

The Church Row

Neighborhood Plan





IOWA

School of Planning
and Public Affairs

Leon Begay, Benjamin Davison, Mark McLaughlin, Francis Menezes, & Rachael Schaefer

Partners and Support

Travis Kraus

IISC Director/Faculty Advisor

Charles Connerly

SPPA Faculty Advisor

Jerry Anthony

SPPA Faculty Advisor

Wendy Bowman

**Communications Director,
City of Waterloo**

Adrienne Miller

Planner, City of Waterloo

Mike Tylka

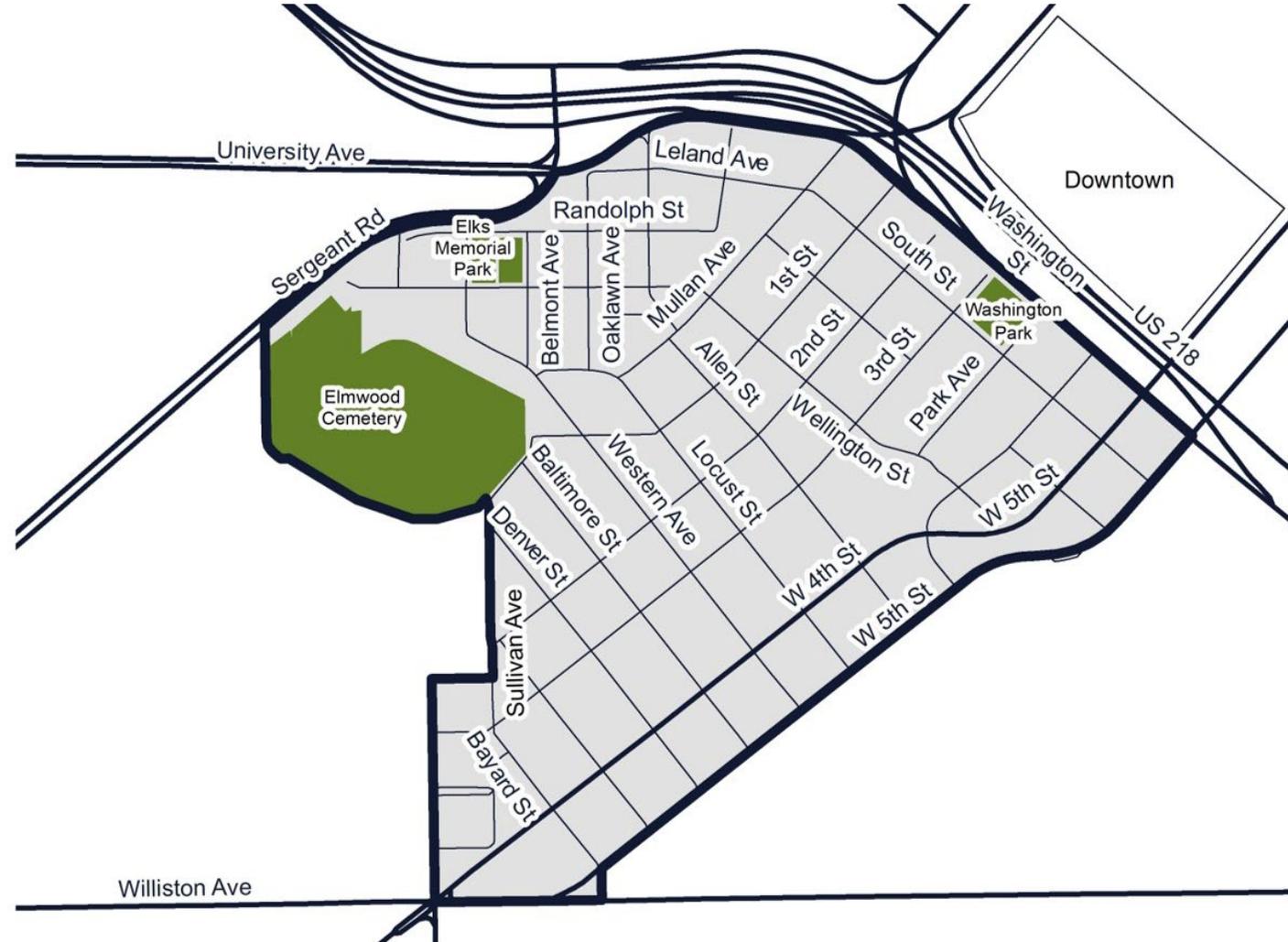
Alumni Mentor





The Planning Process

The Church Row Neighborhood

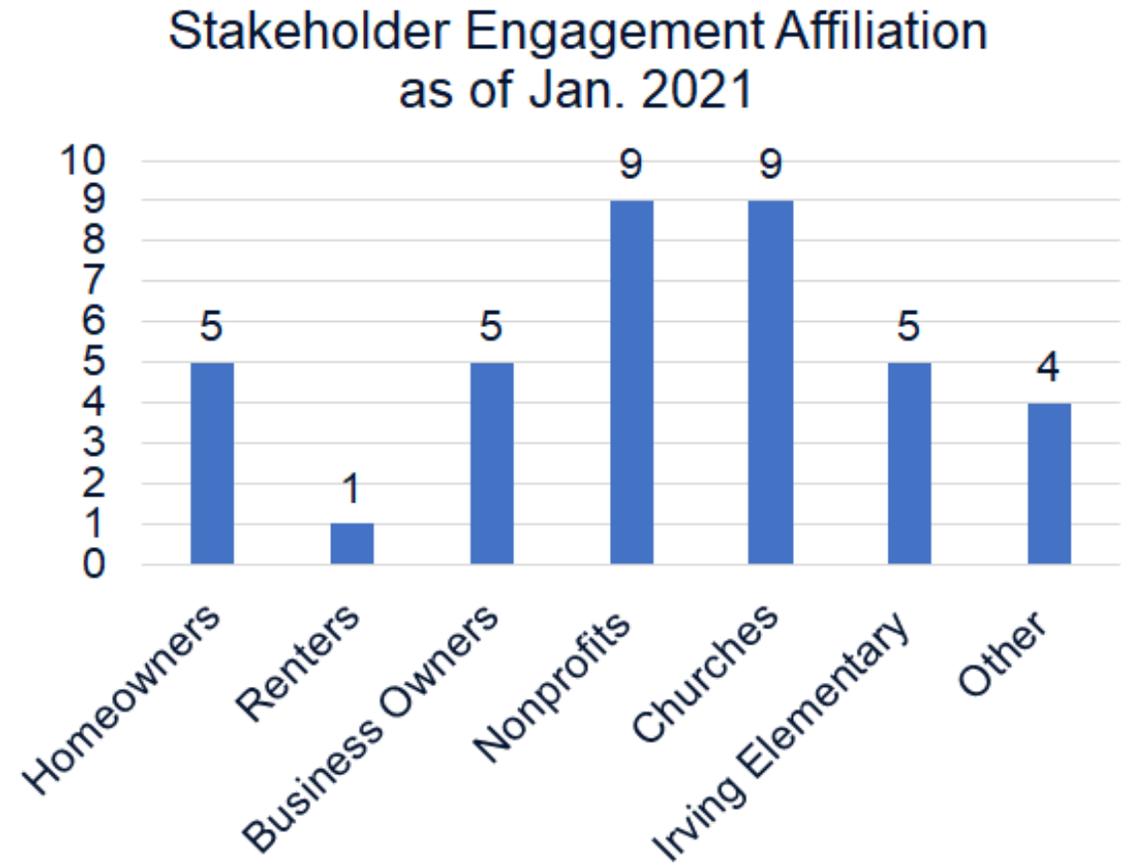


Planning Phases



Stakeholder Engagement

- Group Interviews
- Individual Meetings



Public Engagement

1,424

Postcards Sent to Residents

5

Virtual Neighborhood
Visioning Sessions

11

Attendees

1

Planning Team Member in
Neighborhood Coalition



Deliverables

Church Row Neighborhood Plan



Blight Assessment



The background is a solid orange color with a white line-art map of a city street grid. The grid is composed of various rectangular blocks and streets, with some streets being thicker than others, suggesting a main thoroughfare. The text "Why Church Row?" is centered in a bold, white, sans-serif font.

