

Proctor

Neighborhood Plan

City of Tacoma



DRAFT February 2024

City of Tacoma
Neighborhood
Planning
Program



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DRAFT February 5, 2024

Puyallup Tribe of Indians Land Acknowledgement

We gratefully honor and acknowledge that we rest on the traditional lands of the Puyallup People where they make their home and speak the Lushootseed language. These lands and waterways are the original and current homelands of the Puyallup Tribe of Indians, of which they have been the stewards since time immemorial. We recognize that planning decisions must be mindfully deliberated as they may have lasting impacts on the Tribe, their land base, and their treaty-protected rights to fish, hunt, and gather. We recognize the importance of and encourage regular, meaningful consultation with the Tribe over land use decisions while preserving the Tribe's treaty rights and supporting tribal self-determination and sovereignty.

Acknowledgements

The following entities and individuals were invaluable in offering their time, wisdom, and insight. The authors of this report wish to express their deepest appreciation to everyone who supported the creation of the Proctor Neighborhood Plan, particularly the following key partners:

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Deputy Mayor John Hines, Council Member Catherine Ushka, and former Council Member Connor McCarthy for championing the creation of the Neighborhood Planning Program and providing guidance and support throughout the planning process.

Proctor Neighbors, Businesses, and Organizations

A special thanks to the Proctor neighborhood, business owners, and organizations who provided input, attended events, shared ideas, and came together as a community to create a vision for their neighborhood.

Proctor Neighborhood Plan Steering Group and Volunteers

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In Memoriam



Bill Evans, steadfast community advocate who dedicated much of his life to making Tacoma a better place, passed away on November 5, 2023. He was born in Hastings, Minnesota before moving to Seattle, where he grew up. In the mid-1970s, Bill and his wife Ann settled in Tacoma, and opened their first retail store in the newly renovated Old City Hall.

While Bill is most often associated with his dedication to developing the Proctor District as an urban village with a hometown feel, his reach extended across the city. He served for eight years on the Tacoma City Council (2000-2008), with a term as deputy mayor. He was a founding board member of Tacoma Sister Cities and served on the board of Sister Cities International. He was also instrumental in saving the iconic Blue Mouse Theater, now celebrating its 100th year, and in bringing Chinese Reconciliation Park to Tacoma as a board member of the Chinese Reconciliation Project Foundation. After the September 11 attacks and the anti-Muslim hate that followed, Bill took a leadership role in creating the Peace Plaza at Thea's Park. Bill was also a member of the Proctor Neighborhood Plan Steering Group, along with his son, Matt.

Welcome letter from Deputy Mayor John Hines

Hello!

Welcome to the start of an exciting journey shaping the future of our beloved Proctor neighborhood!

In conversations with many of you, I have heard again and again about the significance of preserving our community's essence, while also fostering positive changes. This Plan endeavors to weave together the threads of community engagement, balanced progress, and shared aspirations, with the goal of creating a tomorrow that resonates with everyone.

Proctor's strength lies not only in its physical structures, but also in the relationships that bind us. This Plan places community engagement at its heart, acknowledging that the best ideas, solutions, and visions emerge when we all come together. As neighbors, business owners, and visitors, we share stories, experiences, and dreams for Proctor. By listening to one another, we have crafted a collective vision for the future—one that reflects the aspirations and needs of all generations.

Balancing change with preservation is a delicate art that requires careful consideration. Our neighborhood's history and unique character are the foundation upon which we build the future. Through this plan, we recognize the importance of safeguarding our heritage, embracing the landmarks that hold memories, cherishing the cultural fabric that makes us who we are, and capturing the "Proctor-ness of Proctor." Simultaneously, we can and must embrace innovation and transformation when doing so elevates our quality of life, enhances sustainability and affordability, and enables us to pursue the opportunities of tomorrow.

As we look ahead, envisioning a future Proctor neighborhood that we can all enjoy, we stand guided by the principle that progress should be inclusive. This Plan seeks to promote diversity, accessibility, and the well-being of all those who live, work, and play in Proctor.



Our commitment to a vibrant public gathering spots, green spaces, and interconnected infrastructure ensures that our community remains inviting, safe, and conducive to healthy living.

In the pages that follow, you will discover a comprehensive roadmap that embodies our shared aspirations. It invites you to participate actively in envisioning the next chapter of Proctor's story. This neighborhood Plan is just the beginning for Proctor, and your input, involvement, and collaboration will shape the decisions and the outcomes as we move forward. Together, we are embarking on a journey of careful transformation, guided by the light of our shared past and the promise of our shared future.

As someone who has enjoyed all that Proctor has to offer for my entire life, I am proud of the work our community has done through this neighborhood planning process. It is an honor and privilege to represent the people of this community and I hope we can continue to come together to create a neighborhood that celebrates its past, embraces the present, and welcomes the future with open arms.

Together, we will forge a balance between change and preservation, laying the foundation for a Proctor neighborhood that brings us all joy for generations to come.

Sincerely,

A handwritten signature in black ink, appearing to read "John Hines", with a horizontal line extending to the right.

Deputy Mayor John Hines

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Executive Summary

This 4-page executive summary summarizes the core Proctor Neighborhood Plan actions and can be used as a standalone, public-facing document to distribute to the community.

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Implementation

Several projects have already been funded with the help of internal and external partners (see Quick Wins Coming to Proctor), while other Plan actions are opportunistic, completed when grant or other funding becomes available. Some larger actions set the tone for other projects to follow, such as:

Increased business district capacity and the creation of a business improvement area (BIA) to support event planning, outdoor seating, stateries, and support for small/legacy business.

Open streets pilot to test locations for future festival street and woonerf (neighborhood shared street) design.

Parking, transit, and biking connections for parking management strategy, crossing improvements, and bike infrastructure.

Enhancing identity through historic nominations, design review program, and signage and murals.



“Quick Wins” Projects Coming to Proctor!

- Red curb painting
- Business district parking management strategy
- Update school arrival and dismissal plans
- Engage local business to develop stateries and add bike parking
- Support program to provide doggie bag stations with trash cans
- Advocacy for environmentally friendly practices

Engagement

Intentional and equitable community engagement was the core driving force behind the creation of the Plan. Staff proactively reached out and engaged with community members to identify shared values and goals, collaborated with the Steering Group to co-create the community engagement process and the Plan, and built lasting relationships with businesses and neighborhood advocates to increase neighborhood capacity. We are grateful to the community for their enthusiastic participation, which included:

1,800+ Community “Engagements”

Events

- 3 events - Kick-off event, walk, open house (200+)
- Tabling at 8 community events
- Feedback board at Library and UPS

Surveys and Online

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

Meetings and Focused Engagement

- 15 Steering Group meetings and walks
- 4 tenant and business focus groups
- Coordination with stakeholders (PDA and NENC)
- Multilingual engagement in Russian and Ukrainian

Contact neighborhoodplanning@cityoftacoma.org to sign up for the email list and/or to get involved.



Vision and Purpose

The Proctor Neighborhood Plan (Plan) is a guiding document outlining community-identified projects, ideas, and actions to foster the vision for Proctor as a vibrant neighborhood destination and welcoming place.

The Plan documents the co-creation process with the neighborhood throughout 2023 and is informed by responses from surveys, engagement with key stakeholders and community groups, and public meetings and events.

The City of Tacoma Neighborhood Planning Program will continue to work with Proctor residents, businesses, and local organizations to support implementation in 2024 and beyond.

Proctor Neighborhood Plan

Executive Summary

Five Goals

The Neighborhood Planning Program engaged community members to capture key issues and ideas for Proctor's future and identified five major goals:

- 1 Pedestrian Safety and Comfort**
Enhance walking, biking, and rolling connections to neighborhood amenities, prioritize safe youth travel, and slow neighborhood traffic
- 2 Human-Scale Design**
Support development that features pedestrian-oriented design; historic preservation that honors Proctor's historic identity
- 3 Community Space**
Adapt key streets to host various events; pursue opportunities to promote shared street concepts and community space for seating and gathering
- 4 Sustainability and Climate Adaptation**
Build neighborhood resilience through capacity and advocacy for green innovation, as well as urban tree canopy planting and preservation
- 5 Commercial and Residential Affordability**
Explore avenues to provide affordable housing options for diverse income and needs, and preserve affordable commercial space for small and diverse businesses

Major Actions

The following Plan recommendations will strengthen Proctor's livability, equity, and resilience. Location-specific actions are keyed to the map, and neighborhood-wide actions are listed on the following page. The Plan includes many additional recommendations – learn more and read the full Plan at our website.

Location-Specific Actions

- 1** Improve active transportation connections to the business district and enhance pedestrian crossings on arterials



This action relates to enhancing key intersections, crossings, and bike network connections via short- and long-term infrastructure upgrades.

- 2** Coordinate with schools to improve safety and connections
- 3** Pursue opportunities to implement Plan public space and affordability goals with future development

- 4** **Community Booster Project!** Activate streets with "open streets" events, and use these events to test locations for future festival street



More information about the open streets pilot on the next page



- 5** Explore opportunities to build a woonerf (neighborhood shared street)



- 6** Support small businesses and explore business district capacity support, such as a Business Improvement Area

- 7** Coordinate with partners to enhance outdoor gathering space and seating areas



Neighborhood-Wide Actions

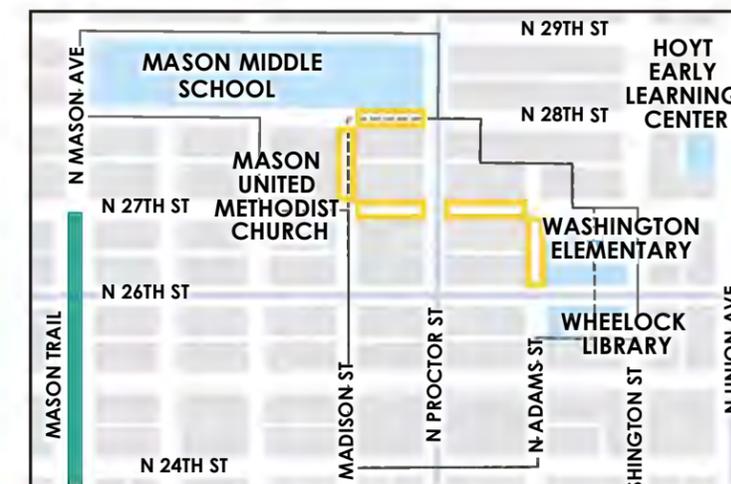
- 8** **Community Booster Project!** Promote tree planting and maintenance, including replacing diseased trees within the business district



- 9** Calm traffic on neighborhood streets through citywide programs and projects
- 10** Maintain and expand affordable housing
- 11** Support City efforts to create the new Urban Design Review Program
- 12** Support historic nomination for key, character-defining properties in and around the business district

You Voted, We're Building It

The two neighborhood-selected projects for the community booster grant (\$50,000) are the **business district tree planting** (see above) and the **open streets pilot**. The open streets program will start in the summer of 2024, and we will initially seek out community partners to help test and coordinate temporary street closures on non-arterials with small activations at different locations in the business district.



Stay involved with the Proctor Neighborhood Plan!



Track implementation of the PNP recommendations at: engage.piercecounty.mysocialpinpoint.com/proctornp



Introduction

Proctor is the second neighborhood to develop a formal neighborhood plan under the City of Tacoma's Neighborhood Planning Program.

The City of Tacoma Neighborhood Planning Program, in partnership with Proctor neighbors, businesses, and local organizations, worked together to identify opportunities to address challenges and enhance their neighborhood, as well as support direct implementation of these changes. The Proctor Neighborhood Plan (Plan) documents this grassroots vision for the future of Proctor, which draws on a co-creation process with the neighborhood and is informed by responses from surveys, engagement with stakeholders and community groups, and public meetings and events.

Exhibit A. Proctor Neighborhood Map



Source: Proctor Study Area (Tacoma, 2022)

Through this community engagement and co-creation process, we heard a desire for safe and accessible connections for people walking, rolling, biking, and using transit; good urban design that enhances the pedestrian environment and maintains historic places; activated community spaces for people to gather; a neighborhood that does its part to be environmentally sustainable; and housing, restaurants, and businesses that are affordable for households of diverse incomes.

This vision is organized under five goal areas, which are:

- Pedestrian Safety and Comfort
- Human-Scale Design
- Community Space
- Sustainability and Climate Adaptation
- Commercial and Residential Affordability

About Neighborhood Planning

The City of Tacoma's Neighborhood Planning Program (NPP) provides enhanced planning and development support to help communities create strong, vibrant, and diverse neighborhoods.

The City of Tacoma has recently completed or supported multiple plans that guide neighborhood planning and development. These plans identified a need for more equitable delivery of services and resources, providing short-term and grassroots response to neighborhoods' concerns, and supporting neighborhood identity, vitality, livability, and diversity. The Neighborhood Planning Program complements citywide policies seeking to create a complete transportation system, housing options, economic development, healthy environment, and access to amenities and services for all Tacoma residents.

The Neighborhood Planning process includes learning from prior policies and plans, as well as moving beyond these policies toward action. The program relies on a co-creation process between residents, businesses and service providers, City departments, nonprofit and community partners, and elected officials to build community capacity and relationships, and to identify implementable, impactful projects. The extensive engagement and community-City-interdepartmental coordination allows the NPP to identify place-based challenges and move forward concrete, doable, community-backed projects.

See Policy Framework for more about City of Tacoma and other regional policies and plans connected to the Proctor Neighborhood Plan.



Neighborhood Plan Approach

Why Proctor?

City Council selected Proctor as the second pilot neighborhood for the Neighborhood Planning Program for the following reasons:

- The *One Tacoma Comprehensive Plan* guides Tacoma to support livable neighborhood centers, transit-oriented development, and equitable distribution of resources
- Proctor is already a designated Neighborhood Business District and zoned as one of Tacoma's Neighborhood Mixed-Use Centers
- Proctor's existing and planned investments mean that it is facing increasing development pressure and

seeing rapid growth and change. The Neighborhood Planning process allowed the community to respond to these pressures and create a proactive plan to guide future growth in a way that maintains Proctor's character and anticipates growth.

- Although a high-opportunity area (according to [Tacoma's Equity Index](#)), proactive planning for growth and change will help to ensure that Proctor's amenities will be accessible and affordable for a larger community, and can continue to serve as a neighborhood retail destination.
- Proctor has not yet received targeted planning support (e.g., no subarea planning completed in Proctor).

Methodology

The Neighborhood Planning Program uses three core methods to research and compile our neighborhood plans, including the Proctor Neighborhood Plan: community engagement; resource identification and matchmaking; and technical analysis.

Community engagement. Throughout our planning process, we conduct a robust community engagement process that is both deep and broad to ensure a wide range of voices are heard. With a commitment to equitable engagement, we use a variety of methods to hear from those who are most “hard-to-reach” in our communities. We create tools for people to engage with us, regardless of whether they have 5 minutes or 5 months to spend contributing to the process.

The feedback that we hear from community members helps to identify community issues, collect community-generated project ideas, and refine our approach to solutions. This process is iterative and relies on ongoing co-creation with interested community members as we map community assets and needs, develop a list of actions, finalize the Plan, and begin implementation.

Resource identification and matchmaking. We work internally with subject-matter experts in other City of Tacoma departments, and with other government agency and

See Community Engagement Summary to learn more about our engagement approach and what we heard from the Proctor community.

organizational partners, to understand existing City policies and identify resources for analysis and implementation. Working with this internal steering group, we assess feasibility, refine actions, identify opportunities for “quick wins,” and look for policy and funding alignment for longer-term action steps. Additionally, we invite our subject-matter experts to topic-based meetings with the Steering Group to help community members understand the decision-making process and the opportunities and constraints that need to be balanced.

Technical analysis. Once we have identified community needs through community engagement and worked with subject-matter experts to assess feasibility, we pull in technical experts to address questions related to transportation planning, urban design, engineering, and other policy issues. We also work extensively with subject-matter experts through implementation. This stage of the work is based on data and ensures that the plan and its recommendations are aligned with City policies and best practices.

Timeline

As the second neighborhood for the new Neighborhood Planning Program, Proctor began the planning process in summer 2022, launched to the public in September 2022, and continued the planning phase of the project through fall 2023. The core methodology of this Plan was an ongoing and iterative process of co-creation with community members, with the following milestones:

Internal and external partner coordination.

Neighborhood Planning staff connected and coordinated with external partners (organizations and agencies) and internal Tacoma staff to identify existing programs and available resources to implement projects (summer/fall 2022 and ongoing).

Engagement launch. Tacoma Neighborhood Planning staff kicked off the project with a virtual Plan-A-Thon, developed an interactive map to collect comments, and completed extensive community engagement and outreach to collect initial input on key neighborhood issues, form the Steering Group, and identify interested residents, business and property owners, and other neighborhood stakeholders (fall 2022 – fall 2023).

Community priorities. Tacoma staff worked with the Steering Group to review community input and identify Neighborhood Plan priorities and organize them into Plan goals, which were shared back to the community via an online survey.

Project idea generation. The Steering Group and staff worked together to combine community ideas into draft actions and used community survey responses to identify the most important projects for community booster project funding. A public open house, priorities online survey, tabling at community events, and display boards in different community locations helped to inform this work.

Draft Plan actions and community review. Staff asked internal subject-matter experts to review the draft Plan actions for feasibility and brought the draft Plan actions back to the community via a mailer, online survey, and tabling at community events. Community members also cast votes on their top community booster projects, with in-person and online voting.



Final Plan and Implementation. Staff finalized the draft Plan and actions and took it through public review at Planning Commission and City Council for adoption (fall 2023). Staff identified funding and strategies for “quick win” projects to begin implementation.

See the Implementation Strategy for expected timelines for longer-term and multi-phase projects (2023 and beyond).

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How to Use this Plan

Who Should Use this Plan: This Plan documents community desires for the future of the Proctor neighborhood, as well as alignment with existing resources and City of Tacoma policies. The community can use this Plan both to advocate for these goals and as a roadmap for community-led actions. For the City, community partners, and developers, this Plan should be referenced and incorporated into future work plans, planning processes, policies, and development.

Introductory Chapters. These sections cover the background, purpose, and vision for the Proctor Neighborhood Plan, including existing neighborhood conditions, the broader policy context informing the plan, and how we connected with community during the process.

Major Ideas Summary and Recommendations. These sections describe community-identified projects and ideas to strengthen Proctor, as well as steps to achieve them. These actions are organized by the Plan's major themes.

Implementation. This section provides a quick reference summary table of all the Plan's actions. It identifies commitment and planning-level cost estimates, intended timeline, and the responsible parties overseeing the action.

Appendices. This section has supporting graphics, documents, and resources that provide more information around policy background, community engagement, findings, and recommendations found in the Plan.



Proctor Major Characteristics

Proctor is located in the North End of Tacoma, south of Puget Creek Natural Area and northwest of the University of Puget Sound. Puget Creek Natural Area is the northernmost significant feature of the neighborhood, Adams and Cushman Substations are the southernmost, and the neighborhood is bounded by N Stevens St to the west and N Union Ave to the east. The City-defined Neighborhood Mixed-Use Center is approximately one block on either side of Proctor St, between N 24th St and E 27th St, and includes major institutions such as the Tacoma Public Library Wheelock Branch, Washington Elementary School, Mason Middle School, and Mason United Methodist Church.

Demographics. The neighborhood has a total population of about 5,246 people. 18% of the population is under 18 years old and the median age is about 42 years old. The current racial makeup of Proctor is 78% White, 8% Black, 0.3% Indigenous, 0.8% Asian, 0% Pacific Islander, and 7.9% mixed race. Additionally, regardless of race, 5% of the population identifies as Hispanic or Latino. The median income for the neighborhood is approximately \$106,033, which is \$28,892 more than the \$77,141 median income for the City of Tacoma. There are 2,641 total housing units for a total of 2,486 current households in the neighborhood (Census, 2021). The [Urban Displacement Project](#) rates Proctor as having low housing precarity risk score and low residential displacement risk.

Neighborhood Capacity. Proctor is well-served by a variety of public, nonprofit, and private entities. The Proctor Neighborhood is serviced by the nonprofit, volunteer-based, North End Neighborhood Council (NENC), which is part of the City's Neighborhood Council Program. This group has regular standing meetings, events, and community stewardship activities. In addition, Proctor is officially recognized by the City of Tacoma as a Neighborhood Business District (see more information about the Neighborhood Business District below), with an active business district association. The Proctor District Association has strong membership, meets regularly, and has a yearly calendar of well-attended activities. The business district is enhanced by the Proctor Farmers' Market, which occurs every Saturday in the summer and fall, and periodically in the winter. Proctor is served by two Tacoma Public Schools within the district (Washington Elementary School and Mason Middle School), active Parent-Teacher Associations, and the Wheelock Library branch. Active neighborhood-focused nonprofits include Friends of Tacoma's Cushman Substation, and Proctor has strong support from citywide advocacy organization Historic Tacoma. The University of Puget Sound is also located within the extended Proctor neighborhood. The Nourish Foodbank operates out of the Mason United Methodist Church building, and the Greentrike nonprofit operates a preschool out of the Hoyt Elementary School campus.

Community Assets. The Proctor neighborhood has a number of assets identified by community members. In addition to



Neighborhood Planning staff attending a Proctor District Association (PDA) meeting to hear feedback on draft Plan priorities.

the strong neighborhood capacity and active Neighborhood Business District with neighborhood-serving retail (see above), community members noted the compact, walkable nature of the neighborhood as a major asset. The two grocery stores, Post Office, Farmers' Market, local and independent retail, food bank, library, and schools all allow people to meet their daily needs within the core business district.

Residents noted their appreciation for historic buildings within the district (see Historic Resources section for more detail), and opportunities to enhance the smaller neighborhood centers outside of the business district (e.g., N 26th St and N Alder St; N 34th St and N Proctor St).

People also appreciated the presence of green spaces in the neighborhood, including Puget Park and Puget Creek Gulch, the Proctor Community Garden, the Mason Ave walking path, proximity to the Ruston Way waterfront, and existing mature tree canopy, including on N Union Ave.

Neighborhood Business District. The City-defined Neighborhood Business District runs along N Proctor St, between N Madison St and N Adams St. Businesses and community services such as restaurants/bars, cafes, salons, clothing retail, banks, movie theater, dentist office, and two grocery stores reside within the business district. Additionally, a church and multiple schools border the business district.

Parks and Open Space. Puget Park and Puget Creek Natural Area are two large green spaces (managed by Metro Parks) in Proctor. The Puget Park includes an active playground with large mature trees, and the Puget Creek Natural Area features gravel nature trails. Proctor also has a community garden at the intersection of N Proctor St and N 21st St.

Transportation. Buses: The neighborhood currently has three bus lines that run through the heart of the district. Route 11 runs north-south along Proctor St, connecting the Commerce Street Station to Point Defiance Ferry Terminal; Route 13 begins at the Tacoma Dome Station and terminates in Proctor (in March 2024, the 13 is scheduled to be replaced with on-demand “runner” service); and Route 16 runs east-west along N 26th St connecting the Commerce



Open space in Proctor includes the Proctor Community Garden.



The 11 bus runs along N Proctor St (above), and the neighborhood also includes the Mason Walking Path, or Mason Trail, which runs along the median of N Mason Ave (below).

Street Station with the Tacoma Community College Transit Center.

Bicycle facilities: The neighborhood is connected by limited bike facilities, including north-south dedicated bike lanes along N Union Ave and N Stevens St and east-west lanes on N 26th St (which become sharrows in the business district between N Proctor St and N Washington St) and N 21st St east of N Proctor St. There is a bicycle boulevard east-west along N 24th St.

Walking and rolling: Proctor has a well-connected sidewalk network, both along arterials and residential streets. The Mason Walking Path is on the median of N Mason Ave between N 14th St and N 27th St.

Land Use. Much of Proctor is residential and mostly single-dwelling structures, with most of the larger multifamily buildings centered in the Proctor District Neighborhood Center. Proctor's core "main street" offers a mix of commercial and residential uses.

For more information about Proctor's land use and zoning, see Appendix A.



Proctor contains a mix of low-scale and mid-scale residential, and the "main street" is the core for commercial uses.

Exhibit B. Current Land Uses

Proctor Current Land Use



Source: MAKERS (2023)

Historic Resources

Neighborhood History. The area where Tacoma is located has been inhabited for thousands of years by Native Americans, primarily the Puyallup people, a federally recognized tribe within the Coast Salish group of indigenous peoples living along the Pacific Northwest Coast. In their Salish language, Twulshootseed, a southern dialect of Lushootseed, the Puyallup people are known as the S'puyaləpabš (Spoy-all-up-obsh), which translates to the people from the bend in the river or the people from the river with many bends. The Puyallup Tribe of Indians continue to make their home in and around Tacoma.

In 1850, Euro-American settlement began along the shores of Commencement Bay. In 1853, without discussion with Tribal leadership, the U.S. Government created Washington Territory out of the northwest section of the Oregon Territory. The first Euro-American habitation on Commencement Bay was by Nicholas Delin (1817-1882). Although he never owned the land, Delin sold his mill property to James L. Perkins, who in turn sold the stolen property to Miles Galliher. In 1854, the Treaty of Medicine Creek was negotiated between Isaac Stevens, Washington Territorial Governor and Superintendent of Indian Affairs representing the U.S. Government, and the leaders of local tribes, including the Puyallup and Nisqually people. This treaty created a small reservation of just 1,280 acres for the Puyallup people while the U.S. received 2 million acres. The unrest that resulted from this one-sided treaty created conflict between local tribal communities and the settlers who arrived to homestead, culminating in the Treaty Wars of 1855-56. After long negotiations, the U.S. Government and Tribal leadership agreed upon a larger reservation that provided the Puyallup people access to their river and the bay. This new reservation was increased to 18,060 acres in 1857.

The first permanent non-native settlement near Commencement Bay was the community established by Job Carr (1813—1887) in 1864. He arrived in Olympia from Iowa and saw the land he wanted while on a fishing trip. He claimed 168 acres, named it Eureka, and built a log cabin that served as the post office, a polling place, and community gathering place. Eureka was renamed Tacoma, the anglicized Twulshootseed after the mountain

Information about the history of the Puyallup Tribe taken from the *Prairie Line Trail Historic and Cultural Assessment Report* (Artifacts Consulting and City of Tacoma, 2016).

overlooking the bay. Morton Matthew McCarver (1807-1875) arrived in the late 1860s, purchasing 160 acres of Carr's original 168 acres. McCarver platted his own community, Tacoma City (now Old Town), in December 1869. Tacoma City was located within Pierce County, which had a population of 1,411 in 1872. The settlement slowly attracted pioneer settlers and rapidly forced out any remaining Puyallups. Having robbed the Tribe of its homeland by the early 1870s, Tacoma City boasted a mill, school, public hall, store, hotel, and a handful of other businesses supported by a population of about one hundred people. The Puyallup Tribe simply never saw the tsunami of non-natives coming. What started as a gesture of humanity, in a short time became a futile attempt at saving their lands. Delin, Carr, McCarver, and other men like them took advantage of the generous and welcoming nature of the original people.

The area was largely forested, providing ample natural resources for Tacoma's mill—Hanson, Akerson & Co.—and made lumber the region's chief export. Logging operations to clear the forest within Tacoma began in the 1870s. Small mills operated across the area, including one the Northern Manufacturing Company operated between N 27th and N 28th streets in what would become the Proctor neighborhood. Originally named Jefferson Ave, in 1909 the City renamed the street to N Proctor St after the local architect John Proctor and to avoid confusion with Jefferson Ave downtown. The Proctor name would eventually extend to the entire neighborhood.

The streetcar line on 6th Ave was extended to Proctor St in 1888. Having secured a large amount of land between Puget Gulch (just north of what would become the business district) and Point Defiance Park, Tacoma businessman Allen C. Mason platted the property and began to sell it. To encourage sales and provide transportation to Mr. W.R. Rust's new smelting plant, Mason built bridges over three gulches and a streetcar line in 1890 from downtown Tacoma to Point Defiance Park. Mason's streetcar ran along N I St to N 21st St, then turned north onto N Alder St to N 26th St where it then turned on to Proctor (originally Jefferson) St, crossing Puget Gulch and heading through Mason's property to Ruston and Point Defiance Park. It is the route still followed by Pierce Transit Bus #11 today. Residential development rapidly followed along the line.

Information about the history of the Proctor Neighborhood taken from the *Proctor District Survey and Inventory Report* (City of Tacoma, 2019), University of Puget Sound Interactive Timeline webpage (UPS, 2023), and National Register of Historic Places nomination: College Park Historic District (2017).

The land that would become the central Proctor business district remained mostly state-owned through the 1890s, largely blocking development. In 1890, Harry Morgan began constructing a horse racetrack that would first be named Morgan's Memorial Speeding Park and later the Tacoma Speeding Park. Morgan was a Tacoma tavern owner and vice kingpin. He died suddenly that year, and Mart Dillon completed the racetrack. Positioned roughly between N 15th and N 25th streets along N Proctor St, crowds of close to 2,000 would attend. In 1896, it was the site for the Pierce County Agricultural Fair, but by 1897 it was in financial hardship. In 1898 the Tacoma Railways Company, the city's streetcar company, took over the property. Being state land, the state Land Commissioner in 1900 declared the entire square mile, including the raceway, would be sold to the benefit of public education. It became known as the Second School Land Addition and added 385 blocks to the city. The land was platted and the lots sold. In 1900, the population of the area had grown such that the Tacoma School District opened the two-room Washington School at 3701 N 26th St. When finished, the school was the only building in the addition that was not a residential or a farm structure. A commercial district was never planned for the area. It emerged slowly over the next two decades.

By 1906, the School District had architect Frederick Heath design the two-story Colonial Revival Washington Elementary School at that site and made additions to the school in 1909 and 1917, reflecting the rapid population growth in the neighborhood.

The most intensive period of Proctor's development occurred in the period from about 1910 to 1940, corresponding with a series of economic booms that Tacoma experienced after 1906. Working- and lower-middle-class families largely filled the area with a smattering of upper-middle-class homes. Businesses began to fill the 3800 block of N 26th St and the 2500 to 2800 blocks of Proctor St, creating an unplanned business district.

Between 1923-24, the University of Puget Sound broke ground on its current campus adjacent to the Proctor neighborhood. This era brought commercial uses to the business district, including auto-oriented businesses after World War I, leisure pastimes including the Blue Mouse

Theatre (built 1923), and Mason Middle School (opened in 1926, with a new building in 2003).

1926 also saw the construction of Cushman Substation on N 19th St as a result of Tacoma Light and Power's construction of Cushman Dam and Power House No. 1 on the Olympic Peninsula—the eastern terminus of the massive Cushman Power Project. A second dam and powerhouse followed in 1930. These dams and substations provided an abundant and reliable source of electrical power to Tacoma industries and residents; however, impacts to natural resources and local tribes weren't settled in court until 2009. Although the Cushman Hydro Project continues to provide hydroelectric power to Tacoma, as of August 27, 2018, the substation is no longer energized and is not a functioning part of the utility's power system. Tacoma Power uses the building for heavy equipment repair and storage of materials.

Development of worker housing continued during and after World War II, and some of Proctor's recognizable features came in the 1960's, including: Mason Methodist Church, a remodel of the one-story shops on N 26th and N Proctor, Mason Manor Apartments, and supermarkets (today housing Safeway and Metropolitan Markets, both at N 25th St and N Proctor St).

Historic Resources. Three buildings in the Proctor Neighborhood Mixed-Use Center are listed on the Tacoma Register of Historic Places (TRHP). They are Washington Elementary School at 3701 N 26th St, Engine House #13 at 3825 N 25th St, and the Blue Mouse Theatre at 2611 N Proctor St. Elsewhere in the neighborhood, the Cushman and Adams Substations at 3713 N 19th St are also listed on the TRHP. See Exhibit C for all buildings in the Proctor neighborhood listed on the TRHP, Washington Heritage Register, and/or National Register of Historic Places. Proctor is bordered by the College Park Historic District (listed on the Washington and National registers in 2017), which comprises 125 acres and 582 primary buildings roughly bordered by N Pine St on the east; N 21st St on the north; N Alder St and N Union Ave on the west; and N 8th and N 18th next to the University of Puget Sound.

There are eleven buildings identified as potentially eligible candidates for individual inclusion on the TRHP and perhaps the NRHP in the 2019 Proctor Survey and Inventory Report.



Aerial photo of the Cushman Substation and its various towers in 1963.

Source: Northwest Room at The Tacoma Public Library, Richards Studio, D137300-54

Information about the history of Cushman Substation taken from the Tacoma Public Utilities "Cushman Hydro Project" webpage (2023), and Tacoma Register of Historic Places nomination for Cushman Substation (2017).

See Appendix B for all potentially eligible buildings in Proctor identified in the 2019 Proctor District Survey and Inventory Report. Note that the 2019 survey did not include properties outside of the Proctor Mixed-Use Center, so does not include properties that may be eligible outside of that boundary.

Exhibit C. Buildings Listed on the Tacoma Register of Historic Places

	Address	Year Built	Register(s)
Washington Elementary School	3701 N 26th St	1906	Tacoma Register of Historic Places, National Register of Historic Places, Washington Heritage Register
Engine House #13	3825 N 25th St	1911	Tacoma Register of Historic Places, National Register of Historic Places, Washington Heritage Register
Blue Mouse Theatre	2611 N Proctor	1923	Tacoma Register of Historic Places, National Register of Historic Places, Washington Heritage Register
Cushman and Adams Substations	3713 N 19th St	1926	Tacoma Register of Historic Places, National Register of Historic Places, Washington Heritage Register
Idius M Larsen Home	3102 N 30th St	1905	Tacoma Register of Historic Places
George T Lord Residence / Lord-Heuston House	2902 N Cedar St	1906	Tacoma Register of Historic Places, National Register of Historic Places, Washington Heritage Register
Mead House	2702 N Puget Sound Ave	1903	Tacoma Register of Historic Places
Semple Residence	3419 N 27th St	1891	Tacoma Register of Historic Places
Shaw House	2500 N Lawrence St	1901	Tacoma Register of Historic Places

Source: Proctor District Survey and Inventory Report (Tacoma, 2019) and Tacoma Register of Historic Places



Washington Elementary School in 1949 (above) compared today (below). Source: Northwest Room at The Tacoma Public Library, Richards Studio D44586-3



The (Ray) Gamble Building in late 1930s (above), now houses a mix of commercial uses (below). This building is potentially eligible to be listed on the TRHP and perhaps the NRHP. Source: Northwest Room at The Tacoma Public Library, Marvin D. Boland Collection BOLAND-B22748



Policy Framework

The Proctor Neighborhood Plan draws from and is connected to other regional and City of Tacoma policies and plans. These policies and plans include:

- *Puget Sound Regional Council: Vision 2050*
- *Tacoma 2025 Strategic Plan*
- *One Tacoma: Comprehensive Plan*
- *Equity Index and Equity and Empowerment Framework*
- *Transportation Master Plan; Vision Zero Action Plan*
- *Affordable Housing Action Strategy*
- *Climate Action Plan*
- *Associated City of Tacoma Planning Initiatives*
 - Home in Tacoma
 - Urban Design Studio
- *Cushman and Adams Substations Future Use Study*

PSRC: Vision 2050

Tacoma is part of the Puget Sound region and *Vision 2050* is the region's plan for the expected growth of population in the region, to 5.8 million people by 2050, established by Puget Sound Regional Council (PSRC).

As the second-largest city in the Puget Sound region, *Vision 2050* allocates 137,000 new residents to Tacoma by 2050. Many of these new residents will live and/or work in new regional growth areas like the Proctor Neighborhood Mixed-Use Center.

Tacoma 2025

Tacoma 2025 is a strategic plan and vision for the future of Tacoma that was developed to guide Tacoma in decision-making, resource allocation, and performance tracking and reporting. The Neighborhood Planning Program is one of the programs implementing Tacoma's goals.

The Proctor Neighborhood Plan is aligned with *Tacoma 2025* through its efforts to:

- Improve neighborhood livability: Tacoma residents have opportunities and amenities such as connected neighborhoods, accessible and efficient transportation options, and vibrant arts and culture while maintaining affordability. *This Plan focuses on supporting growth and change in a way that maintains neighborhood character and cohesiveness and creates new spaces for gathering.*
- Enhance civic engagement: Tacoma residents are engaged participants in making Tacoma a well-run city. Elected and volunteer leadership of the city reflects the diversity of the city and residents fully participate in community decision making. *The Proctor Plan encourages a wide array of perspectives to participate, including lesser-heard voices.*
- Increase equity and accessibility: All residents are treated equitably and have access to services, facilities, and financial stability. *The Plan encourages creating increased access and affordability within Proctor.*

One Tacoma: Comprehensive Plan

One Tacoma is the City's comprehensive plan. Adopted in 2015, it guides Tacoma's development over the long term and implements policies to shape the physical, social, and economic future of the city. The Plan guides decisions on land use, transportation, housing, capital facilities, parks, and the environment.

The Proctor Neighborhood Plan supports implementation of goals and policies put forth in *One Tacoma*, including:

- Growth and development focused in Mixed-Use Centers, with the development of a walkable neighborhood with amenities, housing, and a vibrant Neighborhood Business District.
- Investment in multimodal transportation options such as people walking and rolling, and connection to regional transit centers.
- Protection of natural and historic resources to promote sustainability and climate resilience.
- Implementation through partnerships, including with other City departments, the Puyallup Tribe of Indians, Metro Parks, Pierce Transit, and Tacoma Public Schools.
- Robust community engagement, such as co-creation and language access strategies.
- Providing accountability and transparency in the equitable delivery of services to the community by supporting equitable citywide policies and programs.

Tacoma Equity Index and Equity and Empowerment Framework

The Equity and Empowerment Framework was adopted in 2014 to prioritize equity as a consistent guiding principle for future policies and practices, in order to improve outcomes for all Tacoma communities and help all people achieve their full potential. The Plan aligns with the framework's following goals:

1. **Purposeful Community Outreach and Engagement** through equitable engagement practices that target previously excluded voices, even in high-opportunity areas.

2. **Equitable Service Delivery to Residents and Visitors** by recognizing Proctor is a high-opportunity area and supporting citywide policies and programs, including where other locations require higher priority due to equity needs.
3. **Support Human Rights and Opportunities for Everyone to Achieve their Full Potential** by improving access and affordability
4. **Commitment to Equity in Policy Decision-Making** through encouraging equitable citywide policies and programs

Connected to the goals of the Equity and Empowerment Framework, Tacoma's Equity Index is a tool that measures and visually highlights disparities in Tacoma. It uses 29 data points sorted into five determinant categories: accessibility, economy, education, livability, and environmental health.

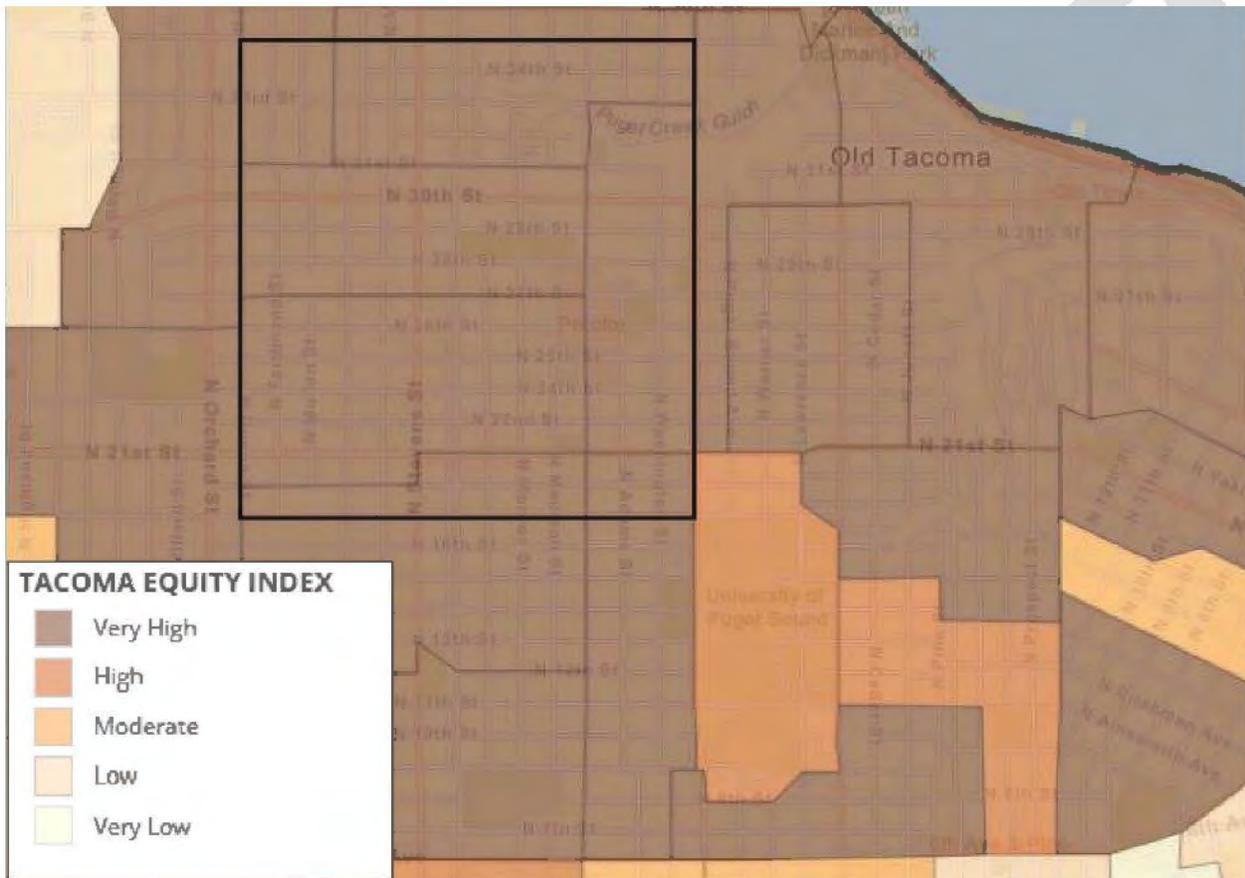


TACOMA EQUITY INDEX INDICATORS

An overview of the indicators used in the Equity Index

Proctor rates “very high” in Tacoma's Equity Index. High-opportunity areas are defined as areas that generally have higher quality-of-life indicators due to levels of investment in

those areas. As one of the City's highest-opportunity areas, one goal of the Plan was to increase affordability and access so that the neighborhood and its amenities are accessible to a wider range of people. We also conducted targeted outreach to lower-income community members, non-English speakers, and those who were seeking housing in the area to identify and reduce barriers to entry, where possible.



Source: Proctor's equity rating on Tacoma Equity Index Map shown in the context of surrounding neighborhoods (Tacoma, 2023)

Transportation Master Plan and Vision Zero Action Plan

Adopted in November 2015, Tacoma's *Transportation Master Plan* (TMP) is an element of the *One Tacoma: Comprehensive Plan* and sets forth the City's priorities for our streets and roadways, including the maintenance and growth of multimodal transportation options in the city.

