



**THE
GOOD
LANDS**

2025 NEIGHBORHOOD PLAN

Executive Summary

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Urban Partners
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INTRODUCTION

The Good Lands 2025 Neighborhood Plan is a 10-year comprehensive strategic neighborhood plan funded by the Wells Fargo Regional Foundation for the Fairhill and St. Hugh Neighborhoods, a diverse community in Eastern North Philadelphia. The main goal of this plan is to provide a road map for the revitalization of this area, and to help HACE (Hispanic Association of Contractors and Enterprises) and its partners leverage the financial support needed over the next 10 years to further transform the Fairhill and St. Hugh neighborhoods. The plan is resident and community-driven, with input provided throughout the planning process from neighborhood non-profits and stakeholder groups.

HACE has a long history of using the neighborhood planning process to guide their work and to engage key stakeholders to develop projects, programs and activities to improve the overall quality of life of the families that reside in the plan area. HACE completed their first 10-year plan in 1995 with their Neighborhood Strategic Plan. Their second 10-year plan, the Good Lands Neighborhood Development Plan, was completed in 2004 which guided the transformation of this area from 2005 through 2015. In 2015, with the last neighborhood plan coming to a close, HACE obtained a grant from the Wells Fargo Regional Foundation for the next neighborhood plan through 2025. The Project Team, consisting of KSK Architects Planners Historians, Inc. and Urban Partners, was hired to complete the plan.

The 3/4 (expanded area is ??) square mile study area for the Good Lands 2025 Neighborhood Plan (the Plan) is bounded by the Amtrak rail line to the north, B Street to the east, Lehigh Avenue to the south, and 6th Street to the west.

The study area includes two neighborhoods, Fairhill and St. Hugh. These predominantly Hispanic neighborhoods are characterized by small rowhouse blocks, the vibrant commercial corridors of 5th Street (El Centro de Oro) and Front Street and Allegheny Avenue, and several institutional service providers such as Mercy Health, Salvation Army, The Lighthouse and Congreso de Latinos Unidos. A notable feature of the neighborhood landscape is the active Conrail freight rail line right-of-way, an overgrown swath of land roughly 200 feet wide that runs diagonally across the study area that has a homeless population and pervasive drug use.

The Plan focuses on major areas of development activity, including housing preservation/creation, commercial corridor revitalization, improving the quality of life, and neighborhood marketing. Key issues addressed by the Plan include the following topics that were identified in the The Reinvestment Fund (TRF) Policy Report released by Wells Fargo:

- High Poverty
- High Rates of Housing Turnover
- Crime
- Vacancy
- Low Performing Schools

Plan Partners

The Project Team worked closely with HACE and the Steering Committee throughout the planning process to ensure that the proposed recommendations meet the needs the community and help stimulate additional public and private investment to continue in the transformation of the plan area.

HACE was founded in 1982 with the goal of providing economic empowerment in the Latino community, and since then it has focused on



