



TO: Elizabeth Pauli, City Manager
FROM: Lauren Hoogkamer, Principal Planner, Planning and Development Services
Peter Huffman, Director, Planning and Development Services
COPY: Brian Boudet, Planning Division Manager
SUBJECT: Resolution – Adoption of the McKinley Hill Neighborhood Plan – March 21, 2023
DATE: March 6, 2023

SUMMARY AND PURPOSE:

A resolution adopting the McKinley Hill Neighborhood Plan, an implementation strategy of the *One Tacoma* Comprehensive Plan.

COUNCIL SPONSORS:

Council Members Hines and Ushka

BACKGROUND:

The McKinley Hill Neighborhood Plan is a guiding document outlining community-identified projects, ideas, and actions to enhance and strengthen the neighborhood. The Plan reflects a multi-year and multi-faceted program focused on "on-the-ground" implementation of City policies and community priorities. The Plan's primary goals fall into four categories:

1. Business district vitality – *strong business district with a unique sense of place*
2. Transportation – *safe, accessible connections for all modes*
3. Open space – *active spaces that contribute to neighborhood identity*
4. Development – *growth that adds options for food, housing, and services*

The McKinley Hill Neighborhood Plan includes specific actions that support each of these goals, a summary of how these recommendations support and/or implement other key City policy documents, a summary of community engagement, and a detailed plan for implementation and action matrix.

On February 22, 2023, the Infrastructure, Planning, and Sustainability Committee voted to recommend the McKinley Hill Neighborhood Plan to the full City Council. The Planning Commission was also engaged in the development and review of the Plan and recommended its approval on February 1, 2023.

COMMUNITY ENGAGEMENT/ CUSTOMER RESEARCH:

The McKinley Hill Neighborhood Plan was co-created with the McKinley Hill community. Opportunities for engagement included:

- 1, 500+ high school and middle school responses through the Action Mapping Project
- 1,000+ community "engagements" through the:
 - **McKinley Neighborhood Steering Group and three Committees - 50+ members**
 - **Five Community Events - 300 attendees**
 - **Two Surveys - 150 responses**



- **One McKinley Neighborhood Fair** - 200+ attendees
- **Four Focus Group Roundtables** - 100+ responses from the McKinley Business District and Spanish, Ukrainian, and Russian targeted engagement

The Plan’s recommendations were created in coordination with internal and external partners to ensure viability and identify funding opportunities.

2025 STRATEGIC PRIORITIES:

Equity and Accessibility:

McKinley Hill rates “very low” in Tacoma’s Equity Index. Low-opportunity areas are defined as areas that generally have quality-of-life disparities because of the barriers and obstacles to opportunity with the area. The historical lack of institutional investment in McKinley Hill and the opportunity for the City to be more equitable in the delivery of services is one of the reasons McKinley Hill was chosen to pilot the Neighborhood Planning Program, and the recommendations in the Plan identify concrete actions and services for the City to enhance our equitable delivery of services in this area. The Equity and Empowerment Framework also informed the co-creation strategy of working with community throughout the planning process and reducing barriers to participation, including a program in schools that collected over 1,500 middle and high school student responses, as well as paid and/or targeted outreach to multilingual communities that resulted in dozens of survey responses in Spanish and Ukrainian.

The McKinley Neighborhood Plan focuses on the following *Tacoma 2025* and *One Tacoma* Strategic Goals:

Tacoma 2025:

- Improve neighborhood livability
- Enhance civic engagement
- Increase equity and accessibility

One Tacoma:

- Development in mixed-use centers, with walkable, vibrant business districts
- Investment in multimodal transportation
- Protection of historic and natural resources
- Implementation through partnership

Economy/Workforce: *Equity Index Score: Very Low Opportunity*

Increase the number of infrastructure projects and improvements that support existing and new business developments.

Increase the percentage of people relocating to the city and affordability of housing compared to neighboring jurisdictions.

Education: *Equity Index Score: Very Low Opportunity*

Demonstrate community support for education by increasing support for school levies and bonds; volunteering and mentoring youth.



Civic Engagement: *Equity Index Score: Very Low Opportunity*

Increase the percentage of residents who believe they are able to have a positive impact on the community and express trust in the public institutions in Tacoma.

Increase the number of residents who participate civically through volunteering and voting.

Livability: *Equity Index Score: Very Low Opportunity*

Increase the number of Complete Compact Communities/ 20-Minute Neighborhoods throughout the city.

Improve access and proximity by residents to diverse income levels and race/ethnicity to community facilities, services, infrastructure, and employment.

Explain how your legislation will affect the selected indicator(s).

This program provides enhanced planning and development support to help communities create strong, vibrant, and diverse neighborhoods. The goal of the neighborhood planning process is not just creating and implementing a plan, but the process itself is also a tool to help build community capacity and constituent energy, develop relationships/partnerships, and identify co-creation opportunities for residents to shape their own neighborhoods.

ALTERNATIVES:

Presumably, your recommendation is not the only potential course of action; please discuss other alternatives or actions that City Council or staff could take. Please use table below.

Alternative(s)	Positive Impact(s)	Negative Impact(s)
1. Adopt parts of the Plan	Some of the community's goals will move forward.	Community support and trust may be lost.
2. Reject the Plan	N/A	Plan implementation will not move forward and community support and trust will be lost.

EVALUATION AND FOLLOW UP:

We are using the McKinley Hill Neighborhood Plan Social Pinpoint

<https://engagepiercecounty.mysocialpinpoint.com/mckinleyhill/mckinleynp> to track the status of the Plan's actions and projects. We also have three project committees that are guiding implementation, as well as periodic community check-ins through public meetings, events, and online surveys. Staff will provide periodic updates to the City Council. The community has expressed a desire to see the City follow through with implementation and ongoing maintenance.

STAFF/SPONSOR RECOMMENDATION:

Staff has provided recommendation letters from Planning Commission, the Infrastructure, Planning, and Sustainability Committee, and a cover letter from Council Member Ushka. Based on these recommendations and community input, staff recommends adopting the McKinley Hill Neighborhood Plan.



FISCAL IMPACT:

What Funding is being used to support the expense?

The McKinley Hill Neighborhood Plan includes numerous proposed implementation activities and improvements, which will require the partnership of multiple internal and external groups and significant resources, as outlined in the Plan. Several of the proposed actions will be accomplished with existing allocated funding, such as new bike parking, murals, and water fountains. Some of the proposed actions would require reorienting or reprioritizing existing allocated resources, such as a targeted tree planting outreach program and “quick build” traffic calming projects. Other actions will require additional efforts and future funding, which will be dependent on identifying a combination of grants, other partnership funds, and allocating additional City resources at the City Council's discretion. As an example, in response to an early draft of the McKinley Hill Neighborhood Plan, the City Council included \$250,000 in the 2023-24 Biennial Budget towards the design of the McKinley Avenue streetscape enhancement project. This was based on an anticipated \$2-3 million construction cost in 2024, which has not yet been funded.

Are the expenditures and revenues planned and budgeted in this biennium's current budget?

YES

\$250,000 for design for the McKinley Hill streetscape is included in the current biennium budget.

Are there financial costs or other impacts of not implementing the legislation?

YES

Will the legislation have an ongoing/recurring fiscal impact?

YES

Will the legislation change the City's FTE/personnel counts?

NO

Adoption of the McKinley Hill Neighborhood Plan does not include a request for additional personnel at this time; however, there could be a need as implementation and additional neighborhood plans are desired.