In 2022, City Council adopted the *Vision Zero Action Plan* (VZAP), committing the City of Tacoma to eliminate traffic deaths by 2035. The VZAP recommends focusing resources on improving high-crash corridors and intersections, as well as focusing resources on historically underserved areas as indicated by the City's Equity Index.

The Proctor Neighborhood Plan recommendations are aligned with the equity, multimodal goals, and priorities outlined in the TMP and the VZAP. Because few locations in Proctor are considered part of the high-crash priority network for the VZAP, they aren't high on priority lists for funding; however, the Proctor Neighborhood Plan identifies ways in which biking, rolling, walking can be supported as Proctor sees increased density due to growth.

The Pedestrian Safety and Comfort actions section of the Plan reflects current and planned multimodal projects found in the TMP, including planned bicycle and pedestrian facilities.

Affordable Housing Action Strategy

In September 2019, the Affordable Housing Action Strategy (AHAS) was adopted into the Housing Element of the *One Tacoma Comprehensive Plan* as an urgent response to a changing housing market, increasing displacement pressure among residents, and a widespread need for high-quality, affordable housing opportunities for all.

AHAS was created because the City of Tacoma lacks affordable, high-quality homes for all its residents. The cost of rental homes has increased by nearly 40 percent and home values nearly doubled since 1990; within the last few years, these costs have begun to accelerate, leaving many people in Tacoma choosing between paying their rent or mortgage and other necessities.

AHAS focuses on how to enhance existing policies and programs that the City is already using to serve more people; cultivate additional funding for housing; and establish strong anti-displacement measures to stabilize existing residents. The Proctor Neighborhood Plan supports AHAS' four strategic objectives:

1. Create more homes for more people.

2. Keep housing affordable and in good repair.
3. Help people stay in their homes and communities.
4. Reduce barriers for people who often encounter them.

Climate Action Plan

In December 2019, the City of Tacoma declared a climate emergency and looked to develop a climate action plan to reduce community greenhouse gas (GHG) emissions and adapt to incoming climate impacts. Two years later, in December 2021, Tacoma adopted the *2030 Tacoma Climate Action Plan (CAP)*. The plan charts Tacoma's path towards net zero GHG emissions by 2050.

Some of the 2030 targets found in the CAP that connect to recommendations in this Plan include:

- Increase community-led tree canopy preservation and expansion
- Increase bicycle infrastructure miles
- Increase compact, complete, walkable neighborhoods
- Support for electrical vehicles
- Increased density, and transit-oriented development

Associated City of Tacoma Planning Initiatives

Home in Tacoma

Home in Tacoma is one of the City's Affordable Housing Action Strategy (AHAS) implementation strategies. The goals of Home in Tacoma are to increase housing supply, increase housing affordability, and increase housing choice citywide. In 2021, City Council adopted updated zoning categories for the city, including a new low-scale and mid-scale zone. Phase 2 is currently underway with a focus on how to implement updates to zoning, standards, affordability, anti-displacement steps, and actions to support housing growth.

In 2024, City Council is anticipated to adopt the next phase of Home in Tacoma, which will make it easier to create low-scale and mid-scale housing options within neighborhoods.

Feedback collected through the Proctor Neighborhood Plan are also being used to inform the ongoing Home in Tacoma process.

Urban Design Studio

The Urban Design Studio is a long-term program with a focus on delivering urban design services to customers in the Planning and Development Services Department, to other City departments, and other external public and private partnerships. In 2023, the Urban Design Studio is completing work through the Planning Commission to refine the Urban Design Review process for certain new development proposals.

For the Proctor neighborhood, Urban Design Review would be limited to larger development projects proposed within the Mixed-Use Center area designated in the Comprehensive Plan. Staff and a proposed Urban Design Board will be limited by State law to use citywide design guidelines as part of the Urban Design Project Review process, focused on supporting design innovation and good urban design outcomes through development proposal review in Neighborhood Mixed-Use Centers.

Urban Design Studio staff will also provide support for streetscape, placemaking, and related projects identified in the Proctor Neighborhood Plan.

Cushman and Adams Substations Future Use Study

The Cushman and Adams substations (located at N 21st St and N Adams St) are important neighborhood assets and protected City landmarks. In 2018-19, City Council directed the City of Tacoma's General Government and Tacoma Public Utilities (TPU) to work collaboratively and engage the community on future redevelopment of the properties. Due to the COVID 19 pandemic, the engagement process was paused in 2020. TPU has continued its work to identify alternatives for the equipment repair and storage currently taking place at Cushman Substation. TPU has also been working to identify environmental clean-up needs. The facility replacement and clean-up initiatives are also ongoing, with TPU committing to vacate the property in 2027.



Cushman Substation

As of the writing of this document, TPU and City staff are working together to restart the public engagement in mid-2024. As the properties and process are significant to the future of Proctor, a summary of comments from the public are included in Appendix E Cushman Adams Summary Report and will be referred to the Future Use Study.



Community Engagement Summary

Community engagement was the core driving force behind the creation of the Proctor Neighborhood Plan, and staff worked closely with community members every step of the way to co-create the community engagement process and Neighborhood Plan recommendations. One goal of our engagement strategy was to understand community members' different—and at times conflicting—visions for Proctor in order to identify where there are shared values and goals.

Community engagement for the Proctor Neighborhood Plan began with the **Engagement Launch** and **Community Priorities**: an initial survey, Plan-A-Thon kickoff event, and the formation of the Proctor Steering Group. This informed **Project Idea Generation**: events and Steering Group meetings that solidified key priority areas and crowd-

Event summaries for each of the major events listed below can be found in Appendix C

sourced projects and actions for the Neighborhood Plan. Next, **Draft Plan Actions and Community Review** (events, surveys, and targeted outreach for the Neighborhood Planning program to collect feedback on the draft Neighborhood Plan) helped reach as many community members as possible and confirm that the Plan captured the neighborhood's vision. Implementation is ongoing, led by Proctor Steering Group members.

Exhibit D. Community Engagement Timeline

	Date	Engage-ment type	Audience	# of people	Event/meeting goal
Ongoing					
Proctor Neighborhood Planning Steering Group	October 2022 - Ongoing	Steering Group	Application process for representative group to reflect different community interests and needs	22	Co-create ongoing Neighborhood Planning efforts, give feedback, and guide priorities and implementation
Internal Partners Steering Group	September 2022 - Ongoing	Meeting	City of Tacoma internal partners	~25	Internal coordination on Plan feasibility and implementation
Key Stakeholder Engagement	September 2022 – Ongoing	Briefings	Key stakeholders, e.g. North End Neighborhood Council, Proctor District Association, etc.	30+	Close coordination with identified stakeholders and possible implementation partners
Phase 1: Community Priorities					
Neighborhood Planning Community Survey	January 2022 - September 2022	Survey	Anyone who lives, works, or visits in Proctor	145	Assess initial goals and thoughts on challenges and opportunities
Plan-a-Thon Kickoff event	September 29, 2022	Virtual event	Anyone who lives, works, or visits in Proctor	70	Brainstorm ideas to improve or enhance the neighborhood and introduce attendees to the Interactive Map

Virtual Interactive Map	September 2022 – March 2023	Virtual Activity	Anyone who lives, works, or visits in Proctor	447	Learn perceptions of location-specific challenges, opportunities, and assets
Proctor District Walking Tour	October 8, 2022	Event	Anyone who lives, works, or visits in Proctor	40	Explore the history of the area and help to uncover the parts of the neighborhood that have contributed to its identity
Tabling at Farmers' Market, Proctor Treats, Proctor Tree Lighting and Santa Visit, and	October 31, 2022 November 27, 2022 December 3, 2022	Event	Anyone who lives, works, or visits in Proctor	Not estimated	Inform community members about Neighborhood Planning and the Interactive Map
Library Interactive Board	January 2023	In-person Activity	Youth, families, and anyone who uses the Library	40+	Learn perceptions of challenges, opportunities, and assets
Proctor Station Focus Group Meeting	January 18, 2023	Focus Group	Renters at Proctor Station	12	Learn perceptions of challenges, opportunities, and assets
University of Puget Sound Tabling and Interactive Board	March 24, 2023	In-person Activity	Students and Faculty	Not estimated	Learn perceptions of challenges, opportunities, and assets
Phase 2: Project Idea Generation					
Priority Areas Survey	February – June 2023	Survey	Anyone who lives, works, or visits in Proctor	214	Collect feedback on priority areas and initial project ideas and collect ideas for additional Plan actions
Door-to-Door Outreach	Spring 2023	Neighborhood canvas	Anyone who lives in Proctor	140	Collect feedback on priority areas and initial project ideas
Junior Daffodil Parade	April 22, 2023	Event	Anyone who lives, works, or visits in Proctor	Not estimated	Collect feedback on priority areas and initial project ideas

Steering Group Walk + Talk: Mobility, Historic Preservation, and Parks	April 29, 2023 May 20, 2023 May 31, 2023	Steering Group Meetings	Steering Group	15-20	Brainstorm and identify mobility and historic preservation projects in Proctor with guidance from subject matter experts
Proctor Open House	June 3, 2023	Event	Anyone who lives, works, or visits in Proctor, with specific outreach to Russian- and Ukrainian-speaking community members	100	Gather, connect the community to resources, and collect feedback on priority areas and initial project ideas
Phase 3: Plan Actions and Community Review					
Community Booster Voting	July – September 2023	In-person and Virtual Activity	Anyone who lives, works, or visits in Proctor	698	Vote on how to spend \$50,000 on for Plan implementation projects
Draft Neighborhood Plan Actions Survey	July – September 2023	Survey	Anyone who lives, works, or visits in Proctor	279	Receive feedback on the Draft Plan Actions
Proctor District Association and Proctor Station Focus Groups	August 3 and August 24, 2023	Focus Group	Business owners; Renters	20-25	Receive feedback on the Draft Plan specific to Business District Association needs and perspective
Tabling at Farmers' Market, Proctor Arts Fest, NENC Historic Cushman Street Fair	August – September 2023	Event	Anyone who lives, works, or visits in Proctor	500+	Collect responses on the Draft Plan survey and Community Booster Voting

Summary of Community Engagement

Ongoing Engagement

Proctor Steering Group (October 2022 – Ongoing)

In monthly Steering Group meetings, about 22 volunteers—representing neighborhood residents, businesses, and nonprofit organizations—reviewed ongoing Neighborhood Planning efforts, gave feedback, and guided priorities and next steps.

To recruit the Steering Group, staff were guided by an effort to ensure that we were elevating the voices of at-risk communities (those who have historically been marginalized in government decision-making) as well as engaging key stakeholders who are already active in creating the future of Proctor (see Exhibit E below). Then, staff created a matrix of different stakeholder types to ensure a broad range of perspectives were included, and opened an application process to ensure inclusion of stakeholders from neighborhood organizations, local institutions, and various expertise and lived experiences (e.g., transportation, environment, arts, as parents of students in neighborhood schools, property owners, students, tenants, etc.)

The Steering Group began their work by agreeing on community values, and then used those values to guide the identification of community priorities and Plan goals and actions (see Major Ideas Summary for more information).

In June, Steering Group members participated in a prioritization activity for draft Plan actions and reviewed all the draft actions as a large group, walking through specific changes and additions to draft actions. They also identified and selected the five Community Booster Projects (see below) that would be shared with the community.

In fall 2023, Steering Group members reviewed the final actions based on the community feedback that was received via the survey, as well as supporting strategy for implementing the Plan.



Steering Group members meet to discuss and refine the draft Plan actions.



Steering Group members attend topic-focused walks to discuss different options for Plan actions.

Exhibit E. Proctor Steering Group Recruitment Matrix

Impacted ↑ High ↓ Low	PRIORITIZE At-risk communities Requires significant collaboration or planning may not meet community needs. Focus on empowering these voices.	COLLABORATE Influencers Requires significant collaboration or adoption and implementation could stall.
	INVOLVE Concerned residents or bystanders Inform and consult to confirm baseline conditions and community interests and values.	LEVERAGE Potential advocates Inform and consult as needed to build and maintain advocates.
	Low Influence High →	

Internal Partners Steering Group (September 2022 – Ongoing)

Internal City of Tacoma staff in a variety of City departments (Community and Economic Development, Public Works, Environmental Services, etc.) and agency partners (Tacoma Public Utilities, Metro Parks, Pierce Conservation District, etc.) met monthly to hear about community priorities and project ideas and lend their expertise and resources. These internal partners shared feedback on project feasibility and identified opportunities for funding and alignment with other ongoing efforts. Subject-matter experts attended relevant Steering Group meetings to guide the decision-making process through Phase 2 and reviewed final recommendations for feasibility in Phase 3.

Key Stakeholder Engagement (September 2022 – Ongoing)

Coordination and regular presentations to identified neighborhood stakeholders, such as the North End Neighborhood Council and the Proctor District Association, kept these stakeholders informed during the process and involved for future collaboration on implementation tasks.

Phase 1: Community Priorities

Neighborhood Planning Community Survey (145 responses)

Respondents shared initial thoughts on issues and strengths in the neighborhood, suggested improvement ideas, and told us how the Neighborhood Planning process should keep them informed in the future.

For more about what we heard in a variety of community surveys, see Appendix D

What we Heard:

- Appreciation for the business district, the Mixed-Use Center, and local businesses; neighborhood landmarks or historic buildings; community events and spaces; and neighborhood safety
- Support for community, family, youth, and senior services and activities; neighborhood walkability improvements and programming to encourage foot traffic; traffic calming for pedestrian safety; development that benefits the community; green, open, and community space; and adaptive reuse of Cushman and Adams Substations
- Concerns about traffic and/or parking; access to frequent and convenient public transit; and housing affordability

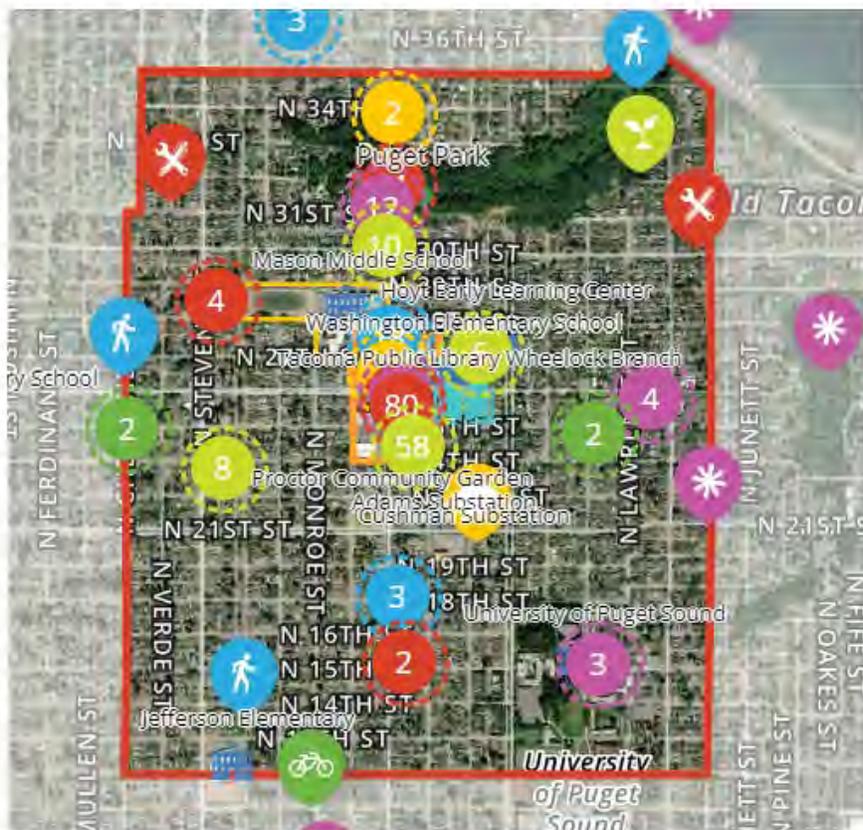
Virtual Plan-A-Thon Kick-Off Event (September 29, 2022)

Attendees learned about the Neighborhood Planning Program before breaking into teams to brainstorm neighborhood assets, challenges, and opportunities to add to the Interactive Map.

What we Heard:

- Assets: neighborhood livability, walkability, amenities, and central location; regular community events; and tree canopy, streetscape, and architecture

- Challenges: traffic calming and pedestrian safety; parking; tree canopy; convenient and frequent public transit; commercial affordability; and urban design
- Opportunities: walkability improvements; placemaking projects; tree canopy and green space (including Puget Park); Cushman and Adams Substations; and coordination with other ongoing community and City work



The online interactive map collected input from community members to identify potential projects and priorities for the Plan.

Virtual Interactive Map Activity (447 Responses)

On the map, which was hosted on the Proctor Plan Social Pinpoint website, community members shared opportunities and issues for the Proctor Neighborhood Plan to address, and the Steering Group used this feedback to identify potential priorities for the Plan.

For more about the Interactive Map Summary, see Appendix D

What we Heard:

- Community assets include parks and informal open space, walkability, Farmers' Market, and retail options
- Community challenges include pedestrian and bike safety and traffic calming, parking management, small and local business displacement, design considerations for new development, housing affordability, and trees and other landscaping
- Community opportunities include improvements to existing parks and open spaces, existing and new community events, Cushman and Adams Substations, and business district enhancements including for gathering space, seating, and pedestrian space

Proctor District Walking Tour (October 8, 2022)

A local guide from Pretty Gritty Tours took a group of about 40 community members to key sites in Proctor and explained the rich history of this area to inform a discussion on the parts of this neighborhood that have contributed to its identity.

What we Heard:

- Historic commercial buildings and homes contribute to the neighborhood character as well as the variety of businesses (especially small and local ones) and the walkability to these assets from residential areas
- Desire for design which buffers and/or transitions between different types of land use, encouraging walking through managing parking, parks and open space, and varied and active storefronts
- Opportunities for parks or other green space, historic preservation, community center, adaptive reuse of Cushman Adams Substations, pedestrian and bike safety, business district enhancements, planning for increased residential density, and mature tree maintenance



Community members learn more about the rich history of Proctor through a walking tour led by Pretty Gritty Tours.

Tabling at Farmers' Market, Proctor Treats, Proctor Tree Lighting and Santa Visit, and Junior Daffodil Parade (Fall 2022 – Winter 2023)

Proctor Neighborhood Plan Steering Group members and City staff attended the Farmers' Market, Proctor Treats, the

Tree Lighting, and the Junior Daffodil Parade to hear ideas from community members and direct them to the interactive map.

What we Heard

- Community assets include parks, library, businesses, schools, community services, the post office, and older commercial buildings
- Community challenges include bike and pedestrian safety, transit access, parking management, and maintenance. Concerns about architecture and urban design, housing affordability, and need for more restaurants, activities for kids, diversity, and access to school playgrounds
- Community opportunities include bike, transit, and walkability improvements, business district amenities, community outdoor space, and design considerations for new development



Steering Group members and volunteers lead the outreach at Daffodil Parade, gathering input from community members.

Interactive Board at Wheelock Library (January 2023)

Wheelock Library hosted an interactive display board with prompts for community members to leave notes about what they love and what challenges and opportunities they see in Proctor.

What we Heard:

- Community assets include amenities (library, businesses, parks, trees, trails, and sidewalks), events (Farmers' Market, Arts Fest, Ice Cream Social, and library events), and qualities (community- and family-oriented and walkable)
- Community challenges include pedestrian and bike safety, maintenance, housing affordability, parking, and protection of historic buildings
- Community opportunities include transit, bike, and pedestrian improvements, community space, and design and affordability considerations for new development



Board display at Wheelock Library filled with responses to the questions: "What do you love about Proctor? What challenges do you see in Proctor? What are the opportunities to enhance the neighborhood?"

Proctor Station Focus Group (January 18, 2023)

In January, City staff and Steering Group members hosted a meeting at the Proctor Station building to hear from about 12 residents and community members. This enabled staff to hear from renters in the district.

What we Heard:

- People love neighborhood amenities, qualities (walkability, diversity, friendliness, safety, accessibility, and architecture), and community events
- People face challenges with mobility (walkability/pedestrian safety, traffic, parking, and transit), housing affordability, green space, maintaining small businesses, trash collection, and safety/security
- People see opportunities for well-designed multi-family housing, considerations for view protection in new development, business district enhancements and events, pedestrian improvements, and a community center



Residents at Proctor Station discuss ideas for the Proctor Neighborhood Plan.

University of Puget Sound Tabling and Interactive Board (March 24, 2023)

City staff and Steering Group members tabled at the University of Puget Sound with an interactive display board. They collected survey responses and notes from students, staff, and community members about what they love and what challenges and opportunities they see in Proctor.

What we Heard:

- People love the neighborhood restaurants, proximity, convenience, and Farmers' Market
- People face issues with traffic, parking, and pedestrian safety
- People see opportunities for business district enhancements, outdoor spaces, mobility improvements, and affordability and design considerations for development



Steering Group members tabled at the University of Puget Sound to collect ideas from students and staff.

Phase 2: Project Idea Generation

Priority Areas Survey (214 responses)

To further narrow in on the scope of the Proctor Neighborhood Plan, this survey was an opportunity for the community to respond to broad Plan priorities generated in the first phase of engagement and share ideas for actions that should be included. The responses to this survey, as well as other feedback from community engagement, were shared with the Proctor Neighborhood Plan Steering Group to inform their prioritization process for the Neighborhood Plan.



A community member fills out a paper copy of the Priority Areas Survey.

What we Heard:

- Agreement with and support for the Plan's priority areas
- Strong support for a festival street, pocket parks, outdoor seating, murals, landmarking and other historic preservation work, depaving, tree planting and maintenance, habitat restoration, small and independent businesses, affordable housing, repainting crosswalks, and an "all-way" crossing on N 26th St
- Feedback on potential Plan actions and areas that were missing

Door-to-Door Outreach (March 2023)

Steering Group volunteers conducted door-to-door outreach in Proctor to collect survey responses on the Priority Areas survey, inform people about the Neighborhood Plan, and invite community members to the June 3 Open House event.



Steering Group Walk + Talk Meetings: Mobility, Parks, and Historic Preservation (April – May 2023)

On these walks, City staff from Metro Parks, Public Works, and Historic Preservation shared information about ongoing City of Tacoma programs for parks, mobility, and preservation to inform discussion of potential Plan actions for Proctor.



City staff talk with steering group members at the Neighborhood Walk and Talk events: Mobility Walk (above) and Open Space and Parks Walk (below).

Proctor Open House (June 3, 2023)

Participants had an opportunity to learn more about the Neighborhood Planning Program and other ongoing community programs and community resources as well as share feedback on and ideas for implementing the Plan's priority areas.

What we Heard:

- Outdoor community space ideas for gardens, events, parks, community spaces, and park improvements
- Human-scale design ideas for design and construction, parking, thoughtful height and density, public art, plaques, and preservation and adaptive reuse
- Affordability ideas for housing and commercial space that meets a range of needs
- Pedestrian safety and comfort ideas for bike safety, traffic calming, pedestrian space, and accessibility
- Climate adaptation and neighborhood sustainability ideas for tree canopy, transit, infrastructure, resilience hubs, gardens, and a glass recycling drop-off location



Proctor Neighborhood Plan staff at an Open House at Wheelock Library to share potential Plan priorities and hear community project ideas.

Phase 3: Plan Validation and Implementation

Community Booster Voting August – September 2023 (698 responses)

To support implementation of the Proctor Neighborhood Plan, the program set aside \$50,000 to implement community-identified priorities. The Proctor Steering Group selected five projects that were put to the community for a vote, with the goal of funding the top two winning projects. The following projects were considered:

1. Painted street intersection murals near schools
2. Support for community events and/or periodic “open streets” closures
3. Nomination for key buildings in Proctor
4. Interpretive Signage
5. Tree replacement support for the business district

Community members were able to vote online via the Social Pinpoint page, and staff also attended four in-person community events to collect votes (see photo below). Each community member received a total of three votes to distribute between the five projects, and multiple votes for one project were allowed.

A total of 698 community members cast 2,094 votes to select the following top two projects:

- Support for community events and/or periodic “open streets” closures
- Tree replacement support for the business district

Draft Neighborhood Plan Actions Survey, August – September 2023 (279 responses)

Staff hosted an online survey via Social Pinpoint to hear feedback on the draft Plan actions and make sure the Plan matches community members' vision for the future. A total of 279 residents responded to the survey, which had approximately 20 questions (as well as optional demographic questions).



A community member casts paper votes for one of the proposed Community Booster Projects (above); a display board shows the five possible projects (below).

What we Heard:

- General support for draft Plan actions, especially improved pedestrian crossings, tree planting, outdoor gathering space and seating, affordability, and design review
- Questions about how to create more gathering space for people in Proctor (e.g., festival street) to support local businesses
- Divergent views on a few key topics, including parking (including possible impacts from future bicycle infrastructure), permanently pedestrianizing a street in Proctor, and future development
- Bicycle infrastructure on non-arterial streets

Tabling at Farmers' Market, Proctor Arts Fest, and NENC Historic Cushman Street Fair (August – September 2023)

Throughout summer 2023, City staff and neighborhood volunteers conducted outreach at neighborhood events to hear from community members. At this stage, outreach focused on hearing feedback on draft Plan actions and collecting votes to decide how the community should spend \$50,000 on implementation (see above). Over 500 people visited the Neighborhood Planning booth.



Community members gather at Cushman Street Fair and hear from elected officials.

What we Heard:

- Support for pedestrian safety, as well as closing streets to cars for outdoor seating and dining (including some desire for closing N Proctor St and/or N 26th St)
- Desire for more community gathering space
- Strong interest in more trees and greenery
- Support for preserving historic buildings and interpretive signage
- Some concern about new development, and/or a desire to see ground floor retail or required underground parking
- Support for affordable housing and retaining legacy businesses
- Interest in improved public transit
- More spaces for youth and/or elders



Neighborhood volunteers and City staff collected feedback on the draft Plan actions and votes for potential Community Booster project ideas at the Proctor Farmers' Market.

**Proctor District Association and Proctor Station Focus Groups
(August 3, and August 24, 2023)**

The Neighborhood Planning Program met with the Proctor District Association (PDA) to discuss the Draft Neighborhood Plan actions. Staff discussed and heard perspectives from the Proctor District Association members on parking and bike parking, bike lanes, business displacement, historic preservation, tree planting, the opportunity to organize Proctor as a Business Improvement Area, traffic calming, and considerations for a festival street. The group also discussed opportunities for future partnership with the PDA to support implementation of Plan actions.



Community members discuss Business District improvement opportunities in the draft Plan.

The Neighborhood Planning Program and members of the Steering Group also held a second meeting at Proctor Station to discuss the Draft Neighborhood Plan with residents.

Divergent Viewpoints

Through the public engagement process, there were many areas of strong agreement and alignment, and this Plan attempts to elevate that vision and support its implementation. However, there were a handful of topics where community members expressed divergent viewpoints. This section reports on the noteworthy topics where members of the public and/or the Steering Group had diverging viewpoints on topics that resulted in strong feedback, and/or where the Plan attempts to find a balance between the wide array of perspectives that we heard.

Pedestrianizing Proctor

One of the core pieces of feedback that we heard from the community is a desire for public outdoor gathering and seating space within the core of Proctor. Several people suggested that a festival street, or a street that could be more easily closed to car traffic to activate it for people, would help to meet this need. In Steering Group meetings, most people preferred the idea of a temporary event and street closure (similar to the Proctor Farmers' Market). However, a few members of the Steering Group wanted to see the festival street be a permanent pedestrianized street, including some suggestions that these be placed on arterials. The public survey results had a similar expression of support, showing the most support for temporary special event closures, along with smaller but significant support for a permanent pedestrianized street.

The Plan is recommending actions that support temporary festival street closures because, as of now, City staff and stakeholders believe a permanent street closure would require major impacts or adaptations of transit routes on arterials. Future opportunities include the creation of a woonerf on a non-arterial street, as well as an opportunity to study more frequent temporary closures on arterials, if transit and business access issues can be resolved (see Community Space Actions in the Recommendations section for more information).

Height and density

We heard strong support for affordable housing in Proctor, as well as questions about how more affordability could be required of new housing. However, while there is strong support for affordability—and many of the comments from the public survey expressed support for increased housing options in and around Proctor, in recognition that increased supply will support affordability—several public comments also expressed concern about growth/crowding and higher-density construction. Some shared that Proctor should enact a two- or three-story height limit, and others shared they didn't want to see any more apartments in Proctor at all.

This Plan does not make any changes to current zoning, and in accordance with City goals (Home in Tacoma; Affordable Housing Action Strategy) and 2023 state housing legislation, the Plan will not make recommendations to reduce maximum height or reduce current allowed densities. However, the Plan recommendations emphasize the importance of ensuring that new housing is affordable and/or attainable to support socioeconomic diversity.

Design review

The final public survey included many comments from residents expressing a desire to have design standards for new buildings. In addition, incorporating design standards was one of the highest community priorities in the “Human-Scale Design” recommendations. As part of this support, some community members were interested in setting an official set of Proctor-specific neighborhood design standards or guidelines. However, there were also a few comments from the public survey that expressed concern that a design review process could slow down the speed of constructing new housing.

The Plan supports design review for new residential development by going through a design review process (the new Urban Design Review Program—for more on this, see the Policy Scan) that takes into account some character-defining features found in Proctor. In addition, it includes a recommendation for the creation of citywide “Neighborhood Centers” design standards to acknowledge the unique pedestrian-oriented and historic characters of these areas.

Parking

With increased popularity of Proctor as a retail destination—as well as new residential development in the district—several community members and stakeholders raised questions about current and future parking availability and management, while others questioned whether developing new parking would address the problem in the long term, versus focusing on accommodating multimodal transportation instead.

Bike infrastructure. In recognition that new bike infrastructure on N Proctor St and N 26th St is included in Tacoma's Transportation Master Plan (TMP), a question in the final public survey asked if people would rather see the center turn lane or parking replaced when bike lanes are implemented. The responses were mostly split, with about 30% suggesting replacing parking on one side of the street, about 26% to replace the center turn lane, and 21% had no opinion. Aligned with the TMP update, the Plan recommends studying the specific right-of-way needs for future bike infrastructure to understand how to best accommodate these roadway users and accomplish Vision Zero goals, while also addressing potential business needs.

Electric car charging. Several comments in the public survey expressed support for more electric car charging in the business district area, sharing that more people have electric cars now and the limited nearby charging stations are always full. Others expressed concern about dedicating more car infrastructure to Proctor when we should be shifting to other forms of multimodal transportation, while others worried that taking away a regular parking spot for an electric car charging spot would negatively impact parking for most car drivers. The Plan includes recommendations for electric car charging, but recommends parking management strategies that will take into account the concerns of electric car charging.

More generally, the public survey had comments both in support of less parking in Proctor and in support of more parking being needed. In consultation with the Proctor District Association, the Plan recommends developing a parking management plan that is grounded in data, including looking at increased time-limited parking and flexible parking (e.g., loading and food pick-up zones).



Major Ideas Summary

Vision and Values

The Plan's five major goals are centered on shared community values (see below), with the aim of enriching Proctor's neighborhood livability, equity, and resilience. The key vision behind these goals is to foster Proctor as a vibrant neighborhood destination and enhance Proctor as a welcoming place.

Vibrant neighborhood destination. The Plan supports Proctor's business district as a community hub and regional destination. Proctor's historic charm, community amenities, and family-friendly environment already support a vibrant business district. The Plan recommends ways to:

- Further support the business district as a draw through a variety of programs and improvements, e.g., legacy business support, community gathering opportunities,

tree planting, parking management, historic preservation, and business district capacity (Actions Summary Map items 4, 5, 6, 7, 8, 11, and 12).

- Make the district more accessible, both through physical connections (e.g., pedestrian crossings, bicycle facilities, transit) and housing affordability, thereby increasing the number of people able to live near and access the retail and community amenities in the neighborhood (Actions Summary Map items 1, 2, 3, 5, and 10)

Welcoming, livable neighborhood. The Plan aims to improve well-being, livability, and equity by promoting active living, fostering spaces for community connection, welcoming new residents and increasing affordability, and increasing urban tree canopy to boost community and individual health (Actions Summary Map items 1 – 12).

Community Values

During Phase 1, Proctor Steering Group members agreed on these core values to guide the Plan's development:

- Human-scale design
- Preserving neighborhood livability
- Promoting equitable development
- Enhancing neighborhood sustainability
- Building community
- Celebrating place identity and history
- Supporting a joyful and welcoming city

The following recommendations reflect and prioritize actions that align with these values.

Summary of Goals and Actions

The community has identified a series of short- and long-term actions under each major goal to achieve the vision for Proctor. Exhibit F. Major Actions Summary Map highlights some of the major actions, including location-specific and more expansive neighborhood-wide actions. Together, these actions achieve the plan's goals:

1. Pedestrian Safety and Comfort

Goal: *Supporting safe access to key neighborhood destinations for people walking, biking, and rolling*

Enhance safe and comfortable walking/biking/rolling connections to key areas, including crossings in the business district and access to transit, schools, trails, and parks. Prioritize safe routes for youth travel, particularly via the Mason Trail and near schools, improve pedestrian and bike networks, and slow down neighborhood traffic to make it easier to reach everyday destinations.

2. Human-Scale Design

Goal: *Development that features pedestrian-oriented urban design and honors Proctor's historic character.*

Ensure new development complements the existing buildings and contributes to the public realm through the City's new Urban Design Project Review program. Preserve key historic buildings through preservation incentives and tools. Support pedestrian orientation and activation, especially within the business district and commercial nodes outside Proctor's core. Enhance district identity through art and placemaking elements such as street murals and interpretive signage.

3. Community Space

Goal: *Community space for gathering indoors and outdoors, including enhancing access to existing spaces and parks.*

Adapt key streets to host events, which could vary in size from small neighborhood block parties to large-scale festivals. Partner with community organizations to transform untapped spaces for community programming, gathering, seating, playing, eating, and

connecting. Pursue community needs and interests with potential redevelopment sites, such as the Mason United Methodist Church, to promote community space, green infrastructure, and shared-street concepts.

4. Sustainability and Climate Adaptation

Goal: *Reducing climate impacts through environmentally sustainable practices and development and preserving the urban tree canopy.*

Partner with local businesses and residents to promote green innovation and strategies to align with citywide climate action plans and urban forestry goals. This includes tree planting, implementation of EV charging stations, depave programs, as well as multimodal transportation improvements and advocacy. Build capacity and encourage individuals and the community to actively participate in climate change mitigation efforts.

5. Commercial and Residential Affordability

Goal: *Preserving and constructing housing that is attainable for diverse incomes and needs and affordable commercial space for small and diverse businesses.*

As the neighborhood grows, proactively explore avenues to provide affordable (subsidized and workforce) housing options for residents with diverse incomes and needs. Concurrently enrich the commercial offerings within the community and support legacy, BIPOC-owned, and small businesses, including incubators and micro-retail space, to acquire and retain affordable commercial space.

Exhibit F. Major Actions Summary

Actions Summary Map

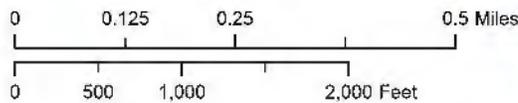


Location-Specific Actions

- 1 Improve active transportation connections to the Business District and enhance pedestrian crossings on arterials (🚶)
- 2 Coordinate with schools to improve safety and connections (🏫)
- 3 Pursue opportunities to implement Plan public space and affordability goals with future development (🏠)
- 4 Activate streets by testing "Open Streets" locations for future festival streets (🎉)
- 5 Explore woonerf (neighborhood shared streets) opportunities (🛤️)
- 6 Support small businesses and explore Business District capacity support (🏪)
- 7 Coordinate with partners to enhance outdoor gathering spaces and seating areas (🪴)

Neighborhood-Wide Actions

- 8 Promote tree planting and maintenance
- 9 Calm traffic on neighborhood streets through citywide programs and projects
- 10 Maintain and expand affordable housing
- 11 Support City efforts for design review
- 12 Support historic nomination for key properties



- Mason Trail
- Parks
- Schools & Libraries

- Utilities
- Business District
- Neighborhood
- Mixed-Use Center

Source: MAKERS (2023)



Recommendations

The following recommendations are organized under the five major goals—Pedestrian Safety and Comfort, Human-Scale Design, Community Space, Sustainability and Climate Adaptation, and Commercial and Residential Affordability.

For definitions of technical terms included in the Recommendations section, see the Glossary

Each section includes:

- **Background information** about the topic area, existing conditions, policy, and community concerns/interest
- **Major objectives** identified through the community engagement process
- **Feasible actions** to implement the objectives
 - **Quick Win.** Indicates project that can be completed in the next 1-2 years with existing funding and/or capacity

- **Small Investments.** Projects that can be funded at a low cost and implemented within the next 1-2 years
- **Community Priority.** Ranked through “Draft Actions” community survey to be a top community priority for this goal area
- **Booster Project.** Winning community booster projects—will be funded and supported by Proctor Neighborhood Plan through implementation
- **Timing.** Short-term projects that begin implementation within 1-2 years, medium-term projects within 3-5 years, and long-term projects 5+ years
- **Responsible City department** or external partner (if known) follows the action in parentheses
- **Budget estimate,** if known

Responsible Parties

Arts	Office of Arts and Cultural Vitality
AHAS	Affordable Housing Action Strategy
BD	Proctor District Association (Business District)
CED	Community and Economic Development
Comm	Community organizations and/or residents
ES	Environmental Services
HP	Historic Preservation Office
LIB	Tacoma Public Library
MP	Metro Parks
NCS	Neighborhood and Community Services
NPP	Neighborhood Planning Program
PDA	Proctor District Association
PDS	Planning and Development Services
PFM	Proctor Farmers' Market
PT	Pierce Transit
PTOI	Puyallup Tribe
PW	Public Works
TPS	Tacoma Public Schools
TPU	Tacoma Public Utilities
UD	Urban Design Studio
UF	Urban Forestry (Environmental Services)

Budget Estimate

Low	Less than \$50,000
Medium	\$50,001 – \$150,000
High	\$150,001 – \$500,000
Major Project	Greater than \$500,000
NE	Not yet estimated
NA	No cost associated with action
Funded	Funding already identified

DRAFT



Pedestrian Safety and Comfort

Proctor is often cited as one of the most walkable neighborhoods in Tacoma, with daily necessities such as grocery stores, schools, library, and a good mix of retail available within close walking distance. Additionally, the neighborhood has a well-connected street network, with small blocks, full sidewalk network, and improvements to infrastructure within the business district, including several enhanced pedestrian crossings. However, active transportation—walking, rolling, and biking—is challenged by street design that prioritizes moving cars, and limited bicycle facilities. In addition, the proximity of the business district to two schools (Washington Elementary and Mason Middle School) can increase congestion during school drop off and pick up times, as well as increasing the number of students walking in the district.

Community members expressed strong interest in slowing down car speeds; in increasing walkability, bikeability, and accessibility; and in improving active

transportation connections to the business district, parks, and schools.

Goal: *Pedestrian Safety and Comfort: Supporting safe access to key neighborhood destinations for people walking, biking, and rolling.*

Existing conditions:

- **Bicycle infrastructure.** There is currently one major north-south bike lane on Union Ave, with additional bike lanes planned for N Stevens St and N Proctor St. There is an east-west bike lane on N 26th St that turns to a shared lane marking (sharrow) between N Proctor St and N Washington St, as well as bike lanes east of N Proctor St along N 30th St and N 21st St. There is also a bicycle boulevard along N 24th St.
- **Transit.** The neighborhood has three bus routes, Pierce County Transit Routes 11 (to Point Defiance and

Commerce St), 13 (to Tacoma Dome Station; scheduled to be replaced with the Ruston Runner on-demand service in March 2024); and 16 (to Tacoma Community College and Commerce St).

- **Trails.** The Mason Walking Path runs along the median of N Mason Ave.
- **Parking.** In addition to on-street parking, there are a few parking lots in the business district, including those serving the two grocery stores (and an overflow lot owned and managed by Safeway). There is also parking available behind many businesses, accessible via the alleys, and multi-use and multi-family apartment buildings have garages for residents. The City collected information about existing parking conditions in the 2016 and 2022 Proctor District Parking Inventory Analysis Summary Reports that can be used to make future recommendations.

Policies and plans:

- The **Transportation Master Plan** (TMP) calls for additional east-west and north-south bicycle routes, including on N Proctor St, connecting lanes on N 26th St, and a continuation to the west of the lanes on N 21st St.
- Tacoma's **Vision Zero Action Plan** (VZAP) does not identify any locations in Proctor as part of the priority network for any modes, with the exception of the bicyclist priority network along N 26th St between N Stevens and N Alder streets; improvements in Proctor will be a lower priority than other parts of the city where there are killed or serious injury (KSI) crashes.

Specific locations for recommended improvements in the Actions tables below are prioritized based on their alignment with the community's goals, a review of crash data, and TMP and VZAP.

Objectives

1. Prioritize walking, biking, and rolling connections (sidewalks, bike facilities) for people of all ages and abilities to key destinations, including: transit, business district, schools, parks, and major trails/bicycle boulevards.
2. Improve safety and comfort for people walking, biking, and rolling; improve neighborhood accessibility and ADA compliance; and focus on low-cost solutions to address transportation challenges.
3. Use public right-of-way (streets and sidewalks) to enhance a livable public realm and create spaces for gathering.
4. Promote access to the business district; prioritize multimodal improvements and employ parking management tools to increase turnover for on-street parking and provide delivery/loading areas for businesses.