El Centro de Oro Commercial Corridor



New PHFA-Funded Affordable Homeownership at Lawrence Court

Expanded Study Area Map

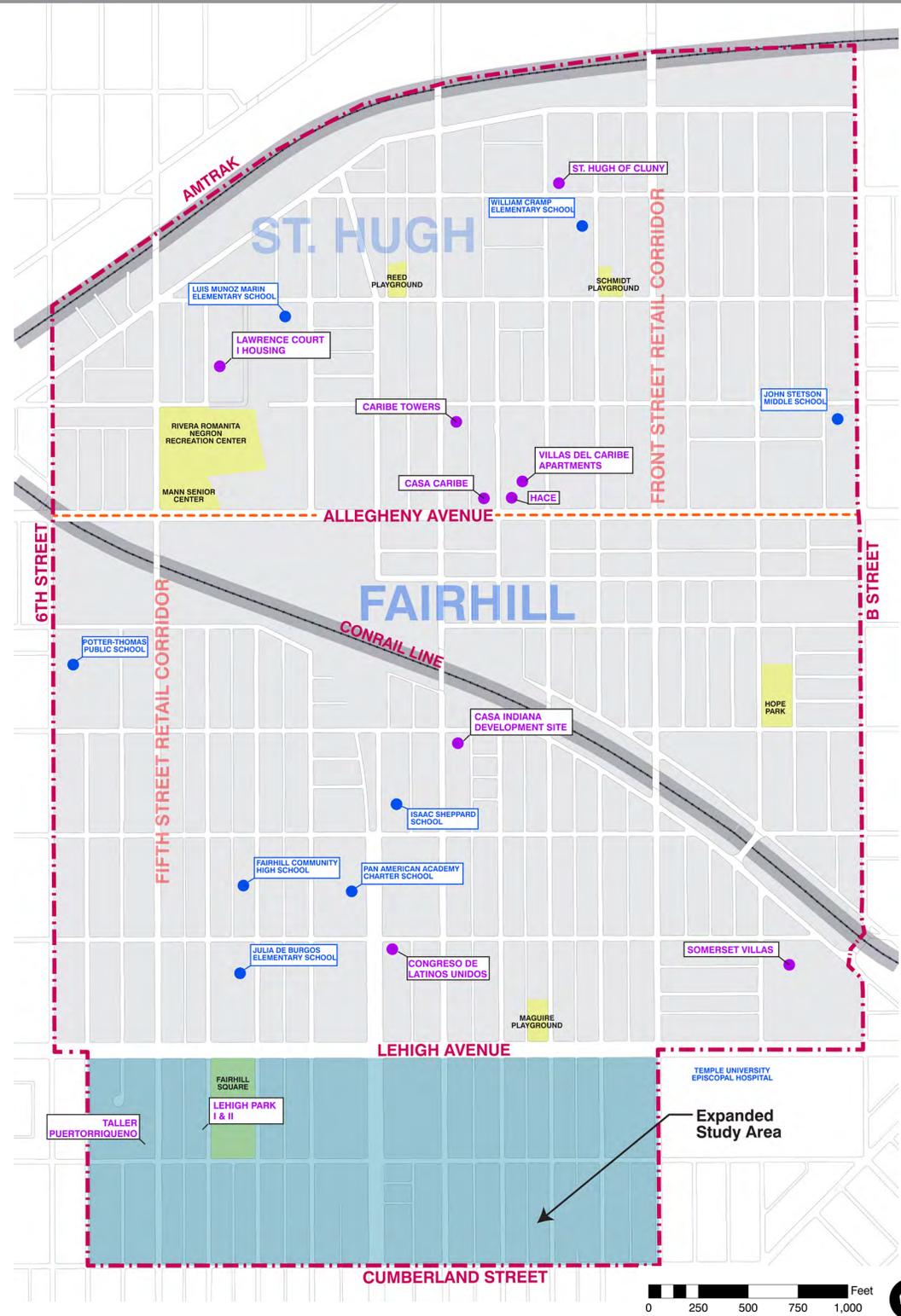
economic development, affordable housing development, and the provision of social services in the Fairhill and St. Hugh neighborhoods. Over the years, HACE has transitioned into residential and commercial development, managing properties, and advocating for neighborhood residents and small businesses.

A Steering Committee composed of community based organizations, social service providers, health institutions, Police Department, Managing Director's Office, City Planning Commission and elected officials was formed to help guide the Project Team throughout the planning process and provide feedback on key issues and recommendations developed by the Project Team.

The Project Team also worked with AlterNation LLC Consulting and Partners for Livable Communities to provide additional expertise on key issues within the HACE neighborhoods. AlterNation LLC Consulting performed an analysis of how SafeGrowth planning strategies could be incorporated into the plan recommendations and as well as developing Crime Prevention Through Environmental Design (CPTED) approach for the Conrail corridor area. Partners for Livable Communities developed a set of recommendations to support the older adult population in the Fairhill and St. Hugh neighborhoods.

Previous Plans and What Has Been Achieved

HACE's first 10-year neighborhood plan included recommendations for new rental and homeownership housing, business development, and socio-economic community programs to stabilize the plan area. New development, including, Somerset Villas, and the first two components that make up the Caribe Development Zone to include Villas del Caribe and Casa Caribe, were completed. Building on the success of the 1995 Neighborhood Strategic Plan, a new 10-year plan was completed in 2004 with the overriding goal of creating a distinctive Latino business, cultural, and residential community that would be a community of choice and create a market of regional attraction. Completed projects from the 2005-2015 Neighborhood Strategic Plan include the PHFA-funded 50-unit affordable homeownership



development at Lawrence Court I, Caribe Towers, the Mercy Life Health Center, HACE Business and Visitors Center, streetscape improvements to the El Centro de Oro commercial corridor on 5th Street, improvements to Fairhill Square Park, and funding for completion of the Westmoreland Street bridge link between 3rd and 4th Streets. Also, members of the Lawrence Court Homeownership Association have become very engaged in the community and participated in The Good Lands 2025 Neighborhood Plan.

