



## City of Tacoma

## City Council Action Memorandum

**TO:** Elizabeth Pauli, City Manager  
**FROM:** Lauren Hoogkamer, Principal Planner, Planning and Development Services  
Brian Boudet, Acting Director, Planning and Development Services *BB*  
**COPY:** City Council and City Clerk  
**SUBJECT:** Resolution Adopting of the Proctor Neighborhood Plan – February 27, 2024  
**DATE:** February 9, 2024

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### SUMMARY AND PURPOSE:

A resolution adopting the Proctor Neighborhood Plan, an implementation strategy of the One Tacoma Comprehensive Plan.

### COUNCIL SPONSORS:

Deputy Mayor Hines

### BACKGROUND:

The Proctor Neighborhood Plan (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 five categories:

1. **Pedestrian Safety and Comfort:** *Supporting safe access to key neighborhood destinations for people walking, biking, and rolling.*
2. **Human-Scale Design:** *Development that features pedestrian-oriented urban design and honors Proctor's historic character.*
3. **Community Space:** *Community space for gathering indoors and outdoors, including enhancing access to existing spaces and parks.*
4. **Sustainability and Climate Adaptation:** *Reducing climate impacts through environmentally sustainable practices and development, and preserving the urban tree canopy.*
5. **Commercial and Residential Affordability:** *Preserving and constructing housing that is attainable for diverse incomes and needs, and affordable commercial space for small and diverse businesses.*

The Proctor 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, a detailed plan for implementation, and an action matrix.

On January 10, 2024, the Infrastructure, Planning, and Sustainability Committee voted to recommend the Proctor Neighborhood Plan to City Council. The Planning Commission was also engaged in the development and review of the Plan and recommended its approval on December 6, 2023.

### COMMUNITY ENGAGEMENT/ CUSTOMER RESEARCH:

The Proctor Neighborhood Plan was co-created with the Proctor community. Opportunities for participation in the Plan included 1,800+ community "engagements" through:

#### Events

- Three Plan events: Kick-off event, walk, open house (*200+ participants*)
- Tabling at eight community events
- Feedback boards at Wheelock Library and University of Puget Sound



### Surveys and Online Engagement

- Interactive online map (*450 comments*)
- Three online surveys (*500 responses*)
- Community Booster Project voting (*700 responses*)

### Meetings and Focused Engagement

- 15 Steering Group meetings (*20+ members*)
- Four tenant and business focus groups
- Multilingual engagement in Russian and Ukrainian

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:

Proctor and McKinley Hill were chosen to pilot the Neighborhood Planning Program, as they represent communities at opposite ends of the spectrum. Recognizing that Proctor is identified as having “very high” opportunity in the City's Equity Index compared to other areas of the city, the Neighborhood Planning Program worked closely with internal and external partners to strategically leverage existing resources to support Proctor's future and growth; identify future opportunities for improvement; and support City-wide resources and strategies that promote an equitable delivery of services. For that reason, many of the Proctor recommendations focus on providing improved access to the neighborhood's amenities to a wider citywide audience. 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 targeted outreach to multilingual communities in Russian and Ukrainian.

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

### One Tacoma Comprehensive Plan:

- Development in Mixed-Use Centers, with walkable, vibrant business districts
- Investment in multimodal transportation
- Protection of historic and natural resources
- Implementation through partnership

### Tacoma 2025:

- Improve neighborhood livability
- Enhance civic engagement
- Increase equity and accessibility
- Support economic vibrancy
- Support stewardship of the built and natural environment

### Economy/Workforce: *Equity Index Score: Very High Opportunity*

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

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



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### **Education:** *Equity Index Score:* Very High Opportunity

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

### **Civic Engagement:** *Equity Index Score:* Very High 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 High Opportunity

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

Increase positive public perception of safety and overall quality of life.

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

This program provides enhanced planning and development support to help communities create strong, vibrant, equitable, 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:**

Alternative(s)	Positive Impact(s)	Negative Impact(s)
Adopt parts of the Plan	Some of the community's goals will move forward.	Community support and trust may be lost.
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 Proctor Neighborhood Plan Social Pinpoint

<https://engagepiercecounty.mysocialpinpoint.com/proctornp> to track the status of the Plan's actions and projects.

We will also have project committees guiding implementation, as well as periodic community check-ins through public meetings, events, and communications. Staff will provide periodic updates to 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 Council Committee; and a welcome letter from Deputy Mayor Hines. Based on these recommendations and community input, staff recommends adopting the Proctor Neighborhood Plan.

### **FISCAL IMPACT:**

#### **What Funding is being used to support the expense?**

The Proctor Neighborhood Plan includes numerous proposed implementation activities and improvements.

Recognizing that the Proctor District is located in an existing "high-opportunity" area, future direct implementation funding may be more challenging to allocate, making a focus on partnerships, private support, outside resources,



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and collaboration with citywide efforts likely more important than in other neighborhood planning areas. Several of the proposed actions will be accomplished with existing allocated funding, such as the business district tree planting and the “open streets” pilot event series (funded through the Neighborhood Planning Program’s “community booster grant” process). Some of the proposed actions would require reorienting or reprioritizing existing allocated resources, such as shifting the focus of an existing Business Improvement Area study to the Proctor Neighborhood Business District. 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 Council’s discretion.

### **Are the expenditures and revenues planned and budgeted in this biennium’s current budget?**

**YES**

Some of the plan's actions are already funded based on current appropriations, but others will be dependent on future funding at Council's discretion. See the above note for additional information.

### **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 Proctor Neighborhood Plan does not include a request for additional personnel at this time; however, there could be a need as implementation resources and additional neighborhood plans are desired.

### **ATTACHMENTS:**

- Recommendation Letter from Infrastructure Planning & Sustainability Committee (January 17, 2024)
- Recommendation Letter from Planning Commission (December 6, 2023)
- Proctor Neighborhood Plan – Final Draft