Exhibit G. Pedestrian Safety and Comfort Actions Map

Transportation Actions Map



Source: MAKERS (2023)

Pedestrian Safety and Comfort Actions

	ACTION	TIMING	RESPO NSIBLE	BUDGET ESTIMATE	NOTES/ PHASING
Business District Recommendations					
1	<p>Complete accessible sidewalks and curb ramps:</p> <ul style="list-style-type: none"> • Address accessibility barriers along sidewalks. • Upgrade curb ramps. • Continue requiring developers to build fully compliant sidewalks, curb ramps, and driveways that allow for vibrant street life and mobility, per TMC standards. 	Long	PW PDS	High / Major Project	
2	<p>Add red curb paint to mark where parking is not allowed near intersections and driveways to improve visibility and safety.</p> <p>Consider making this an annual program of the business district to keep paint fresh.</p>	Short	PW PDA Comm	Low	Quick win
3	<p>Based on current parking inventory studies, work with the Proctor District Association to develop a parking management strategy:</p> <ul style="list-style-type: none"> • Use existing data to understand current parking issues and needs, and recommend appropriate actions • Expand time-limited parking in key locations, and shorten time limits, to encourage greater turnover • Explore opportunities to increase regular enforcement patrols • Implement flexible parking options, including load zones and food and pedestrian pickup zones to support the customers, clients and visitors to the district • Establish a parking management plan that would include strategies to better manage the on-street parking supply, which could include a future look at paid parking as a tool to manage on-street occupancies. • Review back-in angle parking application as a means to increase safety for people biking 	Short / Medium	PW PDA	Low	Quick win

	ACTION	TIMING	RESPO NSIBLE	BUDGET ESTIMATE	NOTES/ PHASING
	<ul style="list-style-type: none"> Identify possible partnerships for use of surface parking lots, e.g. Tacoma Public Schools and/or future development partnerships for off-street parking (such as Mason United Methodist Church redevelopment) Remove perceived parking spots around key intersections/alleys for safety 				
4	Use public right-of-way (streets and sidewalks) to create spaces for gathering and a livable public realm. Align with CS Action 1 to support open streets (coordination with local organizations to regularly close a block within the business district for events and general community gathering), festival street improvement, as well as future opportunities to create a festival street and/or woonerf (neighborhood shared-use street), Actions CS 2 and 3.	Short/ Medium / Long	PW PDA PFM Comm	Low / Major Project	Quick win (for temp. actions) Booster grant
5	Pilot a “quick-build” painted bulb out (e.g., bulb-out created with paint) and/or daylighting (removal of parking spots near intersections or crossings) to support pedestrian safety and visibility. <ul style="list-style-type: none"> Possible locations include N 25th St and N Proctor St, as well as locations near schools Cross-reference with Pedestrian Safety and Comfort Action 3 for parking management strategy 	Short / Medium	PW	Low	
6	Add/enhance crossings at all non-signalized locations on arterials in the neighborhood business district boundaries with marked crosswalks, RRFBs, and bicycle boulevard enhancements (where applicable). Locations include: <ul style="list-style-type: none"> Along N Proctor St at N 24th St, N 25th St, N 27th St, and N 28th St Along N 26th St at N Adams St 	Medium	PW	Medium	Community Priority

	ACTION	TIMING	RESPO NSIBLE	BUDGET ESTIMATE	NOTES/ PHASING
Neighborhood-Wide Recommendations					
7	<p>Support Public Works' capacity to enhance neighborhood traffic safety in Proctor and across the city:</p> <ul style="list-style-type: none"> • Slow Streets Pilot: support the City of Tacoma to stand up citywide traffic calming programs to reduce driver speeds and create healthier, residential streets. • Support updates to the Transportation Master Plan to identify locations for bicycle boulevards (i.e., non-arterial streets prioritized for people biking and rolling)—locations in Proctor could include east-west streets N 24th St (existing bike boulevard) and N 27th St, and north-south on N Adams and N Madison streets • Staff capacity: Support City of Tacoma Street Operations capacity to deliver quick-build infrastructure and neighborhood traffic calming projects 	Medium	PW	NE	
8	<p>Upgrade signalized intersections to improve ADA access, pedestrian and bicycle mobility, and safety for all road users. Locations include:</p> <ul style="list-style-type: none"> • N 26th St and N Union St • N 30th St and N Proctor St • N 26th St and N Stevens St • N 30th St and N Stevens St <p>Add accessible pedestrian signals, bicycle detection, and high visibility crosswalks. Enhance intersection layout to improve safety (i.e., shorter crossing distances, tighter turn radii, daylighting treatments to enhance parking prohibitions near intersections, etc.). Prioritize people walking and rolling through signal timing and operations, assess strategies such as all pedestrian phase, leading pedestrian interval, and/or no right turn on red. Where applicable, close and consolidate driveways.</p>	Long	PW	Major Project	

	ACTION	TIMING	RESPO NSIBLE	BUDGET ESTIMATE	NOTES/ PHASING
9	Prioritize and implement locations for painted street murals in residential intersections, particularly around schools.	Short	PW TPS Comm unity	Low	Small investment
Location-Specific Recommendations					
10	<p>N 26th St and N Proctor St</p> <ul style="list-style-type: none"> • Upgrade intersection to improve ADA access, pedestrian and bicycle mobility, and safety for all road users. • Add accessible pedestrian signals, bicycle detection, and high visibility crosswalks. • Enhance intersection layout to improve safety (i.e., shorter crossing distances, tighter turn radii, daylighting treatments to enhance parking prohibitions near intersections, etc.). • Prioritize people walking and rolling through signal timing and operations, assess strategies such as all pedestrian phase, leading pedestrian interval, and/or no right turn on red. 	Long	PW	Major Project	
11	N 26th St Bike Lanes - Analyze existing sharrows on N 26th St between Washington and N Proctor to consider dedicated bike lanes, which would increase bicyclist mobility and safety, calm traffic, improve access to the business district, and reduce vehicular conflicts for pedestrians.	Medium	PW	High	Cost estimate would include installation.
12	Bike Lanes on N Proctor - Analyze addition of bike lanes on N Proctor to increase bicyclist mobility and safety, calm traffic, improve access to the business district, and reduce vehicular conflicts for pedestrians.	Medium	PW	High	Cost estimate would include installation.
13	<p>Mason Middle School & Washington Elementary School</p> <p>Develop school arrival and dismissal plans to support student safety and mobility.</p>	In progress	PW TPS Comm	Low	Quick win

	ACTION	TIMING	RESPONSIBLE	BUDGET ESTIMATE	NOTES/ PHASING
14	Mason Trail Crossings Improve arterial crossings (N 26th St) and connections to Mason Trail (N 30th St) for the Mason Trail to improve pedestrian and bicyclist safety and accessibility. Upgrade ADA ramps on and connecting to the trail.	Long	PW	High	
15	N 21st St Enhance bicycle and pedestrian connectivity, access, and safety on N 21st St. At signalized intersections, add Accessible Pedestrian Signals and Leading Pedestrian Intervals. Assess prohibiting right turns on red. Add bicycle facilities.	Long	PW	Major Project	

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Human-Scale Design

Proctor's walkability, with a "main street" scale, small retail storefronts, historic buildings, inviting and well-maintained public realm, and housing and daily services in close proximity, are all neighborhood assets that contribute to Proctor's success.

These factors, as well as Proctor's classification as a Neighborhood Mixed-Use Center, make Proctor a high-demand neighborhood for future residential and commercial development.

As this development creates new spaces for businesses and increased housing units, community members expressed interest in urban design that prioritizes the "human scale" by maintaining the pedestrian experience and historic buildings, as well as enhancing Proctor's public realm and sense of place.

Existing conditions:

- **Historic buildings.** Proctor has several historic buildings that are listed on the Tacoma Register of Historic

Places, and others that may be eligible (see Appendix B).

- **Business district.** The Proctor business district's existing built environment is low-scale residential and commercial, with a handful of new mixed-use developments.

Policies and plans:

- **Design Review.** The forthcoming Urban Design Review Program will apply to many new developments in the Proctor Mixed-Use Center (see Policy Summary for more details on this program).

Goal: *Human-Scale Design: Development that features pedestrian-oriented urban design and honors Proctor's historic character.*

Objectives

1. Improve convenience, comfort, and delight for people walking and rolling in Proctor with design that prioritizes street-level experience.
2. Support City policies and programs that enable Proctor to enhance and preserve human-scale design.
3. Support art and signage that can tell unique and historical stories, add joy to the neighborhood, and strengthen Proctor's identity.
4. Preserve features and elements that highlight the history of Proctor.

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Human-Scale Design Actions

	ACTION	TIMING	RESPO NSIBLE	BUDGET ESTIMATE	NOTES
Historic Resources					
1	Develop a nomination to the Tacoma Register of Historic Places to add a handful of key historically significant buildings to preserve the historic character and prevent demolition/ significant changes of these buildings.	Short	NPP HP	Low	Small investment Multi-property nomination. Specific buildings TBD based on historic survey, consultant input, and owner engagement.
2	Support City efforts to encourage adaptive reuse of historic buildings. <ul style="list-style-type: none"> Support Historic Preservation Office to conduct a study/initiatives for new policy and incentives for adaptive reuse, such as: current use taxation; transfer of development rights; and Special Tax Valuation) Identify specific opportunity properties for adaptive reuse for multifamily housing and other community-serving uses, e.g., Cushman Substation (see Appendix E) and existing multifamily housing (Commercial and Residential Affordability Action 2). 	In progress / Medium	HP CED AHAS	Medium	Small investment
Urban Design & Identity					
3	Support Urban Design Studio efforts to create design guidelines to ensure large-scale new development complements existing buildings and supports pedestrian orientation in Neighborhood Centers like Proctor, in coordination with the City of Tacoma's new Urban Design Project Review program. <ul style="list-style-type: none"> Support creation of Neighborhood Mixed-Use Centers design guidelines to support pedestrian-friendly main street identity. 	Medium	UD NPP PW	Medium	Small investment Community Priority Implementation will be coordinated with Urban Design Studio staff and integrated into the existing process for the Urban Design Project Review Program (after anticipated 2024 launch)

	ACTION	TIMING	RESPO NSIBLE	BUDGET ESTIMATE	NOTES
	<ul style="list-style-type: none"> Support for creation of administrative design review process. 				
4	<p>Ensure that new development contributes to a livable and active public realm.</p> <ul style="list-style-type: none"> Community members value projects that meet City of Tacoma requirements for sidewalk widths (including on arterials and pedestrian streets), accommodations for pedestrians and people with limited mobility, open space, and trees. 	Short / Medium / Long	PDS PW	NA	Staff will share this recommendation internally
5	<p>Enhance the identity of the district through small interventions, including:</p> <ul style="list-style-type: none"> Develop interpretive signage, especially historical, that reflects the history and presence of the Puyallup Tribe and cultural histories of other historically underrepresented groups Create new wall and street murals (see Pedestrian Safety and Comfort Action 5) Enhance streetscape through planters and other green features (see Sustainability and Climate Adaptation Action 1) 	Short / Medium	PTOI Arts HP NPP Comm PW	Low / Medium	Small investments
6	<p>Create pedestrian connections and activation for neighborhood commercial nodes outside of Proctor's core, e.g.:</p> <ul style="list-style-type: none"> N 34th St and N Proctor St neighborhood; N 26th St and N Stevens St; possible future development at Cushman and Adams Substations 		PW CED PDA	NE	



Community Space

Proctor's popular main street, business district, and schools bring people to the neighborhood and contribute to its vitality.

Association also hosts quarterly events that close a portion of N 26th St and N Proctor St to people driving.

Goal: *Community Space: Community space for gathering indoors and outdoors, including enhancing access to existing spaces and parks.*

Existing conditions:

- **Parks and gathering space.** There are several formal and informal open spaces throughout the neighborhood, such as Puget Park (owned and managed by Metro Parks) and Wheelock Library. Puget Park includes a trail and natural area through Puget Gulch.
- **Open streets.** The Proctor Farmers' Market currently closes N 27th St between N Proctor St and N Madison St on Saturdays. The Proctor District

As Proctor grows, there is an interest in identifying additional locations for both indoor and outdoor community spaces and events for people to gather. Community feedback identified different sites for gathering, including outdoor locations in the business district, as well as opportunities to align new open spaces with future redevelopment (e.g., the Mason United Methodist Church).

To build on existing event activity, there is interest in further supporting Proctor District Association capacity to plan and carry out events and create open spaces for people to gather.

Objectives

1. Increase indoor and outdoor spaces where people of all ages and abilities can play, sit, eat, gather, or spend time with family, friends, and neighbors.

2. Create flexibility in public spaces and public right-of-way to allow for Proctor to host events more frequently and make more of the available public realm available for use.
3. Enhance community amenities and public space, including informal gathering spaces and formal parks; use existing open spaces to connect to other parts of the neighborhood, including the waterfront.
4. Support neighborhood capacity to develop, activate, and program these spaces.

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Exhibit H. Community Space Map

Community Space & Activation



Source: MAKERS (2023)

Community Space Actions

	ACTION	TIMING	RESPO NSIBLE	BUDGET ESTIMATE	NOTES
Active Public Space					
1	<p>Create a pilot 'open streets' program to test locations for temporary closures and activations for specific events on non-arterial streets in Proctor (see Appendix F for the festival street analysis).</p> <ul style="list-style-type: none"> Identify partnerships to coordinate open streets events, select the right time (e.g. weekend evenings), and develop activities to use these spaces while they are closed to vehicle traffic. Use data collected during open streets pilot to inform future festival street (Community Space Action 2) and/or woonerf (Community Space Action 3). Continue feasibility analysis for future opportunities to temporarily close one block of an arterial street in Proctor, if transit and business access issues can be resolved. <p><i>Also see Appendix F for the festival street analysis.</i></p>	Short	NPP PW PDA Comm	Low Funded	<p>Quick win (open streets)</p> <p>Booster Grant</p>
2	<p>Integrate minor design changes to create a festival street to make temporary street closures easier:</p> <ul style="list-style-type: none"> Changes might include: removable bollards, bulb-outs, permanent seating, raised intersections, and/or other design changes. Align with Community Space Action 5 to align temporary festival street closures with nearby permanent seating opportunities. Use the open streets pilot to temporarily test festival street designs. <p><i>Also see Appendix F for the festival street analysis.</i></p>	Medium	PW PDA Comm	High	Use data from open streets pilot to inform festival street design/analysis.
3	<p>Identify partnership opportunities to construct a woonerf (a multi-modal shared street) within the business district</p> <ul style="list-style-type: none"> Explore opportunities to construct through partnerships or future new development (e.g., Cushman 	Long	PW PDA Comm	Major Project	Use data from open streets pilot to inform woonerf

	ACTION	TIMING	RESPO NSIBLE	BUDGET ESTIMATE	NOTES
	<p>Substation; Mason United Methodist Church).</p> <ul style="list-style-type: none"> Use the open streets pilot (Community Space Action 1) to temporarily test woonerf street designs, such as narrowed travel lanes, consolidated parking, and landscape and seating areas. <p><i>Also see Appendix F for the festival street analysis.</i></p>				design/analysis.
4	Encourage local businesses to utilize the City of Tacoma's process to develop streateries (outdoor seating areas built within parking spaces)	Short	PDA PW Comm	Low	Quick win (outreach)
5	<p>Identify locations for gathering and shared public outdoor seating, and enhance these locations, e.g.:</p> <ul style="list-style-type: none"> Redevelop the corner of N Adams and N 26th (next to Wheelock Library) into a space with benches, tables, and green space etc. for use by library patrons and community at large. Partner with Washington and Mason Schools to activate public seating areas near school plaza areas, for use by public during non-school areas Activate and/or add seating along N 27th St Coordinate with festival street and/or woonerf (Community Space Actions 2 and 3) to integrate a permanent seating area and incorporate placemaking elements such as string lights and possible food truck location. Incorporate new amenities into these spaces as appropriate, including public seating, trees, adult fitness equipment, a water bottle filling station, and interactive features (such as art or skateboarding areas). 	Medium	PDA LIB PW TPS Comm	Medium – Major Project	Community Priority
6	Partner with existing institutions and organizations and future developments (e.g., Tacoma Public Schools; Mason	Medium / Long	PDS UD TPS	NE	

	ACTION	TIMING	RESPO NSIBLE	BUDGET ESTIMATE	NOTES
	United Methodist Church; Cushman Substation) to create publicly accessible pocket parks, gathering spaces in the right-of-way, and publicly accessible green spaces with trees.		Comm		
Public Amenities					
7	Pursue accessibility trail upgrades, restrooms, interpretive signage, more covered areas, bike parking, and/or playground updates at Puget Park	Medium / Long	Metro Parks ES / Open Space	Major Project	
8	Support program to provide doggie bag stations with trash cans	Short	NCS PDA	Low	Quick win
9	Study the creation of a Business Improvement Area (e.g. a self-funding district for property owners) to provide capacity support for the business district association to continue landscaping, parking, event planning, and other district needs. <ul style="list-style-type: none"> • Support ongoing landscaping, maintenance, parking, and marketing needs • Continue, support, and expand community events for people of all ages. • Consider inclusion of businesses outside of core Proctor District and inclusion of other neighborhood nodes 	Medium	PDA CED	Medium	Small investment
10	Increase covered areas at bus stops for rain and sun protection.	Medium	PT	High	
11	Pursue opportunities to create community space for indoor activities, events, and amenities, including childcare and youth/teen programs. <ul style="list-style-type: none"> • Identify partnerships to achieve community gathering space goals, including Wheelock Library, Metro Parks, and future development opportunities. 	Long	MP LIB Comm	Major Project	



Sustainability and Climate Adaptation

The City of Tacoma declared a climate emergency in 2019, and in December 2021, Tacoma adopted the 2030 *Tacoma Climate Action Plan (CAP)* to reduce community greenhouse gas (GHG) emissions and adapt to climate impacts.

Community members expressed their desire to see Proctor adapt neighborhood-scale strategies to reduce their climate impact and be more environmentally sustainable.

Goal: *Sustainability and Climate Adaptation: Reducing climate impacts through environmentally sustainable practices and development and preserving the urban tree canopy.*

Existing conditions:

- **Tree canopy.** The Proctor District has one of the higher tree canopy covers in Tacoma, with the core business district coverage ranging between 16 and 22% and residential areas including up to 40% canopy cover ([Tacoma Urban Tree Canopy Assessment, 2018](#)). This still lags behind the City of Tacoma's targeted goal of 30% coverage.
- **Multimodal transportation.** For information on transit and bicycle and pedestrian infrastructure, see Pedestrian Safety and Comfort.
- **Public Transit.** The Proctor District has some of the lowest ridership rates for Pierce Transit. To see increased service, ridership and equity needs must also increase.

Objectives

1. Increase tree canopy and green space in Proctor to adapt to climate change-induced heat islands and support public health.

2. Support projects that continue to make Proctor a walkable, compact neighborhood and align with the citywide Climate Action Plan.
3. Increase transit frequency, access, and ridership.
4. Support neighborhood capacity to advocate for environmental actions.

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Sustainability and Climate Adaptation Actions

	ACTION	TIMING	RESPO NSIBLE	BUDGET ESTIMATE	NOTES
Trees, Vegetation, and Stormwater					
1	<p>Remove paving in select areas of the business district, depave select areas, and replace diseased trees</p> <ul style="list-style-type: none"> Integrate green elements into future changes in the business district, e.g., rain gardens and other green infrastructure, permeable paving, planter boxes 	Short / Medium	PDA UF	Funded Booster	<p>Quick win</p> <p>Community Priority</p> <p>Booster grant funding Note: supports business costs</p>
2	<p>Support Urban Forestry’s tree canopy goals of 30% through residential tree planting and care:</p> <ul style="list-style-type: none"> Support resident-led efforts to inventory trees and promote Grit City Tree program through outreach partnerships Educate community about tree care and make tree care assistance program available to low-income homeowners Support updates to TMC landscaping code that will protect existing tree canopy Support citywide tree watering/maintenance capacity. Support neighborhood capacity to enhance tree canopy (Sustainability and Climate Adaptation Actions 1 and 2) 	Medium	UF Comm	Medium	Community Priority
Sustainable Transportation and Infrastructure					
3	<p>Support recycling and reduce litter:</p> <ul style="list-style-type: none"> Transition public garbage cans to solar trash compactors Identify locations for glass drop-off closer to Proctor District 	Medium	ES PW PDA	Medium	
4	<p>Support installation of new electric vehicle charging stations in the business district</p> <ul style="list-style-type: none"> Select locations and limit charging/parking time to ensure parking access supports businesses through parking management. 	Medium	TPU PW	NA	

	ACTION	TIMING	RESPO NSIBLE	BUDGET ESTIMATE	NOTES
	<ul style="list-style-type: none"> Locate away from proposed bike routes and areas with angle parking 				
5	<p>Work with residents and businesses to identify bike parking (racks, corrals, etc.) in the business district and surrounding neighborhood</p> <ul style="list-style-type: none"> Ensure that new development adheres to existing code for exterior and interior bike parking requirements Explore opportunities for electric bike charging 	Medium	PW	Low	Quick win
6	<p>Advocate for multimodal transportation ridership and service, including improved transit service to Proctor from key transit hubs in downtown Tacoma, particularly as housing and employment increases</p> <ul style="list-style-type: none"> Work with Pierce Transit to improve transit frequency, ridership, and service to key destinations outside of Proctor Advocate for improved safety and connections for people biking and walking (see Pedestrian Safety and Comfort Actions) Work with Pierce Transit and City of Tacoma to improve transit connections and access during street closures for events. 	Short / Medium / Long	PT PW Comm	NA	
7	<p>Develop neighborhood capacity to advocate for and implement environmentally friendly practices and resources, such as:</p> <ul style="list-style-type: none"> Tree planting EnviroStars certification for businesses Building electrification and solar (such as heat pump conversions) Green infrastructure Resiliency hub capacity (i.e., strategies to support climate adaptation) Explore alignment with neighborhood eco district designation 	Medium / Long	ES Comm	NA	Quick win (organizing)



Commercial and Residential Affordability

Proctor contains a mix of small commercial spaces, multi-family residential, and single-dwelling structures. The neighborhood's center is designated in the *One Tacoma Comprehensive Plan* as a Neighborhood Mixed-Use Center—one of the locations in Tacoma that will accommodate growth.

As development continues in Proctor, community members have expressed support for ways to keep commercial spaces accessible for small businesses and ensure existing and new housing is attainable to people of all incomes.

Goal: *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.*

Existing conditions:

- **Multifamily development.** Within the Mixed-Use Center, there are a number of parcels that could redevelop in the near-and long-terms, as well as recent apartment developments in Madison25 Apartments, Proctor Station Apartments, and Proctor Flats.
- **Housing affordability.** Although residential displacement risk in Proctor is low, we heard that community wants to ensure that new housing development includes units that are accessible to low and moderate incomes, especially because Proctor is a high-opportunity neighborhood. In addition, forthcoming changes to residential zoning through Home in Tacoma are also likely to increase housing choices in areas outside of the Proctor Mixed-Use Center.
- **Affordable commercial spaces.** Commercial displacement in Proctor has been low, and community members would like to ensure that commercial rents remain affordable for the small and locally owned

businesses that are there today, as well as space for future small businesses.

Objectives

1. Ensure long-term affordability by preserving existing affordable housing and ensuring new housing is attainable for diverse incomes and needs.
2. Promote neighborhood socioeconomic diversity by increasing the amount of subsidized and/or permanent supportive housing.
3. Ensure that small, local, and legacy businesses can afford to remain in their spaces and/or can access new retail spaces, when built.
4. Prevent, mitigate, and/or slow residential and commercial displacement.

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Commercial and Residential Affordability Actions

	ACTION	TIMING	RESPO NSIBLE	BUDGET ESTIMATE	NOTES
Affordable Housing, Residential Development, and Anti-Displacement					
1	<p>Ensure new housing is attainable for diverse incomes and needs, including families, multi-generational, and seniors (e.g., mandatory affordability in new buildings; identify opportunity sites for affordable housing), in alignment with the Affordable Housing Action Strategy:</p> <ul style="list-style-type: none"> • Support for housing affordability requirements/inclusionary zoning for new and/or existing development • Conduct a study/code review to identify locations that can support affordable housing, and support matchmaking between affordable housing developers and opportunity sites • Identify specific opportunity sites (e.g., sites with large parking lots or other conditions indicating opportunity for development, including Mason United Methodist Church) in Proctor for housing, and attract housing providers, especially affordable/subsidized housing and permanent supportive housing. See map of potential opportunity sites in Appendix A. 	Medium / Long	AHAS NPP	Medium / Major Projects	<p>Small investment (opportunity site study)</p> <p>Note: The Cushman Adams Substation site was not identified as an opportunity site by the community, but the City’s surplus policy recommends affordable housing as the first priority for any City surplus site</p> <p>Refer recommendations to internal staff/ programs for housing policy.</p>
2	<p>Preserve existing multi-family workforce housing to prevent displacement; seek opportunities to collaborate with a community land trust for long-term affordability</p> <ul style="list-style-type: none"> • Align with the Affordable Housing Action Strategy anti-displacement framework • Identify existing affordable and workforce housing in Proctor 	Long	AHAS Comm	Major Project	Community Priority

	ACTION	TIMING	RESPO NSIBLE	BUDGET ESTIMATE	NOTES
	<ul style="list-style-type: none"> Collaborate with a community land trust to preserve existing affordable and workforce housing Proctor neighborhood capacity-building and fundraising to support preservation of affordable housing, community land trusts, etc. 				
3	Support for Accessory Dwelling Unit (ADU, or a second unit on a lot with single-dwelling structure) construction (e.g., pre-approved plans, permit support) <ul style="list-style-type: none"> Explore options to support low- or fixed-income homeowners and/or to ensure that new ADUs are used primarily for housing 	Medium	AHAS PDS	Medium	
Business Space Support					
4	Identify tools to support legacy, small, and/or BIPOC-owned businesses to attract and retain affordable commercial space, including incubator and/or micro-retail space, tenant improvement grants/loans, and business technical support. <ul style="list-style-type: none"> Coordinate with CS Action 9 to support Business Improvement Area capacity to improve retail mix. 	Medium / Long	CED PDA	NE	Community Priority



Implementation Strategy

This chapter summarizes the Plan's most impactful actions, highlights quick wins and Community Booster Projects, and notes interrelated actions and phasing considerations. It also describes how community members can continue to steward this Plan and advocate for its implementation.

Impactful and Transformative Actions

The Plan's five goals and related actions (see Recommendations section) serve the Plan's central vision—to support Proctor as a vibrant neighborhood destination and welcoming, livable neighborhood (see Major Ideas Summary). The actions highlighted in this section would be most beneficial and transformative in achieving those goals.

Several of the actions that community members indicated in the Draft Actions survey as their top priority under each goal—noted as “**Community priority**” in the Actions tables

above—would help transform Proctor. For example, Community Space Actions 1, 2, and 5—to experiment with street closures and activation (e.g., food trucks, live music), permanently improve a street for festivals, and add public seating—could provide public space for people to play and socialize. Improving active transportation connections into and around the business district will also support ongoing access and use in Proctor.

In addition, the Mason United Methodist Church redevelopment could transform Proctor with new and affordable housing and public amenities such as activated, people-priority streets (see Community Space Action 3). Increasing residents in Proctor, including those who otherwise would likely not be able to afford housing in the district, would increase foot traffic and customers for the business district and increase demand for transit frequency, and public space improvements would provide spaces for current and future residents to gather and transform streets for people.

Increasing capacity for the Proctor District Association and/or other business district advocates can support the continuation of signature events, increase opportunities to manage trees and landscaping and the public realm, and build opportunities to address current and emergent issues identified in the Plan.

Lastly, accomplishing a collection of the less costly but still impactful actions, called “**Quick Wins**” and “**Small Investments**” in the Actions tables, can take a first step towards implementing the community's vision for the business district and surrounding neighborhood. These include historic nominations, street activation, developing a parking management strategy (including marking no-parking areas with red curb paint), support for design review, and planting new trees. Focusing on quick win and high-priority, transformative actions will make the biggest difference in improving access to and the vitality of Proctor.

Phasing

Quick Wins and Small Investments

Projects noted as “**Quick Wins**” in the Actions tables above are in progress or have existing City funding or capacity for implementation, and “**Small Investments**” are projects that

can be funded at a low cost and implemented within the next few years. Implementation will be coordinated and co-created with the support of community members. The City of Tacoma is dedicated to ensuring these are implemented over the next few years, and the Neighborhood Planning Program will actively support and track this progress. These include the following projects:

Quick Wins:

- Red curb painting
(Pedestrian Safety and Comfort Action 2)
- Business district parking management strategy
(Pedestrian Safety and Comfort Action 3)
- Update school arrival and dismissal plans
(Pedestrian Safety and Comfort Action 13)
- Create a pilot 'open streets' program to test locations for temporary closures and activations on non-arterial streets in Proctor
(Community Space Action 1)
- Encourage local businesses to develop streateries
(Community Space Action 4)
- Support program to provide doggie bag stations with trash cans
(Community Space Action 8)
- Work with residents and businesses to identify bike parking opportunities
(Sustainability and Climate Adaptation Action 5)
- Advocacy for environmentally friendly practices
(Sustainability and Climate Adaptation Action 7)

Small Investments:

- Street murals on intersections around schools
(Pedestrian Safety and Comfort Action 9)
- Develop a multi-property nomination to the Tacoma Register of Historic Places
(Human-Scale Design Action 1)
- Conduct incentives study to incentivize future nominations and adaptive reuse of historically significant buildings in Proctor
(Human-Scale Design Action 2)

- Support creation of Neighborhood Mixed-Use Centers design standards to support pedestrian-friendly main street identity
(Human-Scale Design Action 3)
- Enhance the identity of the district through small interventions (interpretive signage, wall and street murals, landscaping)
(Human-Scale Design Action 5)
- Study the creation of a Business Improvement Area
(Community Space Action 9)
- Opportunity site study for affordable housing
(Commercial and Residential Affordability Action 1)

Community Booster Projects

The Neighborhood Planning Program set aside \$50,000 of program funding to work with the community directly for implementation. The Proctor Steering Group identified five projects and asked the broader community to vote on their preferred options:

- Painted street murals near schools
- 'Open streets' pilot
- Historic nomination for key buildings
- Interpretive signage
- Tree replacement in the business district

700 neighbors voted, and two projects were selected as the winners and future Community Booster Projects. The grant will fund:

- Tree replacement in the business district
- Open streets (i.e., temporary street closures with small activations) testing in Summer 2024 at different locations in the district, starting with identifying community partners to help coordinate closures

See Sustainability and Climate Adaptation Action 1 and Community Space Action 1 for more information about these projects.

Interrelated Actions and Timing

Most Plan actions are intended to be opportunistic (i.e., completed when grant or other funding becomes available), and desired implementation timing is “as soon as possible.” However, several actions in the Plan would benefit from strategic sequencing, while others relate to external processes on their own timelines. Key relationships include the following:

Start with a BIA. Community Space Action 9, to work with the Proctor District Association to explore the development of a business improvement area (BIA), could help to support implementation of several Plan actions, as well as creating an additional funding source. Actions that could be supported through a BIA include support for outdoor seating and improvements to the public realm, including the open streets pilot, outdoor seating, and streateries (Community Space Actions 1-6); placemaking and planters/landscaping (Human-Scale Design Action 5); and support for business district tree maintenance and planting (Sustainability and Climate Adaptation Action 1). In addition, a BIA could support ongoing event-planning efforts currently performed by the business district, coordinate on a parking study and implementation of parking management tools (Pedestrian Safety and Comfort Action 3), and support small and legacy business (Commercial and Residential Affordability Action 4). Because most BIAs are focused on property owners (not necessarily business owners), the first step is for the Proctor District Association, in partnership with the City, to study and gauge support for a BIA.

Open streets pilot and connection to other projects.

Community Space Action 1, open streets pilot (also described in Appendix F: Festival Street Location Analysis Memo), will use Community Booster funds to test locations for temporary street closures and events. Testing provides opportunities to learn and augment or refine related actions. To make the most of the open streets testing, the open streets pilot can:

- Use the pilot events to test future locations Community Space Actions 2, festival street design, and 3, woonerf design and analysis

- Collect information on the permitting costs and barriers for the feasibility of ongoing community-hosted open streets events
- Identify possible low-cost design solutions for festival street enhancements (Community Space Action 2)
- Explore opportunities to host large events that do not require impacts to transit routes
- Pair open street pilot projects with streetery opportunities
- Incorporate permanent seating and placemaking elements (Community Space Action 5) in festival street design (Community Space Action 2) and at nearby plazas

Parking, transit, and biking connections. Supporting safe access for people walking, biking, and rolling is a key goal of the Plan. However, making decisions about what modes to prioritize and how in constrained rights-of-way can be challenging. Overlapping, related, and sometimes competing projects include the following:

- Pedestrian Safety and Comfort Actions 11 and 12: analysis for new or upgraded bike facilities on the major roads N Proctor St and N 26th St. More analysis will be needed to understand how accommodating bike facilities on these routes to improve access and safety may impact other uses in the right-of-way.
- Sustainability and Climate Adaptation Action 6: work with Pierce Transit on improving the frequency and service of transit to key destinations in the city. Like bike infrastructure, transit should be considered in right-of-way changes and redesign.
- Pedestrian Safety and Comfort Action 3: develop a parking management strategy. The recommendations will draw from the City's completed Proctor parking study. As a Quick Win project, this strategy is likely to happen without changes to the street infrastructure (such as ADA or bicycle facility improvements); however, the strategy should take into account possible right-of-way changes that reflect Plan goals, objectives, and actions for safe bicycling and more frequent transit.
- Some street, sidewalk, and crossing improvements (Pedestrian Safety and Comfort Actions 1 and 5) are

already required with certain types of redevelopment; if they are not currently funded or priority projects through the City's Transportation Master Plan, they may be achieved more quickly through redevelopment.

Actions dependent on outside processes. Mason United Methodist Church is currently planning to redevelop their property to include mixed-income multifamily housing, as well as a possible mix of other community and organizational uses. While their process will be guided by existing City code and development standards, as well as funding availability, their redevelopment creates an opportunity for several Plan goals, including permanent supportive housing (see Commercial and Residential Affordability Action 1), a public-private partnership to develop a woonerf street that would serve both new residents and the surrounding community (see Community Space Action 3), and other possible goals such as indoor gathering space (Community Space Action 11) or paid long-term parking (Pedestrian Safety and Comfort 3).

Similarly, the Cushman and Adams Substations redevelopment is part of a different planning process, the Cushman and Adams Substations Future Use Study. However, Proctor community members may consider promoting the Plan's goals and actions during that process. These may include housing or community space actions, such as woonerf design, or pedestrian safety and comfort actions, such as better multimodal connections. See Appendix E for more information about what we heard about the Cushman and Adams Substations Future Use Study.

Project Tracking and Community Stewardship

A version of the action matrix tables found above in the Plan recommendations section will be available on the Plan website as a way for community members to track progress on the plan, stay engaged, and steward the plan's projects over time. Your continued involvement and advocacy for projects recommended in the Plan will help ensure they happen.

Lessons Learned from Neighborhood Planning Staff

The Neighborhood Planning Program was created by City Council in 2021 as a pilot program. The Proctor Neighborhood Plan is the program's second neighborhood plan, and in the spirit of continuous improvement, staff are documenting lessons learned to help inform future planning efforts.

This planning process was an exercise in balance and communication. This Plan couldn't have been completed without the willingness of our internal partners to come to the table and coordinate closely on idea vetting and feasibility. This was also reflected in our efforts to balance community priorities that, on the surface, seemed to conflict: historic preservation and growth; parking and multimodal transportation; density and community space.

Both internally and during our community conversations, we learned that it took returning to shared values and an openness to hearing different opinions to find balance and to allow growth and change, while also acknowledging the "Proctor-ness," as Deputy Mayor Hines says, of what makes the neighborhood unique. Our intention through this planning process has been to find solutions that respect the spectrum of input, while forging a shared path forward.

Glossary

Pedestrian Safety and Comfort

Accessible pedestrian signals. Devices that provide auditory, visual, and vibrotactile information to pedestrians who are blind or who have low vision, and who may also have hearing loss, so they can know when they should begin to cross at a signalized intersection. They essentially translate visual pedestrian information to other sensory formats, enabling people with disabilities to navigate cities safely and comfortably.

ADA access. Design techniques to improve universal access for people with disabilities, which can include tactile strips and textured wayfinding for people using canes, safe ramps for wheelchair users, accessible pedestrian signals (APS) for people who are blind or have low vision and who may also have hearing loss, and others.

ADA. Americans with Disabilities Act

Back-in angled parking. Back-in angled parking is considered safer than front-in perpendicular or angled parking for people biking. Drivers are in a better position to see people biking and avoid collisions.



Back-in angled parking

Bicycle boulevard. Bicycle boulevards are low-volume streets where motorists and cyclists share the road. Pavement markings and signage indicate the bicycle route. They are typically identified on residential streets with lower traffic volumes, and are designed to be comfortable for cyclists of all ages and abilities. They often include wayfinding signs, traffic circles, rain gardens, street trees, or other street design elements to slow traffic ([City of Tacoma Bikeways](#)).



Bicycle boulevard. Source: BikePortland

Bollard. Bollards are posts used in streets, paths, and other public spaces to protect human safety by obstructing vehicles and guiding them to preferred routes. They can be fixed in place or removable and made from a variety of materials, such as steel, concrete, or polymer:

- Fixed bollards are often embedded in concrete or affixed with bolts.
- Removable bollards are typically lowered into a crevice, and secured in place, or unlocked using a key.
- Flexible bollards or delineators (i.e., safety barriers) are traffic separators that are designed for durability by bending upon vehicle impact.



Bollard

Bulb-out. Bulb-outs are a street design tool for slowing traffic and shortening crossing distances for people walking by widening sidewalks at an intersection or crossing. Bulb-outs can also be located to prevent parking near crossings to improve visibility. While permanent bulb-outs usually require a full rebuild of the concrete curbs, temporary bulb-outs can be made with paint and temporary bollards or delineators (i.e., safety barriers).



Temporary bulb-out

Daylighting. Intersection daylighting refers to the removal of parking spots near intersections or crossings to improve lines of sight between drivers and people on the crosswalk and/or sidewalk waiting to cross.



Daylighting

Leading Pedestrian Intervals (LPIs). LPIs give pedestrians a 3-7 second head start when entering an intersection with a corresponding green signal in the same direction. LPIs enhance visibility of pedestrians crossing the intersection and emphasizes that pedestrians crossing an intersection have the right of way. LPIs are proven to reduce pedestrian-vehicle collisions ([City of Tacoma](#)).

Load zones/pick-up zones. Load or pick-up zones are designated parking areas for delivery trucks, transportation network companies (e.g., Uber, Lyft), food and other delivery services, and other short-term pick-up and drop-off needs. They are often time limited to support their intended use (between 3 and 30 minutes).

Non-signalized intersections. Signalized intersections have a traffic light that controls vehicular movement (stops, turns, etc.) through the intersection. A non-signalized intersection does not have a traffic light. On arterials, this can be dangerous or challenging for people walking, biking, or rolling, because traffic may be fast, does not regularly come to a stop, and turning movements can be unpredictable.

Red curb paint. Red paint on the curb indicates that parking is not allowed there. This is an economical and effective way to “daylight” intersections (see separate glossary entry); however, this tool does not remove any parking spots, only indicates where parking is not allowed already. The City of Tacoma has a program to work with the community to mark curbs, which adjacent property owners or community volunteers can paint.



Red curb paint

Right turn on red (RTOR). Drivers are typically allowed to make right turns if in the right-most lane at a red stoplight as long as the driver first stops before entering the crosswalk. However, restricting right turns on red can improve safety for people walking, biking, and rolling.

Rectangular Rapid Flashing Beacons (RRFB). Pedestrian-activated flashing lights used at otherwise non-signalized crossings to

warn drivers to stop, improving safety for people crossing the street.

Sharrows. Sharrows are high-visibility pavement markings that help position bicyclists within a shared vehicle/bicycle travel lane. These markings are typically used on streets where dedicated bike lanes are desirable but are not possible due to physical or other constraints ([Tacoma Mobility Master Plan](#)).



Sharrows

Slow Streets Pilot. This is a potential City of Tacoma program to slow traffic along identified routes in residential neighborhoods to prioritize people walking, biking, and rolling. With increased staff capacity, the City is considering developing this program, and would model it after similar programs in other cities. Many slow streets programs are also aligned with bicycle boulevard programs (see separate entry).



Tacoma's Slow Streets Pilot could be similar to Seattle's Healthy Streets program.

Source: SDOT Blog

Tacoma Municipal Code (TMC). The Tacoma Municipal Code is the collection of the City of Tacoma's laws that regulate development in Tacoma to protect health, safety, and welfare.

Transportation Master Plan (TMP). The City of Tacoma's Transportation Master Plan informs the City of Tacoma's investments in the future of Tacoma's transportation systems and what will be necessary over the next 20 years and beyond ([City of Tacoma](#)).

Traffic calming. Traffic calming can be accomplished by street design techniques, such as curb (or paint) bulb-outs, traffic circles, street trees, and speed humps, that slow down drivers by narrowing the street and/or adding "friction" elements that cue drivers to slow down. This helps neighborhood streets feel safer for children and people of all ages and abilities.

Human-Scale Design

Adaptive reuse. Adaptive reuse is the process of updating or adapting existing, and often historic, buildings for new uses. The goal of adaptive reuse is to repurpose older, underutilized, or abandoned buildings, while conserving resources and historic value.

Administrative design review. The City of Tacoma's Urban Design Studio is developing a new Urban Design Project Review program. Design review is the process many jurisdictions use to confirm that a development proposal will meet site planning, architectural, and landscape design goals. *Administrative* design review is performed by staff, as opposed to a design review board. (Due to concerns that

design review programs sometimes create discretionary permitting decisions that can delay projects or cause unexpected costs, Washington State House Bill 1293 (passed 2023) requires cities and counties that engage in design review to articulate clear objectives and limit design review to one public meeting.) Note that administrative design review is different from the Preservation Commission's Landmarks Design Review used for projects involving properties on the Tacoma Register of Historic Places.

Current use taxation. Current use taxation is a financial incentive, in the form of lowered taxes, for a property owner to maintain their property with its current use, including historic. Through this process, property owners can apply to have their open space, farm/agricultural, and timber lands and historic properties valued, for tax purposes, at their current use value rather than at the highest and best use that would be permitted by zoning. The program is voluntary, and property owners may remove their property from the program at any time, paying back taxes and a penalty if they do so within ten years of entering the program ([City of Tacoma](#)).

Design standards and design guidelines. Design standards are requirements related to site, building, and landscape design that a development proposal (or public right-of-way) must meet to be permitted by a local jurisdiction. They apply to developments in addition to other quantifiable land use and development regulations (e.g., height limit, setbacks, lot sizes). Design guidelines, on the other hand, provide greater flexibility and consider aspects of the development that cannot be fully addressed through prescriptive standards such as unique site characteristics and context. Together, the purpose of design standards and guidelines is to achieve a quality urban form that is safe, designed for the human experience, appropriate for the area, and promotes economic vitality.

Interpretive signage. Signs, panels, or other graphic displays providing educational material, typically used to highlight an area's unique history and identity.

Tacoma Register of Historic Places. A list maintained by the City of Tacoma of individually registered City landmarks (buildings), Historic Districts, and Conservation Districts. Buildings or districts must meet physical and cultural criteria to be designated as a historic place. Once designated, changes to City landmarks are subject to design review by the Landmarks Commission. Such projects may qualify for the City's Special Tax Valuation Program, the Historic Rehabilitation and Repair Loan Program, and potentially



Interpretive Signage

other development incentives (such as Transfer of Development Rights) ([City of Tacoma](#)).

Washington Heritage Register. Official listing of historically significant sites and properties found throughout the state, maintained by the Department of Archaeology & Historic Preservation. It includes districts, sites, buildings, structures, and objects that have been identified and documented as being significant in local or state history, architecture, archaeology, engineering or culture ([Department of Archaeology and Historic Preservation](#)).

National Register of Historic Places. Official listing of historically significant sites and properties throughout the United States. While the program is officially part of the National Park Service, U.S. Department of the Interior, the processing and review of applications is done at the state level. National Register-listed resources include districts, sites, buildings, structures, and objects that have been identified and documented as being significant in American history, architecture, archaeology, engineering or culture. These sites and properties reflect the prehistoric occupation and historical development of our nation, state, and local communities and are at least 50 years old. Listing on the National Register does not impose any obligations or restrictions on the property, but can make the property eligible for funding for preservation, such as the Federal Historic Preservation Tax Incentives program ([Department of Archaeology and Preservation](#)).