PLANNING PROCESS/ PUBLIC OUTREACH

The Good Lands 2025 Neighborhood Plan was created through an interactive planning process engaging residents, business owners, local stakeholder groups, and the City. The planning process was broken into the four main phases detailed below. During each phase, the Project Teams' work was reviewed and commented on by the Steering Committee and then the community. HACE adopted many elements used in the development of its previous plan and made adjustments to increase resident participation and dig deeper into critical issues affecting the plan area.

Public Outreach

Community support and involvement in the planning process is key to a successful neighborhood plan, because it ensures the plan is addressing the needs of neighborhood residents, as well as helping community members to take ownership of the proposed improvements. The Project Team used several different tools to incorporate community input into the planning process and help to gather support for The Good Lands 2025 Neighborhood Plan.

RESIDENT SURVEY

Representatives from HACE went door-to-door to administer a resident survey to gather information about how residents view their neighborhood and received 372 responses. The 36-question survey covered topics on how long/why residents live in the community, resident satisfaction, favorite and least favorite aspects of the community, relationships in the neighborhood, homeownership, how the neighborhood has changed, and how the neighborhood can be improved. The responses to these questions helped the Project Team to better understand the key issues in the neighborhood and how those issues could be addressed.

COMMUNITY MEETINGS

Four community meetings and a design charrette were held during the planning process at different locations throughout the study area. Due to the high concentration of Spanish speakers in the neighborhood, all meeting presentations were done in both English and Spanish, and meeting announcements were also done in both languages. One community meeting and the design charrette focused on the issue of improving the crime areas on and adjacent to the Conrail line.

STAKEHOLDER MEETINGS

Smaller meetings were held with neighborhood constituents to discuss specific issues. Topics discussed with stakeholders at these meetings include the following:

- Children and Families
- Crime/Conrail Land
- Affordable Housing
- Education
- Business Owner Interviews

RESIDENT SURVEY

Residents live in the community **to be near family/friends**

Safety was the least liked characteristic of the community

Personal finances is the main reason Residents are not buying homes

60% speak Spanish at home

60% want more parks/open space

Residents are using grocery stores and retail stores **outside the community**

Most residents **would recommend their community to others** (except families)



Open House at Community Meeting #2

VISITORS CENTER

Throughout the planning process, the HACE Business & Visitors Center was used as a resource for the Plan. During HACE’s annual Fiesta Caribeña, the Visitors Center housed an exhibit with information on The Good Lands 2025 Neighborhood Plan and how residents could get involved. As the plan progressed, meeting materials were regularly displayed in the Visitors Center gallery, and people were able to reach out to the Project Team to get involved with the project.

KEY ISSUES

The Reinvestment Fund (TRF) provided the Project Team with an overview of demographic and market conditions within the HACE study area that highlights key issues that should be addressed in the HACE 2025 Neighborhood Plan. A summary of these key issues and planning considerations are as follows:

- High housing turnover (greater than 70%), particularly in the northeast and southwest portions of the study area.
- Persistently high poverty rate above 50% and a median household income less than half that of the MHI of the City.
- Most of the property purchases in the study area are not purchased by loans, so they are likely not being bought by homeowners.
- Document the condition of rental units to determine how they can be better maintained through code enforcement
- Five of the schools in the study area have very low GreatSchools performance scores.

Based on the recommendations in the TRF memo, the existing conditions analysis, and feedback from community members and

stakeholder groups, the Project Team refined the list of key issues to reflect the needs of the community and developed a set of goals to address those issues.

Poverty & Housing Turnover

High poverty is one of the most difficult issues facing the Fairhill and St. Hugh neighborhoods; it is the poorest area in the tristate region. This high concentration of poverty puts an enormous strain on the neighborhood, making it difficult to provide the many support services needed by its residents and creating an unattractive environment for new investment. The high rate of housing turnover occurs in tandem with high poverty, since residents cannot afford to stay in their living situations and are constantly on the move to find more affordable housing options. Another cause of high housing turnover is illegal actions by certain landlords that force residents out of their rentals.

