The Church Row
Neighborhood Plan
## Partners and Support

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
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<tbody>
<tr>
<td>Travis Kraus</td>
<td>IISC Director/Faculty Advisor</td>
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<tr>
<td>Charles Connerly</td>
<td>SPPA Faculty Advisor</td>
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<tr>
<td>Jerry Anthony</td>
<td>SPPA Faculty Advisor</td>
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<tr>
<td>Wendy Bowman</td>
<td>Communications Director, City of Waterloo</td>
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<tr>
<td>Adrienne Miller</td>
<td>Planner, City of Waterloo</td>
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<tr>
<td>Mike Tylka</td>
<td>Alumni Mentor</td>
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</tbody>
</table>
The Planning Process
The Church Row Neighborhood
Stakeholder Engagement

- Group Interviews
- Individual Meetings

Homeowners  Renters  Business Owners  Landlords  Nonprofit Organizations  Churches  Irving Elementary

![Stakeholder Engagement Affiliation as of Jan. 2021]

- Homeowners: 5
- Renters: 1
- Business Owners: 9
- Nonprofits: 9
- Churches: 5
- Irving Elementary: 4
- Other: 4
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
Why Church Row?
Cultural Capital

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

2010 - 2018

Asian Population - Church Row Residents

<table>
<thead>
<tr>
<th>Year</th>
<th>0% - 4%</th>
<th>5% - 8%</th>
<th>9% - 13%</th>
<th>14% - 17%</th>
<th>18% - 21%</th>
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<tr>
<td>2010</td>
<td>1%</td>
<td>1%</td>
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<td>2018</td>
<td>2%</td>
<td>2%</td>
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Asian
- 0% - 4%
- 5% - 8%
- 9% - 13%
- 14% - 17%
- 18% - 21%

Church Row Neighborhood
Civic Gems and History

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

- **Row Housing on Mullan Ave.**
- **Victorian Style**
- **American Four-Square Style**

![Bar chart showing housing types over decades, with categories: 1 Unit Detached, 2 Units, 3 or 4 Units, 5 or More Units, Other.](image)
Fiscal Asset to Waterloo

The Value Per Acre in Church Row

5.1% Of Waterloo’s Value of Acre

Church Row makes up 0.6% of Waterloo’s area
Affordability

2018 Median Gross Rent
$698
6% less than the city

2018 Median Home Value
$73,900
36% less than the city

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

45.7% 54.3%
Waterloo Church Row
Impacts of Blight

- Negative impacts to health, safety, and welfare of residents
- Decreases home values
- Reduces property tax revenue
- Threat of 'hypervacancy'
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 serves the neighborhood.
3. Expand a business corridor on 3rd, 4th, 5th, and South Street.
4. Support and increase minority owned businesses.
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

- Build pedestrian Underpass to Bicycle Trail
- Paint mural on basketball court
- Build Memorial to MLK and Anna Mae Weems
- Paint murals on four underpasses
- Repair houses to stabilize property values
- Expand access to community gardens
- Create raised crosswalks to Irving Elementary School
- Build roundabout at 6 Corners
- Elmwood Cemetery
- Community Center
- Sullivan Ave
- Leland Ave
- Oaklawn Ave
- Western Ave
- Allen Ave
- Western Ave
- Benedict Ave
- Western Ave
- Williston Ave
- Downtown
- University
- St. John's
- Eike Park
Blight Assessment

- 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

- Address factors related to blight and disinvestment.
Blight Reduction
Blight Reduction

Why Blight Reduction?