Special Tax Valuation. Financial incentive managed by the State of Washington to rehabilitate a historic property. Through the Special Tax Valuation Program, property owners who complete a substantial rehabilitation within a period of two years may benefit from reduced property taxes for a period of ten years ([City of Tacoma](#)).

Transfer of development rights (TDR). TDR programs are designed to limit development in one place (e.g., farmland, environmental critical areas, historic properties) and allow more development in another place (e.g., urban area with transit and amenities) without economic impacts to the property owner. The City's Transfer of Development Rights (TDR) program allows designated Tacoma Landmarks to transfer their rights to the development of their property as a TDR certificate to the owners of a property more suited to development.

A TDR transaction benefits all parties involved. For example:

- The seller may sell their development rights for monetary gain or other financial considerations.

- The buyer could gain more development potential than zoning would otherwise allow (i.e., greater building height, etc.) ([City of Tacoma](#)).

Community Space

Bollards. See “bollards” definition under *Pedestrian Safety and Comfort* above.

Bulb-outs. See “bulb-outs” definition under *Pedestrian Safety and Comfort* above.

Business Improvement Area (BIA). An organization of private property owners within a defined area that collectively assess and tax themselves to supplement City services. Programs may include clean and safe streets, maintenance and landscaping, business district promotion through events and marketing, transportation services, and more. The [Downtown Tacoma Partnership](#) is an example of a BIA.

Festival street. A designated portion of a street or block intended for frequent public events. Festival streets are usually closed to vehicular traffic temporarily, and may include design features beneficial to public gathering and events, such as seating, electrical wiring for events, pedestrian lighting, ADA accessibility throughout the street (not just at intersections), special paving and public art to enhance the sense of place, bollards or other features to block or redirect traffic, and other design features.

Open streets pilot. A potential City of Tacoma program to support temporary street closures (from motorized traffic) for active transportation, community gathering, and activation. They would support smaller-scale, more regular events than existing festivals already taking place in Proctor. Activation might include food trucks, seating, a small performance area, or community-organized games or activities.

Streateries. Privately funded and maintained outdoor seating areas constructed in on-street parking spaces in front of restaurants, cafés, and bars. Streateries encourage active street life and prioritize pedestrian use while supporting local businesses. The City of Tacoma has a pilot program to support businesses who want to create streateries in adjacent parking spaces.

Woonerf. A street shared by people on foot, bike, or wheel with drivers. Shared streets are typically on low-volume streets, can be [residential](#) or [commercial](#), are designed to slow vehicular speeds, accommodate emergency and delivery vehicles, and may include design features such as bollards, benches, planters, and bicycle parking to help define



Everett Fresh Paint Festival



Open streets activation



Streatery



Woonerf in Bell Street Park, Seattle

people spaces and subtly delineate the travel way from the people-only space. Woonerfs can also serve as festival streets (see separate glossary entry).

Sustainability and Climate Adaptation

Building electrification. The shifting from fossil fuel sources (e.g., natural gas, oil) in buildings to power-grid enabled, high-efficiency, all-electric buildings to reduce greenhouse gas emissions. Electrification projects often include a shift from gas and oil HVAC systems to high-efficiency heat pumps. Projects may include on-site renewable energy, such as solar, and battery power storage.

Climate adaptation. Increasing the resilience of residents, communities, businesses, and infrastructure to cope and adjust to ongoing and future climate change. In Tacoma, climate adaptation strategies would mitigate and increase resilience to the increasing risks of extreme heat, drought, flooding, sea level rise, wildfires and smoke, and landslides.

Depave. The process of removing pavement, usually from streets and sidewalks, to install vegetation. Healthier trees and less paved landscaping strips help control stormwater runoff, prevent flooding, and reduce urban heat island impacts, creating a more climate resilient community. It also helps refresh the business district look and feel for neighbors and customers. The City of Tacoma Environmental Services department, with Pierce Conservation District, runs a depave program.



Proctor Masonic Lodge
Depave

Eco district. A neighborhood whose urban planning and design integrates environmental sustainability and social equity. Principles are outlined in several certification programs, including Just Communities [EcoDistricts Certified](#), LEED for Neighborhood Development ([LEED ND](#)), [LEED for Cities and Communities](#), International Organization for Standardization 37120: Sustainable cities and communities ([ISO 37120](#)).

EnviroStars. Washington's green business program. With support from the City's Office of Environmental Policy and Sustainability, EnviroStars participants are provided resources and information that help businesses take environmentally responsible actions and to promote their work ([City of Tacoma](#)).

Green infrastructure. Nature-based solutions—often combined with hard, human-made infrastructure—to stormwater management (i.e., drainage solutions that mimic nature and capture rainwater where it falls, using soil and vegetation to slow, hold, and clean water to prevent flooding and improve water quality), urban heat (i.e.,



Green infrastructure

shade trees), and other conditions where infrastructure is needed (e.g., slope and shoreline stabilization) ([Luedke 2019](#) and [EPA](#)).

Grit City Tree program. Grit City Trees is the City of Tacoma free street tree program, with the goal of equitably increasing Tacoma's tree canopy. The program prioritizes allocating resources and support to Priority Planting Areas (neighborhoods identified as "moderate" to "very-low" opportunity on [Tacoma Equity Index](#)), though all Tacoma property owners with eligible right-of-way planting opportunities are encouraged to apply. Individuals and groups are eligible to apply. Approved applicants will receive free delivery of street trees and supporting materials such as tree stakes, TARGO (compost), and watering devices ([Grit City Trees](#)).

Multimodal transportation. Accommodation of different modes of travel (walking, cycling, rolling, public transit, automobile, etc.) for all users, regardless of age and ability. Multimodal streets improve ease of access for people and provide varied options for safe, convenient travel by foot, by cycle, and on transit, as well as in motorized vehicles.

Permeable paving. Alternative materials to conventional impervious pavement that reduce runoff and allow stormwater and melting snow to infiltrate to underlying soil and gravel. These alternative materials include pervious concrete, porous asphalt, interlocking pavers, and plastic pavers. Permeable pavements also help reduce water pollution by trapping suspended solids and filtering out pollutants.



Permeable paving

Rain garden and bioretention areas. *Rain gardens* are small, shallow depressed areas planted with grasses and flowering perennials that collect rainwater runoff from roofs, driveways, streets, and sidewalks. Rain gardens can be cost effective and aesthetically pleasing to reduce runoff. *Bioretention areas* are a more complex design, with drainage systems and engineered soils to promote infiltration.



Rain garden

Resiliency hub. A network of community members, community-based organizations, and/or faith-based groups focusing efforts and resources to build neighborhood resiliency and preparedness for natural disasters, climate change, and other stresses in the community. Hubs shift power to neighborhoods and residents, enhancing communities' capacity to adapt and thrive.

Tacoma Municipal Code (TMC) landscaping code. The portion of the Tacoma Municipal Code (TMC) that guides requirements for trees and other plantings in the public right-of-way and in new development.

Tree canopy. Tree canopy cover is the percentage of the city that is covered by trees, as seen in aerial view. Tree canopy report conclude that Tacoma's has 20% of land covered by tree canopy, with the least amount of tree canopy cover for all communities in the Puget Sound ([Tacoma Tree Canopy 2018 Report](#)). Further analysis also recognizes that within the City of Tacoma, tree canopy is not evenly distributed. The City recognizes the wide-ranging benefits of trees and established a goal to reach 30% canopy coverage by 2030, through coordinated efforts that improve tree health and support equitable distribution of trees to support neighborhood resiliency and health ([Tacoma Community Forestry](#) and [Grit City Trees](#)).

Commercial and Residential Affordability

Accessory dwelling unit (ADU). A small home that shares a lot with another home. It may be attached (ADU) or detached (DADU) from the primary dwelling.

Affordable housing. Housing is typically considered affordable if total housing costs do not exceed 30% of a household's gross income. The U.S. Department of Housing and Urban Development (HUD) uses an income benchmark—area median income (AMI)—for its federal housing programs. The 2017 regional AMI for a family in Tacoma was \$74,500. "Affordable housing" may include, but is not limited to, income-restricted subsidized housing available only to qualifying low-income households, as well as strategies that require a percentage of new housing to be affordable (see inclusionary zoning entry, below). Income-restricted housing can be located in public, nonprofit, or for-profit housing developments. It can also include households using publicly subsidized vouchers to help pay for market-rate housing (Section 8).



Accessory dwelling unit (ADU)

Attainable housing. In this document, "attainable housing" refers to both existing and new naturally occurring affordable housing—properties that are affordable to people with low and middle incomes even without any subsidy from a public program—as well as subsidized affordable housing (see separate glossary entry). The term acknowledges that not all housing attainable to low- and middle-income households must be subsidized, and that strategies to increase housing supply can also help to create housing that is available to people who are middle income.

BIPOC. Black, Indigenous, and People of Color. The term is intended to center the experiences of Black and Indigenous groups, demonstrate solidarity between communities of color, and acknowledge discrimination, prejudice, and systemic racism.

Business Improvement Area. See “*Business Improvement Area (BIA)*” in *Community Space* above.

Community land trust. A non-profit organization that buys and holds land for public benefit, including affordable housing and/or commercial space. Building occupants pay a monthly land lease fee to the trust, which maintains ownership of the land itself. CLTs build community wealth by cooperatively owning land, maintaining affordability, and retaining local businesses.

Inclusionary zoning. A development requirement to set aside a certain portion of housing units as affordable at a prescribed affordability level (e.g., 50% of area median income (AMI) or potentially pay a fee in lieu of providing the affordable units. The fee typically goes into a fund to develop affordable housing.

Legacy business. A longtime business that contributes to a neighborhood’s history, identity, and character. Public programs can help support legacy businesses with grants, technical assistance, marketing and branding services, and financial incentives for landlords to retain legacy businesses.

Mandatory affordability. Like inclusionary zoning, a requirement for a portion of housing units in a development project to be affordable to a certain income level.

Opportunity site. A parcel of land, or aggregation of parcels, that has conditions opportune for redevelopment, such as interested property owners, vacant or underutilized land uses (e.g., large surface parking lot), and physical characteristics that make the area safe and attractive for development.

Permanent supportive housing. An intervention that can provide a stable living situation to people with significant barriers to housing, such as a long history of homelessness or a disability. Housing is paired with access to long-term supportive services—including mental and physical health services, substance use recovery, and vocational training—helping people to stay housed ([Pierce County](#)).

Workforce housing. Housing that costs less than 30% of income for people making between 80-120% of Area Median Income without subsidy

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Appendices

Appendices



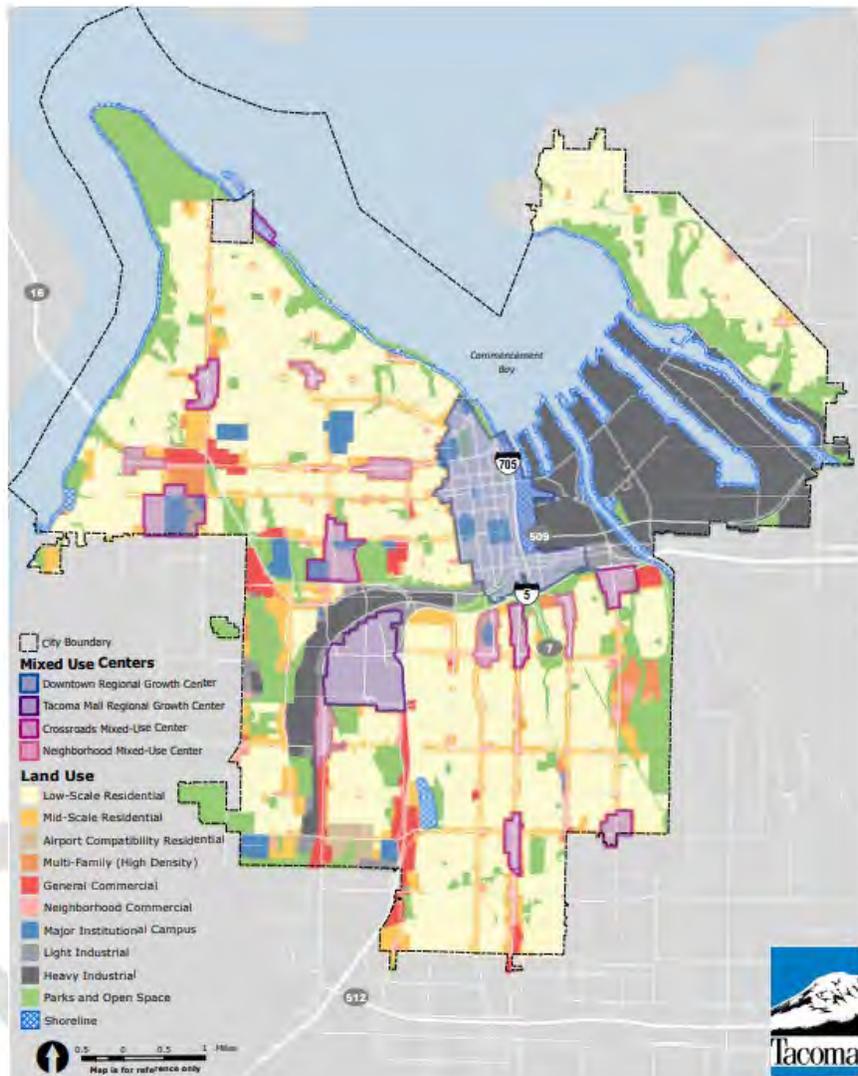


Appendix A

Zoning and Land Use Maps

Appendix A. Zoning and Land Use

Exhibit I. Comprehensive Plan Land Use Designations



Source: *One Tacoma Plan* (City of Tacoma, 2022)

The One Tacoma Comprehensive Plan land use designations that are in or near Proctor include:

Low-Scale Residential – which provides housing at the general scale and height of detached houses and up to three stories. Typical lot sizes range from 2,500 to 7,500 square feet. Primary housing types include detached houses, attached and detached accessory dwelling units, duplexes, triplexes, townhouses up to 3 units, cottage

housing, and cohousing. The target density for low-scale residential is 10-25 dwelling units/net acre.

Mid-Scale Residential – is usually located in close proximity to centers, corridors, and transit. Mid-scale housing mostly supports up to 3 stories and, in limited circumstances, allows up to 4 stories. Housing types supported include small-lot houses, accessory dwelling units, duplexes, triplexes, fourplexes, cottage housing, cohousing, and small multifamily apartments. The target density for mid-scale residential is 15-45 dwelling units/net acre.

Multi-Family (high-density) - is a designation that allows for a wide range of residential housing types at medium and higher density levels. Taller multifamily apartments and condos are the housing type primarily found. The target density for multi-family is 45-75 dwelling units/net acre.

Crossroads Center – is a concentration of commercial and/or institutional development that serves many neighborhoods and generally includes a unique attraction that draws people from throughout the city. Some residential development may already be present, but there is also a goal to have more residential development. The minimum density for crossroads center is 25 dwelling units/net acre.

Neighborhood Center – is a concentrated mix of small- to medium scale development that serves the daily needs of center residents, the immediate neighborhood, and areas beyond. Development contains a mix of residential and commercial uses and buildings range between 3 and 6 stories. Neighborhood centers encourage pedestrians, bicyclists, and transit riders. The minimum density for crossroads center is 25 dwelling units/net acre.

Downtown Regional Growth Center – the downtown regional growth center is not in McKinley, but the Dome District, which is part of the downtown regional growth center designated land. Borders McKinley and is an integral part of planned high-frequency transit near the neighborhood. The downtown center is the highest concentration of urban growth found in the city.

Exhibit J. Zoning Map

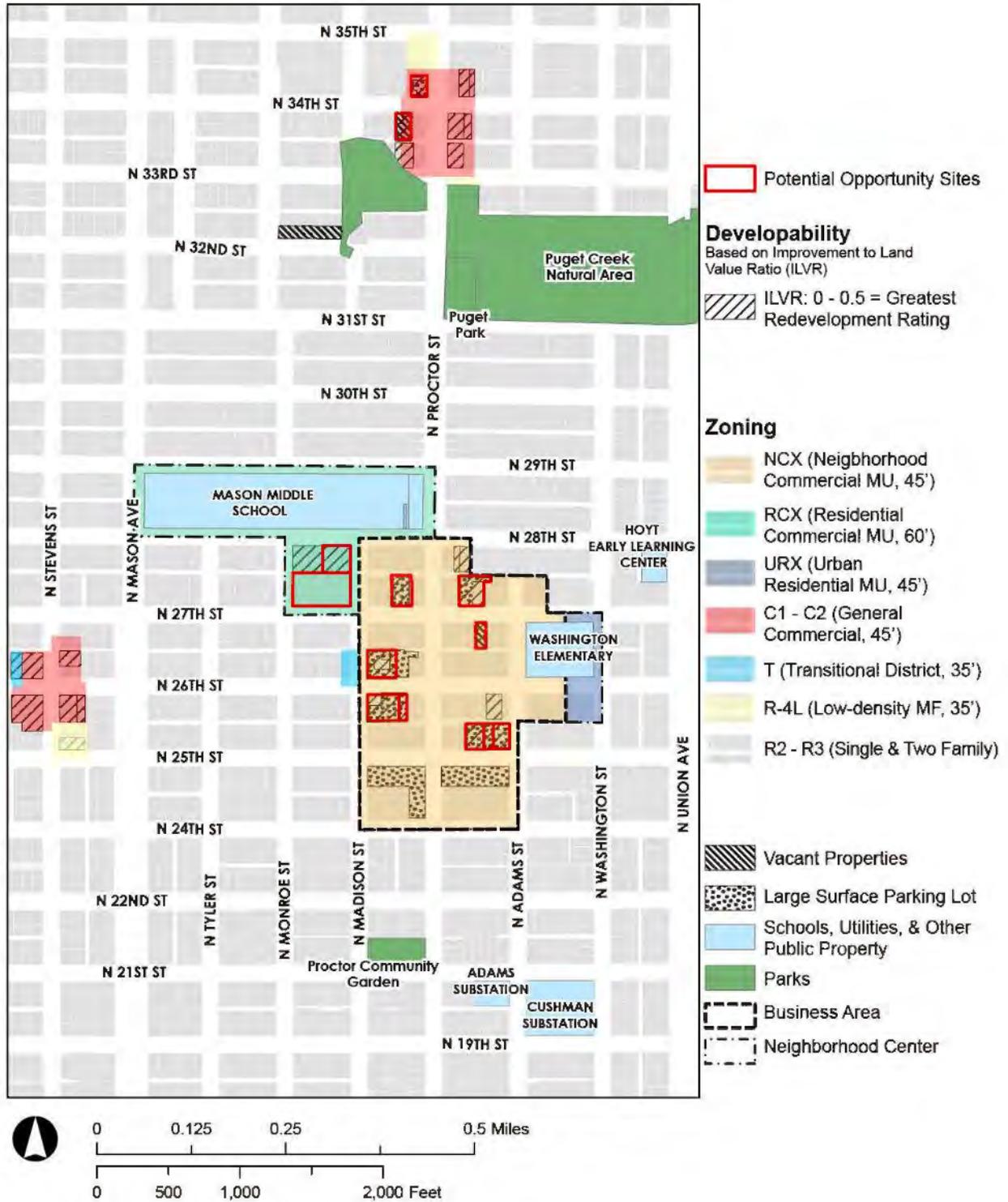
Zoning Map



Source: MAKERS (2023)

Exhibit K. Development Opportunities Map

Development Opportunities Map



Source: MAKERS (2023)



Appendix B

Historic Resources

Appendix B. Historic Resources

There are five buildings identified as potentially eligible candidates for individual inclusion on the Tacoma Register of Historic Places (TRHP) and perhaps the National Register of Historic Places (NRHP) in the 1977 Tacoma Cultural Inventory, and six more buildings noted as potentially eligible in the 2019 *Proctor District Survey and Inventory Report*. The table below (Exhibit J) outlines all potentially eligible buildings in Proctor identified from the 1977 Tacoma Cultural Inventory and/or the 2019 Proctor District Survey and Inventory. Buildings in the Proctor Mixed-Use Center that do not appear in the table below were not inventoried due to age (built after 1970) or lack of integrity (alterations over time). This survey report, however, did not include properties outside of the Proctor Mixed Use Center and, therefore, does not include properties that may be eligible outside of that boundary.

Note: Of the 11 buildings identified as potentially eligible in the Inventory Report, six were noted as important by the community in comments on the Interactive Map activity: Paramount Theater (Peaks and Pints), the Davies Building, the Anne E. McCormick Library, the Gamble Building, the Marush Building, and the Mason Methodist Parsonage.

Exhibit L. Buildings Potentially Eligible for the Tacoma Register of Historic Places

Name	Address	Built	Inventory	Image
Paramount Theater (Peaks and Pints)	3816 N 26th St	1923	1977 Tacoma Cultural Inventory 2019 Proctor District Survey Report	
Davies Building	2702-2704 N Proctor St	1924	1977 Tacoma Cultural Inventory	

Name	Address	Built	Inventory	Image
			2019 Proctor District Survey Report	
Proctor Pharmacy (Backstage Video)	3818 N 26th St	1925	1977 Tacoma Cultural Inventory 2019 Proctor District Survey Report	
Anne E. McCormick Library	3722 N 26th St	1927	1977 Tacoma Cultural Inventory 2019 Proctor District Survey Report	
Gamble Building	2705 N Proctor St	1929	1977 Tacoma Cultural Inventory 2019 Proctor District Survey Report	
Hopping House	3752 N 28th St	1907	2019 Proctor District Survey Report	

Name	Address	Built	Inventory	Image
Leonard Hardware	2622-24 N Proctor St	1910	2019 Proctor District Survey Report	
Marush Building	2517 N Proctor St	1923	2019 Proctor District Survey Report	
Mason Methodist Parsonage	4022 N 28th St	1924	2019 Proctor District Survey Report	
Mason Methodist Church	2710 N Madison St	1960	Tacoma Sacred Places 2010 2019 Proctor District Survey Report	
United Mutual Savings Bank	3916 N 26th St	1963	2019 Proctor District Survey Report	

Source: Proctor District Survey and Inventory Report (Tacoma, 2019)



Appendix C

Community Event Summaries

Appendix C. Community Event Summaries

See the following pages for a complete overview of community events and outreach activities:

- *Virtual Plan-A-Thon Summary*
- *Neighborhood Walking Tour Summary*
- *Winter Engagement Summary*
- *Open House Summary*
- *Summer/Fall Engagement Summary*

Proctor Neighborhood Planning VIRTUAL PLAN-A-THON

Proctor Virtual Plan-A-Thon

On September 29, 2022, the City of Tacoma and community residents held a meeting to kick off the Neighborhood Planning Program in Proctor with group discussions and an interactive mapping activity. Attendees learned about the details of the Neighborhood Planning Program through a short presentation before breaking into teams to share what they see as assets, challenges, and opportunities in the neighborhood.

About the Neighborhood Planning Program

The City of Tacoma’s pilot Neighborhood Planning Program enhances planning and development support to help communities create strong, vibrant, and diverse neighborhoods. In Proctor, the Neighborhood Planning Program is addressing issues such as community-building, business district vitality, neighborhood livability, equitable development, place identity and history, sustainability, and other special projects as identified by the community.



The program begins with a robust community engagement phase, and then moves into implementation of key neighborhood strategies. The Proctor Virtual Plan-A-Thon was the kickoff for the community engagement phase of the project.

What We Heard

In the meeting, we asked participants to break into small groups and discuss:

- What do you love about Proctor?
- What does Proctor need in order to grow in a way that serves current and new residents? What issues is Proctor facing, or would you like to see addressed?
- Are there known neighborhood resources (organizations, institutions, physical places) that could help support what you love or address these challenges?

We recorded the responses in our live [interactive map](#).

During our breakout group discussion, we heard the following ideas from community members:

What we heard	
ASSETS	<p>Neighbors in Proctor appreciate:</p> <ul style="list-style-type: none"> • Livability of the Proctor neighborhood, including walkability to schools, parks, the library, banks, and a variety of unique and local businesses

	<ul style="list-style-type: none"> • Central location with easy access to other communities and amenities in Tacoma • Regular events in Proctor that bring the community together • The tree canopy, streetscape, architectural variety, and historic buildings that make Proctor a beautiful neighborhood with a unique sense of place • University of Puget Sound as a community resource and asset
<p>CHALLENGES</p>	<ul style="list-style-type: none"> • Need for traffic calming and pedestrian safety, especially in and around the business district and schools • Need for parking management in key locations • Need for enhancement and maintenance of the urban tree canopy • Lack of access to convenient and frequent public transit • Business displacement and increasing commercial rents • Maintaining an interesting and varied streetscape that is human-scale and has street-level retail, particularly in new construction
<p>OPPORTUNITIES</p>	<ul style="list-style-type: none"> • Interest in creating safer and more walkable streets, including by closing specific streets to cars • Placemaking, including additional trash cans (during the Farmers Market), beautification, signage, hanging baskets, murals, or landscaping • Support for improving tree canopy and enhancing existing green space • Reuse of the Cushman and Adams Substation • Puget Park as a space for clean-up, restoration, education, and tree planting projects • Great community organizations and resources • Connect the Neighborhood Planning process with other ongoing City programs and initiatives

Proctor Neighborhood Planning

Neighborhood Walking Tour



A Walking Tour of the Proctor Neighborhood

On October 8, 2022, the City of Tacoma and community residents participated in a walking tour of the Proctor Neighborhood to explore the history of the area and help to uncover the parts of this neighborhood that have contributed to its identity. The group of about 40 community members met in front of the Allen C. Mason statue outside of the Tacoma Public Library Wheelock Branch and then walked through the Proctor Neighborhood, ending at the Proctor Farmer's Market. A local guide from Pretty Gritty Tours took the group to key sites and explained the rich history of this area.

This event was free and open to the public as part of the City of Tacoma's Neighborhood Planning Tacoma.

About the Neighborhood Planning Program

The City of Tacoma's pilot Neighborhood Planning Program enhances planning and development support to help communities create strong, vibrant, and diverse neighborhoods. In Proctor, the Neighborhood Planning Program is addressing issues such as community-building, business district vitality, neighborhood livability, equitable development, place identity and history, sustainability, and other special projects as identified by the community.

The program begins with a robust community engagement phase, and then moves into implementation of key neighborhood strategies.

What We Heard

In addition to exploring the history of the neighborhood, we heard feedback and reflections on the walking tour from some community members.

What do you love about Proctor?

- The character of the neighborhood, including the historic commercial buildings and homes
- The variety of businesses, especially small and local ones
- Walkability throughout the Business District and from residential to commercial areas

Are there specific issues or challenges that you see on the walk today? How could the Neighborhood Plan address these?

- Challenges with neighborhood character amidst growth
 - Buffering and transitions from an active Business District to quiet residential areas
 - Encourage walking to manage parking in the Business District
 - Design to enhance and maintain unique sense of place
- The Neighborhood Plan could address parks and open space
- The Neighborhood Plan could support varied and active storefronts in the Business District

Do you see any opportunities to enhance what you love and/or address neighborhood challenges?

- Addition of parks or other green space, including but not limited to a dog park and playground equipment
- Preservation tools such as landmarking and historical markers
- Addition of a community center
- Reuse of Cushman Adams Substation
- Focus on safety for walking and biking
- Elements in the Business District such as flower baskets on streetlights, and trash cans
- Planning for increased residential density
 - Including, but not limited to design elements such as setbacks
- Supporting and maintaining mature trees

Event Photos









Proctor Neighborhood Plan: Winter Engagement Summary

About the program

The City's Neighborhood Planning Program (NPP) provides enhanced planning and development support to help communities create strong, vibrant, and diverse neighborhoods.

Winter Engagement

We launched the Proctor Neighborhood Plan in fall 2022. Throughout winter 2023, City staff and neighborhood volunteers have been conducting outreach at neighborhood locations and events to hear from community members. At this stage, outreach focused on hearing about what community members love about Proctor, what challenges they see in the neighborhood, and what opportunities they identify to address neighborhood challenges or build on the things they love.

The feedback collected informs specific areas of focus for the ongoing planning process. To learn more or get involved, contact neighborhoodplanning@cityoftacoma.org or visit <https://engagepiercecounty.mysocialpinpoint.com/proctornp/>

Tabling at Farmers' Market and Events in the Proctor Business District: Fall 2022

From October through December, Proctor Neighborhood Plan Steering Group members and City staff attended the Farmers' Market, Proctor Treats, and the Tree Lighting to hear ideas from community members and direct them to the interactive map.

What People Love: Amenities like parks (Puget Park), Wheelock library, a variety of small and local businesses, schools, grocery stores, community services, places to shop and eat, post office, bowling, movie theater, older commercial buildings, flowers.

Qualities like safety, walkability, activity, the Proctor "main street," small-town, or human scale feel, and the people (and dogs).

Events like the Farmers' Market, live music, kid's activities, art, and community gatherings.

Challenges People Face: Transportation issues like bike and pedestrian safety and infrastructure, public transit connections, traffic calming (including on N 30th St and at N 26th St and Proctor), too many cars, and parking management.

Maintenance issues like trash collection, vandalism, missing sidewalks, and potholes. Need for local homelessness outreach, more restaurants, more diversity, more kid-friendly activities, and more open hours at Washington Elementary playground.

Architectural concerns like loss of neighborhood character, shade from tall buildings, and need for setbacks and plantings or benches at the street level. Challenges around housing, including infrastructure updates to accommodate growth, not enough variety of housing, and not enough affordable housing.

Neighborhood Opportunities: Transportation improvements like level sidewalks, connections to the T Line, paving streets, bike corrals, Puget Park trail railings, closing off N 26th St and Proctor St or another location to make it a plaza/car-free core, and Mason Path enhancements.

Business district amenities like a bakery, rooftop green spaces, solar trash cans, events at Mason Methodist church, string lights along streets (for example, on Pacific Ave by Matador), an expanded Farmers' Market, live music, and seating and a play structure at the Farmers' Market.

Outdoor spaces like planting and maintaining trees, a dog park, a walking path on Union, pickleball courts, a playground, and native planting. Development considerations like maintaining the feeling of unique buildings and encouraging good building design, building more housing, more density, and mixed retail-housing, and keeping low-scale housing.



Wheelock Library Display Board: January 2023

During the month of January, Wheelock Library hosted an interactive display board with prompts for community members to leave notes about what they love and what challenges and opportunities they see in Proctor.

What People Love: Amenities like the library, grocery stores, small and local businesses, parks, trees, coffee shops, the median trails and sidewalks for walking, jogging, and learning to ride a scooter, schools, and toy store.

Events like the Farmers' Market, Proctor Arts Fest, walking in the neighborhood, Ice Cream Social, and story time, puzzles, and scavenger hunts at the library. Qualities like the lively sense of community, family-oriented, the good mix of shopping, food, civic, and entertainment opportunities, walkability from neighborhood to businesses.

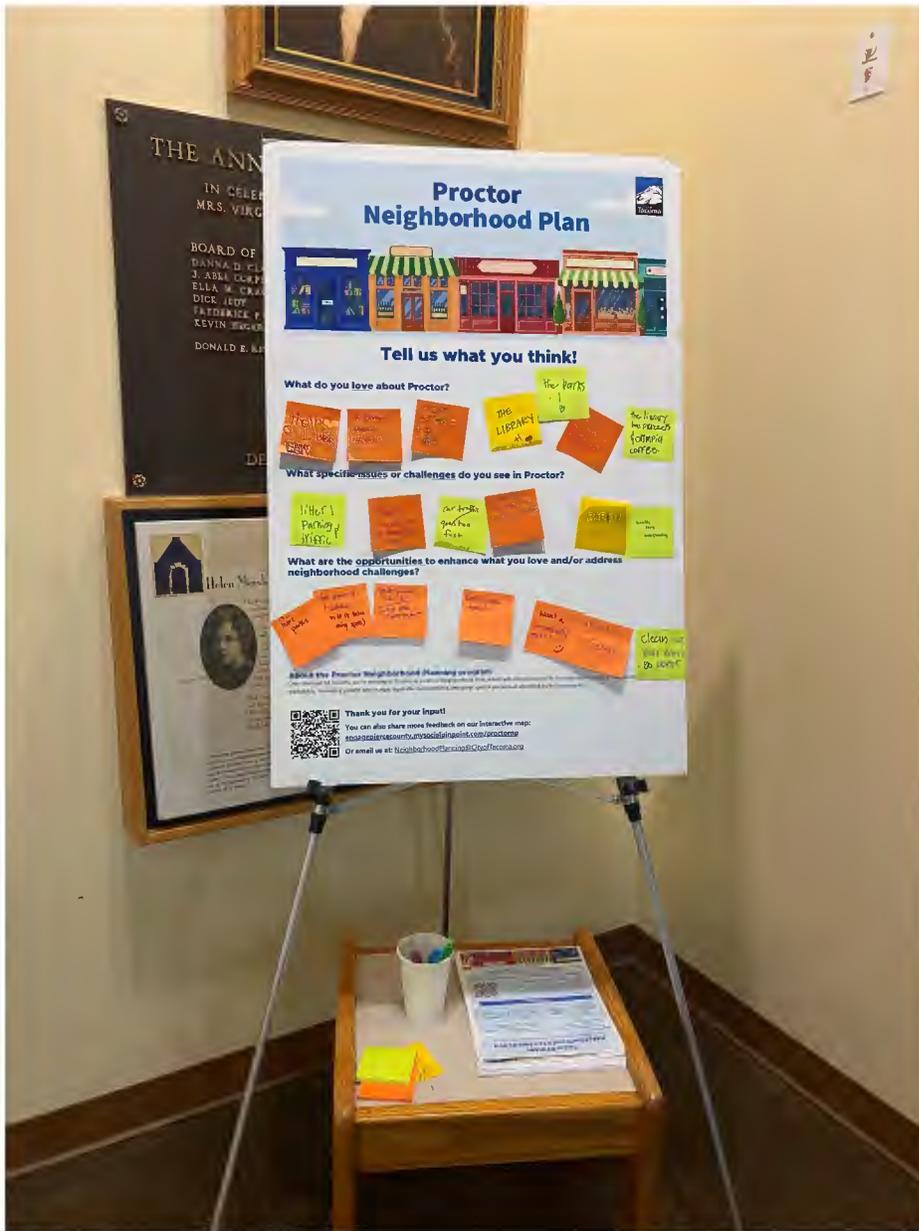
Challenges People Face: Transportation issues like unlevel sidewalks, parking for employees who work in Proctor, car traffic speeding, too many cars, the crosswalk signal at N 27th St and Proctor St, not enough bike lanes, not enough parking, street parking making intersections unsafe in some locations, need for stop signs or roundabouts in residential areas, pedestrian safety, need more accessible sidewalks and curbs for wheelchair users, and a need for a blinking crosswalk by the Fire Station and Metropolitan Market.

Maintenance issues like trash cans overflowing and litter. Development considerations like a lack of protection for historic buildings, too many apartment buildings with not enough parking, need for affordable housing for BIPOC community members, preventing oversized apartments, and not enough housing.

Neighborhood Opportunities: Transportation improvements like better/increased public transit, safer streets for people walking and biking, better bike infrastructure, more parking spaces, parking management, regulating intersections, slowing traffic, and a car-free downtown Proctor.

Neighborhood amenities like a community center for all ages and a community pool. Outdoor spaces like more places to eat outside (even if it takes up parking spots), more tree cover/canopy, playgrounds, litter clean-up, and more parks.

Development and housing considerations like urban design, preserving the integrity of Proctor, more density, use the Cushman and Adams Substations for supportive housing, include underground parking in new multi-unit construction, provide rent reductions for tenants without cars, oversight of contractors, affordable housing, more housing, and ending homelessness.



Proctor Station Meeting: January 18, 2023

In January, City staff and Steering Group members hosted a meeting at the Proctor Station building to hear from about 12 residents and community members.

What People Love: Amenities like shops, restaurants, the movie theater, the post office, banks, the library, the grocery store, local and small businesses.

Qualities like walkability, diversity, friendliness, safety, accessibility, and architecture. Events like the Arts Fest and Farmers' Market.

Challenges People Face: Transportation issues like sidewalk missing links, pickup/drop off at Mason Middle school, bus service and connections to 6th Ave, pedestrian safety and traffic calming, parking, the need for lighting at crosswalks, and the N 26th St and Proctor St intersection.

Development considerations like housing affordability, preserving green space with new development, and maintaining small businesses. Other issues like trash collection and safety/security.

Neighborhood Opportunities: Development considerations like new midscale housing/condos and view protection. Business District enhancements like garbage cans, murals and art wraps and other public art, nighttime events, and street sweeping.

Pedestrian improvements to Puget Park and off-street trails and to the N 26th St pedestrian crossing on Mason Path. A new community center.



Tabling and Display Board at the University of Puget Sound: March 2023

In March, City staff and Steering Group members tabled at the University of Puget Sound with an interactive display board. They collected survey responses and notes from community members about what they love and what challenges and opportunities they see in Proctor.

What People Love: The restaurants, proximity, and convenience of the neighborhood. The Farmers' Market.

Issues People Face: Transportation issues including traffic, parking, and pedestrian safety. Pedestrian safety issues include a need for lighted crosswalks and safer intersections, including those at N 25th St and Proctor St, where people are accessing the two grocery stores, and N 25th St and N Mason St.

Neighborhood Opportunities: Business district enhancements like festivals, independent and local businesses rather than chains, a public water fountain with bottle filler, and affordable retail options. Outdoor spaces like flower gardens, trails, parks, and overall, a green and human-centric community.

Transportation improvements like sidewalk repair, marked crosswalks, bike space, and road closures for pedestrian-only areas. Development considerations like Cushman and Adams substations, rent control, and limits to the size/scale/height of buildings.



Proctor Neighborhood Planning OPEN HOUSE EVENT

Proctor Neighborhood Plan Open House

On June 3, 2023, the City of Tacoma and the Proctor Neighborhood Plan Steering Group held an open house at Wheelock Library to share the potential Proctor Plan priorities, hear community members' project ideas through an interactive comment activity, and share other resources and information with the community. Free coffee from Civic Roasters, pastries from Russo Catering, and kids crafts and balloon animals were provided. There were about 100 attendees who learned about the Proctor Neighborhood Plan and its priorities, as well as the ongoing work of Tacoma-Pierce County Health Department, North End Neighborhood Council, Friends of Cushman, Historic Tacoma, Tacoma Historical Society, SNAP, Tacoma Public Library, and Metro Parks. Neighborhood Planning materials were available in Russian and Ukrainian, and a community ambassador was at the event for in-person interpretation.



About the Neighborhood Planning Program

The City of Tacoma's pilot Neighborhood Planning Program enhances planning and development support to help communities create strong, vibrant, and diverse neighborhoods. In Proctor, the Neighborhood Planning Program is focusing on five priority areas: outdoor community space; housing and commercial affordability; pedestrian safety and comfort; and climate adaptation and neighborhood sustainability.

The program begins with a robust community engagement phase, and then moves into implementation of key neighborhood strategies. The Proctor Open House was the final event in the first phase of outreach efforts intended to collect feedback on Plan priorities and project ideas. The Steering Group will guide the creation of a draft Plan based on this feedback. The next phase of engagement will collect feedback on the draft Plan actions.

What We Heard

At the open house, we asked participants to share their ideas for actions that would implement the five priority areas:

- Outdoor community space
- Human-scale design (pedestrian-orientation; urban design; historic preservation)
- Affordability of housing and commercial space
- Pedestrian safety and comfort
- Climate adaptation and neighborhood sustainability

We recorded the responses on interactive boards and paper and online surveys. We heard the following ideas from community members:

What we heard	
OUTDOOR COMMUNITY SPACE	<ul style="list-style-type: none"> • Preserve the community garden • Pickleball court next to Adams Substation; in general, public sport courts • Bigger Farmers' Market • Events for kids and safe places for teens to hang out • Petting zoo • Dog park • Community center (indoor and outdoor gathering); some comments suggested Cushman Substation could be an opportunity for this • Community space with grass • Community clean-ups • No pesticide use on grass where kids walk and play • Public restroom • Beer garden • Trash cans • Playgrounds (e.g., replace street parking with micro-playgrounds; keep Washington Elementary playground unlocked) • Public fountain and benches • Village green • Outdoor venue for concerts and events • Community pool
URBAN DESIGN	<ul style="list-style-type: none"> • Quality design and construction • Parking; parking garage; off-street parking; parking restrictions in neighborhoods • Ending parking subsidies • Taller buildings and more density; promote these things thoughtfully • Public art, murals, sidewalk plaques • Preserve, rehabilitate, and reuse historic buildings in Proctor for their variety and scale • Design that will blend in with older styles
AFFORDABILITY	<ul style="list-style-type: none"> • Mix of sizes and styles of housing and commercial spaces • Consider housing affordability for people of a range of ages; support aging in place; affordable places for young people to live • Affordable commercial spaces to help small businesses start; a place where small businesses can thrive • Encourage ADUs and duplexes; more range of housing options; infill housing; mixed-income housing • Continue to build mixed-use housing and businesses

PEDESTRIAN SAFETY

- No more apartment buildings in neighborhoods
- No mixed housing with single family housing
- Affordable housing options; affordable options for solo parents; affordable options for seniors
- Pop-up space, food trucks, and more small businesses in general
- Everyday-use small business spaces; businesses that serve the community and are affordable to community members

- More space for pedestrians creates outdoor community space
- Bike safety: protected bike lanes, bike paths, improved safety on N 24th St bike path
- Safe crossings to Farmers’ Market, library, and schools
- Police visibility and law enforcement
- Traffic calming
- Speed cameras
- Traffic diverter on bikeway near Lowell
- Pedestrianized streets; close streets in business district to cars; create a town square/plaza on N 26th
- ADA accessibility; stroller accessibility
- Follow Transportation Master Plan
- Motion sensor lights
- Left turn lane on Stevens and N 30th
- Post 20 MPH speed limit signs permanently
- More crosswalks and lights
- Sidewalk on N 21st and generally ensure all roads have sidewalks
- Maintain bike lanes and sidewalks, make sure they are not blocked by parked cars

CLIMATE AND SUSTAINABILITY

- Tree canopy
- Transit center
- More public transit and more frequent bus service
- Expand the light rail/trolley to Proctor
- Streetcar
- More frequent bus service
- Align bus service with commuter rail
- Sewer treatment plant capacity
- Year-round resilience hub
- Native plant garden
- Glass drop-off
- Expand neighborhood offerings so there are fewer reasons to drive a car (for example, healthcare)

Просим оставить нам сообщение с идеями проектов или отзывами для поддержки этих целей!

Ви можете поділитися з нами у примітках своїми ідеями щодо проєктів або відгуками, щоб підтримати ці цілі!



Про програму по планированию микрорайона Proctor

Мы работаем с микрорайоном Proctor над созданием его плана, в котором будут рассмотрены такие вопросы, как транспорт района, транспорт и пешеходная доступность, управление ростом и изменениями, справедливое развитие и другие определенные сообществом.

Про програму зі створення Плану розвитку району Proctor

Ми співпрацюємо з Proctor над створенням Плану розвитку району, який охоплюватиме бачення майбутнього щодо таких питань, як життєздатність ділового району, транспорт і пішохідна доступність, управління зростанням і змінами, справедливий розвиток та інші спеціальні проекти, визначені громадою.