Why Church Row?

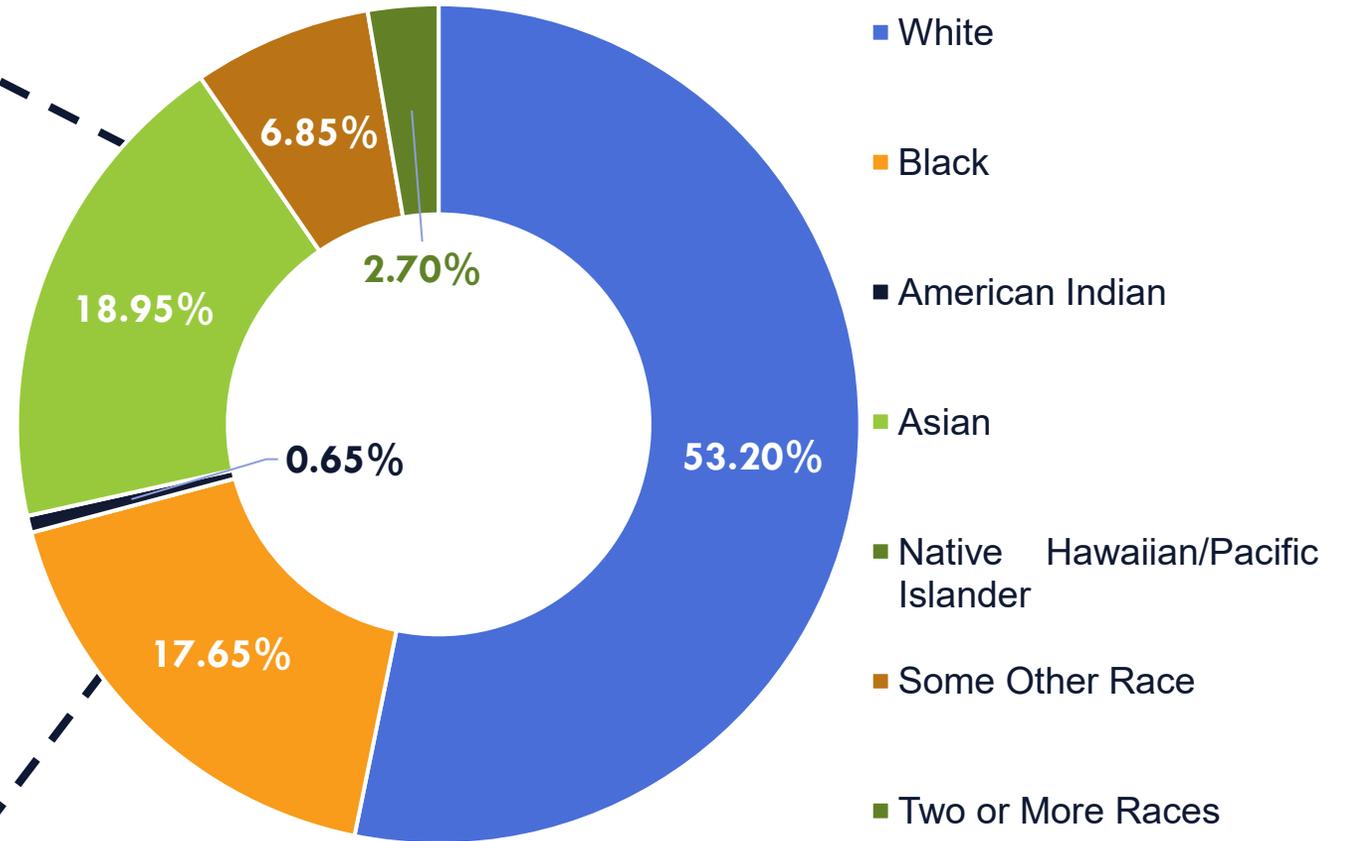
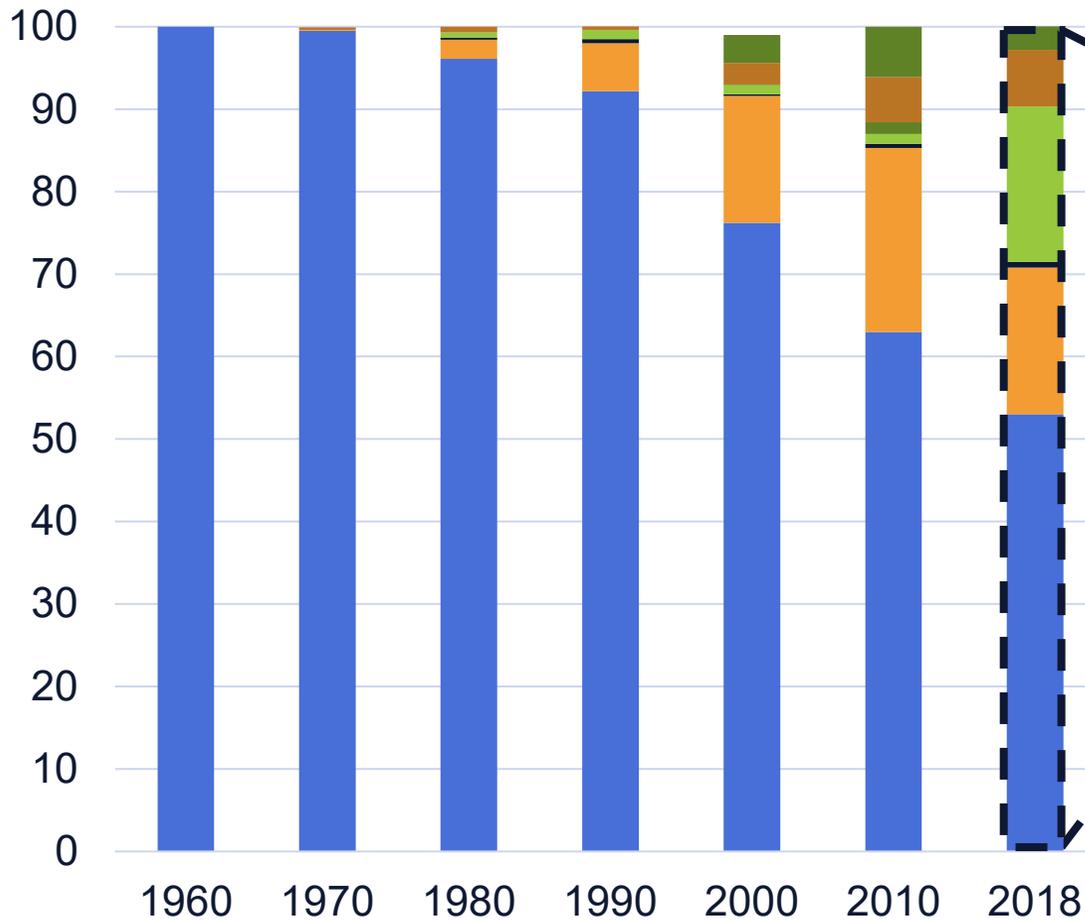
Cultural Capital

