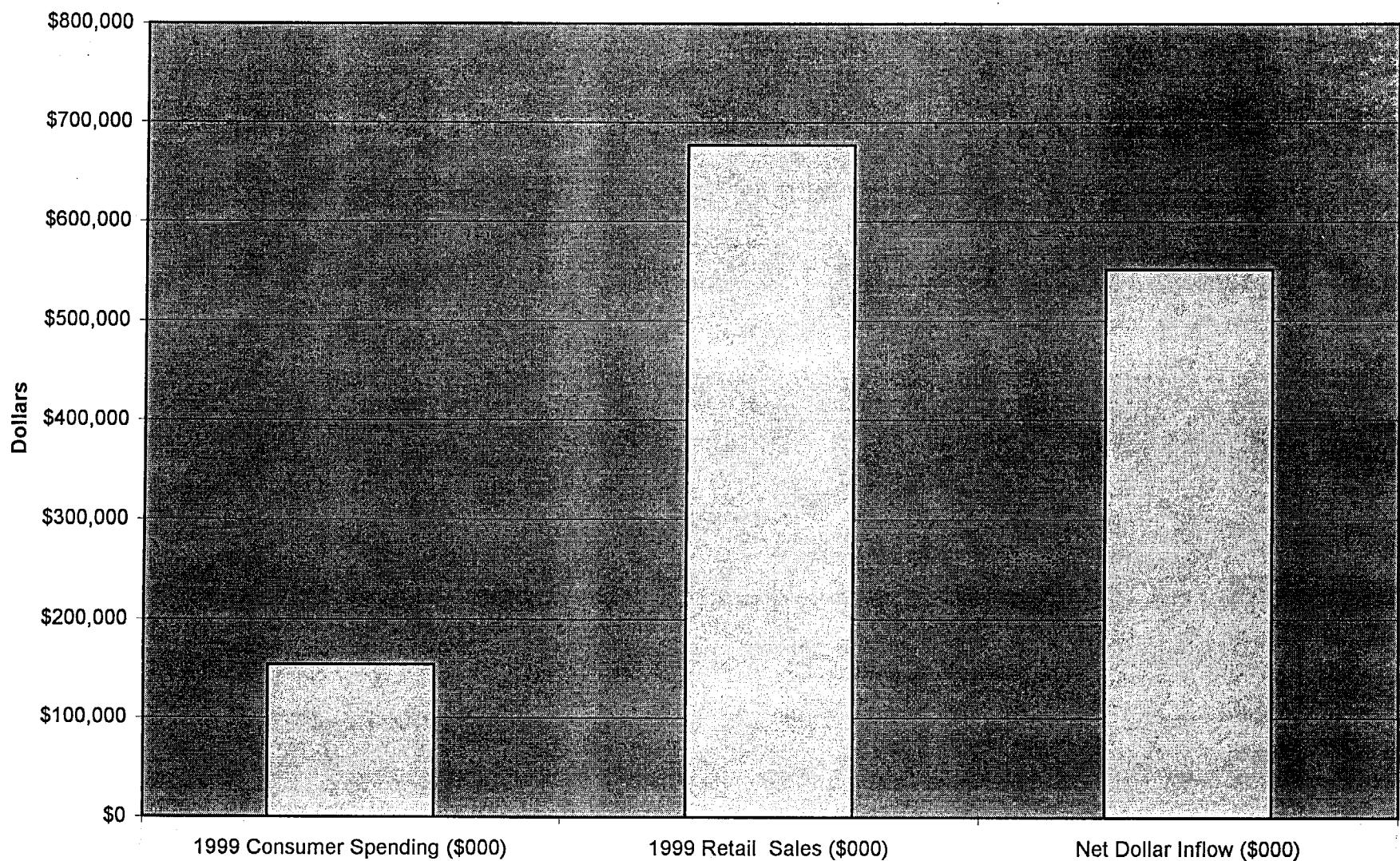
Sources: CACI Marketing Systems, 1999; Basile Baumann Prost Associates, Inc., 2000.

Age of Population in Market Area



Sources: CACI Marketing Systems, 1999; Basile Baumann Prost Associates, Inc., 2000.

Consumer Spending vs. Retail Sales in Market Area



Sources: CACI Marketing Systems, 1999; Basile Baumann Prost Associates, Inc., 2000.

APPENDIX D: Interviewees

Interviewees

Acey, Robert. Harvey Lindsay Real Estate Co.