Благодарим вас за ваш вклад и просим рассказать больше в нашем опросе

Вы можете узнать подробнее о плане и найти наш онлайн-опрос на сайте engagepiercecounty.mysocialpinpoint.com/proctornp

Или напишите нам на электронную почту NeighborhoodPlanning@CityofTacoma.org



Дякуємо за вашу допомогу! Сподіваємося, що зможемо отримати від вас ще більше інформації під час нашого опитування!

Ви можете дізнатися більше про План і знайти наше онлайн-опитування за адресою engagepiercecounty.mysocialpinpoint.com/proctornp

або надіслати нам електронного листа на адресу NeighborhoodPlanning@CityofTacoma.org

Event Photos











Proctor Neighborhood Plan: Summer 2023 Engagement Summary

About the program

The City's Neighborhood Planning Program (NPP) provides enhanced planning and development support to help communities create strong, vibrant, and diverse neighborhoods.

Summer Engagement

We launched the Proctor Neighborhood Plan in fall 2022. Throughout summer and early fall 2023, City staff and neighborhood volunteers have been conducting outreach at neighborhood locations and events to hear from community members. At this stage, outreach focused on hearing feedback on draft Plan actions and collecting votes on the Community Booster Project to decide how the community should spend \$50,000 on implementation.

The feedback collected informs the final actions included in the Proctor Neighborhood Plan. To learn more or get involved, contact neighborhoodplanning@cityoftacoma.org or visit <https://engagepiercecounty.mysocialpinpoint.com/proctornp/>

Tabling at Proctor Arts Fest: August 5, 2023

Proctor Neighborhood Plan Steering Group members and City staff attended the Proctor Arts Fest to hear feedback from community members on the draft Plan actions and collect votes for the Community Booster Project. Approximately 250 people stopped by the Proctor Neighborhood Plan booth and provided votes for the Community Booster Project, and many participants also shared feedback on each of the priority areas of the Plan. Comments are summarized below.



Pedestrian Safety and Comfort: Support for traffic calming and pedestrian and bike safety including stop signs, crossing improvements, accessible sidewalks with ramps, and protected bike lanes or bike boulevards. Support for closing streets to cars for outdoor dining, pedestrian space, outdoor activities, community gathering, and food trucks. Feedback to consider parking in new development and a comment against implementing paid parking. Feedback to consider daycare-age children in school drop-

off and pick-up actions. Desire for smaller shuttle buses for transit which run on main streets.

Sustainability and Climate Adaptation: Support for trees, electric vehicles, and benches and other amenities on the Mason path. Support for pedestrian-friendly actions: decreasing parking, increasing transit, creating pedestrian zones and street cafes, and increasing trees and greenery.

Community Space: Support for community center, park, and dog park with some comments identifying Cushman and Adams Substations as an opportunity site. Support for seating and shelter in general, as well as at bus stops and for outdoor dining. Support for doggie bag stations and trash cans. Support for community events, more outdoor space to meet the needs of more dense residential densities, a woonerf (shared street), and the preservation of the library. Desire to change traffic patterns at N 26th St and N Proctor St and to make N 27th St to N 25th St between Washington and Mason pedestrian-only.

Urban Design: Support for preservation of historic buildings, interpretive signage, and well-designed new housing development. Desire to stop larger/taller residential development. Interest in seeing increased and subsidized affordable housing and to support housing affordability without subsidies to developers.

Commercial and Residential Affordability: Support for affordable housing, multifamily housing, and increased density. Support for small businesses including BIOPC- and veteran-owned businesses.



Tabling at Proctor Farmers' Market: August 12 and September 9, 2023

Proctor Neighborhood Plan volunteers and City staff attended the Proctor Farmers' Market to hear feedback from community members on the draft Plan actions and collect votes for the Community Booster Project. Almost 250 people stopped by the Proctor Neighborhood Plan booth over these two dates and provided votes for the Community Booster Project. Many participants also shared feedback on each of the priority areas of the Plan. Comments are summarized below.



Pedestrian Safety and Comfort:

- Curb cuts on sidewalks
- N 30th and N Proctor intersection is scary for people walking
- Enforce speed limits along N 30th St
- Create car-free areas
 - Permanently close N Proctor St
- Improve bike connectivity:
 - Add dedicated bike lanes

- Make it easier for people in other neighborhoods to get to Proctor (including from south)
- Connect bike lane to the waterfront and Point Defiance
- Add speed humps (multiple comments)
- Require underground parking for new apartments
- Traffic control at N 27th St and Proctor St on Farmers' Market days

Human-Scale Design:

- Create walkable spaces
- Covered sidewalks/overhangs
- Concern about multi-plex buildings in single-family residential areas
- Support for more high-density housing (multiple comments)
- Walkability improvements as part of new planned developments
- Require ground floor retail

Community Space:

- Youth spaces
- Swimming pool at Cushman
- Open playground to community at N Union St and N 28th St and/or renovate nearby playground
- More parades like the Daffodil Parade
- Include community members in community space design
- Benches and 'hangout spaces' on Mason center strip



Sustainability and Commercial and Residential Affordability:

- Affordable housing
 - More low-income housing
 - Housing for students and older adults
- Support for ADUs
- Trees, green spaces, and green infrastructure
- Covered trash cans
- EV charging station

Tabling and Focus Group at Proctor Station, August 24, 2023

Neighborhood Planning Staff invited Proctor Station residents to share their feedback on the Draft Neighborhood Plan Actions. Three residents participated, and shared the following feedback:

- Calm traffic in the north of the business district (along N Proctor St) towards N 30th St
- Covered trash cans
- Presence of daily necessities like the post office is important; hardware store would benefit the neighborhood
- Remove parking around intersections and paint red curbs to improve visibility
- New multi-family residential development can help people age in place

Tabling at NENC Historic Cushman Street Fair: September 23, 2023

Proctor Neighborhood Plan volunteers and City staff attended the Cushman Street Fair to hear feedback from community members on the draft Plan actions and collect votes for the Community Booster Project. At least 60 people stopped by the Proctor Neighborhood Plan booth; however, we lost track of some of the numbers and had to cut in-person voting and commenting short due to strong winds that blew over the booth. We encouraged people to take a flyer and participate online instead. Participants also shared feedback on each of the priority areas of the Plan. Comments are summarized below.



Pedestrian Safety and Comfort:

- Light rail on N 21st St
- Union and N 26th St turn lanes
- Street eateries in place of parking
- Crossing improvements and slower traffic along N 21st St
- College Park Historic District
- All-way crossing
- Bike lanes/narrower lanes
- Parking enforcement

Human-Scale Design:

- Design guidelines

Community Space:

- Bikes/pedestrian only pathway to downtown
- Outdoor public meeting space

Sustainability and Climate Adaptation:

- Bike parking
- Free public transit
- Convert underutilized parking to housing development

Commercial and Residential Affordability:

- Support small business
- Cushman Substation condos

Booster Comments:

- Pedestrian Protection for Proctor and N 26th St from the rain and sun





Appendix D

Survey and Interactive Map Results

Appendix D. Survey and Interactive Map Results

See the following pages for summaries of our community surveys:

- *Interactive Online Map Summary (September 2022 – March 2023)*
- *Plan Priorities Survey Summary (February – June 2023)*
- *Draft Plan Actions Survey (July – September 2023)*

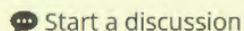
DRAFT

Major Themes

	Summary of Feedback
<p>Assets</p>	<p>Summary of Feedback</p> <p>Top Comments about Community Assets:</p> <ul style="list-style-type: none"> ✓ Parks: Puget Park and Puget Gulch, Jefferson Park, Mason Gulch, Kandle Park, Buckley/Ursich Gulch, Community Garden, Union Ave, and Mason Path ✓ Walkability in and around business district <div data-bbox="488 495 1138 730" style="border: 1px solid #ccc; padding: 10px; margin: 10px 0;"> <p>finds the area really walkable. Able to walk the area for several blocks without needing a vehicle.</p> <p>🚶 Important walking routes 6 months ago</p> <p>Like 👍+3 Dislike 🗨️</p> </div> <ul style="list-style-type: none"> ✓ Farmers' Market ✓ Retail options: grocery stores; local and independent businesses <p>Other Comments about Community Assets:</p> <ul style="list-style-type: none"> ✓ Smaller neighborhood centers outside of the business district (N 26th St & N Alder St, N 34th St & N Proctor St) ✓ Ruston Way ✓ Tree canopy <div data-bbox="488 1094 1125 1610" style="border: 1px solid #ccc; padding: 10px; margin: 10px 0;"> <p>N Union Ave's fabulous tree lined streets must be preserved for the mature tree canopy that does the heavy lifting to clean our air. Only once a tree is 30+ years old does it seriously make a difference for air quality. Not to mention the storm water management these majestic trees provide to prevent flooding on streets and homes.</p> <div data-bbox="506 1465 773 1539" style="border: 1px solid #ccc; padding: 5px; margin: 10px 0;"> <p>💬 Start a discussion</p> </div> <p>* Assets 6 months ago Like 👍+10 Dislike 🗨️</p> </div> <ul style="list-style-type: none"> ✓ Schools: pre-school, K-12 schools, and University of Puget Sound ✓ Post Office ✓ Opportunities for new business spaces and neighbors ✓ Food bank ✓ Historic buildings: Fire Station 13, Cushman and Adams Substations, Washington Elementary, Blue Mouse Theatre, Wheelock Library, U.S. Bank building, Knapp's, Mason Methodist parsonage, residential buildings

	<ul style="list-style-type: none"> ✓ Natural transitions from commercial and higher density areas to residential and lower density areas
<p>Challenges</p>	<p>Top Comments about Community Challenges:</p> <ul style="list-style-type: none"> ✓ Pedestrian and bike safety, accessibility, and traffic calming <ul style="list-style-type: none"> ○ Specifically, traffic calming entering and existing the business district and around schools to improve pedestrian safety ○ Visibility and pedestrian safety of pedestrian and vehicle traffic leaving the Post Office ✓ Parking availability and configuration (including on-street, off-street, and event parking) ✓ School pick-up/drop-off traffic and safe pedestrian routes to schools ✓ Small and local business displacement ✓ Design considerations for new construction <div data-bbox="500 709 1175 1039" style="border: 1px solid #ccc; padding: 10px; margin: 10px 0;"> <p>G2- referring to new development near post office. The height of it is drastic compared to the surrounding low scale residential. Would like to see a more gradual change in scale for new developments</p> <p>✕ Challenges 6 months ago Like 👍+14 Dislike 👎-2</p> </div> <div data-bbox="500 1094 1175 1346" style="border: 1px solid #ccc; padding: 10px; margin: 10px 0;"> <p>Seems to me that we need more housing and allowing taller buildings is a great way to get more housing</p> <p>■ Challenges 4 months ago Like 👍 Dislike 👎</p> </div> <ul style="list-style-type: none"> ✓ Housing affordability in new development ✓ Need for improved tree canopy, rain gardens, and landscaping, including maintenance of existing street trees

Proctor needs more trees - it lacks trees compared to other cities and comparable neighborhoods.

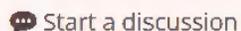
 Start a discussion

 Opportunities | 6 months ago Like  +13 Dislike 

Other Comments about Community Challenges:

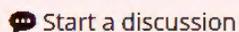
- ✓ Safety, including in parks and other public spaces
- ✓ Affordable rent for small businesses
- ✓ Need for better transit access

Given increasing density and available services, shops, markets, and restaurants, increased transit service connections could benefit Proctor residents and visitors to Proctor.

 Start a discussion

 Challenges | 6 months ago Like  +12 Dislike 

With the new buildings going in, the rents are so high that small local businesses can't afford to open there. So we're seeing chains in the new buildings, rather than local Tacoma businesses. We need to keep Proctor affordable for small businesses!

 Start a discussion

 Challenges | 4 months ago Like  +11 Dislike 

- ✓ Preserving historic properties
- ✓ Overhead power lines
- ✓ Property maintenance
- ✓ Community input and voice in public processes

<p>Opportunities</p>	<p>Top Comments about Community Opportunities:</p> <ul style="list-style-type: none"> ✓ Improvements to existing viewpoints, parks and open spaces, school grounds, and trails <ul style="list-style-type: none"> ○ Trailheads, restrooms, accessibility improvements (including paving and repair), and habitat restoration at Puget Park and Puget Gulch ○ Benches or activation at N 30th St & N Union Ave and in vacant lots ○ Tree canopy, public art, stronger pedestrian crossings, and benches on Union and Mason greenbelts ✓ Existing and new community events ✓ Cushman and Adams Substations is a major opportunity to meet multiple community-identified needs ✓ Business district improvements: Farmers’ Market signage, murals, bike racks, transit access, landscaping, and an already strong Business District Association <div data-bbox="479 764 1157 1115" style="border: 1px solid #ccc; padding: 10px; margin: 10px 0;"> <p>We could use some more bike racks in the proctor district. When I park my bike, I often have to lock it to a tree, which is not ideal.</p> <p>Start a discussion</p> <p>Make a Comment 7 months ago Like 👍+20 Dislike 👎</p> </div> <ul style="list-style-type: none"> ✓ Explore opportunities for gathering spaces, public seating, and pedestrian space in Business District streets <ul style="list-style-type: none"> ○ Festival street on N 27th St, the intersection of N 26th St and Proctor St, or another site ○ The alley directly west of Washington Elementary is an opportunity for a shared/woonerf street <div data-bbox="503 1402 1177 1743" style="border: 1px solid #ccc; padding: 10px; margin: 10px 0;"> <p>It's so fun when the streets at this intersection are closed for Proctor Treats, Arts Fest, etc. What if we could close the intersection more often and have more street parties for the community?</p> <p>Opportunities 4 months ago Like 👍+8 Dislike 👎</p> </div>
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	<div data-bbox="521 237 1192 737" style="border: 1px solid #ccc; padding: 10px; background-color: #f9f9f9;"> <p>I would love to see more outdoor public seating options along 26th and Proctor, such as tables with umbrellas and chairs, for <i>*anyone*</i> to sit at and hang out, not just patrons at Starbucks or Oly Coffee. The small core of the Magnolia District in Seattle does this. It's adorable, community friendly, and so nice!</p> <p>Join the discussion (2)</p> <p>🗨 Opportunities 4 months ago Like 👍+12 Dislike 🗨</p> </div> <p>Other Comments about Community Opportunities:</p> <ul style="list-style-type: none"> ✓ Improvements to connections between Ruston Way and waterfront ✓ Connections between smaller neighborhood centers and primary business district ✓ Traffic calming at key intersections <ul style="list-style-type: none"> ○ N 25th St & N Proctor St ○ N 26th St & N Proctor St ○ N 27th St & N Proctor St and the alley one half block north of the intersection ○ N 30th St & N Proctor St ○ N 29th St between N Stevens and N Mason streets ✓ Nominating historic properties to the Tacoma Register (see list in “Assets” section above) including an historic district for selected commercial blocks
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Key Locations

	<p>Feedback</p> <p>Walking Routes (General)</p> <p>Top Comments:</p> <ul style="list-style-type: none"> ✓ “The Mason Path is an important north-south route for walking.” <div data-bbox="506 1507 1120 1818" style="border: 1px solid #ccc; padding: 10px; background-color: #e8f5e9;"> <p>The Mason Path is an important north-south route for walking.</p> <p>Start a discussion</p> <p>🚶 Important walking routes 6 months ago Like 👍+14 Dislike 🗨</p> </div>
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	<ul style="list-style-type: none"> ✓ Key pedestrian routes in the business district as well as to schools and parks further from business district ✓ ADA accessibility can be improved on several walking routes, including N 28th St, N Adams St, and N 26th St
Cycling Routes (General)	<p>Top Comment:</p> <ul style="list-style-type: none"> ✓ N 24th St to N Yakima Ave is a “helpful bike route from Proctor toward Stadium District and downtown,” as is the connection from N Alder St to this route
Cushman and Adams Substation	<p>Top Comments:</p> <ul style="list-style-type: none"> ✓ Opportunity for community-identified priorities. Comments included community center, open/green space (street trees, playground, dog park, games and activities), transit center, museum, retail, housing, indoor pool, indoor Farmers’ Market, and improved sidewalks
Puget Park and Puget Gulch	<p>Top Comments:</p> <ul style="list-style-type: none"> ✓ “Wonderful green belt in the middle of the city!” ✓ Suggested opportunities include more trailheads, public restrooms, accessibility improvements, and salmon habitat restoration
Connection to Ruston Way	<p>Top Comment:</p> <ul style="list-style-type: none"> ✓ “Proctor’s access to the Ruston Way waterfront is a huge asset. The pedestrian routes, though, are limited. N 36th St is a primary connection. However, the street lacks sidewalks... you walk on gravel, and bike in the street. This route should be improved for pedestrian access, and linked with the trail in Puget Gulch.”
Mason Middle School	<p>Top Comments:</p> <ul style="list-style-type: none"> ✓ “Partner with the school district to make this asset more consistently available for neighborhood resident use.” ✓ “Cars often drive very fast on 29th. Vehicles often don't yield to right of way in the wide open intersection of Mason/29th...especially during school pickup/drop off. Perhaps a traffic/speed control would be beneficial to pedestrian, bicycle, and vehicle safety.”
N 26th St & N Cheyenne St	<p>Top Comment:</p> <ul style="list-style-type: none"> ✓ “Traffic drives very fast down 26th. It is slower past Stevens going towards Proctor because of the tree median, but traffic often hits excessive speeds between Pearl and Proctor. This is very concerning since Downing Elementary and Kandle Park are on this street.”
Business District	<p>Top Comments:</p> <ul style="list-style-type: none"> ✓ “We could use some more bike racks in the Proctor district. When I park my bike, I often have to lock it to a tree, which is not ideal.”

	<p>✓ “We have a great 4-corners neighborhood. Would love to have more community events. ‘Art on The Ave’, Candy Cane Crawl, Proctor Fit Day, Halloween Parade. A great way to highlight our local businesses, bring neighbors together and celebrate the uniqueness of our neighborhood.”</p> <div style="border: 1px solid #ccc; padding: 10px; background-color: #f9f9f9; margin: 10px 0;"> <p>We have a great 4-corners neighborhood. Would love to have more community events. “Art on The Ave”, Candy Cane Crawl, Proctor Fit Day, Halloween Parade. A great way to highlight our local businesses, bring neighbors together and celebrate the uniqueness of our neighborhood.</p> <div style="border: 1px solid #ccc; padding: 5px; margin: 5px 0; display: inline-block;">  Join the discussion (1) </div> <div style="display: flex; justify-content: space-between; margin-top: 5px;"> 🗨️ Opportunities 7 months ago Like 👍+18 Dislike 👎 </div> </div>
<p>Washington Elementary School</p>	<p>Top Comment:</p> <p>✓ “There is a lot of totally useless concrete here. How can we reimagine this space as greener and cooler?”</p>
<p>Wheelock Library</p>	<p>Top Comments:</p> <p>✓ “The library is an amazing community resource! Even if you're not a big reader, the library offers lots of opportunities—such as computer access, print credits, and air conditioning—to people who can't get those things at home.”</p> <p>✓ “Strengthening partnerships with library and community events.”</p>
<p>2703 N Madison St (Century Link Building)</p>	<p>Top Comments:</p> <p>✓ “A hang-out space during the Farmers’ Market would be fabulous. If a green space by the CenturyLink building isn't possible (or even if it is), maybe tables and chairs and umbrellas could be set out for folks to hang out at the market. A social, community gathering area for the market is really important!”</p> <p>✓ “Opportunity to work with Century Link to incorporate public art on building and plant trees in green space to south of building.”</p> <p>✓ “This could be a lovely green space - Tacoma Tree Foundation project opportunity?”</p> <p>✓ “I agree with the other two people who put markers here about making this a green space. I'm envisioning a plaza area too, with low concrete walls people can sit on, some rocks for kids to climb on, and tree and perennial plantings. It would be a great spot for people to hang out during the market, or any time.”</p>
<p>Mason Path</p>	<p>Top Comment:</p>

	<ul style="list-style-type: none"> ✓ “The Mason greenbelt/trail is a great community asset, it could be improved with benches, trees and other features.”
<p>N 21st St</p>	<p>Top Comment:</p> <ul style="list-style-type: none"> ✓ “There are no sidewalks on 21st in this area and almost no space to walk this section. Adding a bike lane to the median or a walk on one side would help link this to the rest of the neighborhood.” ✓ Crossing 21st on Madison St is a frequent path for people walking, but can be dangerous to cross here or at other intersections when walking north-south

Proctor Neighborhood Plan – Priority Areas Survey Summary

July 2023

About the Neighborhood Planning Program

The City of Tacoma’s pilot Neighborhood Planning Program enhances planning and development support to help communities create strong, vibrant, and diverse neighborhoods. The program begins with a robust community engagement phase, and then moves into implementation of key neighborhood strategies.

After hearing from you and your neighbors through our interactive map, initial survey, and outreach at the Farmers’ Market, Library, University of Puget Sound, and community events, the Proctor Neighborhood Plan is focusing in on five priority areas:

- Outdoor community space
- Human-scale design
- Climate adaptation and sustainability
- Affordability of housing and commercial spaces
- Pedestrian safety and comfort

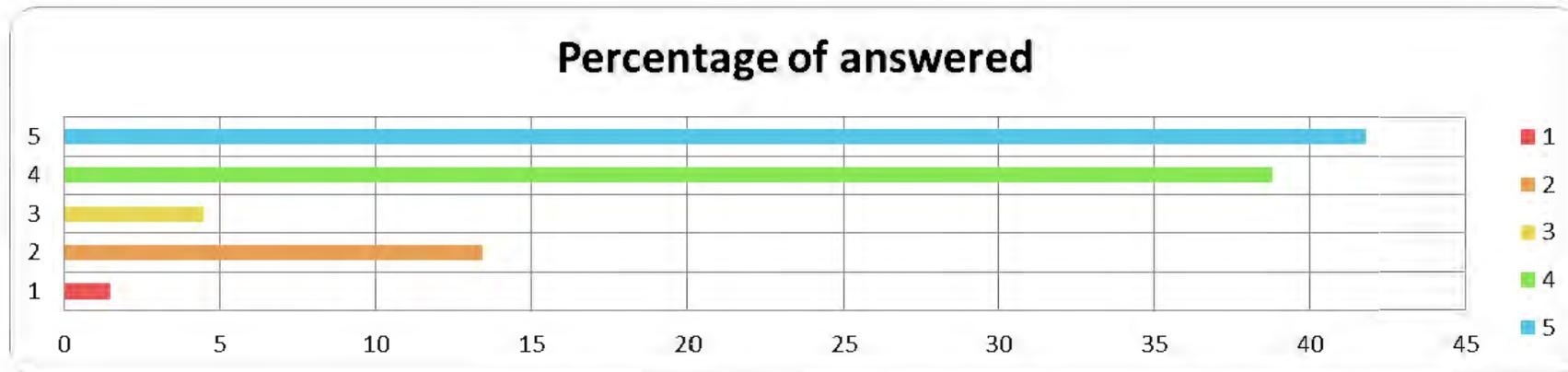
To further narrow in on the scope of the Proctor Neighborhood Plan, this survey was an opportunity for the community to respond to these priorities and share ideas for actions that should be included. Project ideas could be actionable steps for Proctor to take right away, long term goals or policies, or anything in between. Between February and June 2023, the survey received 214 responses; this document outlines and summarizes the responses and major themes that emerged.

The responses to this survey, as well as other feedback from community engagement, were shared with the Proctor Neighborhood Plan Steering Group in order to inform their prioritization process for the Neighborhood Plan. The next phase of engagement will collect feedback on the draft Plan actions.

Survey Questions and Response Summaries

1. How important is the following priority to you on a scale of 1 to 5? *Note: 1 is least important and 5 is most important*

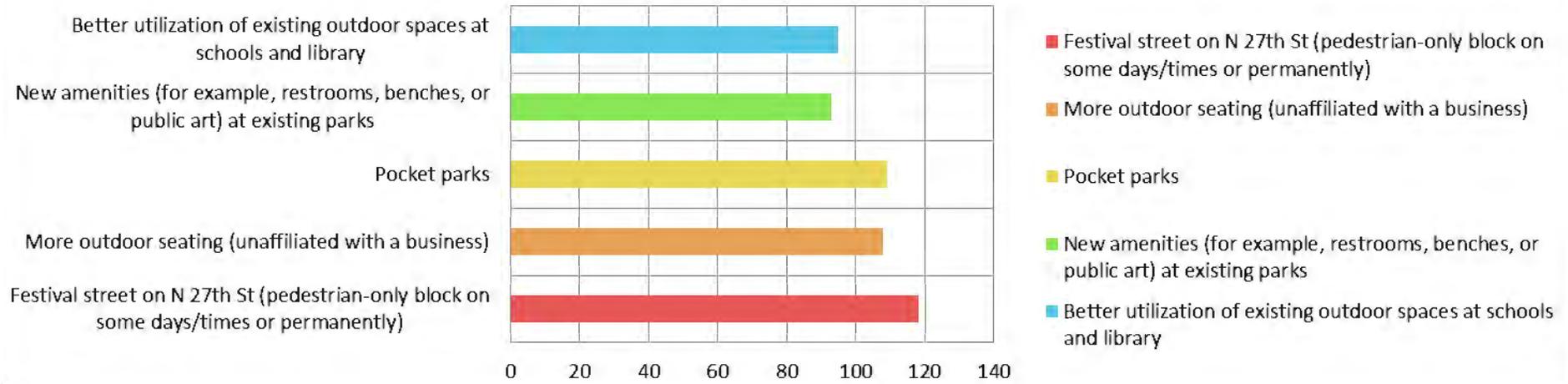
Outdoor Community Space: Identify opportunities for outdoor community space



Priority: Identify opportunities for outdoor community space					
Categories	1	2	3	4	5
Total in each category	2	18	6	52	56
Percentage of answered	1.5	13.4	4.5	38.8	41.8
Answered	134				
Skipped	80				

2. What outdoor community spaces would you like to see in Proctor? Select all that apply:
- Festival street on N 27th St (pedestrian-only block on some days/times or permanently)
 - More outdoor seating (unaffiliated with a business)
 - Pocket parks
 - New amenities (for example, restrooms, benches, or public art) at existing parks
 - Better utilization of existing outdoor spaces at schools and library

What outdoor community spaces would you like to see in Proctor? Select all that apply:



What outdoor community spaces would you like to see in Proctor? Select all that apply:		
Choice	Responses	
Festival street on N 27th St (pedestrian-only block on some days/times or permanently)	118	58.42%
More outdoor seating (unaffiliated with a business)	108	53.47%
Pocket parks	109	53.96%
New amenities (for example, restrooms, benches, or public art) at existing parks	93	46.04%
Better utilization of existing outdoor spaces at schools and library	95	47.03%
Answered	202	
Skipped	12	

3. What other project ideas do you have for achieving this priority? If your idea is associated with a specific location, please let us know where.

The most common responses address opportunities for community space at the Cushman and Adams Substations site:

- General desire to use the site for community space and/or community gathering
- General desire for green space and/or park on the site
- Suggestions for sport courts, dog park, classes, market space, pool, and playground

The second most common area of feedback was in support of bicycle and pedestrian safety:

- Suggestions for protected bike lanes, bike parking, bike paths and trails
 - One comment specifically requested “removing the turn lanes and one side of street parking on Proctor but for sure on 26th (in the main central business area of Proctor) and scooting traffic over to one side to accommodate more human use maybe a bike lane and more sidewalk level seating on the other side.”
- Suggestions for wider sidewalks, larger pedestrian areas, streets closed to cars/dedicated bike and pedestrian streets/streets that discourage through traffic, lighted crosswalks, sidewalks that are accessible for people with disabilities, brick pavers
- Suggestions for traffic calming, including signage, speed bumps, and a divider with trees
- Comments specific to N 26th St were closing the street to car traffic and preventing cars from turning when pedestrians have a walk sign

Many comments suggested project ideas involving seating:

- General desire for seating, in connection with the Farmers’ Market, Business District, and restaurants
- Combining street closures with opportunities for outdoor dining, seating, and play
- One comment suggested porch swings at the Library
- One comment suggested covered tables

Several comments shared specific feedback on the idea of closing streets to cars:

- Feedback on the location of closure. One comment suggested the closure of N 26th St to cars. Other comments shared feedback on the idea of closing N 27th St to cars. Some comments shared that they were not in support of this location, in some cases because the location does not have enough street-level activity.
 - One comment specifically wrote: “If you were to close N 27th to cars permanently, you would want to create more of a draw to that space so as to utilize the space on non market days. There isn't a reason to hang out on that street unless the market is going, currently.”

- Another wrote: “I like the ‘festival street’ idea in theory, but doing so on 27th may not be in line with what currently exists in Proctor - there are few businesses/restaurants on that street that would support a full-time festival street, and this transition would also remove a large number of parking spaces in the area, which could exacerbate that issue. As such, I fear that a full-time festival street on 27th would be underutilized.”
- Feedback on the time and frequency of closure. One comment suggested only closing the street on Farmers’ Market days, one comment suggested once a month, and one comment suggested Saturdays and Sundays.
- Other feedback on this idea:
 - Make sure that street closures consider access for people with disabilities and businesses
 - It is difficult to picture the use of a festival street
 - Would prioritize space used for outdoor seating over parking
 - Coordinate festival street with seating and potentially food truck space

Several responses included project ideas for streetscape amenities:

- Benches, art installations, flower baskets on light poles, planters and flowers, trees, overhead weather protection, and string lights

Several responses suggested community events:

- Food trucks, art walk, Taste of Tacoma, block parties and cultural festivals, community evening activities (cooking, gardening, and birding classes), night market, and changes to holiday decorations

Several comments addressed parking:

- General desire to maintain existing parking or add more parking
- One comment expressed specific interest in multi-story parking

Many comments mentioned Puget Park; specifically, comments expressed a desire for:

- Greater visibility from the road, restrooms, fencing, overhead cover, and a small parking lot on N 36th St

Many comments suggested ideas for new park amenities:

- Many comments suggested a dog park and one more broadly suggested safe spaces for pets
- Community center, park, playground, and parklets
- Specific requests for a parklet on N 27th St and to expand the plaza at Wheelock Library
- Recreation options such as sport courts, disc golf, and a pool

Some comments mentioned outdoor spaces on Mason and Union Avenues specifically:

- Two comments suggested paved paths on the boulevards
- One comment suggested outdoor art on Mason Path
- One comment suggested mini parks along Union Ave

Feedback on project ideas:

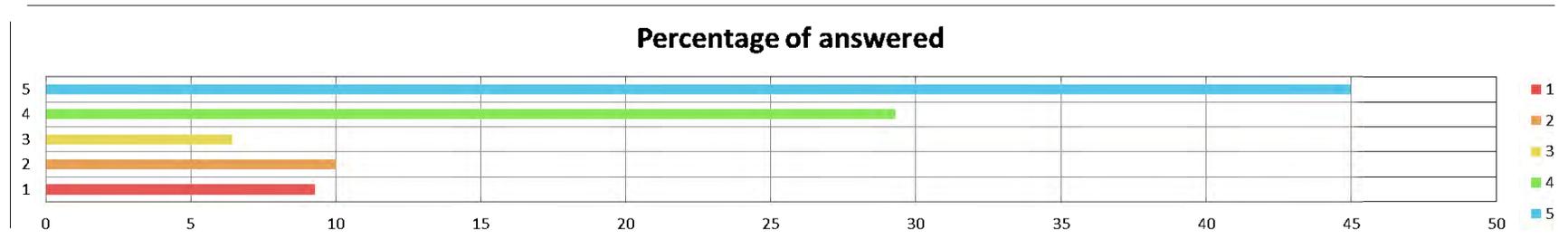
- Several comments focused on maintenance, crime, and safety in public spaces, particularly regarding restrooms and encampments
- One comment suggested taking no action on this priority
- One comment shared that dog waste is not an issue in their view
- One comment suggested a focus on spaces on side streets where traffic is slower

Other miscellaneous comments:

- Keep open land undeveloped, keep historic homes, only develop multifamily housing along N Proctor St, improve public transit, increase access to school grounds, increase access to apartment building rooftops

4. How important is the following priority to you on a scale of 1 to 5? *Note: 1 is least important and 5 is most important*

Human scale design: Ensure design elements of housing and commercial spaces are responsive to the neighborhood

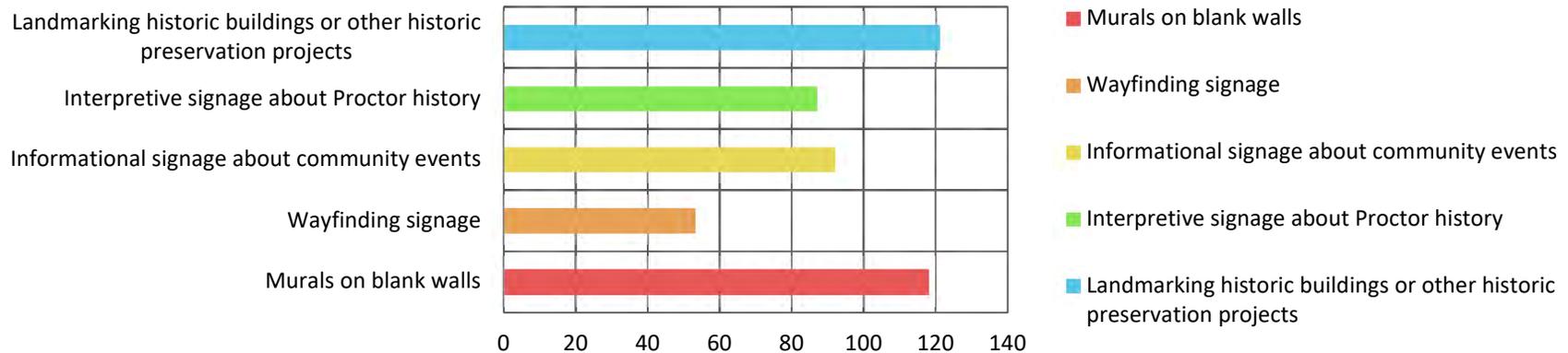


Priority: Ensure design elements of housing and commercial spaces are responsive to the neighborhood					
Categories	1	2	3	4	5
Total in each category	13	14	9	41	63
Percentage of answered	9.3	10	6.4	29.3	45.0
Answered	140				
Skipped	74				

5. What projects or actions should Proctor pursue to enhance the human scale and responsiveness of the built environment? Select all that apply:

- Murals on blank walls
- Large windows and/or more active window displays
- Wayfinding signage
- Informational signage about community events
- Interpretive signage about Proctor history
- Landmarking historic buildings or other historic preservation projects

What projects or actions should Proctor pursue to enhance the human scale and responsiveness of the built environment? Select all that apply:



What projects or actions should Proctor pursue to enhance the human scale and responsiveness of the built environment? Select all that apply:		
Choice	Responses	
Murals on blank walls	118	62.43%
Wayfinding signage	53	28.04%
Informational signage about community events	92	48.68%
Interpretive signage about Proctor history	87	46.03%
Landmarking historic buildings or other historic preservation projects	121	64.02%
Answered	189	
Skipped	25	

6. What other project ideas do you have for achieving this priority? If your idea is associated with a specific location, please let us know where.

The most common responses addressed priorities for the design of new development in Proctor:

- General desire for new development to be well-designed and high quality
- New development that matches the neighborhood in terms of personality, consistency, cohesion, charm, and/or relationship to historic buildings
- Street-level design including trees and landscaping, wider sidewalks, and accessible and sensory-friendly design
- Architectural considerations such as height, setbacks, transitions, typology, scale, and/or bulk as priorities for design
- Some comments specifically identified understanding new development’s impact on daylight, wind, and/or shade
- One comment suggested capturing these ideas in design guidelines

Several comments also identified amenities they would like to see accompanying new development in Proctor:

- Parking. One comment specified belowground parking
- Considerations for commercial uses: smaller and flexible spaces, active storefronts, and affordable spaces
- Community assets: picnic tables, gathering space, covered outdoor seating, spaces for kids, and a ground floor community center

The second most common response addressed history and historic preservation:

- General desire for the preservation of historic buildings throughout Proctor, with specific suggestions to explore the possibility of an historic or conservation district, conduct outreach to property owners for potential historic listings, listing priority buildings, prevent demolition of historic buildings, and following the recommendations of the Proctor Survey and Inventory Report
- Additional comments suggesting signage, walking tours, educational meetings, adaptive reuse, and infill development as ways to forward historic preservation goals
- Some comments broadly prioritized historic buildings and others mentioned specific locations: the Blue Mouse Theatre, Cushman and Adams Substations, and Craftsman homes

Some comments shared feedback on the priority of historic preservation:

- The importance of balancing priorities of housing and historic preservation
 - One comment wrote: “We need to preserve the charm and character that drew most of us to this neighborhood while finding ways to make it accessible to more people.”
- One comment wrote that they prioritize preserving buildings over adding signage, and another wrote that they prefer signage over preserving buildings
- One comment wrote that they believe very few buildings in Proctor are worth landmarking

Some comments addressed the priority of art:

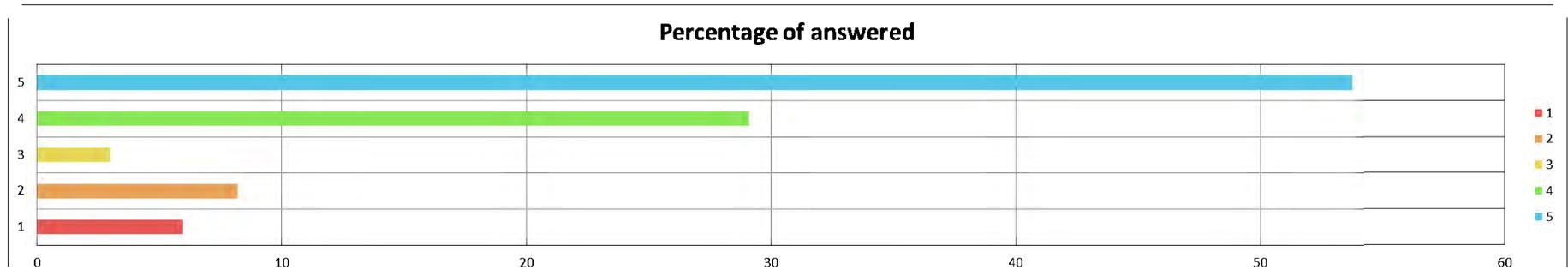
- Specific requests for art which portrays underrepresented histories, indigenous history and culture, Proctor history, and local businesses' histories
- Support for public art, local artists, statues, art walks, and murals. Two comments specifically suggested murals in alleys.
- Feedback that murals can be difficult to maintain, that community feedback and contribution should be included in mural selection and implementation, and a request for a specific artist

Other miscellaneous comments:

- Two comments do not share this as a priority
- One comment wrote that the meaning of “human-scale design” is unclear
- Suggestions to consider noise and events in combination with this priority

7. How important is the following priority to you on a scale of 1 to 5? *Note: 1 is least important and 5 is most important*

Promote climate adaptation and neighborhood sustainability

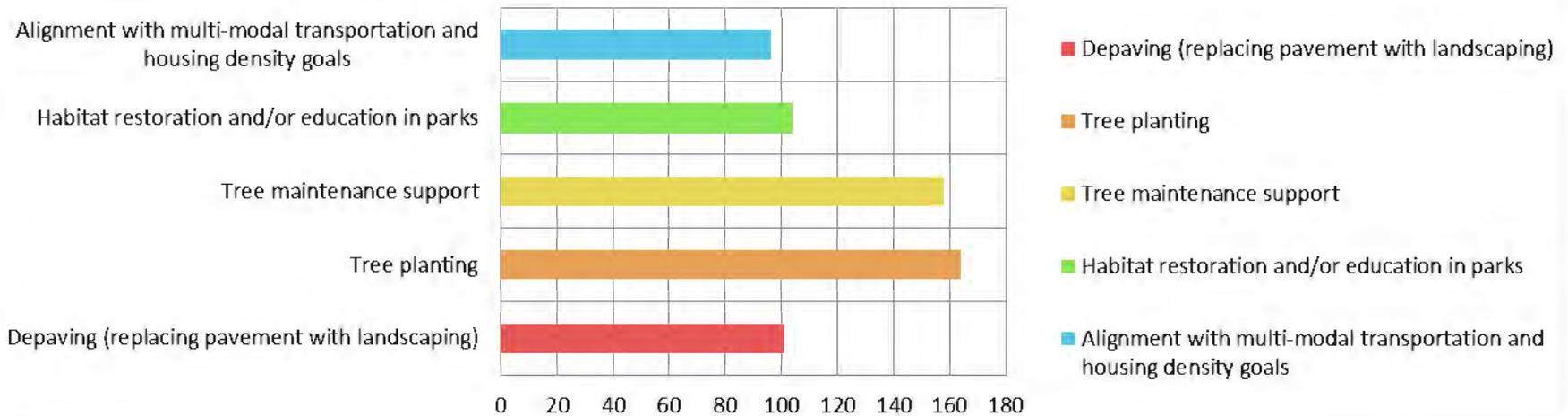


Priority: Promote climate adaptation and neighborhood sustainability					
Categories	1	2	3	4	5
Total in each category	8	11	4	39	72
Percentage of answered	6.0	8.2	3.0	29.1	53.7
Answered	134				
Skipped	80				

8. What projects or actions should Proctor undertake to adapt to climate change and promote environmental sustainability? Select all that apply:

- Depaving
- Tree planting
- Tree maintenance support
- Habitat restoration and/or education in parks
- Alignment with multi-modal transportation and housing density goals

What projects or actions should Proctor undertake to adapt to climate change and promote environmental sustainability? Select all that apply:



What projects or actions should Proctor undertake to adapt to climate change and promote environmental sustainability? Select all that apply:		
Choice	Responses	
Depaving (replacing pavement with landscaping)	101	49.03%
Tree planting	164	79.61%
Tree maintenance support	158	76.70%
Habitat restoration and/or education in parks	104	50.49%
Alignment with multi-modal transportation and housing density goals	96	46.60%
Answered	206	
Skipped	8	

9. What other project ideas do you have for achieving this priority? If your idea is associated with a specific location, please let us know where.