- Diverse population
- Southeast Asian markets and locally-serving businesses
- Active nonprofits



Population by Race

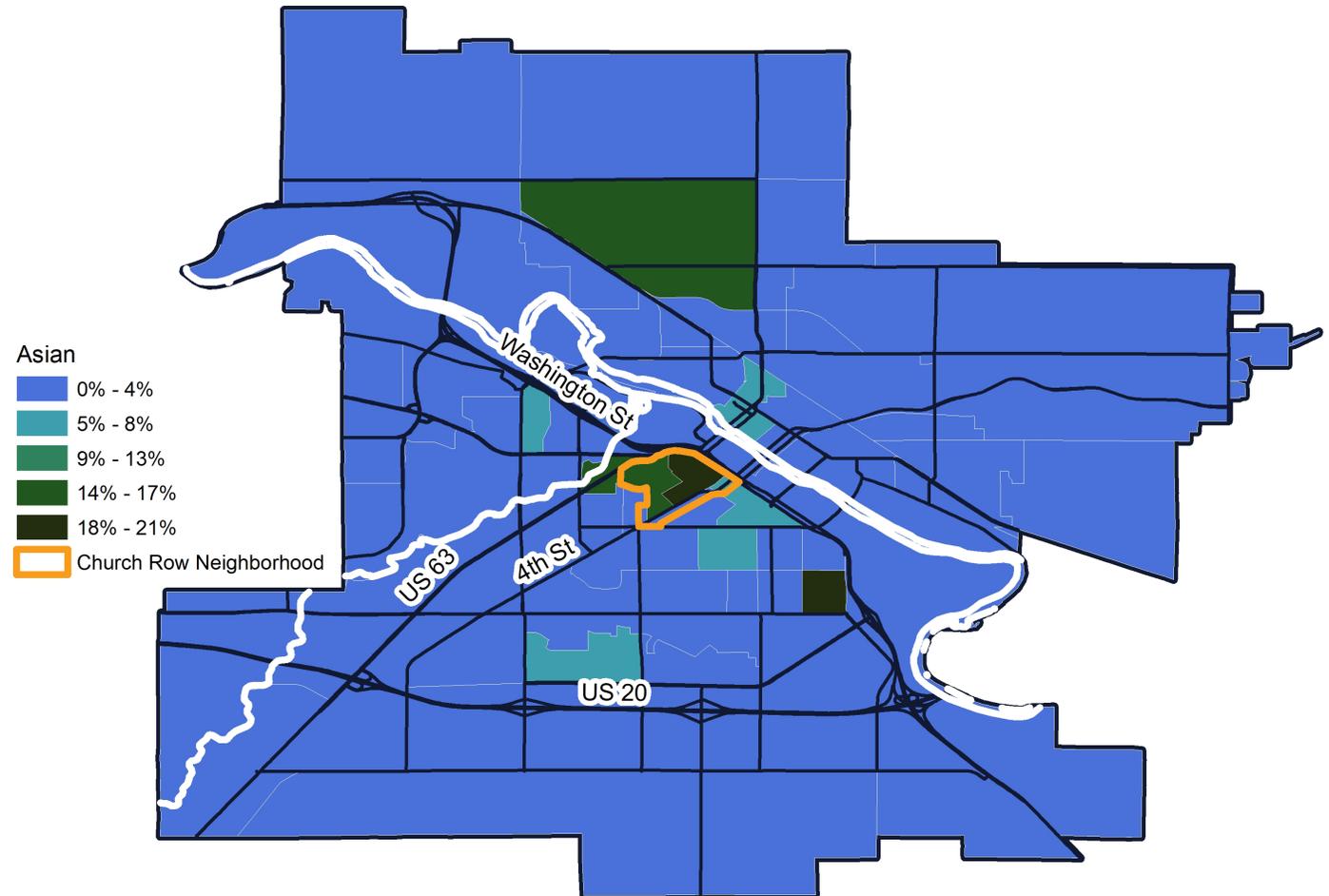
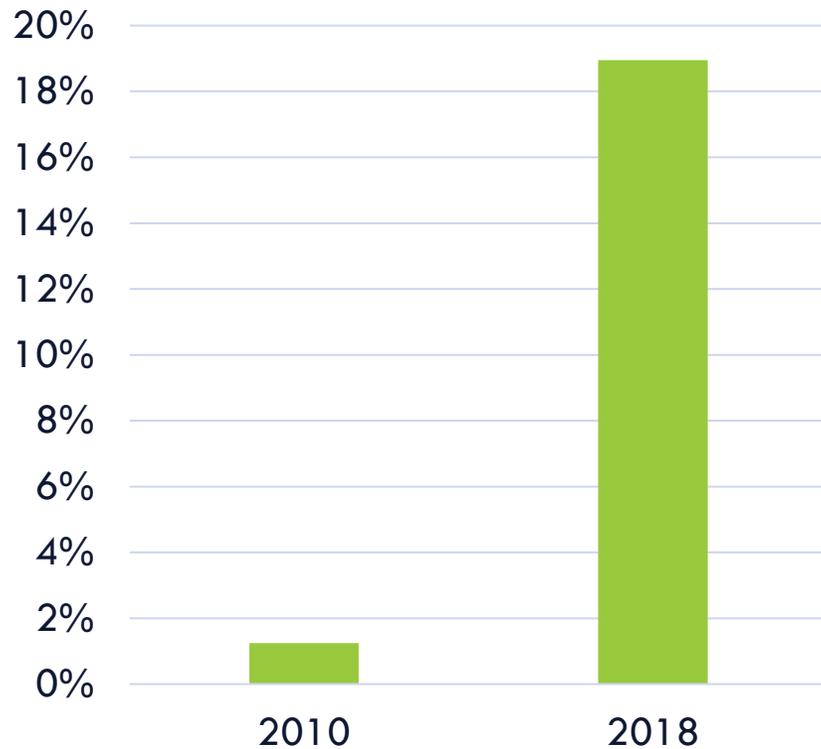
1960 - 2018