Be-Lo Grocery (Assistant Manager interviewed)

Birchfield, Michael. Shooter's.

Clifton, Dana. First Virginia Bank.

Cole, Tom. Chairman of Five Points Partnership Businesses Committee.

Cooper, Eric. Advantis Real Estate.

DiBona, Kevin. Real Estate Agent.

Drake, Thelma. REMAX Real Estate Agent.

Fairmount Park Civic Association Meetings

Five Points Civic Association Meetings

Grassburger, Tom. Food Lion, Regional Real Estate Representative.

Hameed, Abdul. Seven Brothers.

Irby, (Officer). Norfolk Police Department, 2nd Precinct

Katsias, John. John Katsias Leasing Co.

Lindsay, Harvey. Harvey Lindsay Real Estate Co.

Machanic, Decarla. KFC/Taco Bell

Main, Kent. City of Norfolk, Planning Department

Marshall, Alfonso. Bank of America

Ms. Patrick, Manager, Rite Aid.

Sarvas, Mitch. Mitch's Brake & Muffler

Satchell, (Director). City of Norfolk Code Enforcement Division

Schippell, H.R. Engineer

Sell, Beverly. Sell & Reese Marketing

Townsend, Bill. Realty-Smart (residential real estate)

Trahadias, Phillip. Manager of Atlantic Photo, Five Points commercial and residential landowner

APPENDIX E:
Pedestrian Safety & Traffic Volume
Housing
Public Safety
Parks & Community Facilities

Pedestrian Safety and Traffic Volume

Residents complain about Lafayette Boulevard and Sewell's Point Road (a road many school children walk along) because they are dangerous and inhospitable for pedestrians. There appears to be a need for traffic-calming strategies.

A traffic safety concern of Fairmount Park residents is the intersection of Tidewater Drive and Shoop Avenue. Cars park near the intersection, making it difficult for buses to turn, and holding up traffic. There is much cut-through traffic on Shoop Avenue. Pedestrian lights at Tidewater Drive and Shoop Avenue are criticized because they reportedly do not allow pedestrians enough time to cross the street. This situation is made worse by the tendency of turning cars to ignore pedestrians' right-of-way.

Fairmount Park residents cite the intersection of Cromwell Avenue and Tidewater Drive (at the site of the new Food Lion) as being difficult to cross. This is of special concern since schoolchildren have to cross the road there.

Another traffic safety issue in the neighborhood is railroad, because of the potential of collisions with vehicles.

There are local examples of heavily traveled roads that still attract pedestrians. Lafayette Boulevard is heavily traveled west of Tidewater Drive in Lafayette Residence Park. The traffic count for Lafayette Boulevard in this neighborhood (at DuPont Circle and Royale Parkway) was 14,931 for a 24-hour period in 1994 (August 22). However, the road still attracts a significant number of pedestrians. Heavily traveled roads such as Tidewater Drive, Lafayette Boulevard east of Tidewater Drive, and Chesapeake Boulevard can be made more pedestrian-friendly.

Residents are supportive of the Be-Lo expansion, but are concerned because trucks that supply the Be-Lo often cause conflicts with pedestrian traffic. This is of particular concern since it is in an area close to the Norview Elementary, Middle and High schools.

The Five Points intersection has a very high traffic volume and is complicated for both drivers and pedestrians to use. Five Points residents said the yield sign for traffic turning from Sewell's Point Road to Norview Avenue is often disregarded, which could lead to accidents.

A potential future traffic safety issue involves Strand Street. This street is congested, taxi cabs park there, and there are vehicle inspections at this location. Making this a through street, as some have proposed is an issue.

Based on 1994, the Virginia Department of Transportation's Traffic Engineering Division traffic volumes over a 24-hour period. Tidewater Drive is by far the most heavily traveled road in both neighborhoods (with traffic counts ranging from 28,900 cars to 36,500 vehicles). Chesapeake Boulevard (20,400 vehicles) and Lafayette Boulevard (19,800 vehicles) are the next most heavily traveled roads. In Five Points, Chesapeake Boulevard (21,600 vehicles) and Norview Avenue (20,600 vehicles) are the next most heavily traveled roads.

Housing

Most of the housing in the Five Points and Fairmount Parks neighborhoods is single-family homes built between the beginning of the twentieth century and the 1940s. Much of it was built during World War II for civil service workers. In Fairmount Park, houses in the northern section are primarily small bungalows, while houses in the southern section are a mixture of bungalows and two-story houses. The condition of the housing varies.