The most common responses addressed priorities for green space, stormwater infrastructure, and tree canopy:

- General desire for increased tree canopy and green space
- Depaving and replanting, tree maintenance and care, street trees, tree canopy survey and strategy, tree canopy incentives, large trees, and a median with trees
 - One comment wrote: “Take steps to eliminate useless pavement and increase cooling vegetation between buildings and sidewalks and between sidewalks and streets. Plant larger trees wherever possible. Put sidewalk under power lines and trees on both sides.”
- Feedback that tree canopy also supports goals of walkability and design
- Landscaping, permeable paving, rain gardens and bioswales, bird and bee life, micro-gardens, native plantings, lot coverage maximums, and volunteer maintenance/clean-up

Many comments addressed development:

- Solar panels, green architecture, adaptive reuse of Cushman Substation, and infill development of parking lots
- Coordinating housing growth with transit, bike, and pedestrian improvements
- Some comments suggested less density, fewer apartment buildings, and no more new housing whereas other comments suggested more housing, smaller scale apartment buildings, and more dense housing

Many comments addressed transportation:

- General desire to encourage walking and biking and support bike and pedestrian safety. Sidewalks, bike lanes and paths, pedestrian roads, bike parking, and traffic calming.
- General desire to expand and improve transit. Scheduling fare-free days to coincide with community events, improving bus facilities, and connecting to light rail to discourage driving.
- Four comments suggested electric vehicle charging stations, one comment mentioned car parking, and one comment suggested making parking more difficult to encourage walking, biking, and transit
- Two comments shared feedback that the meaning of “alignment with multi-modal transportation goals” is unclear
- Feedback to consider the tradeoffs between right-of-way designated to mobility projects and landscaping
- Feedback to consider the impacts of closing streets to cars on nearby businesses.

Other sustainability topics:

- Public education on sustainability in general, on tree care, and a green living tour of the neighborhood

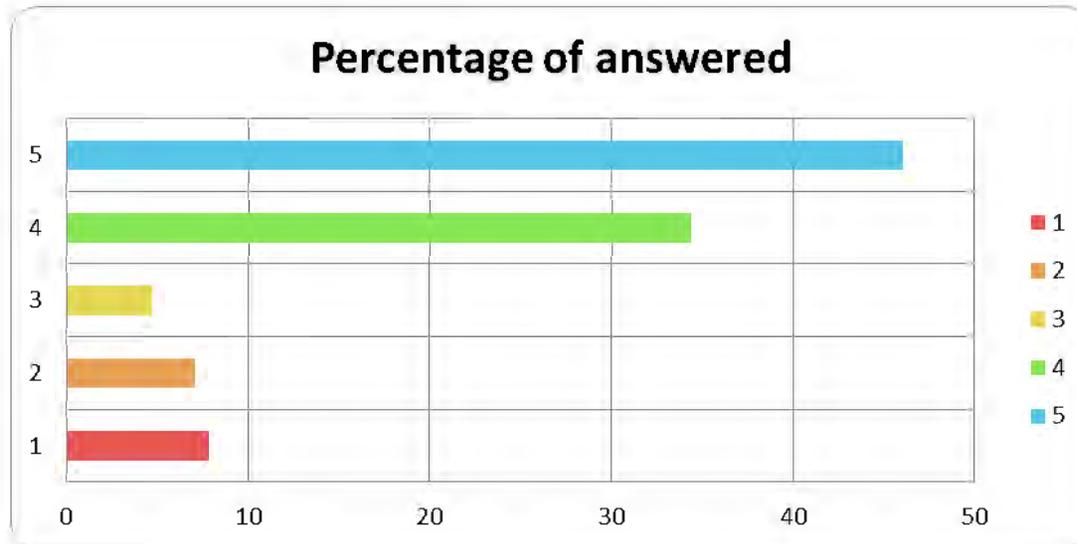
- Public trash and recycling bins, with a specific request to provide them in Puget Park and the Business District
- Need more information on habitat restoration actions.

Other feedback:

- Four comments wrote that sustainability and climate topics were not a priority for them
- One comment on considering the costs of actions to homeowners

10. How important is the following priority to you on a scale of 1 to 5? *Note: 1 is least important and 5 is most important*

Affordability: Ensure housing, commercial spaces, and services are affordable and meet the needs of the neighborhood

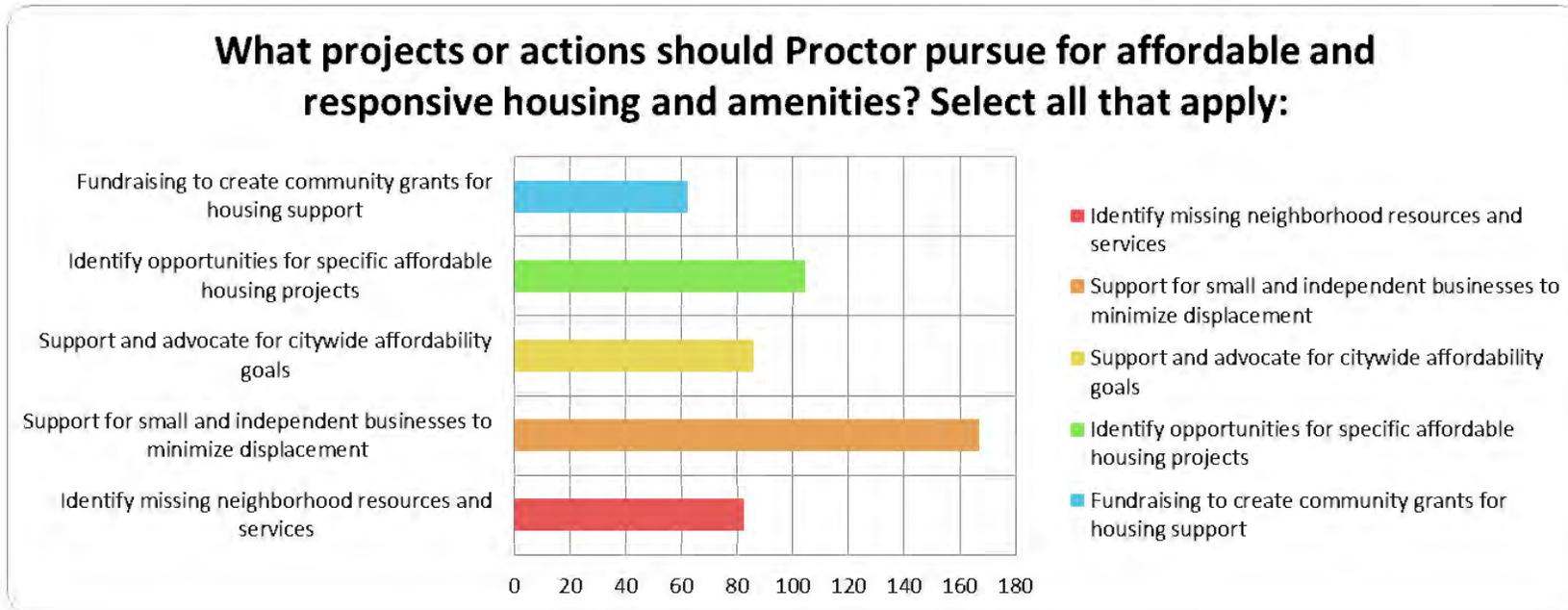


Priority: Ensure housing, commercial spaces, and services are affordable and meet the needs of the neighborhood					
Categories	1	2	3	4	5
Total in each category	10	9	6	44	59
Percentage of answered	7.8	7.0	4.7	34.4	46.1
Answered	128				
Skipped	86				

11. What projects or actions should Proctor pursue for affordable and responsive housing and amenities? Select all that apply:

- Identify missing neighborhood resources
- Support for small and independent businesses
- Support and advocate for citywide affordability goals

- Identify specific affordable housing projects
- Fundraising to create community grants



What projects or actions should Proctor pursue for affordable and responsive housing and amenities? Select all that apply:		
Choice	Responses	
Identify missing neighborhood resources and services	82	42.05%
Support for small and independent businesses to minimize displacement	167	85.64%
Support and advocate for citywide affordability goals	86	44.10%
Identify opportunities for specific affordable housing projects	104	53.33%
Fundraising to create community grants for housing support	62	31.79%
Answered	195	
Skipped	19	

12. What other project ideas do you have for achieving this priority? If your idea is associated with a specific location, please let us know where.

The most common responses addressed the affordability of housing development:

- General feedback that new housing units are too expensive or should be more affordable
- A variety of specific responses about affordability: new development should include affordable units, should be affordable, should be affordable to low-income households, should have low-income housing options, should be attainable, should be subsidized, should have subsidized units, should be public housing, or there should be affordability requirements
- One comment that Proctor buildings should take part in citywide affordability programs
- One comment that developers should not receive tax incentives for building unaffordable units

Many comments specifically addressed the building typologies of housing development:

- Align increased housing density with access to transportation alternatives other than cars, smaller high density residential typologies, and Accessory Dwelling Units (ADUs)
 - One comment wrote: “Build up not out”
- Infill development near transit, repurposing or converting old or big buildings for housing
 - Three comments specifically suggested Cushman Substation as an opportunity site for future housing development
- Against new apartments or against large buildings
- Suggestions for a Tiny House Village at Mason Methodist
- One suggestion to create zoning for shared housing options

Other comments about housing development:

- Should be good quality, accommodate population growth, follow design guidelines, and coordinate with fixing infrastructure
- Should provide more community benefits through developer requirements or incentives. One comment suggested that there should be no incentives for developers.

Several comments on housing focused on existing housing:

- Rent limits, rent control, or disallowing short-term rental units
- Feedback that property taxes are unaffordable for current homeowners
- Desire for a land trust, affordable housing for middle class families, and condominium units instead of rentals.

Other feedback on housing:

- Proctor should be mixed income, diverse, or should discourage displacement
- Combatting homelessness is a priority
 - One comment wrote: “How does the Proctor District prevent homelessness, and provide services for folks experiencing homelessness?”
- One comment that housing affordability should be addressed at a citywide scale

Many comments focused on support for small and local businesses:

- General support for small and local businesses and preventing their displacement
- Affordability commercial spaces for small and local businesses through rent caps, tax incentives, rent control, incubator spaces, and smaller spaces
 - One comment wrote: “Create space for smaller and more flexible commercial footprints and designs in new construction.”
- One comment suggested advertising support for local businesses
- One comment suggested prioritizing local contractors in development
- One comment that goals of walkability and small businesses support one another

Some comments addressed support for businesses more broadly:

- Suggestions for increased law enforcement or security presence
- Grants for buildings to improve accessibility (ramps, elevators, leveled flooring, etc.)
- Historic signage
- Feedback that additional housing supports goals of a vibrant business district
- Feedback that more information on the demand for retail space in Proctor would inform this priority

Some comments suggested specific commercial uses they would like to see in Proctor:

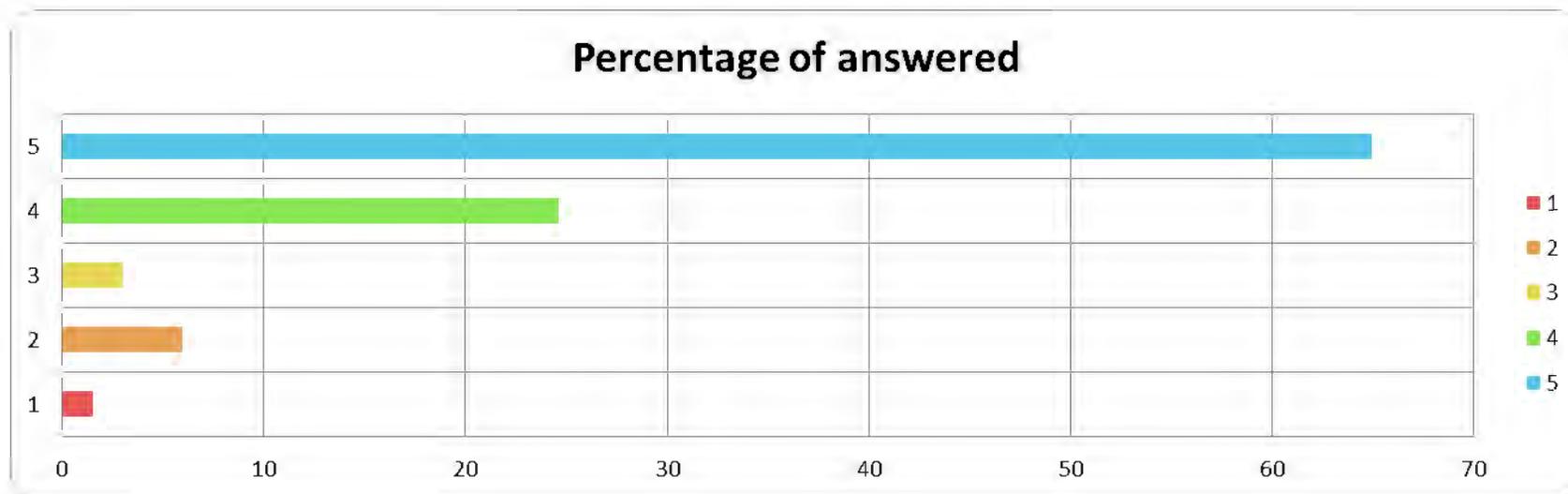
- General support for active retail uses at the street level. Specific suggestions for a hardware store or tool library, brewery or taproom, more restaurants, varied and useful businesses, BIPOC-owned businesses and diverse food offerings.

Other miscellaneous comments:

- Need to clarify meaning of “identify missing neighborhood resources and services”
- One comment that this should be left up to small businesses
- One comment wrote: “More attention on the little downtown area by Garden Sphere and Terry’s Tavern would be great.”

13. How important is the following priority to you on a scale of 1 to 5? Note: 1 is least important and 5 is most important

Pedestrian Safety and Comfort: Enhance pedestrian safety and access in the business district and around schools

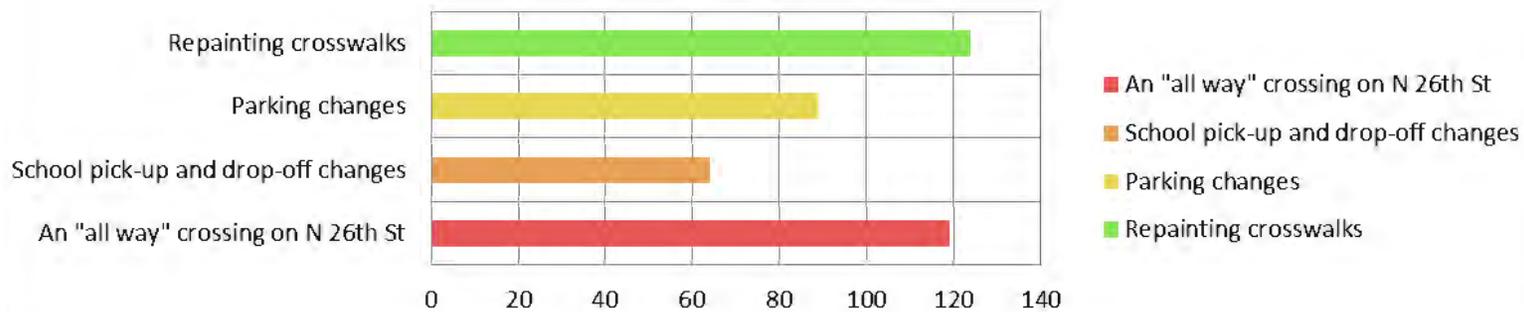


Priority: Enhance pedestrian safety and access in the business district and around schools					
Categories	1	2	3	4	5
Total in each category	2	8	4	33	87
Percentage of answered	1.5	6.0	3.0	24.6	64.9
Answered	134				
Skipped	80				

14. What projects or actions should Proctor pursue to advance safety and comfort for people walking and rolling? Select all that apply:

- An “all way” crossing on N 26th St
- School pick-up/drop-off changes
- Parking changes
- Repainting crosswalks

What projects or actions should Proctor pursue to advance safety and comfort for people walking and rolling? Select all that apply:



What projects or actions should Proctor pursue to advance safety and comfort for people walking and rolling? Select all that apply:		
Choice	Responses	
An "all way" crossing on N 26th St	119	67.23%
School pick-up and drop-off changes	64	36.16%
Parking changes	89	50.28%
Repainting crosswalks	124	70.06%
Answered	177	
Skipped	37	

15. What other project ideas do you have for achieving this priority? If your idea is associated with a specific location, please let us know where.

The most common responses suggested pedestrian safety project ideas:

- General support for adding, repainting, or better marking crosswalks:
 - N Proctor and N 26th, in the Business District, at N 34th near the Montessori School, N Proctor and N 24th, N 25th, N 27th, and N 28th, N 26th and Adams, N 29th between N Mason and N Stevens, between the elementary school and library, across N 21st on N Adams and/or N Washington, N 26th and N Alder, N 30th and N Washington, on N 30th, around Mason Middle School, N Union and N 26th and N 27th, N 21st and N Washington, between grocery stores
 - All way, painted, reflective, with push buttons, materials that don't require repainting, repainted, signaled crossings (rapid flashing beacons)
- Many comment specifically mentioned lighting:
 - Flashing lights, in-ground crosswalk lighting, lighted crosswalks, better lighting, streetlights, stop lights, reminders to pedestrians to be visible at night
 - Specific locations for flashing lights at crosswalks on N 24th and N 28th and at N Proctor and N 26th
 - One comment wrote: “We also need the warning lights at the pedestrian crossings to be more visible to drivers. Current ones are too far from drivers’ line of sight.”
- General desire for more sidewalks or repaired sidewalks:
 - Specific locations for curb bulb-outs at N 26th and N Proctor, N 27th and N Proctor, N 28th and N Proctor, and N Adams and N Proctor, complete the sidewalks in neighborhoods between N Proctor and N Orchard and N 30th and N 21st, and sidewalk on N 36th to N Ruston Way
 - Raised sidewalks, wider and unblocked sidewalks, awnings over sidewalks in the Business District
- General desire for safe pedestrian spaces and other ideas for pedestrian space:
 - Pedestrianized streets in the Business District or more space outside of businesses
 - Safety concerns at N 26th and N Proctor and N 30th and N Proctor
 - Desire for pedestrian connection to the waterfront and a walking path from Puget Park to the waterfront

Several comments shared feedback about parking:

- Add parking with new development or maintain current amounts of parking
 - One comment wrote: “Change existing parallel parking to angle parking. Require developments to include off-street public parking spaces. Ensure that all new developments have at least 1.5 parking spaces per unit for residents.”
- Suggestions to remove/change parking spaces where they hinder pedestrian safety and visibility

- Specific locations at N 34th and N Proctor, N 26th and N Adams, grocery store exits, and alley at Knapp’s
- One comment wrote: “Prioritize people over parking”
- One comment wrote: “Get rid of angle parking and widen sidewalks and streetscape amenities. Or, reconfigure to back in angle parking.”
- Other suggestions: permit parking for residents on main streets, parking for businesses, 2-hour on-street parking, paid parking in the business district, parking garages, better parking options, and assigned parking spots per home
- One piece of feedback that there is limited parking on N 27th and N 28th

Several comments shared suggestions for bicycle infrastructure:

- Well-marked, dedicated, protected, safe, complete bike lanes
- Specific locations at N 26th, N 21st and N Proctor St, N 21st between N Orchard and N Alder, on N Proctor St, and complete lanes in neighborhoods between N Proctor and N Orchard and N 30th and N 21st
- Incentives to bike
- Bike parking, bike racks, bike lane signage, bollards, and bike push buttons on N Mason

Several comments shared ideas for traffic calming:

- General desire to slow people driving in Proctor
- Specific ideas for lower speed limits in the neighborhood and/or Business District, speed bumps, traffic lights, traffic circles, a sign campaign with local art, speed tables, flashing lights, stop signs, and bulb-outs
- Specific locations for traffic calming at N 27th and N Adams, on N Adams between N 21st and N 26th, in residential areas, near schools, on N 21st including the intersection with N Proctor St, on N Proctor St in the Business District, near grocery stores, on N Proctor St between N 25th and N 27th, on N Proctor St and N 25th, and on N Proctor St and N 26th
- General desire for traffic law enforcement, specifically around speed limits and pedestrian right-of-way

Many comments specifically mentioned school traffic:

- General feedback that there are congestion and pedestrian safety issues around drop-off and pick-up times at the schools as well as one comment on the lack of parking at the library at these times
- Ideas on this topic for extending the school zone, encourage other ways of getting to school besides driving, having better school zone signage or other traffic calming, encourage parking in the surrounding neighborhood and walking to school, close streets to cars around Washington Elementary, organize walking groups, and have priority pick-up for carpools
- One comment shared feedback that school pick-up and drop-off is well-organized already

Other transportation ideas:

- Suggestions for signs reminding people not to block sidewalks with parked cars and education for drivers
- Feedback that there is low visibility around the grocery stores and an overall need for road maintenance
- Specific ideas about traffic patterns and signals: left turn arrows at N 26th and N Proctor St, reconfigure signals, a turn arrow heading west on N 21st St at N Proctor St, making N 21st St one lane in each direction, traffic coming from Proctor 3 should make left turns only, roundabouts near Mason Middle School
 - One comment suggested: “Directional traffic on N 27th between N Proctor and N Washington; one-way traffic for the alley between N Washington and N Adams; yield signs at the roundabout at N 27th and N Washington; a new roundabout at N 29th and N Washington”

Some comments shared feedback on transit:

- General desire for frequent, reliable, well-utilized, safe, and convenient public transit options
- One suggestion to connect Proctor to other areas of Tacoma via streetcar

Feedback on this priority area and on potential projects or actions:

- Crosswalks are already well-marked, there are plenty of crosswalks in the Business District, and Proctor is already pedestrian-friendly
 - One comment wrote: “Pedestrian safety is important, but you won't get it by putting in an all-way crossing, changing school drop offs, changing parking or repainting cross walks.”
- Feedback on the idea for an all-way crossing: comments were divided on whether they felt this is a good idea. Some specific comments suggested that this could be trialed during Farmers’ Market days and should be studied for impacts on businesses and surrounding traffic patterns. One comment wrote that while the crossing at N 26th and N Proctor St already works well, an all-way crossing could make the intersection more efficient.
- Other suggestions to move the Farmers’ Market to N 26th and N Proctor St in order to close that intersection to cars, that the area around the grocery stores is a priority, that there should be a focus on safe crossings outside of the Business District as well as within it, and that any changes to use of Cushman Substation should be aligned with pedestrian safety improvements around it

16. Do you want to suggest any priority areas, project ideas, or actions that do not fall into the previous categories? If your idea is associated with a specific location, please let us know where.

Most responses to this question addressed projects related to the categories above and have been included in those sections. However, three responses did not directly fall into the previous categories. They suggested priority areas of:

- Reducing crime
- Increasing police presence
- Stopping illegal drug production and use

Proctor Neighborhood Plan – Draft Actions Survey Summary

October 2023

About the Neighborhood Planning Program

The City of Tacoma’s pilot Neighborhood Planning Program enhances planning and development support to help communities create strong, vibrant, and diverse neighborhoods. The program begins with a robust community engagement phase, and then moves into implementation of key neighborhood strategies.

After hearing from you and your neighbors through our interactive map, surveys, and outreach at the Farmers’ Market, Library, University of Puget Sound, and community events, the Proctor Neighborhood Plan is focusing in on five priority areas:

- Human-scale design
- Pedestrian safety and comfort
- Community space
- Climate adaptation and sustainability
- Commercial and residential affordability

About the Draft Actions Survey Summary

The Draft Actions Survey was an opportunity for the community to “check our work” and see if we heard your input correctly. This survey asked for feedback on the draft actions and, in some cases, how those actions should be implemented.

The survey was hosted on the Social Pinpoint platform, <https://engagepiercecounty.mysocialpinpoint.com/proctornp/proctor/>. Between July 28 and September 23, 2023, the survey received **279 responses**; this document outlines and summarizes the responses and major themes that emerged.

In addition to the survey, the Proctor Neighborhood Plan collected votes on how the Community Booster Project should spend \$50,000 to implement Neighborhood Plan priorities. 698 people participated to select two top priorities.

The responses to this survey, as well as other feedback from community engagement throughout the process, were shared with the Proctor Neighborhood Plan Steering Group in order to prepare the draft Proctor Neighborhood Plan for review. The draft Proctor Neighborhood Plan will be reviewed by the City of Tacoma Planning Commission and City Council through winter 2023, with adoption anticipated in early 2024.

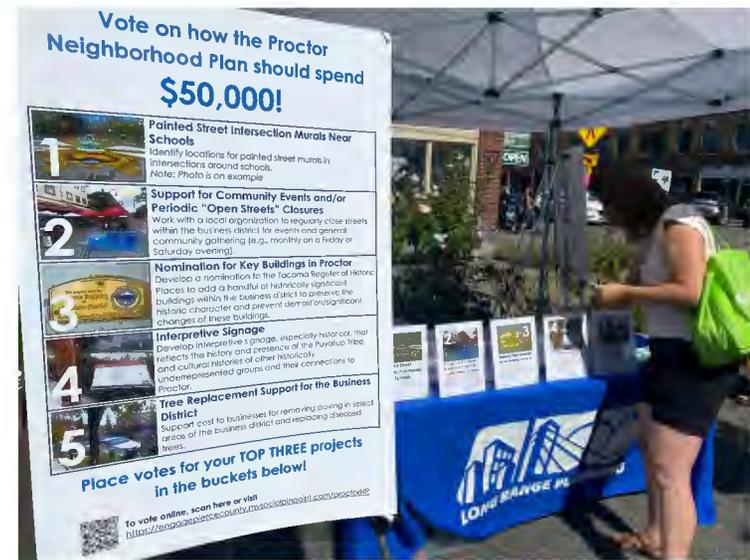
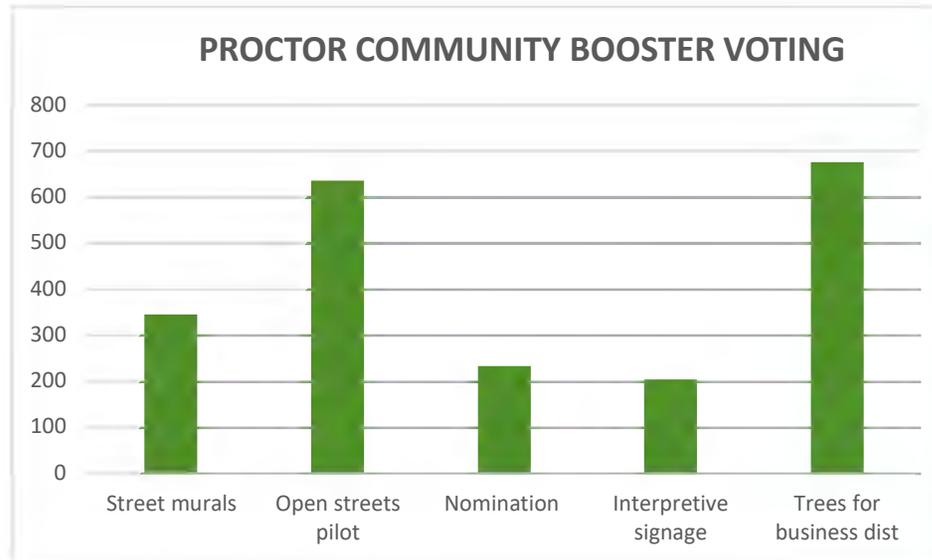
Survey Questions and Response Summaries

Booster Project Voting Results

To support implementation of the Proctor Neighborhood Plan, the program set aside \$50,000 to implement community-identified priorities. The Proctor Steering Group selected five projects that were put to the community for a vote, with the goal of funding the top two winning projects. The following projects were considered:

	1 Painted Street Intersection Murals Near Schools Identify locations and add painted street murals in intersections around schools. <i>Note: Photo is an example</i>
	2 Support for Community Events and/or Periodic “Open Streets” Closures Work with a local organization to regularly close streets within the business district for events and general community gathering (e.g., monthly on a Friday or Saturday evening).
	3 Nomination for Key Buildings in Proctor Develop a nomination to the Tacoma Register of Historic Places to add a handful of historically significant buildings within the business district to preserve the historic character and prevent demolition/significant changes of these buildings.
	4 Interpretive Signage Develop interpretive signage, especially historical, that reflects the history and presence of the Puyallup Tribe and cultural histories of other historically underrepresented groups and their connections to Proctor.
	5 Tree Replacement Support for the Business District Support cost to businesses for removing paving in select areas of the business district and replacing diseased trees.

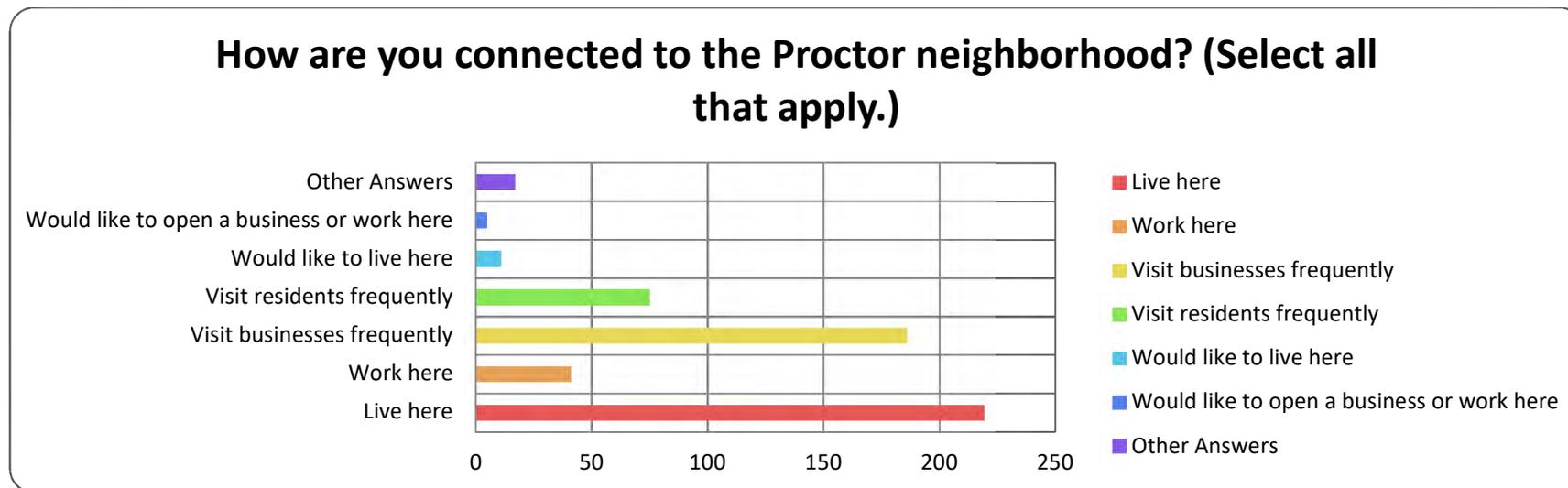
Community members were able to vote online via the Social Pinpoint page, and staff also attended four in-person community events to collect votes (see photo below). Each community member received a total of three votes to distribute between the five projects, and multiple votes for one project were allowed.



Booster Project	In-Person Voting	Online Voting	Total
Street murals	260	85	345
Open streets pilot	480	155	635
Nomination	159	74	233
Interpretive signage	153	52	205
Trees for business district	492	184	676
Total votes			2,094
Total participants			698

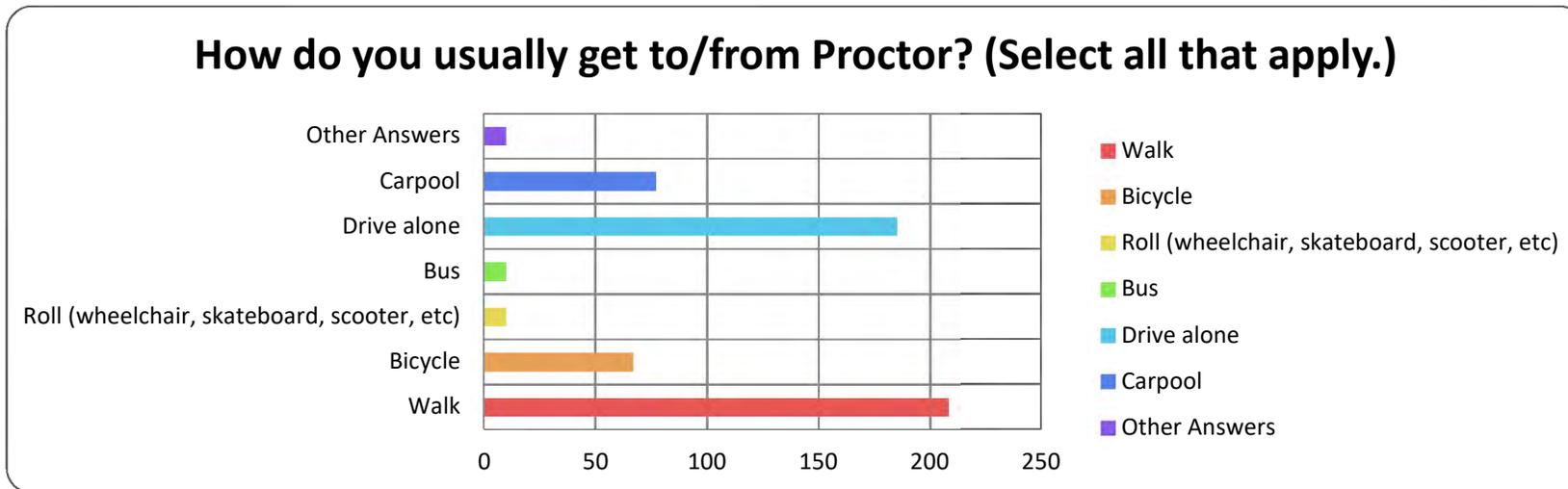
Demographics

How are you connected to the Proctor neighborhood? (Select all that apply.)



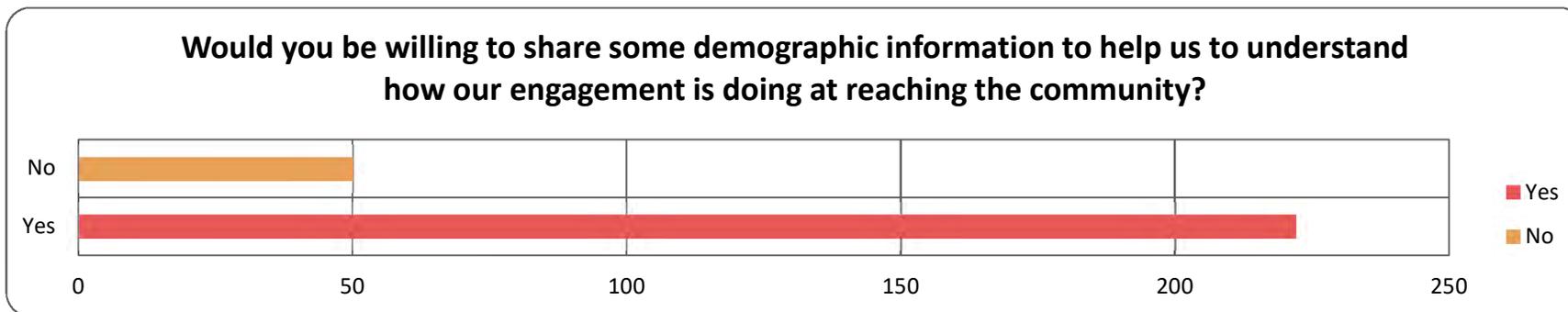
Choice	Responses	
Live here	219	79.35%
Work here	41	14.86%
Visit businesses frequently	186	67.39%
Visit residents frequently	75	27.17%
Would like to live here	11	3.99%
Would like to open a business or work here	5	1.81%
Answered	276	
Skipped	2	

How do you usually get to/from Proctor? (Select all that apply.)



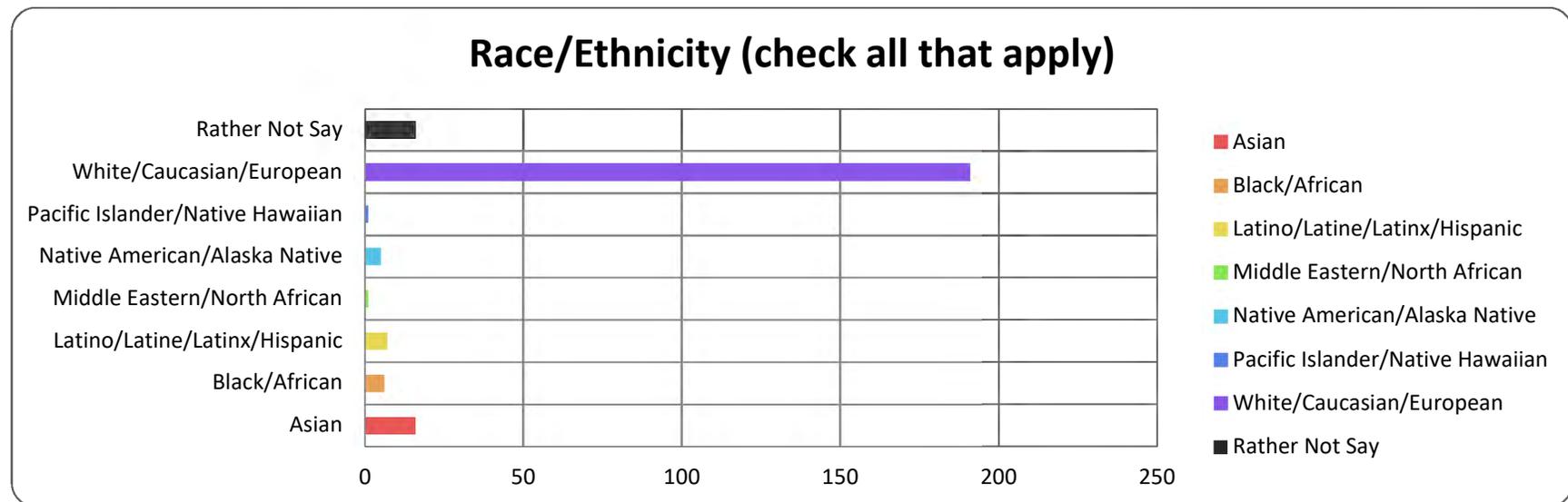
Choice	Responses	
	Count	Percentage
Walk	208	75.09%
Bicycle	67	24.19%
Roll (wheelchair, skateboard, scooter, etc)	10	3.61%
Bus	10	3.61%
Drive alone	185	66.79%
Carpool	77	27.80%
Other Answers	10	3.61%
Answered	277	
Skipped	1	

Would you be willing to share some demographic information to help us to understand how our engagement is doing at reaching the community?



Choice	Responses	
Yes	222	81.62%
No	50	18.38%
Answered	272	
Skipped	6	

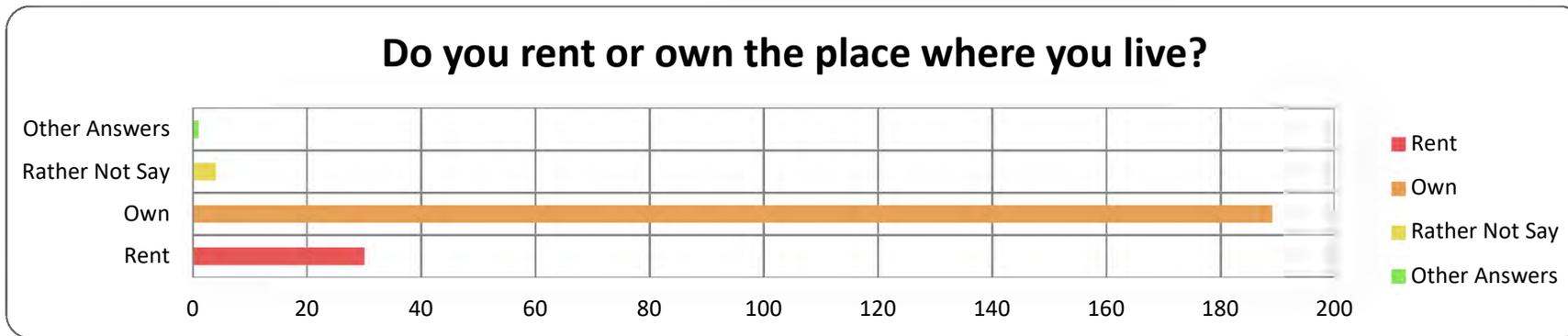
Race/Ethnicity (check all that apply)



Race/Ethnicity (check all that apply)		
Choice	Responses	
Asian	16	7.31%
Black/African	6	2.74%
Latino/Latine/Latinx/Hispanic	7	3.20%
Middle Eastern/North African	1	0.46%
Native American/Alaska Native	5	2.28%
Pacific Islander/Native Hawaiian	1	0.46%
White/Caucasian/European	191	87.21%
Rather Not Say	16	7.31%
Answered	219	
Skipped	59	

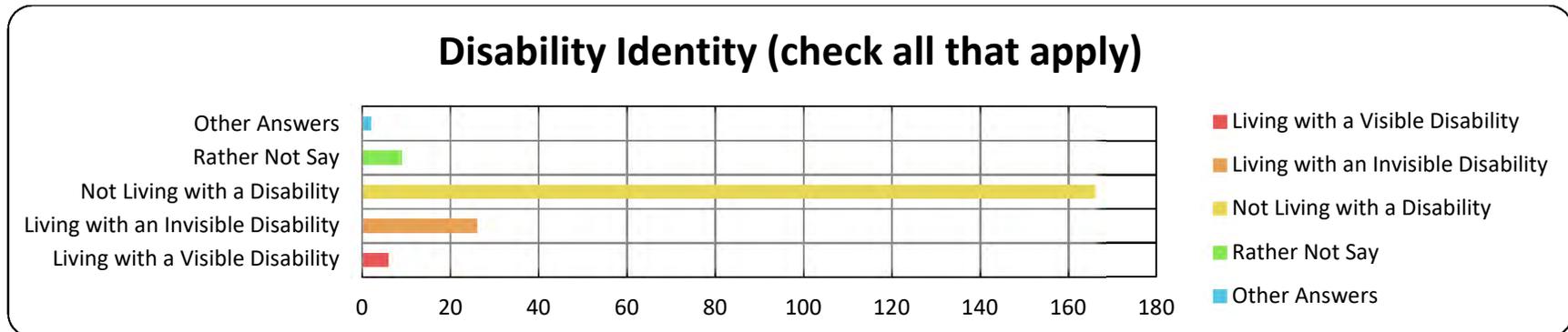
<i>Please list any specific race, ethnic, and national groups, and tribal/band affiliations with which you identify:</i>	
Response	
Indians	
Wyandotte	
Jewish	
Chinese/Taiwanese, The Lummi Indian tribe	
Croatian/Serbian	
Jewish	
Korean	
Chinese	
Jewish	
Jewish	
I want to encourage multi ethnic participation and residence in this neighborhood.	
American Norwegian	
Polish and English	
Chippewa, North Dakota	
American	
South Korean, Filipino, and white	
Filipino, Puerto Rican	
Chinese/Taiwanese, The Lummi Indian tribe	
Scandinavian	
Answered <i>(note: N/A responses removed)</i>	22
Skipped	256

Do you rent or own the place where you live?