Recent Changes

2010 - 2018

Asian Population -
Church Row Residents



Civic Gems and History

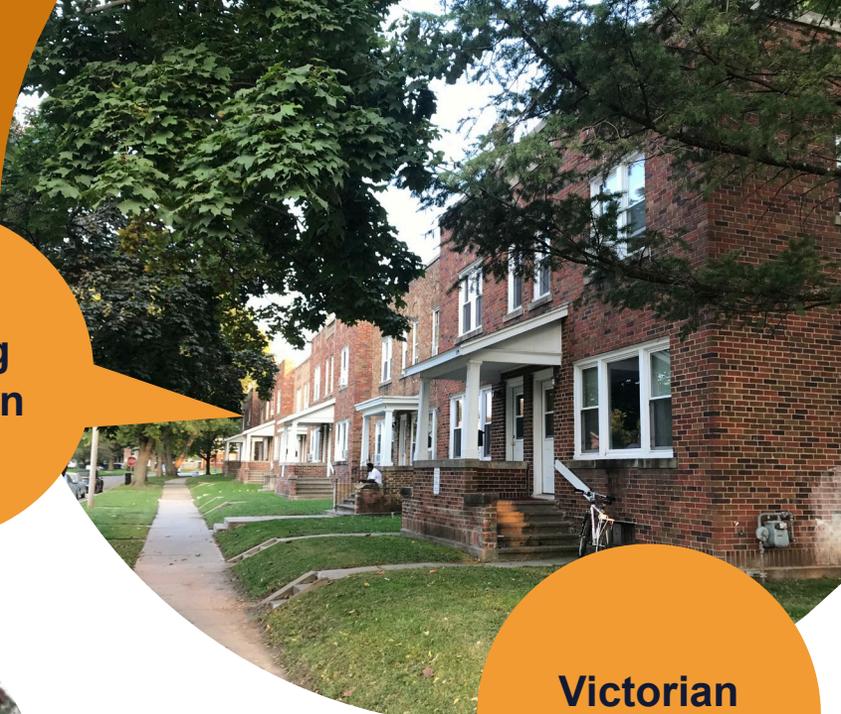
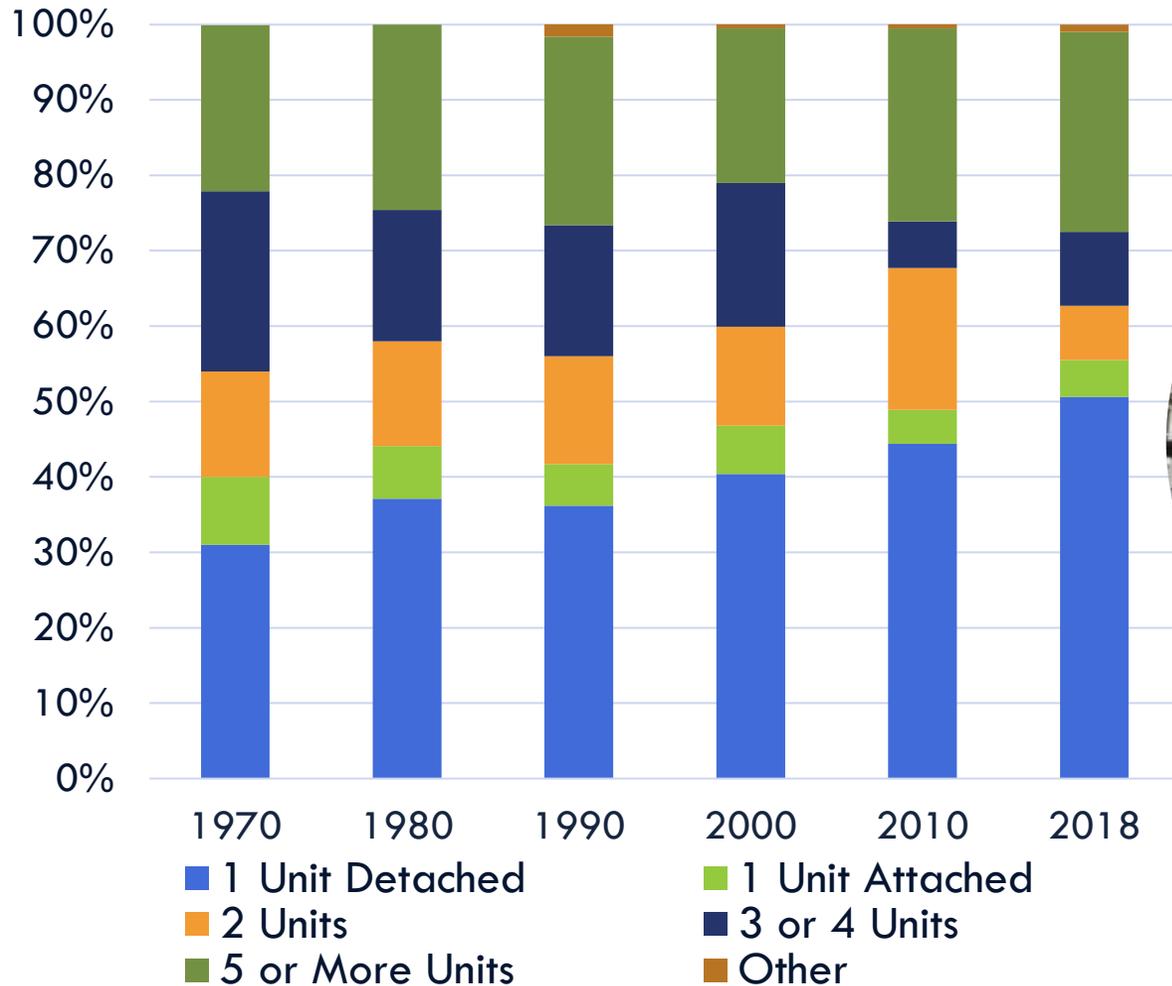
- The churches of 'Church Row'
- Houses with Historic Character
- Waterloo Grout Museum
District
- Civil Rights History