One of the concerns in the neighborhoods is absentee landlords. Absentee ownership is often associated with deteriorating housing stock and neighborhood conditions. Owners who do not live in the neighborhood often are less responsive to fixing structural problems and maintaining the property.

Many of the homes in Five Points and Fairmount Park are aging and are occupied by older residents. The trend in the neighborhood is for homes to be inherited by the owners' children, who subsequently rent them out.

Multi-family housing is cited as a place where illegal drug activity is concentrated. There appears to be a consensus that the neighborhoods need to encourage homeownership and add moderate-priced housing, rather than rental housing. In Fairmount Park, some residents expressed frustration that zoning for multi-family housing places limits on the extent to which homeownership can be increased in the neighborhood.

Average home prices in the neighborhood typically range from \$50,000 to \$100,000.

The emphasis in Fairmount Park is on rehabilitating dilapidated homes to make them appeal to potential owners or renters. Lafayette Boulevard is one of the areas with the most problems related to its housing stock. There is concern that there are too many residential buildings that are vacant, boarded up, or that harbor illegal drug or other activity. There is a desire by neighborhood residents to establish a buffer between existing commercial and residential uses.

The Code Enforcement Director for the City of Norfolk estimated that in the next

5-6 months, 250 houses, or more than half of all the homes in Fairmount Park, will be placed under code action for violation. The code violations usually result where residents show a clear disrespect for or lack of pride in their property.

Public Safety

Residents of both neighborhoods have cited crime as a concern. They want to prevent crime from creating fear and dividing the community. Some areas benefit from neighborhood watch programs, but in other areas these programs are nonexistent or still in development.

Certain parts of Five Points and Fairmount Park are cited for possible illegal drug activity and prostitution. Some of this activity is concentrated at a few businesses in the area. Daytime burglaries have been cited as a problem in Fairmount Park.

Shoplifting has often been cited as a problem by neighborhood stores, loitering is cited by some businesses as a problem that discourages customers from coming to the area businesses, and vandalism at night and trespassing are mentioned as problems in Fairmount Park. Some businesses hire security guards to protect their stores. Neighborhood residents also say the parking lots of some businesses are unsafe.

There are currently Neighborhood Watch Programs in several Five Points area neighborhoods, including Sewell's Gardens, Coronado, Greenhill Farms, and Estabrook. Anthony Tucker, the safety chair of the Five Points Civic Association, recommends that the program be expanded to include the entire Five Points neighborhood, since there are areas that could benefit from the program that do not currently participate. He suggests that one way to increase participation in the program might be by encouraging the elderly to participate during the day and by encouraging youth to participate during the summer.

Over the past year, the Fairmount Park neighborhood has organized its own neighborhood watch program, and has enlisted seven or eight block captains to help in the campaign [Michelle Morsberger, President, Fairmount Park Civic Association]. Although the organizational structure of the Fairmount Park program is still developing, there is much interest in the program by community residents, and it has the support of the Norfolk City Police Department.

Fairmount Park has an Adopt-A-Cop Program that works to establish close relationships between the community and police officers assigned to the neighborhood [Officer Irby of the Norfolk Police Department, 2nd Precinct].

The PACE Program established a police substation for the Gold Sector, 2nd Precinct of the Norfolk Police Department, in the Fairmount Park neighborhood, near the intersection of Lafayette and St. Mihiel. This helps to give the police a more visible presence in the community. One Five Points resident asked if it was possible to establish a police substation in Sewell's Gardens. The police department also works with Norfolk neighborhoods through the National Night Out, an annual participatory event that raises awareness of crime and drug prevention in communities.

Another safety issue in the neighborhood relates to pollution from the industrial areas in the neighborhood.

Parks and Community Facilities

There are a limited number of parks in the community. The main block of open space in the community is on the property of the schools and the Norview Recreation Center. There was a proposal for a small pocket park on the corner of Norview Avenue and Alexander Street, but plans for the park have been replaced by plans for a 30-unit multi-family apartment complex.

Norview High School is the center of community activity for the Five Points neighborhood. Residents congregate there to watch and participate in sporting events or attend plays. At community meetings, residents recognized the need and desire for more community facilities, such as a multipurpose auditorium, family movie theater, outdoor market or festival. There is a suggestion that when the high school is renovated, the auditorium be enlarged to handle more community functions. The community center also hosts community and sporting events. Participants in community meetings of both neighborhoods express a desire for community facilities and activities to enhance social ties, understanding, and respect among neighborhood residents and groups.