Crime

Crime is a significant problem in these neighborhoods. Drug activity is prevalent throughout the study area, with three corners (A and Somerset, 5th and Somerset, and 3rd and Indiana) identified as major drug corners. Crime, both violent and non-violent, persists with great concentrations along Allegheny and Front Streets, and along and around the Conrail land. Both the existing crime and the perceptions of crime that are perpetuated by dated references to the area as “the Badlands” makes the neighborhood unattractive to new homeowners and investors.

Conrail Land

The Conrail land that bisects HACE’s neighborhood causes several problems that need to be addressed for the health of the area to improve. As mentioned above, crime, and in particular drug dealing, drug use, and prostitution is prevalent in the area on and around the Conrail land. Drug users are drawn to the area from the City and surrounding region for its cheap and accessible drugs and its lack of security around the rail line. A large homeless population, many of whom are there as a result



Overgrown areas and trash on Conrail Land

of their drug addictions, lives on the tracks. Recommendations to address the physical deficiencies of the Conrail land (i.e. lack of fencing and overgrown landscaping), will need to be combined with social and policy changes to address the human factors of homelessness, drug use, and prostitution.

Housing/Homeownership

There are many areas with low housing stability in the Plan area. Factors that lead to low housing stability include high rates of rental occupancy, low median housing values, concentrations of vacant buildings and lots, and high rates of housing turnover. These factors cause problems for both homeowners and renters in the study area. In addition, residents are in need of more affordable rental and homeownership housing options; however, due to their extremely low income levels, the typical affordable housing development programs are not enough to bridge the gap, and new housing is still out of reach. Strong homeownership areas, such as the one created at Lawrence Court I, help to stabilize neighborhood housing and create an actively engaged community.

Children and Families

Youth and families in the Plan area face significant challenges. Data shows very low levels of educational attainment, with 57% of residents without a high school diploma, and only 3% of residents having a bachelor's degree or higher. School performance is also a problem, with most of the public schools scoring in the lowest quadrant of the performance tiers (Intervene). The neighborhood also does not have a neighborhood high school, and the closest one, Edison High School, is plagued by overcrowding and low ratings, including a ranking of 74th out of 76 for the college and career readiness of its students. Stakeholder feedback about neighborhood youth consistently identified lack of parental support and low education expectations from parents as a major factor in the low performance of neighborhood school children. Other problems facing children and their families are as follows:

- Lack of mental health and general health care support for students
- Need for vocational and skill centered classes
- Difficult home lives for students
- Disconnect between what students experience in their lives and their teachers' life experiences
- Pressure of the drug trade that starts using students as young as 5th and 6th grade as runners and lookouts
- Lack of crossing guards

The Plan area also has a growing population of seniors ages 55+, many of whom live in poverty. While there are existing housing and services available for the senior population (e.g. Caribe Towers, Mercy LIFE Center), much more support, services, and additional housing will be needed as residents age in place in the neighborhood.

Economic Development

According to a retail market study conducted for this study, the neighborhoods' population spends approximately \$125.6 million on retail goods annually. Responding to this demand, the neighborhoods' 237 retailers (occupying 382,500 square feet of space) provide many, but not all, of the goods and services required by area residents. The two major commercial corridors combine for more than half of the retail supply in the Plan area with 136 stores and 173,500 square feet of store space - 73 stores on El Centro de Oro that occupy 97,100 square feet, and 63 stores on Front Street that account for 76,400 square feet. Overall level of retail supply in the area is generating an estimated \$80 million in sales -64% of the demand. This results in a retail gap of over \$45.5 million.