Parks



Housing Types



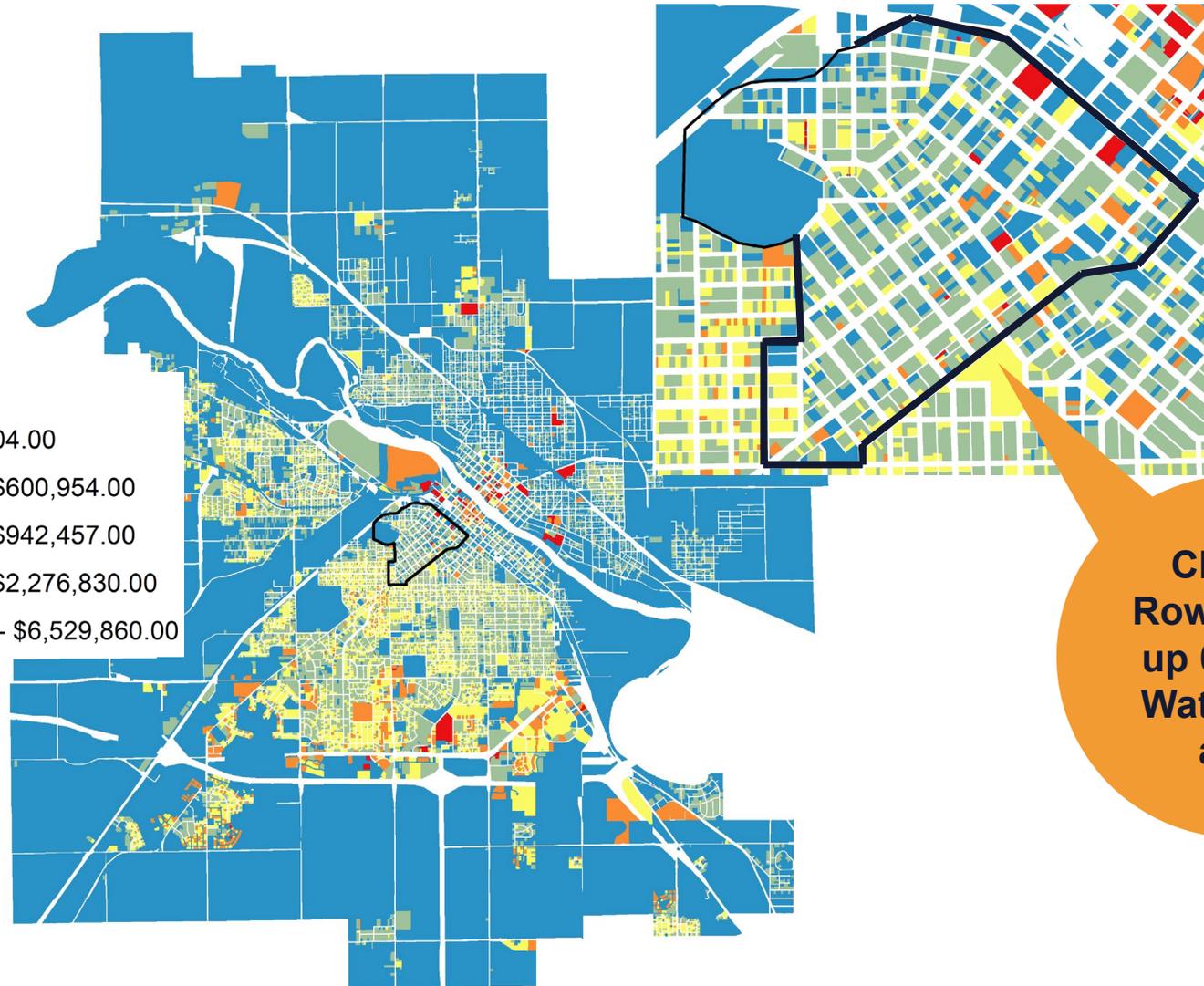
Fiscal Asset to Waterloo

The Value Per Acre
in Church Row

5.1%

Of Waterloo's Value
of Acre

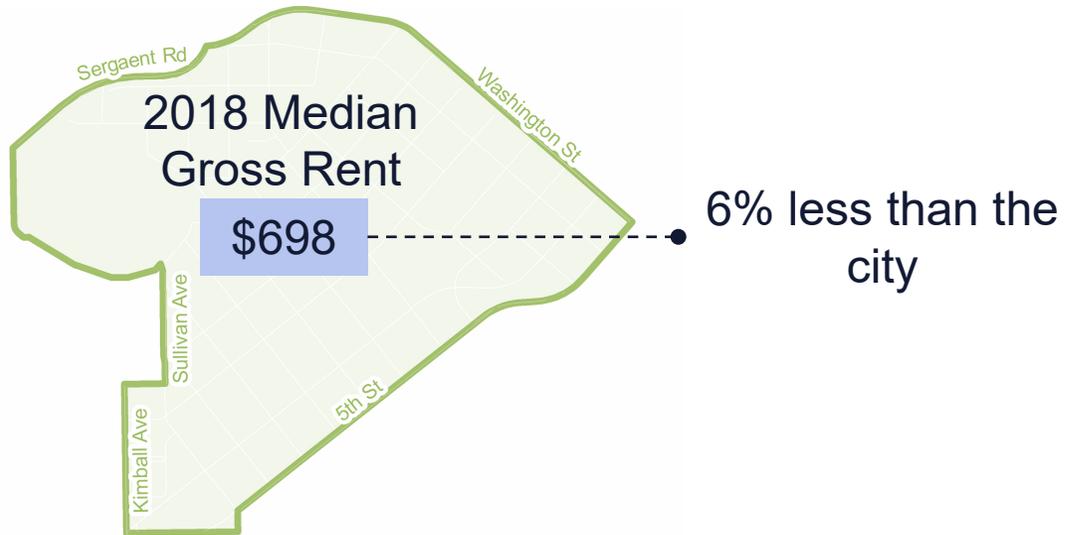
Value per Acre



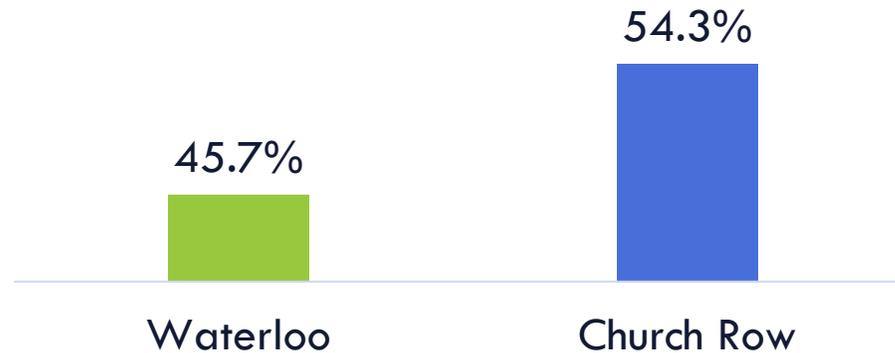
Church
Row makes
up 0.6% of
Waterloo's
area



Affordability



Percentage of renters paying more than 30% of their income on rent



Impacts of Blight

- Negative impacts to health, safety, and welfare of residents
- Decreases home values
- Reduces property tax revenue
- Threat of 'hypervacancy'



Housing



Goals

1. **Create an equitable and quality housing environment in the neighborhood.**
2. **Ensure safe and affordable neighborhood housing.**
3. **Address factors related to blight and disinvestment.**

Objectives

1. **Increase homeownership.**
2. **Increase homeownership among minorities and marginalized communities.**
3. **Promote home maintenance.**
4. **Promote safety of renters and rental housing.**
5. **Increase community control over housing.**



Economic and Institutional Development



Goals

1. Strengthen the presence of neighborhood organizations.
2. Establish a community that provides for the daily needs of the neighborhood residents.
3. Build cohesion amongst the various organizations working in the neighborhood.
4. Foster a vibrant business environment in the neighborhood.

Objectives

1. Increase communication between churches, nonprofits, and businesses.
2. Increase business development that services the neighborhood.
3. Expand a business corridor on 3rd, 4th, 5th, and South Street.
4. Support and increase minority owned businesses



Quality of Life



Goals

1. Integrate the Church Row Neighborhood into the surrounding area.
2. Support the City's efforts to create a safe and livable neighborhood..
3. Sustain a diverse neighborhood and build cohesion amongst residents..
4. Design a more open, accessible, and walkable neighborhood
5. Develop a clear and unifying image for the neighborhood.

Objectives

1. Expand pedestrian and bicycle infrastructure.
2. Ensure safe crossing for children to Irving Elementary.
3. Enhance the amenities offered at the neighborhood's two parks.
4. Increase opportunities for neighbors to interact and work together.
5. Increase placemaking through the community.





Recommendations

Housing Recommendations

1. **Address Factors Related to Blight Hot Spot Analysis**
2. **Community Land Trust**
3. **Mortgage Guarantees**
4. **Launch a Public Service Campaign**
5. **Increase Number of Rental Inspectors**
6. **Utilize Greening for Vacant Land Reuse**
7. **Renovate Dilapidated Rental Housing into Affordable Homebuying Opportunities**
8. **Formalize the 'Mow-to-Own' Policy**



Economic/Institutional Development Recommendations

1. **Community Center**
2. **Pop-up Shops**
3. **Community Gardens**
4. **Grout Museum and Washington Park**
5. **Waterloo Commission on Human Rights**
6. **Neighborhood Branding and Marketing**
7. **Data Portal**



Quality of Life Recommendations

1. **Creative Placemaking**
2. **3rd Street Marking and Stop Signs**
3. **4th and 5th Street Lane Reconfiguration and Conversion**
4. **Raised crosswalks Irving Elementary**
5. **Six Corners Roundabout**
6. **Pedestrian Underpass to Bicycle Trail**



Recommendations



Blight Assessment



- Address factors related to blight and disinvestment.