Choice	Responses	
Rent	30	13.51%
Own	189	85.14%
Rather Not Say	4	1.80%
Other Answers	1	0.45%
Answered	222	
Skipped	56	

Disability Identity (check all that apply)



Choice	Responses	
Living with a Visible Disability	6	2.88%
Living with an Invisible Disability	26	12.50%
Not Living with a Disability	166	79.81%
Rather Not Say	9	4.33%
Other Answers	2	0.96%
Answered	208	
Skipped	70	

Please list ADA accommodation requests:	
Response	
fix the sidewalk ramps that trap water and don't allow water to flow into the drain	
Public restrooms.	
Ramp access on sidewalks for wheelchairs and strollers	
More programs for those recovering from serious injuries.	
Wider sidewalks, updating pavement issues	
more inclined ramps at businesses	
Seating	

Hearing	
Elderly parent walks with cane or walker.	
Stroller access too!	
All sidewalks along thoroughfares should have accessible curbs.	
I'd request Disabled parking off district served by frequent bus trips into proctor.	
There should be 1 ADA parking spot on every block. Right now there is only 2. By the fire station and 1 by Knapp's. I do not count the ones at the 3 mixed use buildings.	
More cross walks with activated warning lights	
ADA accessibility improves quality of life for everyone! I regularly have a double stroller of children.	
Better conditions if sidewalk! Many are not well maintained and pose hazards to pedestrians, especially seniors. I know several residents who have tripped on damaged or uneven sidewalks and suffered serious injuries!	
I have an invisible disability. I look young and healthy and people assume I can walk fast across the crosswalks. The fast traffic and drivers speed after me when I walk across the street and are not kind. Slowing traffic a bit would help me walk through the area, and if I feel this way I can only imagine how older people feel walking this street.	
Answered (note: N/A responses removed)	20
Skipped	258

Primary Language Spoken at Home

All 181 respondents to this question reported that English was their primary language spoken at home.

28 respondents noted that they also speak a different language at home in addition to English. Additional language spoken at home include: Spanish, French, Hebrew, Khmer, ASL, German, Cantonese, Mandarin, Yiddish. Japanese, Croatian/Serbian, Portuguese, Tagalog, Swahili

Pedestrian Safety and Comfort

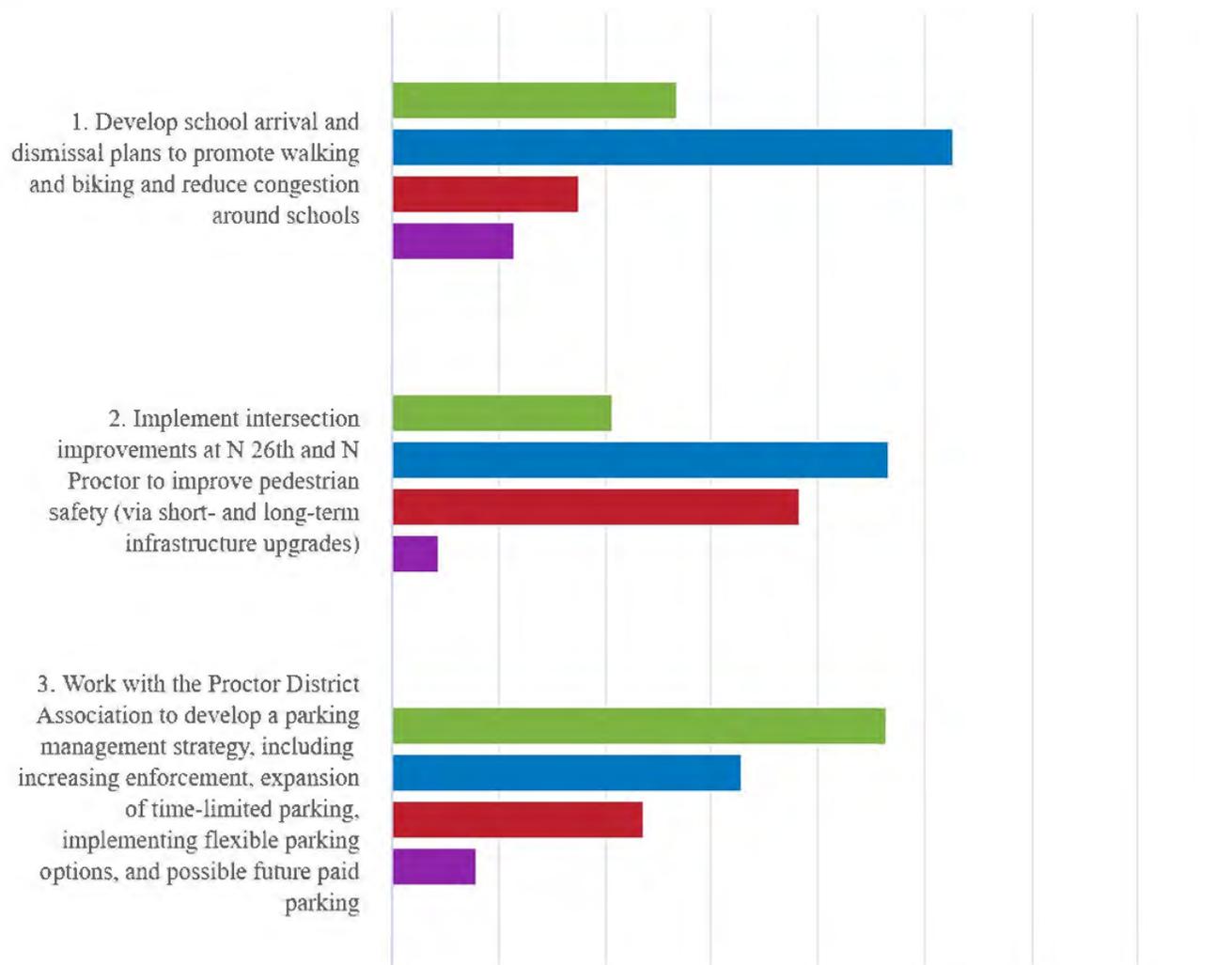
Supporting safe access to key neighborhood destinations for people walking, biking, and rolling.

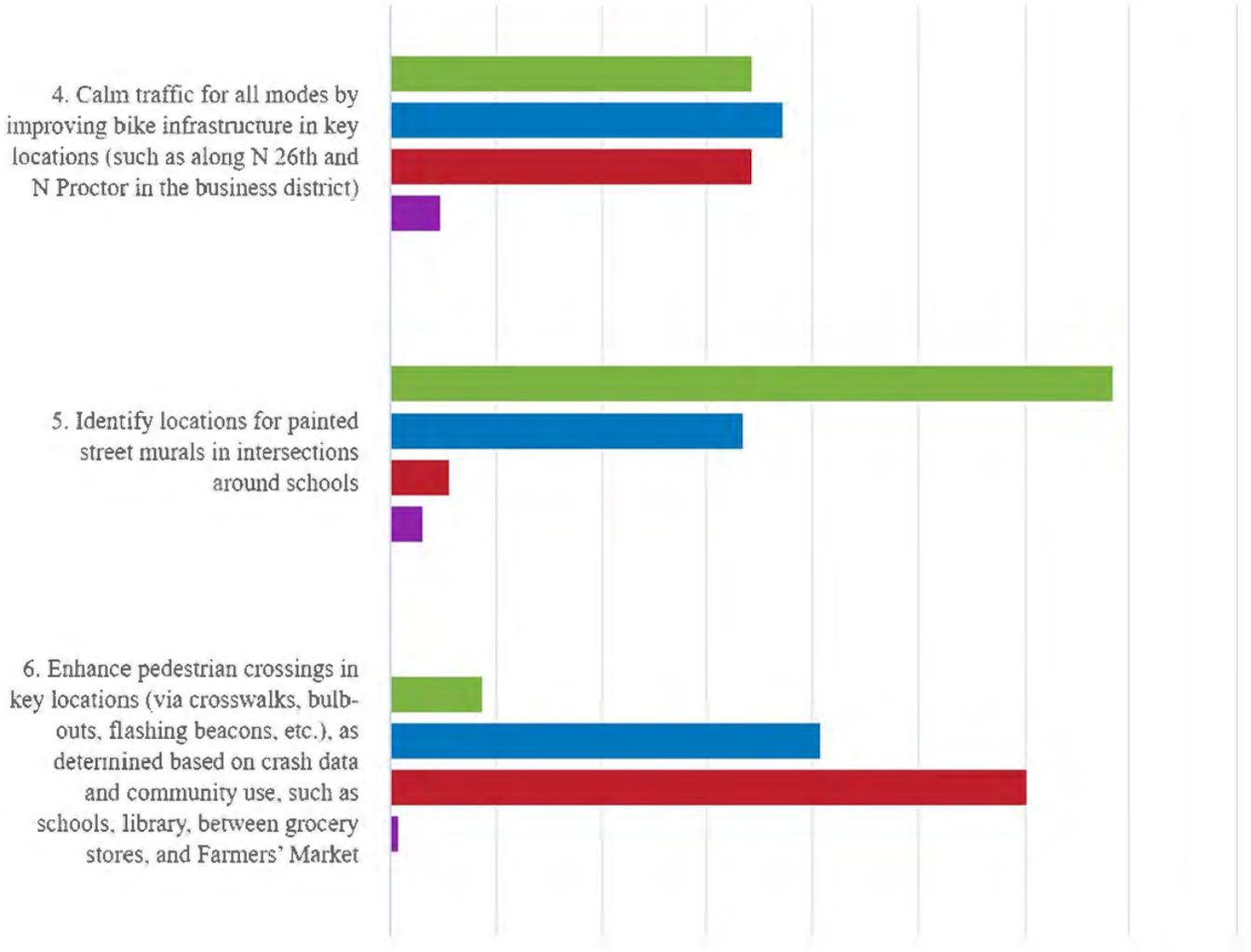
<i>Pedestrian Safety and Comfort: How important is the following action to you?</i>								
	Less important		Important		Most Important		Don't know/ need more info	
1. Develop school arrival and dismissal plans to promote walking and biking and reduce congestion around schools	67	24.19%	13 2	47.65%	44	15.88%	29	10.47%
2. Implement intersection improvements at N 26th and N Proctor to improve pedestrian safety (via short- and long-term infrastructure upgrades)	52	18.77%	11 7	42.24%	96	34.66%	11	3.97%
3. Work with the Proctor District Association to develop a parking management strategy, including increasing enforcement, expansion of time-limited parking, implementing flexible parking options, and possible future paid parking	116	41.88%	82	29.60%	59	21.30%	20	7.22%
4. Calm traffic for all modes by improving bike infrastructure in key locations (such as along N 26th and N Proctor in the business district)	86	31.05%	93	33.57%	86	31.05%	12	4.33%
5. Identify locations for painted street murals in intersections around schools	171	61.73%	84	30.32%	14	5.05%	8	2.89%
6. Enhance pedestrian crossings in key locations (via crosswalks, bulb-outs, flashing beacons, etc.), as determined based on crash data and community use, such as schools, library, between grocery stores, and Farmers' Market	22	7.94%	10 2	36.82%	15 1	54.51%	2	0.72%
7. Make improvements to the Mason walking path and street crossings	68	24.55%	11 8	42.60%	64	23.10%	26	9.39%
8. Add traffic calming such as speed humps, diverters, and signage on key residential streets, such as bike boulevards and streets adjacent to schools (e.g., N 27th St; N 24th St)	82	29.60%	88	31.77%	92	33.21%	14	5.05%
9. Work with a local organization to regularly close streets within the business district for events and general community gathering (e.g., every Friday evening and/or Saturday)	99	35.74%	89	32.13%	66	23.83%	21	7.58%
Answered	277							
Skipped	1							

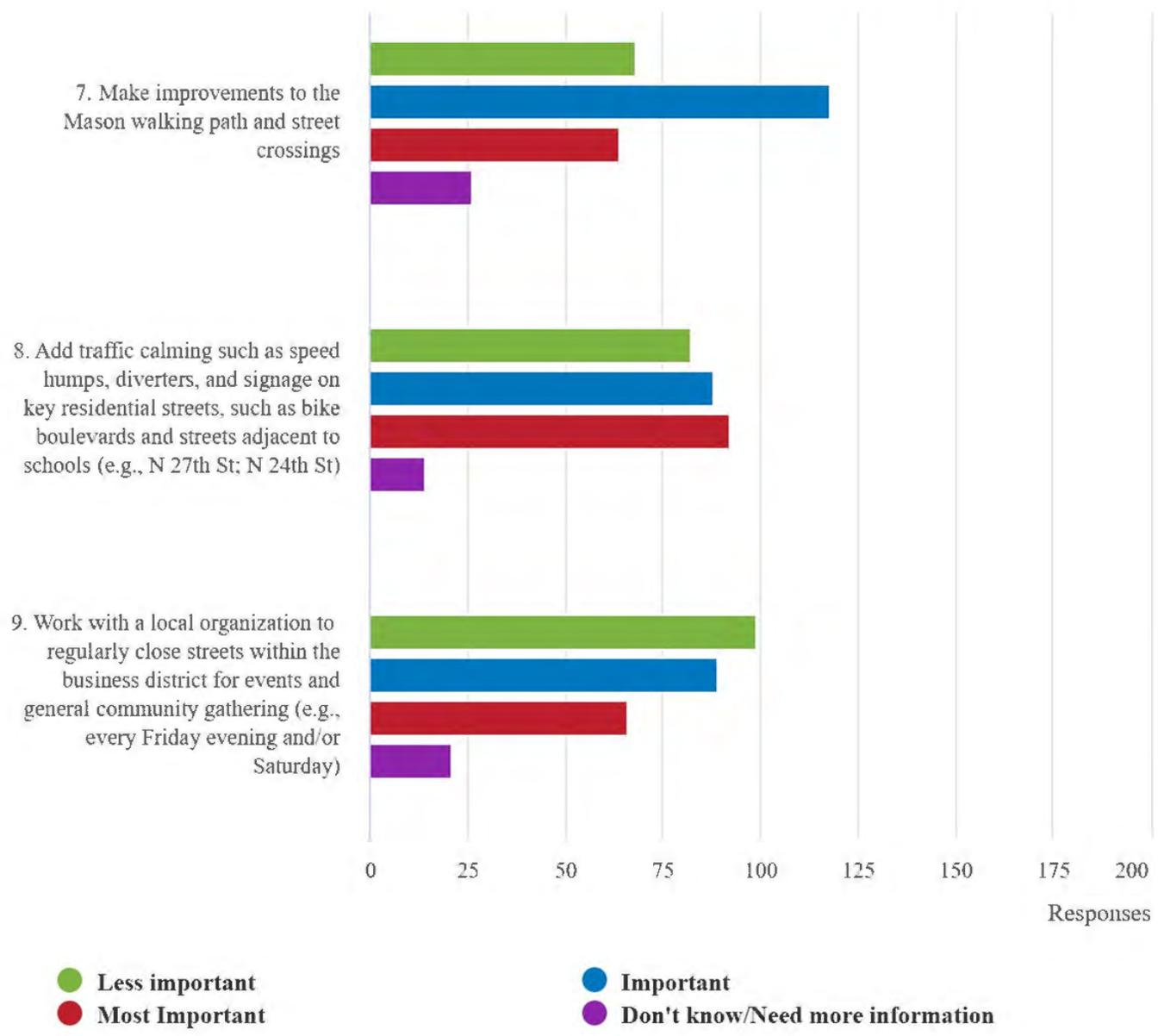
Pedestrian Safety and Comfort: How important is the following action to you?

Q3. How important is the following action to you?

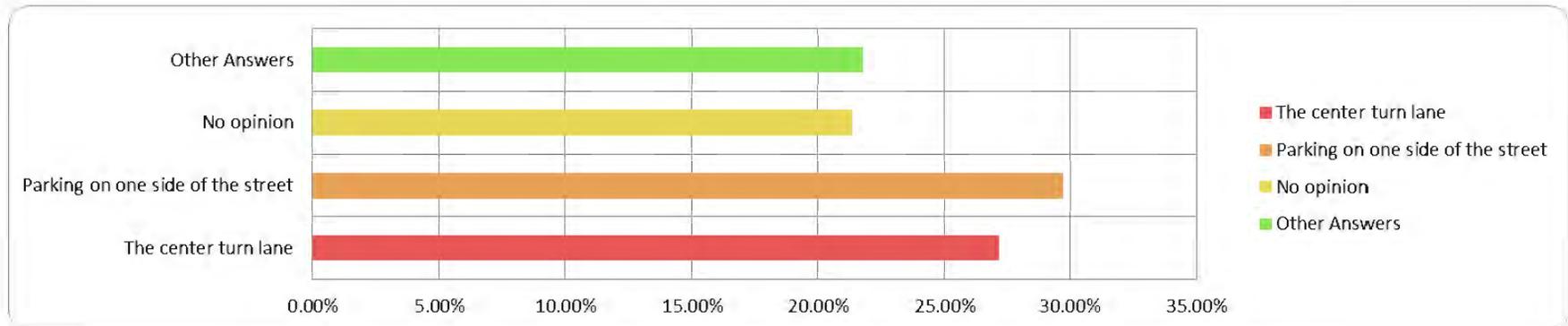
277 answers







Action 4, to improve bike infrastructure in key locations, aligns with Tacoma's Transportation Master Plan to implement bike lanes in locations such as N Proctor St and N 26th. When bike lanes are implemented, would you rather they replace:



Choice	Responses	
The center turn lane	75	27.17%
Parking on one side of the street	82	29.71%
No opinion	59	21.38%
Other Answers	60	21.74%
Answered	276	
Skipped	2	

Other answers include:

- Concern over loss of parking
- Concern about removal of turn lanes due to use for deliveries
- Preference to see new bike lanes be protected (e.g., through use of parking or planters) to maximize safety for people biking
- Support for any street reconfiguration option that creates new bike lanes
- Interest in seeing bike lanes located off of major arterials (e.g., N 27th St, N Mason St) and/or to enhance existing bicycle boulevards (e.g., N 24th St)
- Concern that Proctor is already congested and that bikes will create more traffic issues
- Preference to see sharrows through the core of the Proctor business district

- Desire to accommodate lost parking elsewhere in the district
- Desire for more traffic calming in the district for people walking
- Desire for future bike lanes to be connected to the rest of the bike network
- Interest in seeing residential streets changed to one-way streets to accommodate both people biking and existing parking

Action 9 addresses temporary street closures to cars for events and community gathering. If you support this action, select the frequency and timing of when you would like to see street closures (Select all that apply):



Choice	Responses	
	Count	Percentage
Permanently	56	21.21%
Weekly	46	17.42%
Monthly	51	19.32%
For special events	195	73.86%
Weekend daytime	61	23.11%
Weekend evening	64	24.24%
Weekday evening	22	8.33%
Other Answers	17	6.44%
Answered	264	
Skipped	14	

Other answers include:

- Do not support street closure of N Proctor
- Support closures for large events only, or limited to 4 events per year
- Interest in seeing a side road and/or alley closed more often to create more outdoor space for restaurants and coffee shops
- Support for additional closures to create more space for the Proctor Farmers' Market

Pedestrian Safety and Comfort: What is important to include or consider for the actions listed above? Are there specific locations for any actions listed above?

General comments include:

- Desire for traffic calming actions to be data driven and consider equity and need
- Prioritize safety for people over car travel and convenience
- Ensure access to businesses and business district
- Support for increased public transit, especially buses
- Emphasize pedestrian safety; people biking and walking, especially elders and youth, should be prioritized
- Enforcement for speeding
- Interest in low-cost infrastructure improvements to make streets safer for all
- Desire for traffic calming (e.g. speed humps) on N Proctor St
- Interest in accommodating skateboarding in public spaces

Parking:

- Concern about loss of parking and potential impact on businesses
- Desire for more parking garages/off-street parking accommodation
- Belief that there is already too much parking
- Desire for paid parking within the center of Proctor

Biking:

- Desire for protected bike lanes
- Desire for bike boulevards connecting Proctor to the rest of the bike network
- Concern about loss of parking
- Limited support for dedicated bike infrastructure and/or belief that people biking do not follow the rules of the road
- Bike parking is a priority

Open streets/temporary street closures:

- Interest in seeing more of downtown Proctor made accessible for people and not cars
- Interest in seeing a semi-permanent closure on a block (weekends only or seasonally in the summer)

- Desire to see block(s) of N Proctor St and/or N 26th St permanently closed for people
- Desire to require advance notice of closure, as well as notice outside of the area (e.g., near N 21st and N 30th streets)
- Concern about impact of closures on retail shops
- Desire for outdoor dining and gathering space for families
- Concern that this kind of project would make Proctor less accessible for those outside of the district and/or limit equity
- Individual comments about a temporary street closure/festival street:
 - “Would like to see more of a slow community ambiance where children are safe and can stroll about while families enjoy outdoor covered food and shopping. Consider closing a block permanently for community. Perhaps only on weekends (Sept-April) and then 24/7 seasonally May - early Sept.”
 - “For street closures, making it clear earlier from N 30th and Proctor (cars often start turning onto Proctor and then only noticing the street closure sign - not safe as they often then start turning back onto 30th mid-turn).”
 - “Encouraging businesses to provide year-round outdoor space, or otherwise using the outdoor space that would be created by street closures, e.g., outdoor dining for restaurants.”
 - “We already close 27th once weekly for the market. I support occasional street closures for events, but not more than once weekly to be rotated amongst various streets so all businesses are impacted and supported equally.”

Some individual comments said:

- “Lives and safety are more important than travel times. Prioritize safety over car traffic flow.”
- “Anything you can do to improve bike lanes and pedestrian safety and slow traffic will improve the safety and usability of the space. The space is too congested with cars and more biking walking safety should be priority.”
- “Please don't get rid of parking on one side of the street--parking is already such a big issue.”
- “Given how much parking there is around the proctor district, would like to see less in it; would also be interested in diverting through traffic away from 26th to 21st—maybe with some speed bumps, extra lights, etc.”
- “A market study should be conducted to see how much of the retail and other business in the district is due to people driving cars to Proctor. We should not have the businesses suffer by making it harder for their customers to get to them. If we try to force people to other modes, they will go other places to shop, dine, etc.”
- “Please consider traffic calming strategies on N 30th St. As folks exit the highway through Old Town and head up the hill, they grind their engines and go super fast... there is no enforcement of the 25 mph limit. I live on this street and often feel unsafe crossing.”

What pedestrian safety and comfort actions did we miss?

General ideas:

- Remove head-in parking to improve safety for people biking
- Increase parking and calm traffic by converting parallel parking to angled parking
- Increase street trees to calm traffic
- Improved crossings for bicycle boulevards
- Some people suggested eliminating parking minimums, while others would like to see an increase in parking availability with the construction of new buildings
- Improve ADA access for people rolling (wheelchairs, strollers)
- Improve transit service and frequency
- Electronic speed signs at entrance to Proctor
- Enforcement for speeding and drivers yielding to people walking
- Roundabouts to improve safety on residential streets
- Bike parking
- Raised crosswalks to calm traffic
- Improved safety around schools, including closures to cars an hour before and after school
- Increase sidewalk width to improve accessibility and create space for amenities (trees, benches, etc.)
- Desire for RRFBs at more crossing locations

Specific location ideas:

- Improvement to N 27th St and N Proctor St crossing
- Crossings between Met Market and Safeway (e.g. N 24th and N 25th streets and N Proctor St)
- All-way crossing at N 26th and N Proctor St
- Alley daylighting at the alley between N 27th and N 28th St and N Proctor St
- Improvements to the bike boulevard crossing at N 24th St and N Proctor St
- Signal changes at N 30th St to eliminate left turn conflicts for pedestrians
- More crossings along N 21st St and N 30th St; crossing safety and calm traffic along N 30th St

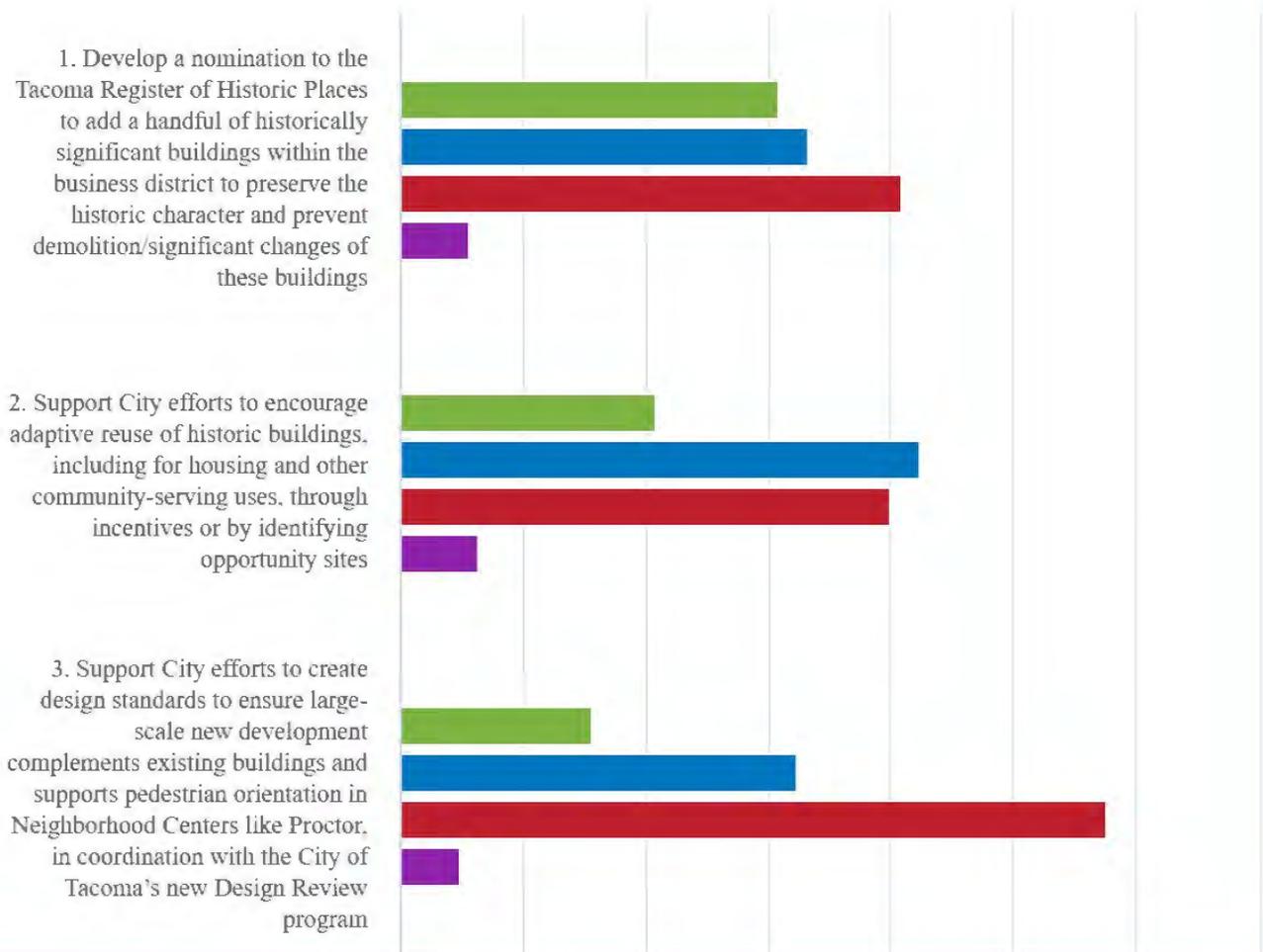
Human-Scale Design

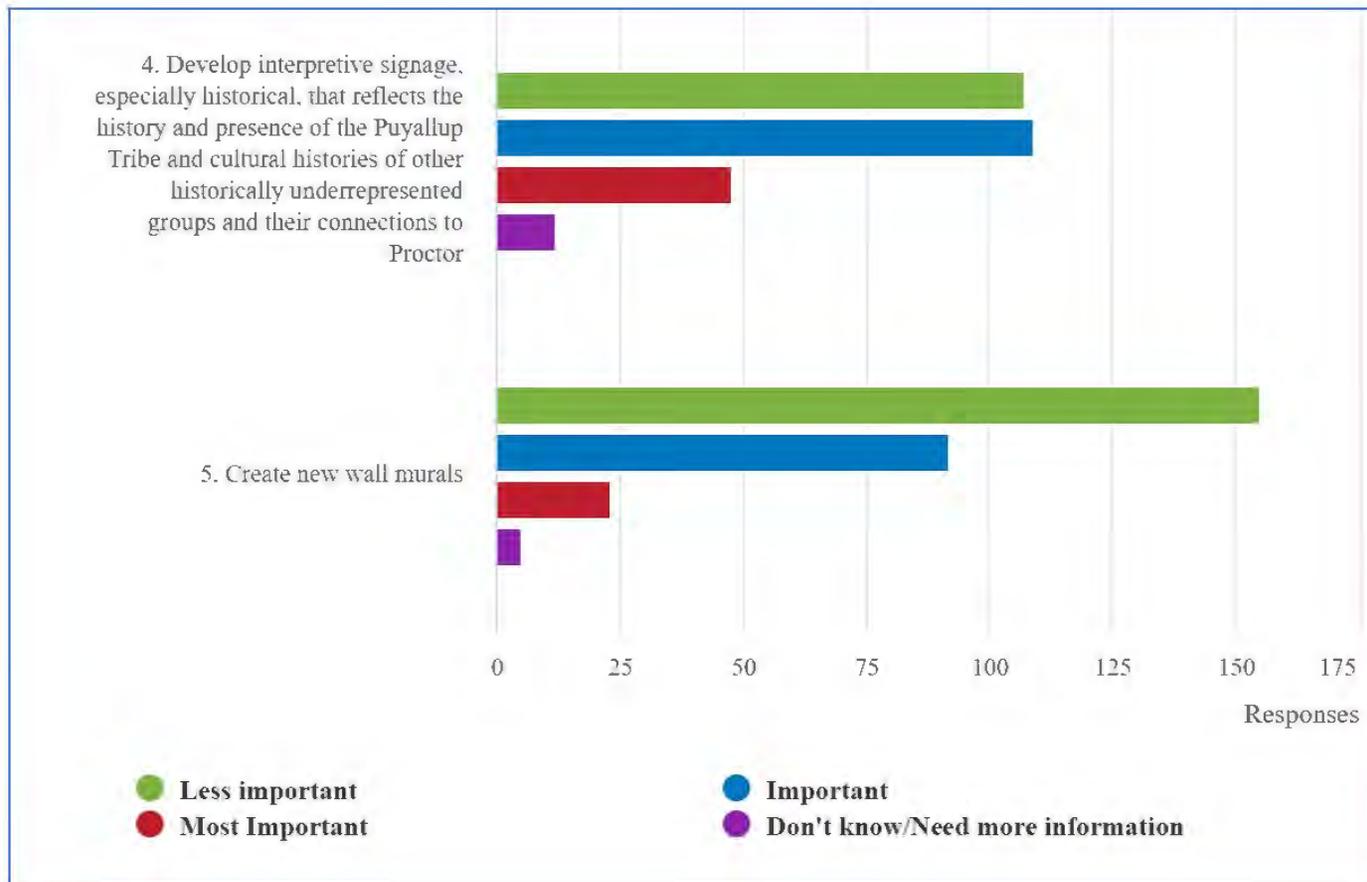
Human-Scale Design: development that promotes pedestrian-oriented urban design and maintains Proctor's historic character.

Human-Scale Design: How important is the following action to you?								
	Less important		Important		Most Important		Don't know/Need more information	
1. Develop a nomination to the Tacoma Register of Historic Places to add a handful of historically significant buildings within the business district to preserve the historic character and prevent demolition/significant changes of these buildings	77	27.90%	83	30.07%	102	36.96%	14	5.07%
2. Support City efforts to encourage adaptive reuse of historic buildings, including for housing and other community-serving uses, through incentives or by identifying opportunity sites	52	18.84%	106	38.41%	100	36.23%	16	5.80%
3. Support City efforts to create design standards to ensure large-scale new development complements existing buildings and supports pedestrian orientation in Neighborhood Centers like Proctor, in coordination with the City of Tacoma's new Design Review program	39	14.13%	81	29.35%	144	52.17%	12	4.35%
4. Develop interpretive signage, especially historical, that reflects the history and presence of the Puyallup Tribe and cultural histories of other historically underrepresented groups and their connections to Proctor	107	38.77%	109	39.49%	48	17.39%	12	4.35%
5. Create new wall murals	155	56.16%	92	33.33%	23	8.33%	5	1.81%
Answered	276							
Skipped	2							

Q8. How important is the following action to you?

276 answers





Human-Scale Design: What is important to include or consider for the actions listed above? Are there specific locations for any actions listed above?

The most common responses addressed:

- Parking requirements—both for and against.
- Historic preservation and balancing it with the need for density.

- Design Review/Zoning Control—with many for and against.
 - “Think about standards that would allow new development to integrate historic buildings, see San Diego historic ballpark district for examples.”
 - “Absolutely do not add design review for development (#3 above). We need to encourage more building and density; adding unnecessary hoops and red tape like this is what causes delays and causes the price of housing to be much more expensive. If we want to stop Proctor from being even more unaffordable for lower- or middle-income families, we need to make permitting EASIER, so that our ever-increasing demand can be met.”
 - “Maintain the small to moderate scale of the business district instead of adding large scale development.”

Several comments addressed:

- Affordable housing
- Equity
- Scale of new development

Some comments shared concerns about:

- Government interference
- Building heights
- Over development

Some comments shared feedback on Cushman and Adams Substation:

- Would like to see the Cushman building and grounds re-purposed into a community center and park.

Some comments requested:

- Public art/murals
- Skateboarding amenities
- Complete sidewalks
- Tree canopy

Other miscellaneous comments questioned why do Neighborhood Planning in Proctor:

- “Honestly, all of this is not needed right now. Proctor is just fine as is. The city needs to spend its money on dealing with crime, and cleaning up the downtown.”

What human-scale design actions did we miss?

Comments mentioned:

- Trees/plantings/open space
- Art
- Bike parking
- Bike lanes
- Design standards
- Parking
- Increased transit
- Amenities such as drinking fountains; street eateries; skateboarding features; trash cans; lighting

Some individual comments said:

- “If we want pedestrian-oriented urban design, what is needed above all is DENSITY, DENSITY, DENSITY! More people living close to businesses equals more walking (and more customers for those businesses!). Greatly expand the commercial district zone and allow large increases in building size and height. Get rid of stupid regulations such as FARs and parking requirements for new building. Better yet, allow more commercial development outside of the core business district. One of the best features that we should have more of our businesses in a random neighborhood like the Rosewood Cafe or Terry's Office Tavern--it encourages walking/biking and is a great amenity to have close by. More of those scattered about would be fantastic!”
- “Consider building scale transitions so you don't have large apartment complexes abutting small houses. Need mid-height transitions such as townhouses. Where street level business is incorporated are there ways to incentivize businesses the community can enjoy. We don't need more banks and real estate offices taking over independent shops.”
- “The historical signage is a good idea, but it's not there yet. These communities are part of our present as well as the history of Tacoma. We should consider working with them (especially the Puyallup tribe, who are actively improving and investing in communities) on the best way to represent and honor their presence in Tacoma. Overall, I'd like to see a bigger modern representation of indigenous and underrepresented communities. If we can't do it through affordable housing, perhaps we consider monthly cultural events that feature food, vendors, art, and even movies of different cultures (I.e. Months celebrating indigenous heritage, black history, AAPIHN, Hispanic/Latinx, disability, etc.)”
- “Proctor should be a pedestrian oriented business district that is bike friendly and places automobile parking as a final consideration following optimized urban neighborhood design.”

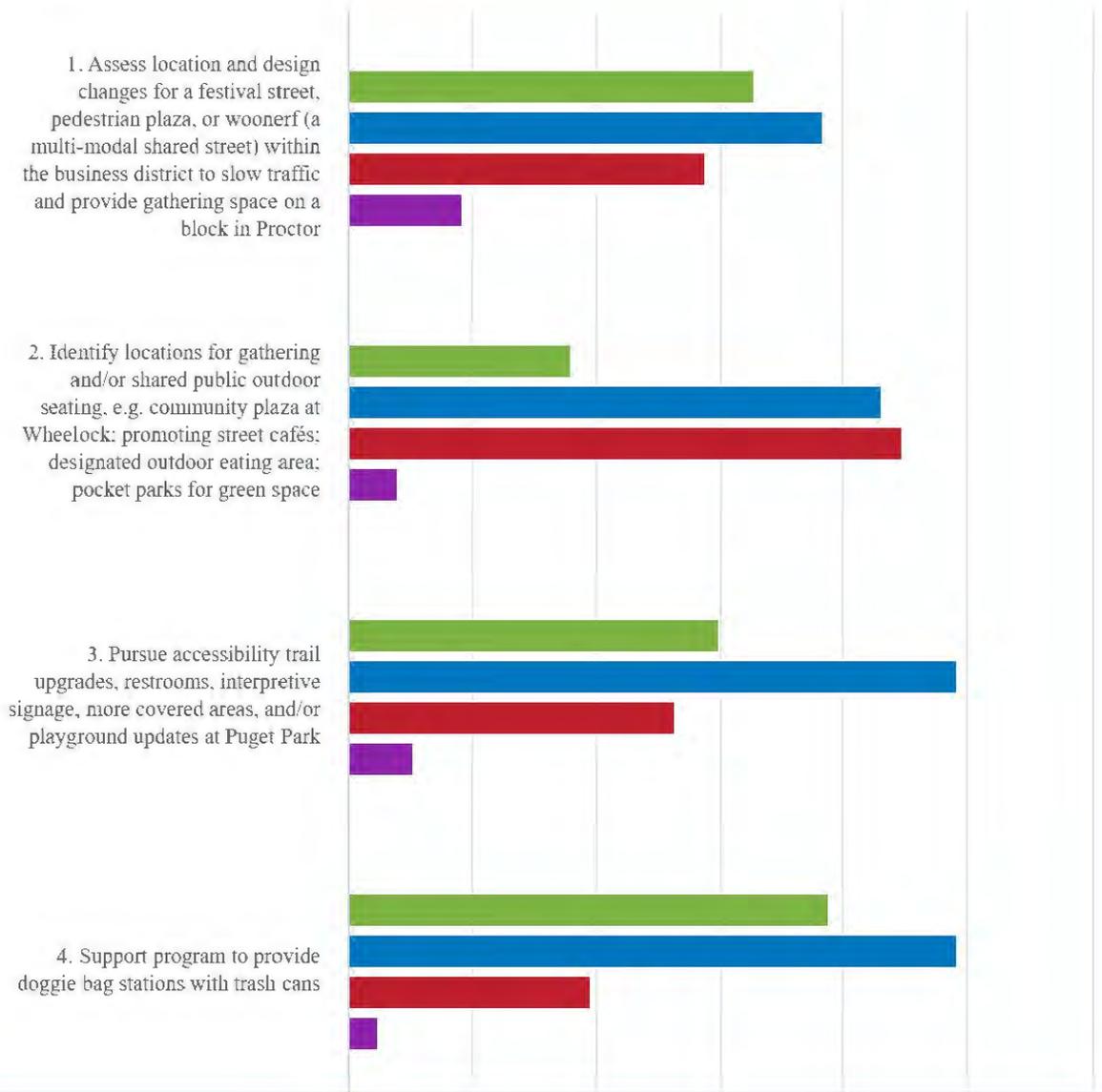
Community Space

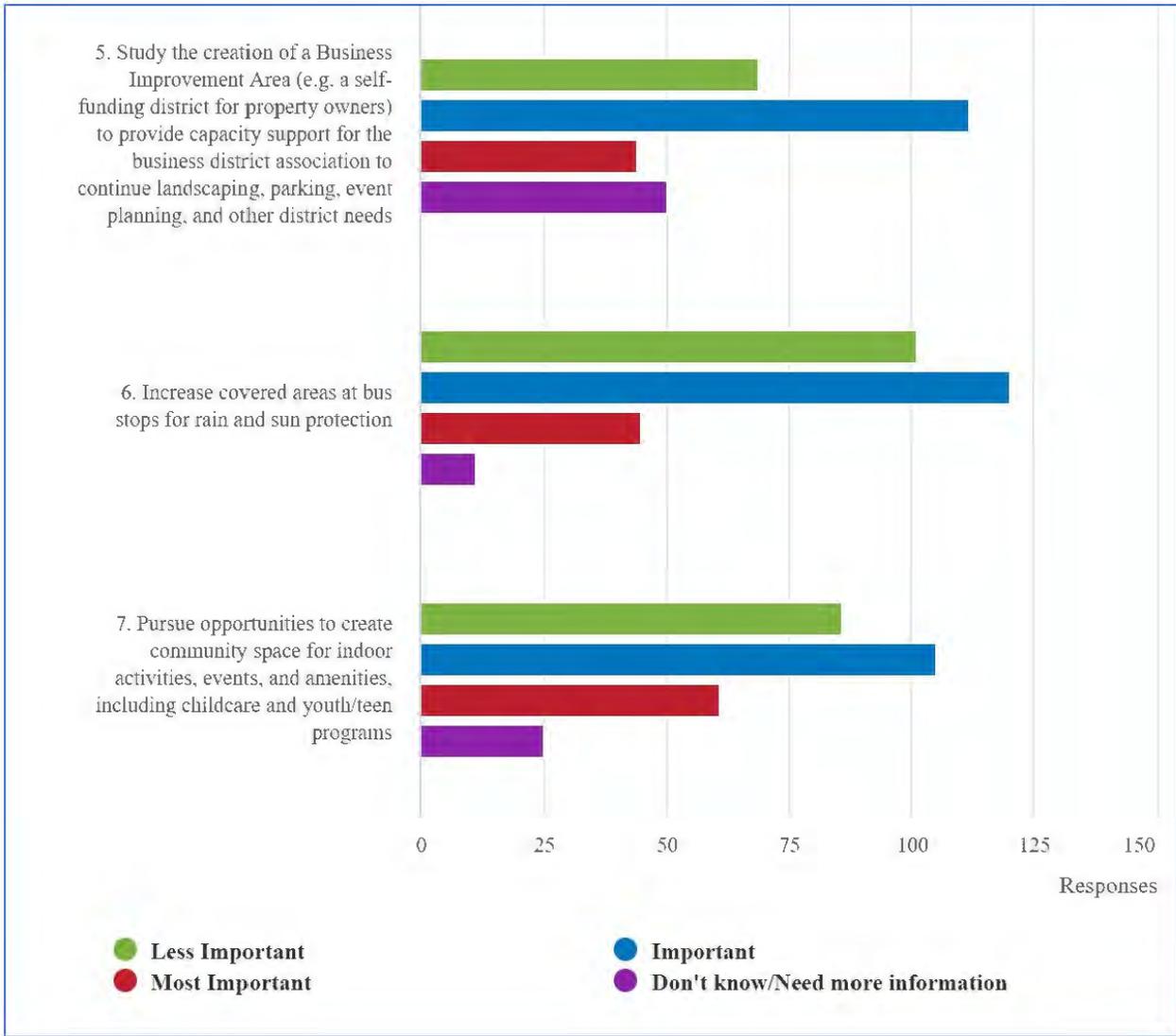
Community Space: community space for gathering indoors and outdoors, including enhancing access to existing spaces and parks.