• Increase safety

• Increases housing aesthetics

• Increases property values

• Increases in tax revenue
Community Land Trust

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

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

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

- 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.
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
Why Creative Placemaking

• Help build cohesion
• Activate spaces
• Outward expression of community pride
Moving Forward
Moving Forward
Thank You

Questions for the planning team?
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
• 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.
Houses located along or near 2nd Street between Allen Street and Locust Street have the highest concentration of dilapidated properties.
A high concentration of poor quality roofs 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.
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.
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 slope is along 5th Street.
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.
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<th>Cost Estimate</th>
<th>Timeline</th>
<th>Key Partners</th>
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<tr>
<td>Community Land Trust</td>
<td>• Create an equitable and quality housing environment in the neighborhood.</td>
<td>$$$$</td>
<td>LONG-TERM</td>
<td>Planning and Zoning Dept., Community Development Dept., Church Row Neighborhood Residents, Church Row Neighborhood Coalition, Housing Coalition, Local Developers, Nonprofit Developers, Local Building Programs, Local Banks</td>
</tr>
<tr>
<td>Increase Number of Rental Inspectors</td>
<td>• Ensure safe and affordable neighborhood housing.</td>
<td>$$</td>
<td>SHORT-TERM - MEDIUM-TERM</td>
<td>Planning and Zoning Dept., Waterloo Commission of Human Rights, City Council, Mayor's Office</td>
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<tr>
<td>Contract Out for More Inspectors</td>
<td>• Ensure safe and affordable neighborhood housing.</td>
<td>$$</td>
<td>SHORT-TERM - MEDIUM-TERM</td>
<td>Planning and Zoning Dept., Waterloo Commission of Human Rights, City Council, Mayor's Office</td>
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<tr>
<td>Residents’ Rights – Public Service Campaign</td>
<td>• Create an equitable and quality housing environment in the neighborhood.</td>
<td>$</td>
<td>SHORT-TERM - MEDIUM-TERM</td>
<td>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</td>
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<td>Utilize Greening for Vacant Land Reuse</td>
<td>• Address factors related to blight and disinvestment.</td>
<td>$ $</td>
<td>MEDIUM-TERM – LONG-TERM</td>
<td>City of Waterloo, Church Row Neighborhood Association, Church Row Neighborhood Coalition, Church Row Neighborhood Residents</td>
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<tr>
<td>Renovate Dilapidated Rental Housing into</td>
<td>• Address factors related to blight and disinvestment.</td>
<td>$ $ $</td>
<td>LONG-TERM</td>
<td>City of Waterloo, Operation Threshold, Iowa Finance Authority, Habitat for Humanity</td>
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<tr>
<td>Affordable Homebuying Opportunities</td>
<td>• Create an equitable and quality housing environment in the neighborhood.</td>
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<td></td>
<td>• Ensure safe and affordable neighborhood housing.</td>
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<tr>
<td>Address Factors Related to</td>
<td>• Address factors related to blight and disinvestment.</td>
<td>N/A</td>
<td>SHORT-TERM</td>
<td>Community Development Dept., Green Iowa AmeriCorps, U.S. Dept. of Energy, U.S. Dept. of Agriculture, PPG Paints</td>
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<tr>
<td>Blight Hot Spot Analysis</td>
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<tr>
<td>Make Historic Tax Credit and Exemption Programs</td>
<td>• Address factors related to blight and disinvestment.</td>
<td>$ $ $</td>
<td>MEDIUM TERM</td>
<td>Planning and Zoning Dept, Historic Preservation Commission</td>
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<tr>
<td>More Easily Accessible</td>
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<td>Pop-up Shops</td>
<td>• Foster a vibrant business environment in the neighborhood.</td>
<td>$$</td>
<td>MEDIUM-TERM</td>
<td>Economic Development Dept., Grout Museum</td>
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<td>Community Center</td>
<td>• Strengthen the institutional presence in the neighborhood.</td>
<td>$$ $$ $$ $$</td>
<td>MEDIUM-TERM – LONG TERM</td>
<td>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</td>
</tr>
<tr>