- Rating System (1-5)
- Conducted over 3 days – 4 planning team members
- More important issues such as structural issues (foundation, roof, derelict homes)
- Less pressing issues include repainting houses for neighborhood transformation



Blight Reduction



Blight Reduction

Why Blight Reduction?

- Increase safety
- Increases housing aesthetics
- Increases property values
- Increases in tax revenue



Community Land Trust



- Create an equitable and quality housing environment in the neighborhood.
- Ensure safe and affordable neighborhood housing.
- Address factors related to blight and disinvestment.

- CLT is a community-based nonprofit
- CLT purchases land and splits land value from structure on land



Community Land Trust

TRADITIONAL PURCHASE



In traditional Real Estate transactions, the homeowner owns the house and the land that it sits on.

COMMUNITY LAND TRUST



The CLT separates ownership of the land from the buildings that sit upon it. The CLT retains ownership of the land and leases it to the homeowner.



Community Land Trust

Why Establish a CLT?

- Community control of development
- Rehabilitate properties
- Affordable housing
- Stabilize ownership
- Flexibility in usage
- Better property management



Community Center



- Strengthen the institutional presence in the neighborhood.
- Establish a community that provides for the daily needs of the neighborhood residents.
- Build cohesion amongst the various organizations working in the neighborhood.

- A space dedicated to all residents
- Centralized location for services



Community Center

Services

- ESL classes
- Tool library
- Work force development programs
- Child care

Potential Space: Former
Hawkeye Community College

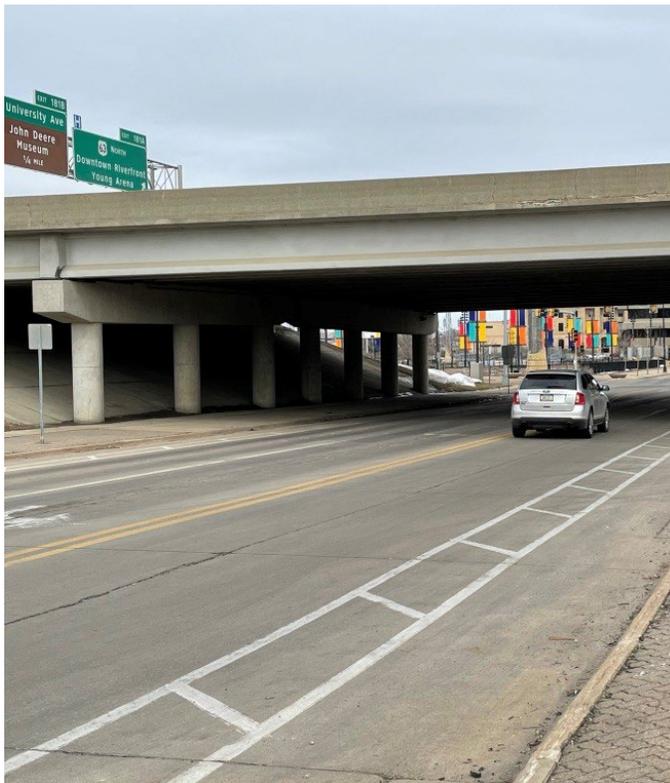


Creative Placemaking

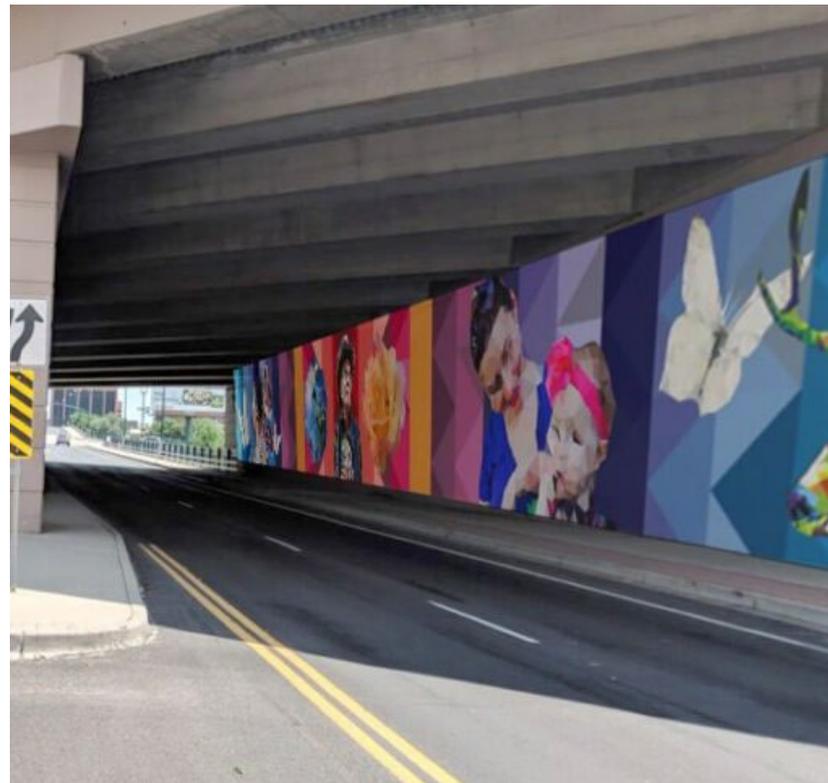


- Integrate Church Row Neighborhood into the surrounding area.
- Design a more open, accessible, and walkable neighborhood.
- Sustain a diverse neighborhood and build cohesion amongst residents.

US 218 W Park Ave Underpass



Underpass in Colorado Springs



Creative Placemaking

Elks Memorial Basketball Court



Mural on Basketball Court



Creative Placemaking

Why Creative Placemaking

- Help build cohesion
- Activate spaces
- Outward expression of community pride





Moving Forward

Moving Forward

↳ **diverse**
neighboringly
thriving
helpful
caring
fun
inviting
multicultural
engaged
soulful
cohesive
vibrant
involved
personal



Thank You

Questions for the planning team?





Appendix

Previous Studies of Waterloo – Absence of the Church Row Neighborhood

- *2017 – 2022: City of Waterloo Strategic Plan*
- *2019: Waterloo and Cedar Falls: Analysis of Impediments*
- *2018: Waterloo, Iowa Housing Needs Assessment*
- *2010: Waterloo, 2010: The Right Time, The Right Place Place: Waterloo Millennium Plan*
- *2003: Comprehensive Plan*
- *2003: Downtown Redevelopment Master Plan Update*
- *1991: Waterloo: City of Possibilities – 1991 – Condition of the City*
- *1973: Waterloo, Iowa: Comprehensive Planning Study – CBD – Action Plan*
- *1967: Waterloo's Unfinished Business*



Rating System to Measure Blight

5 – DILAPIDATED CONDITION

(Extreme Disrepair/Neglect) The structure appears unsound and substandard. The foundation may have visual issues including deteriorated/damaged block and brick, cracked masonry, and possible visual settling of housing elements (housing structure or porch). The roof is damaged and/or extremely worn with loose, water-stained shingles. Broken or molded siding with paint peeling in excess of 50% of a surface. Windows may be missing or boarded up.