PLAN GOALS

Create opportunities for residents to **build wealth** in the community

Establish the El Centro de Oro Corridor as a destination for Latino arts, culture, and entertainment

Support the needs of a growing **aging population**

Expand housing choices

Address crime and homelessness on Conrail land

Provide educational choices that help students grow and succeed

Create a positive brand for the HACE neighborhood



Development Opportunity Site at 3rd and Westmoreland Street



Improvements to 2nd Street could be done in conjunction with improvements to American Street, including the following:

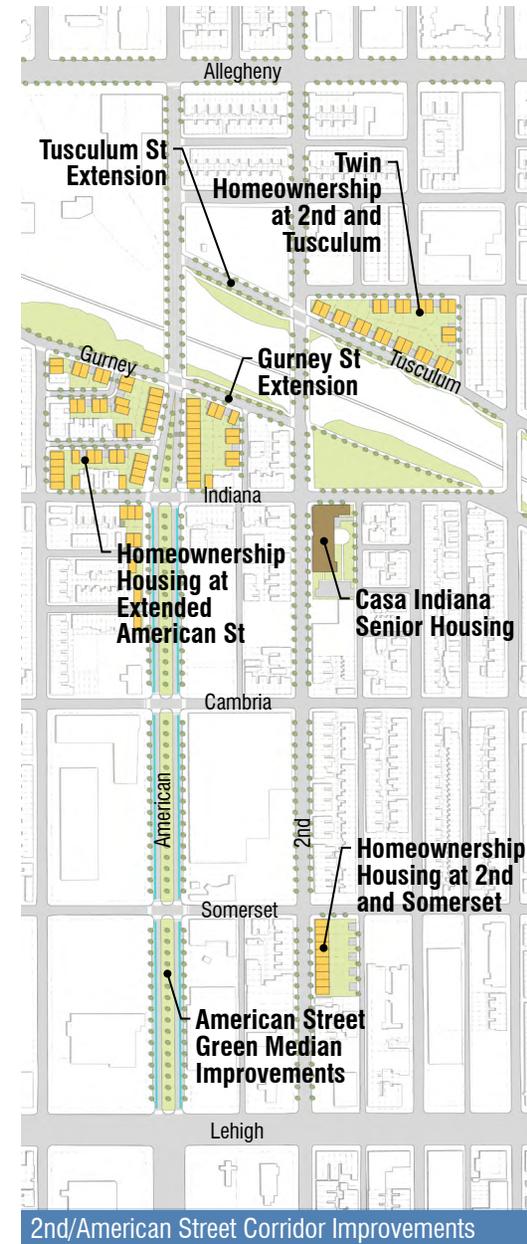
- American Street green median improvements, from Lehigh Avenue to Indiana Avenue
- Complete construction of American Street improvements between Lehigh Avenue and Indiana Avenue.
- Complete design and identify funding for extension of American Street to Allegheny Avenue, including a new road bridge over the Conrail tracks.

Housing Development

In order to stabilize the housing market in the HACE neighborhoods and provide additional housing options to residents, a mixture of new construction and rehabilitation of existing buildings is recommended.

NEW CONSTRUCTION

- **Lawrence Court II** - (2) separate privately-owned vacant parcels at 3rd and Westmoreland Streets nearby Lawrence Court I. There is potential for development of up to 42 single-family attached or 38 attached and semi-detached single-family homes with off-street parking on the north side of the site and subsequent commercial/mixed used redevelopment of the south side fronting Allegheny Avenue.
- **Casa Indiana** - An affordable senior housing building with a community center and medical office at 2nd and Indiana funded by PHFA.
- **Mixed-Use Developments on 5th and Front Streets**

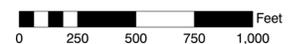


Proposed Development Map

- A Street and Lippincott Street** - A vacant city-owned former industrial parcel can accommodate for 20-26 affordable sales homes with the potential for a rear access off-street parking from a 2-way rear driveway. Development will stimulate investment in efforts to redevelop north of the Conrail land.



Siteplan and rendering of new twin townhomes at A and Lippincott Streets



REHABILITATION

Several target areas have been identified where strategic rehabilitation of vacant houses could be done with partnerships between HACE, PHA and Habitat for Humanity. These target areas surround existing or proposed development sites that would further stabilize their surrounding areas, increase homeownership rates and create strong housing zones. The target areas include the following:

- Lawrence Court Vicinity (I and II)
- Somerset Villas Vicinity
- Plaza Allegheny Vicinity
- 2nd/American Streets Vicinity

SITE ASSEMBLY THROUGH THE PHILADELPHIA LAND BANK

The Philadelphia Land Bank Strategic Plan identified the area west of Somerset Villas as “one of the best locations to expand housing choice and affordability in Philadelphia,” based on transit access, food access, capital improvements, and percentage of cost burdened renters. Privately-owned tax delinquent parcels should be acquired and consolidated with adjacent publicly-owned parcels, to create larger development sites appropriate for redevelopment. Although the Land Bank has been slow to acquire properties and has its own challenges, it is the best mechanism available for acquisition of land and vacant properties.