<td>Community Gardens</td>
<td>• Establish a community that provides for the daily needs of the neighborhood residents.</td>
<td>$$ $$</td>
<td>MEDIUM-TERM</td>
<td>Leisure Services, The Church Row Neighborhood Coalition</td>
</tr>
<tr>
<td>Grout Museum and Washington Park</td>
<td>• Strengthen the institutional presence in the neighborhood.</td>
<td>$$</td>
<td>SHORT-TERM</td>
<td>Grout Museum, Irving Elementary, Waterloo School District, Planning and Zoning Dept., Leisure Services, Church Row Neighborhood Association</td>
</tr>
<tr>
<td>Waterloo Commission on Human Rights</td>
<td>• Establish a community that provides for the daily needs of the neighborhood residents.</td>
<td>$$ $$ $$</td>
<td>SHORT-TERM – MEDIUM-TERM</td>
<td>Waterloo Commission on Human Rights, Finance, Planning and Zoning Dept., Neighborhood Services, City Council</td>
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<td>Utilize Neighborhood Branding and Marketing</td>
<td>• Build cohesion amongst the various organizations working in the neighborhood.</td>
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<td>SHORT-TERM</td>
<td>Church Row Neighborhood Association, Church Row Neighborhood Coalition, Church Row Neighborhood Residents, Communications Dept.</td>
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</table>
| Murals           | • 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        | • 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    | • 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                                                  |
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<tr>
<td><strong>Basketball Court</strong></td>
<td>• Support the city’s efforts to create a safe and livable neighborhood. &lt;br&gt;</td>
<td>$</td>
<td>SHORT-TERM</td>
<td>Leisure Services, Waterloo Public Arts Committee, Waterloo Center for the Arts, Youth Art Team, Local Artist</td>
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<td>• Sustain a diverse neighborhood and build cohesion amongst residents.</td>
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<td><strong>Sculptures</strong></td>
<td>• Support the city’s efforts to create a safe and livable neighborhood. &lt;br&gt;</td>
<td>$ - $$$</td>
<td>MEDIUM-TERM</td>
<td>Waterloo Public Arts Committee, Waterloo Center for the Arts, Youth Art Team, Local Artist</td>
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<td><strong>Events</strong></td>
<td>• Support the city’s efforts to create a safe and livable neighborhood. &lt;br&gt;</td>
<td>$</td>
<td>MEDIUM-TERM</td>
<td>Waterloo Public Arts Committee, Waterloo Center for the Arts, The Church Row Neighborhood Association, Youth Art Team, Local Artist</td>
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<td><strong>3rd Street Markings and Stop Signs</strong></td>
<td>• Support the city’s efforts to create a safe and livable neighborhood. &lt;br&gt;</td>
<td>$$$</td>
<td>MEDIUM-TERM</td>
<td>City of Waterloo, Waterloo City Engineering Department</td>
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<td>• Integrate Church Row Neighborhood into the surrounding area.</td>
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<td>• Design a more open, accessible, and walkable neighborhood.</td>
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| 4th and 5th Street Lane Reconfiguration and Conversion | • 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. | $$$$          | LONG-TERM  | City of Waterloo, Waterloo City Engineering Department                       |
| Two Lane Divided Road with Bicycle Lane | • Support the city’s efforts to create a safe and livable neighborhood.  
• Integrate Church Row Neighborhood into the surrounding area.  
• Design a more open, accessible, and walkable neighborhood. | $$$$          | LONG-TERM  | City of Waterloo, Waterloo City Engineering Department                       |
| Two Lane One-Way Road with Bike Lane  | • Support the city’s efforts to create a safe and livable neighborhood.  
• Integrate Church Row Neighborhood into the surrounding area.  
• Design a more open, accessible, and walkable neighborhood. | $$$$          | LONG-TERM  | City of Waterloo, Waterloo City Engineering Department                       |
| Six Corners                          | • Support the city’s efforts to create a safe and livable neighborhood.  
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<td>Walkability Near Irving Elementary</td>
<td>• Support the city’s efforts to create a safe and livable neighborhood.</td>
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<td>Pedestrian Bridge</td>
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<td>3rd Street Alternative Bike Trail/Connector</td>
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