4 – POOR CONDITION

(Major Wear/Deficiencies). Significant surface wear is noticeable. The structure is worn but sound. Visually out of plumb including: minor cracks or breaks evident in walls or/and foundation issues such as visual settling of housing elements (main structure and porch), or/and damaged/extremely worn roof. Paint is peeling at least 50% of a surface or mold is noticeable on a surface. Possible windows, steps, etc., may need to be replaced. Clutter around property or porch possible. Major maintenance is needed.



3 – AVERAGE CONDITION

(Noticeable Wear with minor maintenance needs). A sound structure that compares well to the general condition of nearby buildings. Maintenance needs are evident such as: surface maintenance (paint/siding), trim maintenance, yet building appears safe and is not an eyesore with no clutter on property.



Rating System to Measure Blight

2 – GOOD CONDITION

(Minor Wear). A sound structure but in need of surface maintenance (paint or siding) and possibly showing small signs of wear (trim, stairs). The structure and grounds may not be as well maintained as the "excellent" category. Minor maintenance needed.



1 – EXCELLENT CONDITION

(Well Maintained) A structure is sound, well maintained. The structure may either be recently built and meeting codes, or if somewhat older, there is careful maintenance of both structure and grounds. No surface wear is apparent, and visual repairs are not needed.



MAP 4.2 - BLIGHT RATING MAP (SOURCE: AUTHORS)



Houses located along or near 2nd Street between Allen Street and Locust Street have the highest concentration of dilapidated properties.

MAP 4.3 – CONDITION OF THE ROOVES (SOURCE: AUTHOR)



A high concentration of poor quality rooves are seen around the blocks on and around 1st Street between Allen Street and Locust Street. This is near the highest concentration of blighted properties. Another spot of concern is in the southwest surrounding 6 Corners.

MAP 4.4 – FOUNDATION MAP (SOURCE: AUTHORS)



The properties along Mullan Avenue between Wellington Street and South Street contain the highest concentration of buildings with foundational slumping or cracking. The northern section of the neighborhood has a high concentration of foundational issues.

MAP 4.5 - MISSING OR BOARDED UP WINDOWS (SOURCE: AUTHORS)



A high concentration of missing or boarded up windows can be found along and around 2nd Street between Allen Street and Locust Street. This matches with the highest concentration of blighted properties. Another slop is along 5th Street.

MAP 4.6 – BROKEN OR MOLDING SIDING (SOURCE: AUTHORS)



A high concentration of broken or molding siding is found in the northeast corner of the neighborhood. It should be noted that the damage seen on most homes was not severe.

HOUSING

COMMUNITY CONTROL

PROACTIVE CODE ENFORCEMENT

| Recommendation | Goals Addressed | Cost Estimate | Timeline | Key Partners |
|--|--|---------------|---------------------------------|---|
| Community Land Trust | <ul style="list-style-type: none"> • Create an equitable and quality housing environment in the neighborhood. • Ensure safe and affordable neighborhood housing. • Address factors related to blight and disinvestment. | \$\$\$\$\$ | LONG-TERM | Planning and Zoning Dept., Community Development Dept., Church Row Neighborhood Residents, Church Row Neighborhood Coalition, Housing Coalition, Local Developers, Nonprofit Developers, Local Building Programs, Local Banks |
| Increase Number of Rental Inspectors | <ul style="list-style-type: none"> • Ensure safe and affordable neighborhood housing. • Address factors related to blight and disinvestment. | \$\$\$ | SHORT-TERM – MEDIUM-TERM | Planning and Zoning Dept., Waterloo Commission of Human Rights, City Council, Mayor's Office |
| Contract Out for More Inspectors | <ul style="list-style-type: none"> • Ensure safe and affordable neighborhood housing. • Address factors related to blight and disinvestment. | \$\$\$ | SHORT-TERM – MEDIUM-TERM | Planning and Zoning Dept., Waterloo Commission of Human Rights, City Council, Mayor's Office |
| Residents' Rights – Public Service Campaign | <ul style="list-style-type: none"> • Create an equitable and quality housing environment in the neighborhood • Ensure safe and affordable neighborhood housing. • Address factors related to blight and disinvestment. | \$\$ | SHORT-TERM – MEDIUM-TERM | Planning and Zoning Dept., Neighborhood Services, Waterloo Commission of Human Rights, Communications Dept., Iowa Dept. of Human Rights, City of Waterloo Attorney, Nonprofits, Religious Organizations, The Courier, KWWL TV |



ADDRESS VACANT AND DETERIORATING PROPERTIES

| Recommendation | Goals Addressed | Cost Estimate | Timeline | Key Partners |
|---|--|---|---|--|
| Utilize Greening for Vacant Land Reuse | <ul style="list-style-type: none"> Address factors related to blight and disinvestment. | <p style="text-align: center;">\$ \$</p> | <p style="text-align: center;">MEDIUM-TERM – LONG-TERM</p> | <p>City of Waterloo, Church Row Neighborhood Association, Church Row Neighborhood Coalition, Church Row Neighborhood Residents</p> |
| Renovate Dilapidated Rental Housing into Affordable Homebuying Opportunities | <ul style="list-style-type: none"> Address factors related to blight and disinvestment. Create an equitable and quality housing environment in the neighborhood. Ensure safe and affordable neighborhood housing. | <p style="text-align: center;">\$ \$ \$</p> | <p style="text-align: center;">LONG-TERM</p> | <p>City of Waterloo, Operation Threshold, Iowa Finance Authority, Habitat for Humanity</p> |
| Address Factors Related to Blight Hot Spot Analysis | <ul style="list-style-type: none"> Address factors related to blight and disinvestment. | <p style="text-align: center;">N/A</p> | <p style="text-align: center;">SHORT-TERM</p> | <p>Community Development Dept., Green Iowa AmeriCorps, U.S. Dept. of Energy, U.S. Dept. of Agriculture, PPG Paints</p> |
| Make Historic Tax Credit and Exemption Programs More Easily Accessible | <ul style="list-style-type: none"> Address factors related to blight and disinvestment. | <p style="text-align: center;">\$ \$ \$</p> | <p style="text-align: center;">MEDIUM TERM</p> | <p>Planning and Zoning Dept, Historic Preservation Commission</p> |