Economic Development

The Project Team identified several opportunities in retail gaps where success within the HACE Neighborhood is likely, including full service restaurants, clothing stores, home furnish stores, and more. Together, the 65,000 SF of retail opportunities identified would grow retail supply in the HACE Neighborhood by 17%, respond to many of the key unmet needs of the neighborhood for additional goods and services, and capture \$24 million of sales currently leaving the neighborhood. These new stores would also add about 230 full-time equivalent jobs in the neighborhood.

Conrail Land

Improving the Conrail line and by extension curbing the drug trade that surrounds it is a complex issue that will require multiple phases and significant coordination of residents, service providers, and Conrail to be addressed. There are a number of area redevelopment recommendations and strategies that will help launch additional community development. They generally fall into four categories of activities:

- Design strategies for crime prevention
- Temporary re-purposing facilities to address displacement of homeless and drug addicts
- Long term redevelopment of land uses, facilities, and properties to enhance community cohesion, safety, and livability



Rendering showing improvements to Conrail land on Gurney Street with landscaping, lighting, fencing, and recreation facilities

Children & Families

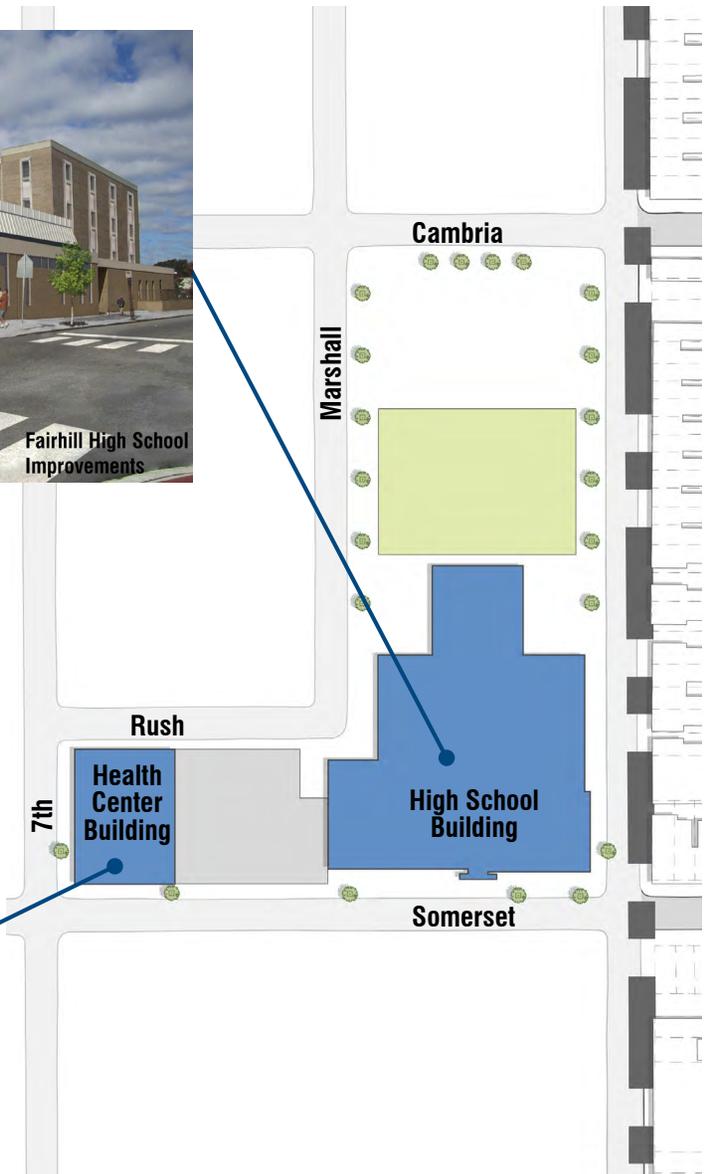
To address the challenges faced by children and families, it is recommended that HACE and its partners work toward the redevelopment of the former Fairhill Elementary School into a high school that provides key community services to the area residents. The new Fairhill High School will follow the Community School model currently being developed by Mayor Kenney that will create 25 community schools, each with access to health care services including behavioral health and counseling supports. HACE will work with the School District of Philadelphia to redevelop the existing school building and activate into a high school, and will also redevelop the smaller building at 7th and Somerset Streets as a medical center.