ECONOMIC AND INSTITUTIONAL DEVELOPMENT

| Recommendation | Goals Addressed | Cost Estimate | Timeline | Key Partners |
|--|---|----------------|---------------------------------|---|
| Pop-up Shops | <ul style="list-style-type: none"> Foster a vibrant business environment in the neighborhood. | \$ \$ | MEDIUM-TERM | Economic Development Dept., Grout Museum |
| Community Center | <ul style="list-style-type: none"> Strengthen the institutional presence in the neighborhood. Establish a community that provides for the daily needs of the neighborhood residents. Build cohesion amongst the various organizations working in the neighborhood. | \$ \$ \$ \$ \$ | MEDIUM-TERM – LONG TERM | Planning and Zoning Dept., Community Development Dept., Neighborhood Services, Nonprofits, Church Row Neighborhood Association, Church Row Neighborhood Coalition, Church Row Neighborhood Residents, State of Iowa Workforce Development, State of Iowa Human Rights Commission, Black Hawk County, Hawkeye Community College, University of Northern Iowa |
| Community Gardens | <ul style="list-style-type: none"> Establish a community that provides for the daily needs of the neighborhood residents. | \$ \$ \$ | MEDIUM-TERM | Leisure Services, The Church Row Neighborhood Coalition |
| Grout Museum and Washington Park | <ul style="list-style-type: none"> Strengthen the institutional presence in the neighborhood. | \$ \$ | SHORT-TERM | Grout Museum, Irving Elementary, Waterloo School District, Planning and Zoning Dept., Leisure Services, Church Row Neighborhood Association |
| Waterloo Commission on Human Rights | <ul style="list-style-type: none"> Establish a community that provides for the daily needs of the neighborhood residents. Build cohesion amongst the various organizations working in the neighborhood. | \$ \$ \$ \$ | SHORT-TERM – MEDIUM-TERM | Waterloo Commission on Human Rights, Finance, Planning and Zoning Dept., Neighborhood Services, City Council |
| Utilize Neighborhood Branding and Marketing | <ul style="list-style-type: none"> Build cohesion amongst the various organizations working in the neighborhood. | \$ | SHORT-TERM | Church Row Neighborhood Association, Church Row Neighborhood Coalition, Church Row Neighborhood Residents, Communications Dept. |

COMMUNITY COHESION

| | | | | | |
|--|--------------------------------|---|----|-------------------|--------------------------------------|
| | Create a Data Dashboard | <ul style="list-style-type: none"> Build cohesion amongst the various organizations working in the neighborhood. | \$ | SHORT-TERM | Geographic Information Systems Dept. |
|--|--------------------------------|---|----|-------------------|--------------------------------------|

QUALITY OF LIFE

| CREATIVE PLACEMAKING | Recommendation | Goals Addressed | Cost Estimate | Timeline | Key Partners |
|----------------------|----------------------|---|---------------|--------------------|--|
| | Murals | <ul style="list-style-type: none"> Support the city's efforts to create a safe and livable neighborhood. Sustain a diverse neighborhood and build cohesion amongst residents. Develop a clear and unifying image for the neighborhood. | \$ | SHORT-TERM | Waterloo Public Arts Committee, Waterloo Center for the Arts, Youth Art Team, Local Artist |
| | Underpass | <ul style="list-style-type: none"> Integrate Church Row Neighborhood into the surrounding area. Design a more open, accessible, and walkable neighborhood. Sustain a diverse neighborhood and build cohesion amongst residents. | \$\$ | MEDIUM-TERM | Waterloo Public Arts Committee, Waterloo Center for the Arts, Youth Art Team, Local Artist, Iowa DOT |
| | Traffic Boxes | <ul style="list-style-type: none"> Support the city's efforts to create a safe and livable neighborhood. Sustain a diverse neighborhood and build cohesion amongst residents. | \$ | MEDIUM-TERM | Waterloo Public Arts Committee, Waterloo Center for the Arts, Youth Art Team, Local Artist |

| | Recommendation | Goals Addressed | Cost Estimate | Timeline | Key Partners |
|----------------------|--|---|---------------|-------------|---|
| CREATIVE PLACEMAKING | Basketball Court | <ul style="list-style-type: none"> Support the city's efforts to create a safe and livable neighborhood. Sustain a diverse neighborhood and build cohesion amongst residents. | \$ | SHORT-TERM | Leisure Services, Waterloo Public Arts Committee, Waterloo Center for the Arts, Youth Art Team, Local Artist |
| | Sculptures | <ul style="list-style-type: none"> Support the city's efforts to create a safe and livable neighborhood. Sustain a diverse neighborhood and build cohesion amongst residents. | \$ - \$\$\$ | MEDIUM-TERM | Waterloo Public Arts Committee, Waterloo Center for the Arts, Youth Art Team, Local Artist |
| | Events | <ul style="list-style-type: none"> Support the city's efforts to create a safe and livable neighborhood. Sustain a diverse neighborhood and build cohesion amongst residents. | \$ | MEDIUM-TERM | Waterloo Public Arts Committee, Waterloo Center for the Arts, The Church Row Neighborhood Association, Youth Art Team, Local Artist |
| ROAD SAFETY | 3rd Street Markings and Stop Signs | <ul style="list-style-type: none"> Support the city's efforts to create a safe and livable neighborhood. Integrate Church Row Neighborhood into the surrounding area. Design a more open, accessible, and walkable neighborhood. | \$\$\$ | MEDIUM-TERM | City of Waterloo, Waterloo City Engineering Department |



| Recommendation | Goals Addressed | Cost Estimate | Timeline | Key Partners |
|---|---|----------------|------------------|--|
| 4th and 5th Street Lane Reconfiguration and Conversion | <ul style="list-style-type: none"> Support the city's efforts to create a safe and livable neighborhood. Integrate Church Row Neighborhood into the surrounding area. Design a more open, accessible, and walkable neighborhood. | \$ \$ \$ \$ \$ | LONG-TERM | City of Waterloo, Waterloo City Engineering Department |
| Two Lane Divided Road with Bicycle Lane | <ul style="list-style-type: none"> Support the city's efforts to create a safe and livable neighborhood. Integrate Church Row Neighborhood into the surrounding area. Design a more open, accessible, and walkable neighborhood. | \$ \$ \$ \$ \$ | LONG-TERM | City of Waterloo, Waterloo City Engineering Department |
| Two Lane One-Way Road with Bike Lane | <ul style="list-style-type: none"> Support the city's efforts to create a safe and livable neighborhood. Integrate Church Row Neighborhood into the surrounding area. Design a more open, accessible, and walkable neighborhood. | \$ \$ \$ \$ \$ | LONG-TERM | City of Waterloo, Waterloo City Engineering Department |
| Six Corners | <ul style="list-style-type: none"> Support the city's efforts to create a safe and livable neighborhood. Integrate Church Row Neighborhood into the surrounding area. Design a more open, accessible, and walkable neighborhood. | \$ \$ \$ \$ \$ | LONG-TERM | City of Waterloo, Waterloo City Engineering Department |

| Recommendation | Goals Addressed | Cost Estimate | Timeline | Key Partners |
|---|---|---------------|--------------------|--|
| Walkability Near Irving Elementary | <ul style="list-style-type: none"> • Support the city's efforts to create a safe and livable neighborhood. • Integrate Church Row Neighborhood into the surrounding area. • Design a more open, accessible, and walkable neighborhood. | \$\$\$\$\$ | LONG-TERM | City of Waterloo, Waterloo City Engineering Department |
| Pedestrian Bridge | <ul style="list-style-type: none"> • Support the city's efforts to create a safe and livable neighborhood. • Integrate Church Row Neighborhood into the surrounding area. • Design a more open, accessible, and walkable neighborhood. | \$\$\$\$\$ | LONG-TERM | City of Waterloo, Waterloo City Engineering Department |
| 3rd Street Alternative Bike Trail Connector | <ul style="list-style-type: none"> • Support the city's efforts to create a safe and livable neighborhood. • Integrate Church Row Neighborhood into the surrounding area. • Design a more open, accessible, and walkable neighborhood. | \$\$\$ | LONG – TERM | City of Waterloo, Waterloo City Engineering Department |