Fairhill High School Improvements



Fairhill High School/ Temple Health Center Improvements



Siteplan and rendering of Fairhill High School redevelopment as a community school with health services

The growing senior population in the Plan area will be better accommodated with two mixed-use senior housing developments that are proposed in the Plan. Casa Indiana is a 4-story, 50-unit elevator access building for seniors that includes 46 one-bedroom apartments, and 4 two-bedroom apartments. The development also accommodates a community room, a medical office, a management office, laundry, and other support spaces on the ground floor. An additional senior housing development is proposed at A and Indiana Streets. The large 5-story brick industrial building currently owned by Impact Services could be redeveloped as an adaptive reuse project with senior housing (independent living, assisted living, and nursing care) and a senior health clinic to serve the residents.

In addition to the development recommendations above, HACE will also partner with other major social service providers that serve the neighborhood to address many of the gaps in social services identified among children and families. These partnerships will include provisions of the following:

- Mental Health Support
- Vocational Training
- After School Programs for Children
- Education Resources for Parents, including ESL
- Substance Abuse/Addiction Control and Prevention
- Supportive Housing for the Homeless
- Drug Created Crime Reduction
- Senior Support Services



Rendering of Casa Indiana rear community gathering space

Zoning/Remapping

The Good Lands 2005 Neighborhood Plan identified outdated zoning as a major issue in the neighborhood, and a significant impediment to new quality development. No significant zoning remapping of the neighborhood has been completed since completion of the last plan 10 years ago. Zoning within the HACE study area does not reflect either existing or desired land uses, or the likely market for future development. Recommended zoning changes to rectify outdated zoning designations include the following:

- Rezone I-2 industrial parcels to CMX2 on major arterial streets such as Allegheny and Lehigh to RM1 residential multi-family, or RSA5 residential single-family on other sites
- Rezone RM1 multi-family parcels to RSA5, except for parcels with larger rowhomes fronting arterial streets such as Lehigh, Allegheny and Front Street
- Rezone CMX-2 zoned former corner store parcels match the abutting residential zoning classification on the block.
- Parks and playgrounds within the study area should be rezoned SP-PO to reflect their actual use.

These proposed zoning changes should be refined through a public engagement process managed by the City Planning Commission. HACE should request that the Planning Commission initiate a public outreach zoning remapping process for the entire HACE target area, to be completed over the next 12 months to provide a sound base to guide new development activities, and support new investment.

Neighborhood Marketing/Branding

Building on the success of the annual Fiesta Caribeña that draws large crowds to the neighborhood, as well as Taller Puertorriqueño’s on-going art exhibitions and arts-based programming, HACE’s neighborhoods has the potential to solidify itself as a Latino arts and culture destination. Developments that can strengthen this effort include a banquet facility to host large events and arts-related retailing along 5th Street. Partnerships with arts groups such as Taller Puertorriqueño and Mural Arts are key to the success of this initiative, particularly with Taller Puertorriqueno constructing a new building for events at 5th and Huntingdon Streets.



Rendering of new El Corazon Cultural Center for Taller Puertorriqueno at 5th and Huntingdon Streets currently under construction (image courtesy of Taller Puertorriqueno)

Implementation

Priority Projects

Due to the wide range of recommendations included in The Good Lands 2025 Neighborhood Plan, many of which will require several phases of development, variety of stakeholders and partners for implementation, and many years to complete, the Project Team developed three sets of Priority Projects: Capital Projects, Neighborhood Infrastructure Projects to be carried out by the City, and programs. These Priority Projects should be a focus for implementation during the next 10 years, and it is expected that they can be completed during that time-frame.

Implementation of the priority projects will take place over three phases:

- Phase 1 (0-2 years)
- Phase 2 (3-6 years)
- Phase 3 (7-10 years)

CAPITAL PROJECTS

- Casa Indiana Senior Housing
- A and Lippincott Street Homeownership Development
- Scattered Sites Homeownership Rehabilitation
- 2739 N. 5th Street Mixed Use
- 5th and Clearfield Mixed Use
- 5th Street Retail Strategy
- Front Street Retail Strategy
- Conrail Land Improvements
- Impact Building Redevelopment
- Fairhill Community School Development

NEIGHBORHOOD INFRASTRUCTURE PROJECTS

- Zoning Remapping
- American Street Green Median
- Median from Lehigh to Conrail Land
- 2nd Street Streetscape Improvements
- American Street Extension Feasibility Study
- Hope Park Improvements
- Reed Playground Improvements
- Include Allegheny Avenue in the Front Street Retail Corridor Designation

PROGRAMS

- Livability Academy
- Network of Care Senior Program
- After School Programs for Children
- Education Resources for Parents, including ESL
- Substance Abuse/ Addiction Control and Prevention
- Supportive Housing for the Homeless

Implementation Challenges

Bricks and mortar development projects are subject to delays resulting from land acquisition and assembling of land for development, the inconsistency in available public funding due to budget cuts at all levels of government and the lack of support for pre-development costs provided by intermediaries. HACE and its partners will need to overcome these obstacles through advocacy for the improved operations of the Land Bank; advocacy for increased funding into the Housing Trust Fund; and diversify funding sources to support pre-development activities.

Residents may also be apprehensive to work in conjunction with community organizations and City's agencies, as they often have anxiety related to loss of benefits, increased gentrification, and mistrust between citizens and government agencies. The Plan's comprehensive approach to implementation with support from residents of the plan area will continue to adapt to obstacles and needs as they develop. HACE's NAC Program is one of the major ways that HACE engages with residents in the community. Through the NAC Program, HACE holds monthly community meetings, host multiple active subcommittees, and engages in various projects and activities for the benefit of residents. The greatest benefit of the NAC Program is that residents are elected by their peers to represent the interests of the community in the NAC Board. The NAC is a platform by which residents can affect physical and social change through community meetings, zoning hearings, event planning, outreach, and advocacy.

In providing a comprehensive set of services for children, families and seniors there may be challenges to assembling partners and get them to work together. HACE should identify stakeholders whose missions align with the

organization and cultivate these relationships to address and leverage services for children, families, and seniors. These partnerships can benefit from identifying and applying for resources as a collaborative to implement some of the initiatives listed in the plan.

Implementation Partners

The Good Lands 2025 Neighborhood Plan relies for its success on linkages and strategic partnerships between HACE, neighborhood residents, community based organizations, a series of neighborhood institutions, local businesses, and public agencies. HACE has a close, decades-long partnership with the Department of Commerce, the Managing Directors Office, City Planning Commission, Parks and Recreation, Mural Arts, 25th and 26th Police Districts which are key to the successful implementation of the Neighborhood Plan.

As with HACE's last 10-year plan, HACE should establish a Pan Steering Committee composed of stakeholders that contributed to the development of the plan and engage others that were not part of the planning process, to work on specific agenda items in the Neighborhood Plan. These partnerships are instrumental for the creation of a Livability Academy to build leadership and civic engagement so that residents become stewards of the community and tackle issues of safety, sanitation, early childhood education, youth and senior engagement and the formation of a Network of Care (NOC) Advisory Committee to direct and inform a Supportive Services Program enabling neighborhood seniors to age independently and safely in their own homes.

Neighborhood Indicators

In order to determine the success of The Good Lands 2025 Neighborhood Plan and test how well the recommendations are working, a series of neighborhood indicators were developed for the HACE neighborhood. These neighborhood indicators show a snapshot of the community in its current state and include the following categories:

- Household Poverty
- Median Household Income
- Unemployment
- Jobs in the Area
- Crime Rate
- School Quality
- Educational Attainment
- Owner Occupancy Rate
- Home Sales Prices
- Number and type of active industrial sites
- Square Footage of Retail

The chart below shows the current baseline values of the neighborhood indicators. These values should be calculated again at the 5 and 10-year marks of the Plan and compared with their original values.

NEIGHBORHOOD INDICATOR	BASELINE VALUE
% Households in Poverty	57%
Median Household Income	\$15,000
Unemployment Rate	15.1%
Jobs in the Area	2,652
Violent Crime Rate (per 1,000 residents)	1.7
Average School Progress Report Rating	14.7%
% Residents without a High School Diploma	47%
% Housing with Owner Occupants	43%
Average House Sales Price	\$33,900
Number of Active Industrial Sites	30
Square Footage of Retail	382,500