Community Space: How important is the following action to you?								
	Less Important		Important		Most Important		Don't know/Need more information	
1. Assess location and design changes for a festival street, pedestrian plaza, or woonerf (a multi-modal shared street) within the business district to slow traffic and provide gathering space on a block in Proctor	82	29.60%	96	34.66%	72	25.99%	23	8.30%
2. Identify locations for gathering and/or shared public outdoor seating, e.g. community plaza at Wheelock; promoting street cafés; designated outdoor eating area; pocket parks for green space	45	16.25%	108	38.99%	112	40.43%	10	3.61%
3. Pursue accessibility trail upgrades, restrooms, interpretive signage, more covered areas, and/or playground updates at Puget Park	75	27.08%	123	44.40%	66	23.83%	13	4.69%
4. Support program to provide doggie bag stations with trash cans	97	35.02%	123	44.40%	49	17.69%	6	2.17%
5. Study the creation of a Business Improvement Area (e.g. a self-funding district for property owners) to provide capacity support for the business district association to continue landscaping, parking, event planning, and other district needs	69	24.91%	112	40.43%	44	15.88%	50	18.05%
6. Increase covered areas at bus stops for rain and sun protection	101	36.46%	120	43.32%	45	16.25%	11	3.97%
7. Pursue opportunities to create community space for indoor activities, events, and amenities, including childcare and youth/teen programs	86	31.05%	105	37.91%	61	22.02%	25	9.03%
Answered	277							
Skipped	1							

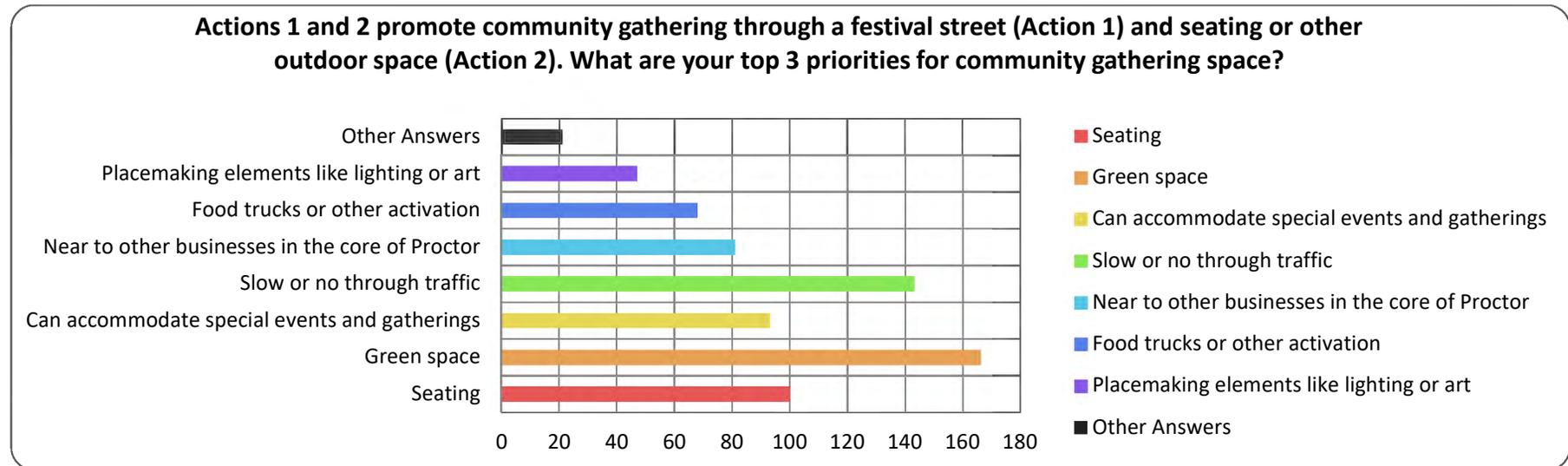
Q11. How important is the following action to you?

277 answers





Actions 1 and 2 promote community gathering through a festival street (Action 1) and seating or other outdoor space (Action 2). What are your top 3 priorities for community gathering space?



Choice	Responses	
Seating	100	37.59%
Green space	166	62.41%
Can accommodate special events and gatherings	93	34.96%
Slow or no through traffic	143	53.76%
Near to other businesses in the core of Proctor	81	30.45%
Food trucks or other activation	68	25.56%
Placemaking elements like lighting or art	47	17.67%
Other Answers	21	7.89%
Answered	266	
Skipped	12	

Summary of other responses:

- No changes because Proctor has enough already; Use other locations, such as Cushman
- Green space/dog park
- Skateboarding features
- Parking management
- Flexible space

What is important to include or consider for the actions listed above? Are there specific locations for any actions listed above?

Many comments identified these locations as opportunities for community space:

- Cushman and Adams Substations
- Wheelock Library
- Washington Elementary
- Mason Middle School
- Mason Trail

Some comments identified these locations:

- Union Ave
- Alleys
- N 27th Street (used by Farmers' Market)
- Mason United Methodist Church
- Puget Park
- Parking lots

Several comments shared these concerns:

- Impacts to the Business District
- Parking
- Heat/climate adaptation; shade creation

- Tree canopy/native plants/green space
- Need for indoor/outdoor space
- Need for seating
- Limited sidewalk space

Some comments identified these concerns:

- Crowding
- Cost
- Restrooms
- ADA issues
- Safety

Some individual comments:

- “We need to be careful not to damage the business district through a misguided effort to turn it into a park! The Proctor "downtown" should be, first and foremost, a place that is easy, safe and pleasant for North End residents to visit on foot or bike, where there is reasonable parking for those who need to visit by car, and where visitors can patronize local businesses and enjoy a small town, "Main Street" ambiance. It may also be an appropriate gathering place for *some* events (e.g., the Farmers' Market). But we should be careful NOT to mess up a wonderful downtown by trying to turn it into an event venue! Other locations are available for that function (e.g., the Cushman Substation site).”
- “Parking in Proctor is a problem, which directly impacts businesses. While I support having a ‘delivery zone’ for local restaurants, it blocks valuable parking spaces for other patrons of the business district. Consider making those delivery zone/food pick up spots for a specific time, and painting the curb so other street parking folks know where the parking allotted for that pickup space begins and ends.”
- “Would love for Proctor to have more green walk/trail/bike paths connecting Proctor gardens to proctor business area down to Puget Park- would like more emphasis on walking and biking, with benches and greenway (wider sidewalks + safe bike path for young kids to bike alone) through the area. + outdoor cafes.”
- “Public health and safety are first items to deliver in planning any event. Puget Park is a great spot, but the intersection at 30th and Proctor is unsafe with speeding and red-light violations, needs enforcement cameras to calm.”

Are there any community space actions we missed?

Several comments mentioned:

- Cushman and Adams Substation
- Skateboarding opportunities
- Green space
- Need for public restrooms
- Safety
- Parking (both reducing and increasing)
- Ongoing maintenance of public spaces

Some comments mentioned:

- Dog park
- Community center
- Waterfront access

Some individual comments:

- “Green space and community gathering is a huge gap that is missing from the Proctor area - we don't have a Metroparks community center or something similar, but we do have two sizeable schools. What partnerships can happen with the school to effectively use those spaces, but also help to maintain those spaces (keeping the playgrounds and sports fields in good shape)?”
- “Thinking about this issue should be guided not only by what we want to create, but ALSO by what we want to preserve! In the age of online (Amazon) and ‘big box’ shopping (Costco, Walmart, Home Depot, etc.) areas like the Proctor business district are *precious* and VERY hard to create. We need to focus on helping those small businesses stay healthy and viable, and be VERY careful not to mess up what is already a truly ‘good thing!’”
- “Safety, noise, parking, pedestrian, bike, and limited mobility accessibility. Indoor/ outdoor connected space for community gathering for health and fitness. Adult-size playground fitness equipment in the parks can bring young and old together. As there are already 2 schools in the neighborhood, what's lacking is community space for adults and the elderly and/or that brings young and old together. Agree that the Cushman and Adam's substation properties have so much potential!”

Sustainability and Climate Adaptation

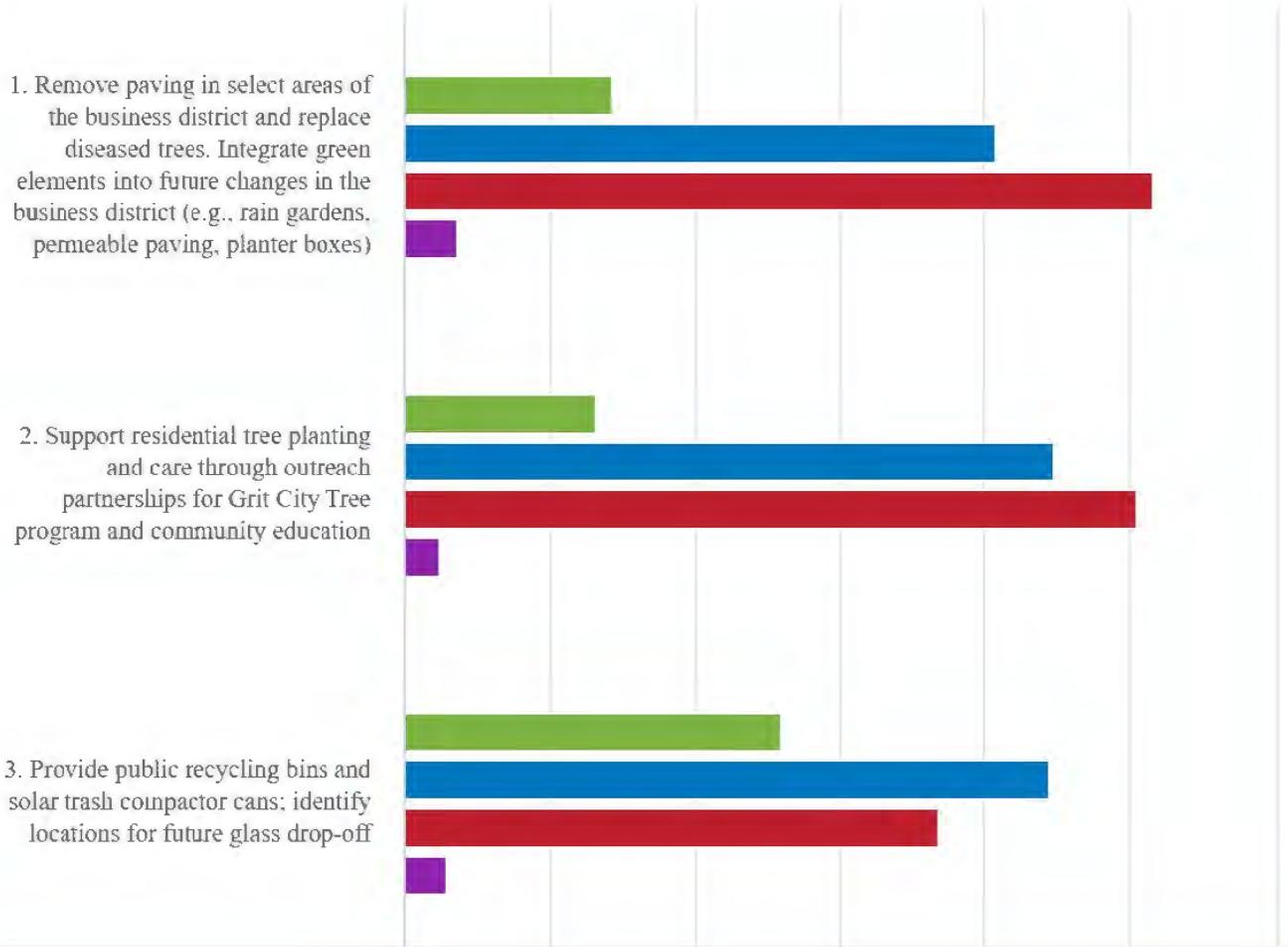
Sustainability and Climate Adaptation: Reducing climate impacts through environmentally sustainable practices and development and preserving the urban tree canopy.

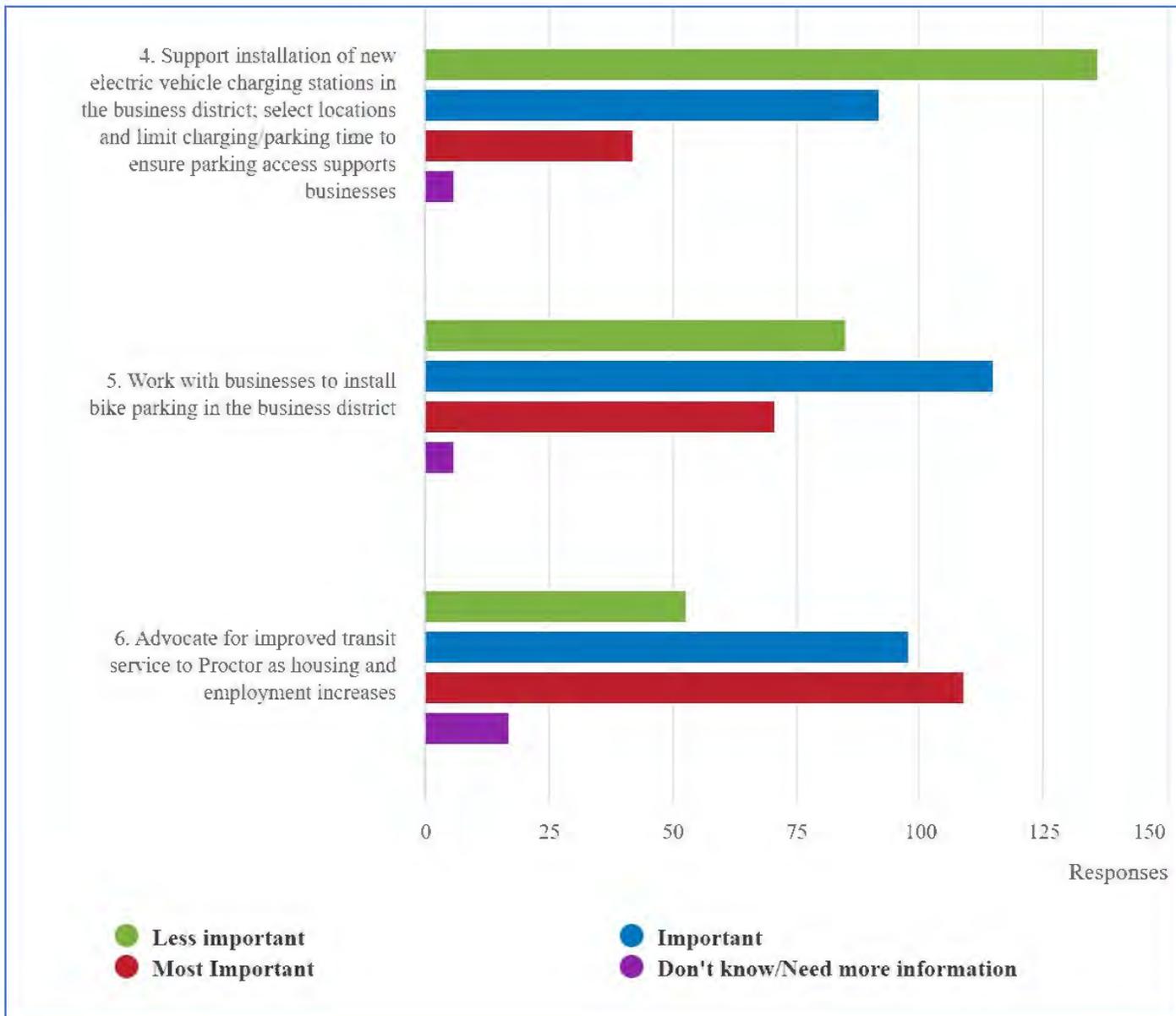
Sustainability and Climate Adaptation: How important is the following action to you?

	Less important		Important		Most Important		Don't know/Need more information	
1. Remove paving in select areas of the business district and replace diseased trees. Integrate green elements into future changes in the business district (e.g., rain gardens, permeable paving, planter boxes)	36	13.00%	102	36.82%	129	46.57%	9	3.25%
2. Support residential tree planting and care through outreach partnerships for Grit City Tree program and community education	33	11.91%	112	40.43%	126	45.49%	6	2.17%
3. Provide public recycling bins and solar trash compactor cans; identify locations for future glass drop-off	65	23.47%	111	40.07%	92	33.21%	7	2.53%
4. Support installation of new electric vehicle charging stations in the business district; select locations and limit charging/parking time to ensure parking access supports businesses	136	49.10%	92	33.21%	42	15.16%	6	2.17%
5. Work with businesses to install bike parking in the business district	85	30.69%	115	41.52%	71	25.63%	6	2.17%
6. Advocate for improved transit service to Proctor as housing and employment increases	53	19.13%	98	35.38%	109	39.35%	17	6.14%
Answered	277							
Skipped	1							

Q15. How important is the following action to you?

277 answers





What is important to include or consider for the actions listed above? Are there specific locations for any actions listed above?

Several comments mentioned:

- Trees
- Ongoing maintenance
- Green space

Some comments mentioned:

- Increased transit
- Bike infrastructure
- Trash/recycling receptacles
- Support for renewable energy

Some individual comments:

- “As a community how do we help all members of our community shift from car dependency? Allowing cars is different than prioritizing. This extends to how Proctor interfaces with neighboring arterials like 21st and 30th.”
- “Don’t lose the pedestrian character of Proctor in the name of green infrastructure. Sidewalks should be widened. Paving is a necessary in this urban space. Raingardens are too suburban a green solution for this urban space...Currently the rain garden at the Safeway overflow parking lot is one of the most cared-for spaces in the neighborhood. It is always filled with trash and weeds.”
- “Plant and care for larger trees around the school, library and grocery store. Leave the little existing trees along the small businesses. It seems wasteful to plan for and plant trees that are not taken care of.”
- “I’m all for green spaces, but I’m very leery of this plan. It feels like trying to get the green light to spend money by redoing and so called ‘upgrading’ which I do not approve of. It feels like you are trying to make a Stepford village out of Proctor. Let’s not ‘redo’ and ‘replace’ but rather let’s better care for what we have.”

What sustainability actions did we miss?

Several comments mentioned:

- Trash compactors/trash and pollutant management
- Green infrastructure, including stormwater and green roofs
- Trees and plants

Some comments mentioned:

- Creating a green district
- Ending parking subsidies
- Adaptive reuse of existing buildings
- Encourage biking
- Need for parking
- Manage growth
- EV charging stations (both for and against)

Some individual comments:

- “How to have enough space for people, parking and beauty.”
- “More thoughtful vendor and business inclusion to create walkable one-stop shop live/work/play communities in and adjacent to Proctor. Rather than food trucks bringing additional emissions, a space that serves as a food hall would be more sustainable and become a go-to dining experience in the neighborhood. Also, a focus on using sustainable materials in all projects, especially incorporating solar and water re-use as possible.”
- “Change City code so that vegetable gardens planted in the tree lawns are compliant. Right now I think it's a "look the other way" issue. Considering banning the replacement of greenery with gravel on tree lawns. Amend the code to require the planting on trees in yards with major remodels (flipped).”

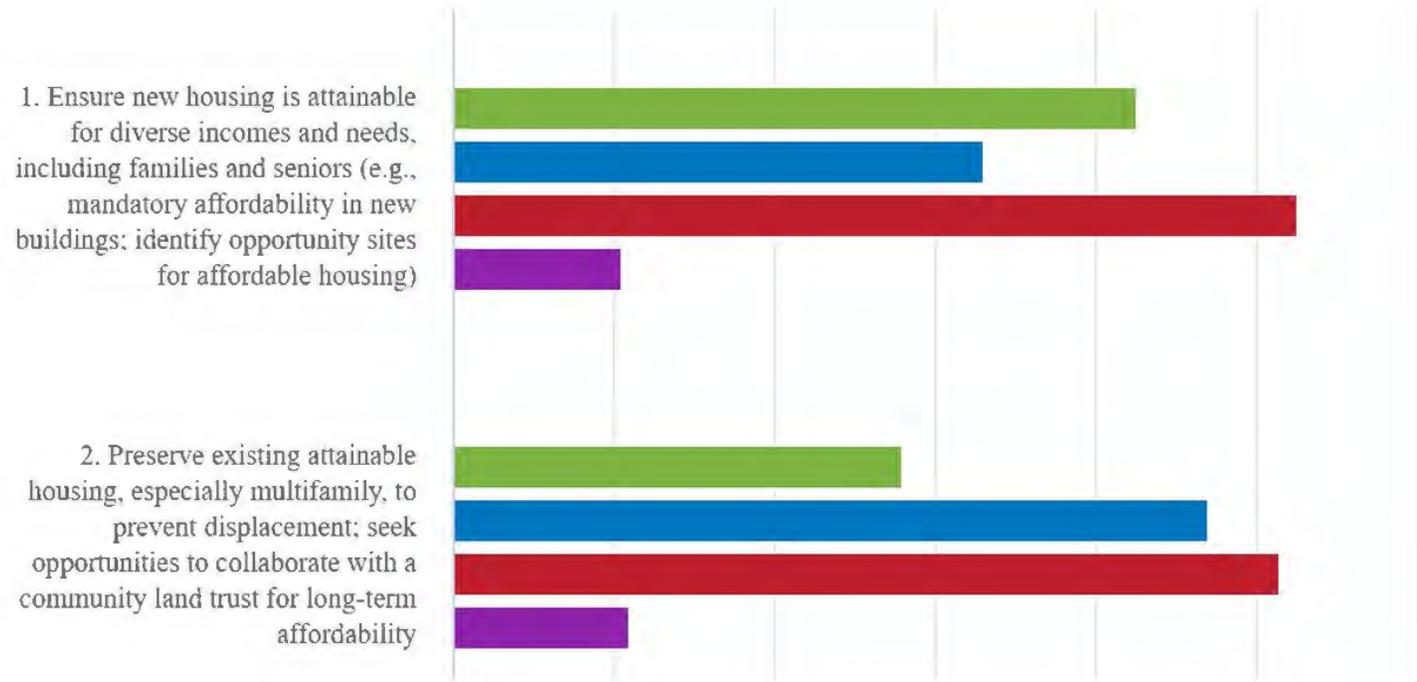
Residential and Commercial Affordability

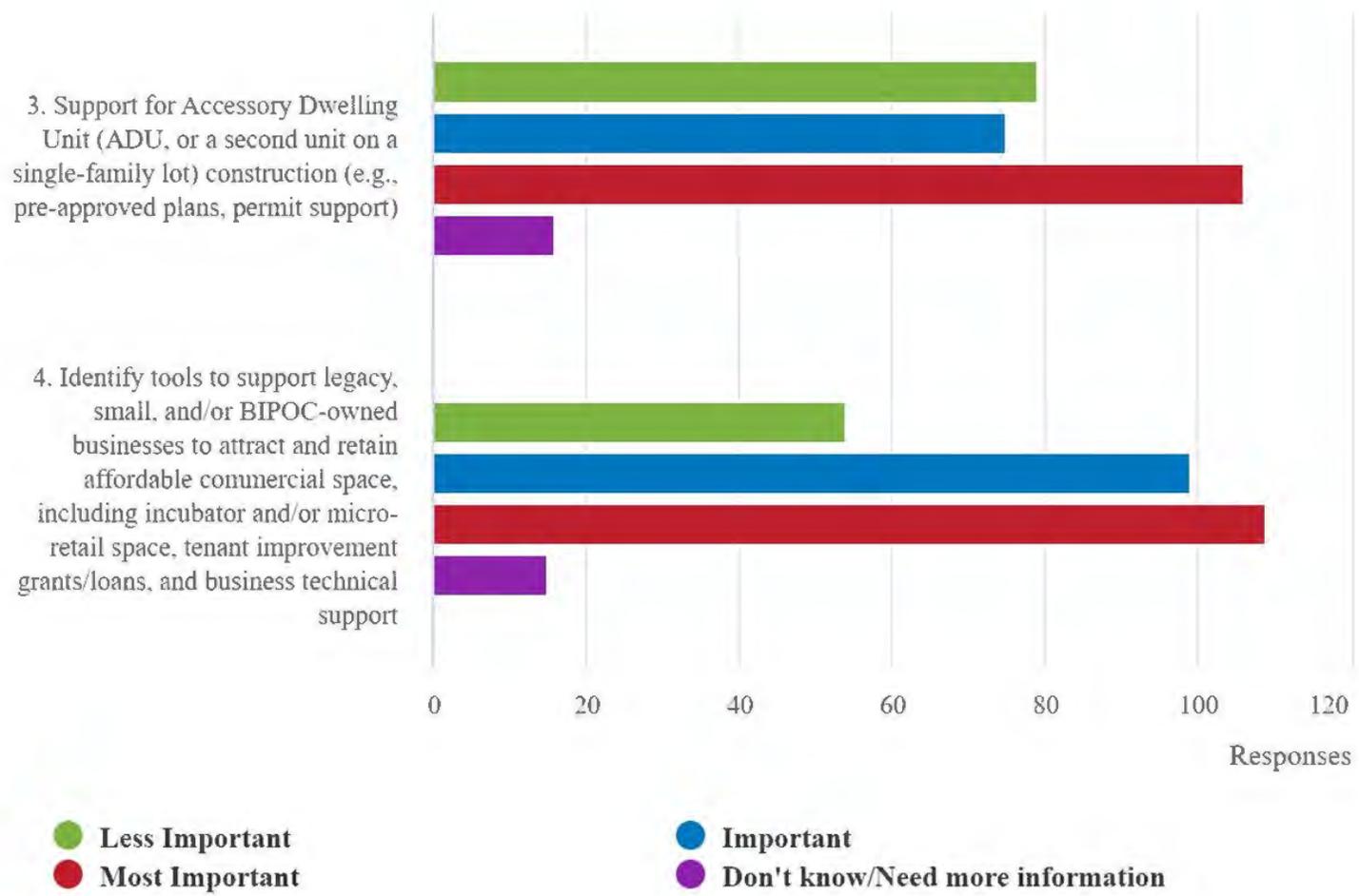
Commercial and Residential Affordability: Preserving and constructing housing that is attainable for diverse incomes and needs and affordable commercial space for small and diverse businesses.

Residential and Commercial Affordability: How important is the following action to you?								
	Less Important		Important		Most Important		Don't know/Need more information	
1. Ensure new housing is attainable for diverse incomes and needs, including families and seniors (e.g., mandatory affordability in new buildings; identify opportunity sites for affordable housing)	85	30.69%	66	23.83 %	105	37.91%	21	7.58%
2. Preserve existing attainable housing, especially multifamily, to prevent displacement; seek opportunities to collaborate with a community land trust for long-term affordability	56	20.22%	94	33.94 %	103	37.18%	22	7.94%
3. Support for Accessory Dwelling Unit (ADU, or a second unit on a single-family lot) construction (e.g., pre-approved plans, permit support)	79	28.52%	75	27.08 %	106	38.27%	16	5.78%
4. Identify tools to support legacy, small, and/or BIPOC-owned businesses to attract and retain affordable commercial space, including incubator and/or micro-retail space, tenant improvement grants/loans, and business technical support	54	19.49%	99	35.74 %	109	39.35%	15	5.42%
Answered	277							
Skipped	1							

Q18. How important is the following action to you?

277 answers





Commercial and Residential Affordability: What is important to include or consider for the actions listed above? Are there specific locations for any actions listed above?

General comments:

- Desire to see increased housing to increase affordability
- Desire to make housing construction easier
- Concern about loss of single-family character
- Interest in creation of flexible housing types (e.g. units with shared kitchens or co-operative housing)
- Interest in an increase in requirements for developers to include affordable housing in multifamily housing
- Desire to see ADUs be affordable and used as long-term (not short-term) rentals
- Individual comments include:
 - o “Reduce allowed heights in the Proctor MUC especially where the MUC boundary abuts low-scale residential.”
 - o “The new apartments that are going into Proctor are far from affordable. Need to address how to making housing attainable for all. Same for small businesses. Proctor has such a diverse set of businesses that draw people to the area. Need to support and preserve those businesses and attract new ones.”
 - o “There is no housing crisis. There is simply desirable real estate in the north end.”

Commercial affordability:

- Desire to see Proctor commercial rents maintained to support existing small businesses
- Individual comments included:
 - o “Proctor needs a diversification of businesses - there are too many banks and real estate offices! But those businesses also need to provide services or be at price points that those living in the neighborhood can support.”
 - o “Part of Proctor's charm is its array of small, locally owned businesses, not large corporate chains. The city should work with these businesses to make sure they are not priced out of their locations.”

Residential affordability:

- “Support more housing in Proctor! This shouldn't be a neighborhood just for the affluent.”
- “Relaxing zoning and design rules would take care of these issues. Not more rules. Just need to make building housing more legal.”
- “If we want to retain affordable commercial space then we need to allow the construction of new residential units outside of the commercial area. Preserving old commercial space while meeting our housing goals necessitates developing in residential space.”
- “Increase the minimum percentages of mandatory affordable housing in new buildings. We don't need hundreds of luxury apartments to establish a dozen affordable apartments - developers aren't exactly struggling to make ends meet.”

- “Develop a program that provides for affordable, deed restricted ADU development”
- “I saw affordable housing in Beacon Hill that was so well supported it was a boon to all. Near transit, with thriving businesses and schools, bringing together an amazing diversity of people. And it was incredibly well funded. If Proctor can do that, it would be the most amazing thing. It brings in amenities like transit and increased public school funding that all people benefit from and all people get to be safe.

What affordability actions did we miss?

General comments:

- Overall support for affordability requirements (although some people shared questions about whether Proctor is the best place for new affordable housing due to cost of land compared to other parts of Tacoma)
- Desire to see more affordable homes for ownership opportunities (versus affordable rentals)
- Desire to see more public/private partnerships
- Desire for more infill housing
- Interest in changes to make housing more affordable to construct (e.g., eliminating parking requirements)

Some individual comments:

- “The Cushman Power Station needs to be retained for use by the community and should be turned into a community center with possible year round farmers/crafts market. The rest of the property needs to be used to build affordable housing. “
- “The City needs to follow-up it's housing rental regulations with commercial leasing standards and regulations that find a balance to support both landlords and small businesses.”
- “Stop interfering in the free market. There is plenty of affordable housing in Tacoma; that said, one needs to have a job and be willing to live south of 38th. This is NOT a crisis.”
- “Residential affordability should trump commercial affordability every single time. There is no such thing as a homeless business.”

Appendix E. Cushman and Adams Substations Feedback Summary Report



Appendix E

Cushman and Adams Substations Feedback Summary Report



Appendix E: Cushman and Adams Substations Feedback Summary Report

Background

Located within the Proctor Neighborhood at the intersection of N 21st St and N Adams St, the Cushman and Adams Substations were built in the mid-1920s to bring electricity from Cushman Dam to Tacoma, as a result of Tacoma Light and Power's construction of Cushman Dam and Power House No. 1 on the Olympic Peninsula—the eastern terminus of the massive Cushman Power Project. A second dam and powerhouse followed in 1930. For many years, these dams and substations served as active parts of the electric system, providing an abundant and reliable source of electrical power to Tacoma industries and residents; however, impacts to natural resources and local tribes weren't settled in court until 2009. Both stations are protected as listed properties on the Tacoma Register of Historic Places and are prominent features of the community.

As of August 27, 2018, the substation is no longer energized and is not a functioning part of the utility's power system. Tacoma Power uses the building for heavy equipment repair and storage of materials. City Council directed the City of Tacoma's General Government and Tacoma Public Utilities (TPU) to work collaboratively and engage the community on future redevelopment of the properties. Due to the COVID 19 pandemic, the engagement process was paused in 2020. The Cushman and Adams Substations Future Use Study is anticipated to re-start in mid-2024.

Relationship to Neighborhood Plan

Throughout the Proctor Neighborhood Plan (Plan) are mentions of the Cushman and Adams substation sites, but because the City and TPU have already committed to a separate city-wide planning process for the future use of the substations, the Plan does not recommend any actions specifically related to these sites. However, Neighborhood Planning staff heard community members' thoughts and ideas related to the substations throughout the planning process. In addition, Neighborhood Planning staff and Proctor Steering Group volunteers tabled at the North End Neighborhood Council's Historic Cushman Block Party in September 2023 to share information about the Draft Proctor Neighborhood Plan actions.

As discussion and community engagement begin to pick back up on what reuse and redevelopment of the two properties could entail, this report summarizes the many comments related to the future use of the two substations heard throughout the Proctor Neighborhood Plan process. The report is intended as a document that can support the Cushman and Adams Substations Future Use Study.

What We Heard

Throughout the Proctor Neighborhood Plan public input process, we heard many comments about the importance of restarting the Cushman and Adams Substation Future Use Study. During the planning process, City staff continued to work with Tacoma Public Utilities to identify a 2024 restart date; update the memorandum of understanding; and finalize the existing conditions report and develop an engagement plan.

Two major themes arose for future use of the Cushman and Adams Substation sites:

1. The majority of comments desired community, recreational, and green space use (most comments)
2. A few comments suggested mixed-use commercial and affordable housing (some comments)

Representative quotes are included below.

Future use as a community, recreational, and/or green space:

"Would like to see the Cushman building and grounds re-purposed into a community center and park."

"Cushman Power Station is a square block that could provide green space [and] indoor space that could accommodate special events."

"Cushman Station and Adams Substation should be priorities for a community center/gathering space, playground, and green space. It has ample room to accommodate these uses and provides both indoor and outdoor space for activities, events and programs."

“Cushman. Do it. Community Center and park. Just do it. Stop delaying it. Just do it.”

“The former Cushman Power Station comes to mind as an available space for many of the activities described above [in the Community Space section of the Proctor Neighborhood Plan]. Seating, green space, accommodation of special events, etc. This could also be space for childcare and after school care.”

“Cushman must be developed as a community space and park.”

Future use as affordable housing:

“The Cushman Power Station needs to be retained for use by the community and should be turned into a community center with possible year-round farmers/crafts market. The rest of the property needs to be used to build affordable housing.”

“These uses should fit within a redeveloped Cushman substation, whose main reuse should be affordable housing.”

Future Use Study

The planned Future Use Study will involve city-wide engagement to generate and analyze different use scenarios for the sites. This process will take into account the community's desires as well as project feasibility and the City of Tacoma and TPU's Surplus Real Property Policies, which prioritize first right of refusal to local tribal governments. In addition, the surplus policy states:

Among the City's goals in property dispositions are: development of affordable housing, private development which meets the City's economic development objectives, historic preservation, and increasing density and improving walkability in support of the City's Comprehensive Plan objectives.

Additionally, recommendations from the Proctor Neighborhood Plan that could inform reuse ideas include:

- **Pedestrian Safety and Comfort**
 - Action 4: Use public right-of-way (streets and sidewalks) to create spaces for gathering and a livable public realm
 - Action 15: Enhance bicycle and pedestrian connectivity, access, and safety on N 21st St
- **Human-Scale Design**
 - Action 2: Support City efforts to encourage adaptive reuse of historic buildings

- Action 6: Create pedestrian connections and activation for neighborhood commercial nodes outside of Proctor's core
- **Community Space**
 - Action 3: Identify partnership opportunities to construct a woonerf (a multi-modal shared street)
 - Action 5: Identify locations for gathering and shared public outdoor seating, and enhance these locations
- **Commercial and Residential Affordability**
 - Action 1: Ensure new housing is attainable for diverse incomes and needs, including families, multi-generational, and seniors (e.g., mandatory affordability in new buildings; identify opportunity sites for affordable housing).

Refer to CityofTacoma.org/Cushman for additional information on the status of the Cushman and Adams Substations.

Appendix F. Proctor Festival Street Location Analysis Memo



Appendix F

Proctor Festival Street Location Analysis Memo

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TO: City of Tacoma Neighborhood Planning Program

FROM: Makers architecture and urban design, LLP

DATE: November 15, 2023

Introduction

Throughout the engagement process for the Proctor Neighborhood Plan (Plan), community members expressed the desire for more spaces to gather within the business district. Because there are few opportunity sites for a permanent new outdoor gathering space and such an investment would be costly, the community identified an opportunity to use the existing streets and sidewalks as a festival street, or a designated portion of a street or block temporarily closed to vehicular traffic for frequent public events. Because community members' interests and desired locations for the festival street were wide ranging, the Neighborhood Planning Program (NPP) tasked MAKERS and Fehr & Peers with analyzing several locations.

MAKERS and Fehr & Peers analyzed seven locations (identified in coordination with the Steering Group) for their suitability as an "open street" (activated street closed to events), "festival street" (design changes allow for regular temporary closures for events), or a "woonerf" (neighborhood shared-use streets, permanently designed for people to be the priority while allowing slow traffic). Open streets can include short-term and temporary measures to close streets and can be considered for long-term permanent design changes, i.e., festival streets. This analysis informed the Community Space Actions 1, 2, 3, and 5, including the Community Booster Grant for the Open Streets Pilot.

Street Type Definitions

	Open Street	Festival Street	Woonerf
Intent	Regular, temporary street closures with activation (e.g., Friday evening closures with food trucks, live music, and seating)	Same as Open Street	A shared street where people are prioritized and different modes informally mix
Design	Temporary, tactical measures (e.g., traffic barrels, cylinders,	Permanent design changes, such as removable bollards,	Design to limit and slow traffic and maximize human safety and

	barricades, delineators, and/or artistic barriers; moveable planters; chalked bulb-outs, parking consolidation, and right-of-way configuration changes; moveable seating)	painted or curb bulb-outs, permanent seating and landscaping, raised intersections	comfort, such as narrow or no defined lane(s), short turning radii at intersections, limited vehicular access, limited and consolidated street parking, ample pedestrian space, ADA accessibility (e.g., curbless street, tactile wayfinding), seating, landscaping, bicycle parking, green stormwater infrastructure, and special paving
Program-ming	Integral	Integral	No programming necessary, but smaller programs can occur on woonerfs
Ability to host a festival; scale of event	Yes, scale of festival can range from small to large.	Yes, same as Open Street. Note, in some communities, "festival street" implies a street that hosts large events like the Proctor Arts Fest and Farmers Market. The Plan uses "festival street" to include any scale of event.	Yes, but only a small event or as an extension of a large festival centered nearby. Extensive landscape and street furniture common in woonerfs could inhibit the ability for a large festival (i.e., multiple rows of contiguous tents) to fit. The permanent seating typically included in woonerfs would benefit festivals.
Relation-ship to open streets pilot testing; variables to test	Testing of some selection of the five non-arterial locations is included in the Community Booster grant. Variables include: <ul style="list-style-type: none"> • Timing (testing for impacts on connectivity, maximum attendance, and existing events (e.g., Farmers Market)) • Street configurations accomplished through design elements noted above (impacts on delivery access and festival set-up/tear-down, overall festival functionality, and on 	Testing for Open Streets pilot can inform location and elements for possible future low-cost permanent Festival Street design.	Testing of the two woonerf locations in the business district may be included in the Community Booster grant. Variables include: <ul style="list-style-type: none"> • Street configurations for limiting and slowing traffic and maximizing people space (test for impact on festivals if festivals are desired in this location, delivery access, and residential parking garage access) • Seating locations and types for maximum sociability

	<p>the N 27th St location for unintended consequences to the Farmer Market)</p> <ul style="list-style-type: none"> • Seating locations, including maximizing existing public seating areas (test for maximum use and enjoyment and impact on other street functions) • Parking consolidation (impacts on festival functionality) • Public art locations and types • Program types (test for attendance and positive economic impact on businesses) • <i>If political will and solutions for transit rerouting make piloting on arterials possible, test street configurations for maximum benefit and minimum impact to transit, bicycle facilities, and business access</i> 		<ul style="list-style-type: none"> • Landscape element locations and configurations for maximum benefits on climate, traffic, and sociability • Lighting • Public art
<p>Phasing</p>	<p>Short term and ongoing at successful locations</p>	<p>Mid- to long term. Design and construction are dependent on open streets testing results</p>	<p>Mid- to long term. Design and construction are dependent on open streets testing results. Also, if the City and Mason Church select the Mason Church location, street construction would likely occur with redevelopment.</p>

Results

This analysis defined three types of streets: open streets/festival streets (combined for the location analysis) and woonerfs. The analysis looked at possible location options and short/temporary and long/permanent design options.

Open streets and festival streets

Open streets/festival streets are locations ideal for regular, temporary closures with activation (e.g., Friday evenings with live music, food trucks, youth activities, seating). Community members would like to see small events more frequently than large events like the Proctor Arts Fest, and with a slight preference for weekend evenings. These locations will be tested through Community Space Action 1's open streets pilot program, funded by the Community Booster Grant. In the long term, permanent design changes—to construct a festival street—could support festivals and street closures (e.g., removable bollards, bulb-outs, permanent seating, raised intersections), recommended in Community Space Action 2.

Characteristics that drive suitability as an open street/festival street include:

- Close to active streets (i.e., businesses)
- No impact on transit
- Space for seating
- Makes use of schools' public space
- No impact on planned bike facilities



*A stage with live music, seating, and a dance floor (above) and food trucks and seating (below) are some ways to activate **open streets**.*

Taking these into account, **the top two open streets/festival streets locations are:**

- N 27th St between N Proctor St and N Madison St (also part of where the current Proctor Farmers' Market is located)
- N 27th St between N Proctor St and N Adams St

Overall, they cause the least amount of disruption while scoring high on the other elements.

The Community Space Action 1 maintains the following additional locations for open streets testing, as they have limited impact on transit and connectivity while potentially having qualitative benefits (e.g., synergy with a school) not captured in the analysis:

- N 28th St between N Madison St and N Proctor St
- N Madison St between N 27th St and N 28th St
- N Adams St between N 26th St and N 27th St

Other locations considered

N Proctor St between N 26th St and N 27th St, and **N 26th St** between N Proctor St and N Adams St, had strong positives such as being on an active street, ability to partner with businesses for street seating, and having space for temporary seating. These are proven locations for the existing annual Proctor Arts Fest.

However, these locations would impact current bus transit routes and planned bike facilities and come with more costly permitting requirements. These are not insurmountable barriers, especially if community and political interest and support grows. However, it will require further planning with multiple City departments and agencies like Pierce Transit, including a need to address transit access for people who are reliant on transit and/or those with disabilities. For these reasons, these locations scored lower in our analysis and are blocks that are geared towards rare temporary closures that happen 3-4 times per year.

Woonerf

A woonerf is a “people street” designed for an informal mixing of people on foot, wheel, or bicycle and slow-moving vehicles (Community Space Action 3). These streets can also be closed for events and designs tested through the open streets pilot program (Community Space Action 1).

Characteristics that drive suitability as a woonerf include:

- Low traffic volumes
- Slow traffic
- Safe routes to school
- Farmers Market or Arts Fest extension
- Potential for integration with likely redevelopment



Locations most suitable for woonerfs include:

- N Madison St between N 27th St and N 28th St
- N Adams St between N 26th St and N 27th St

Note, N Adams St between N 19th St and N 21st St between the Adams and Cushman Substations is another prime woonerf location, but it was not analyzed in this study as this site will be addressed through a separate planning process.

A variety of **woonerfs**, where street design indicates that people and cars should informally mix.

Methodology

Locations



Street segments for analysis key map

Community members and staff suggested seven blocks for analysis, including:

1. **N Proctor St** between N 26th St and N 27th St
2. **N 26th St** between N Proctor St and N Adams St
3. **N 27th St** between N Proctor St and N Madison St
4. **N 27th St** between N Proctor St and N Adams St
5. **N 28th St** between N Proctor St and N Madison St
6. **N Madison St** between N 27th St and N 28th St
7. **N Adams St** between N 26th St and N 27th St

Measured elements

Each location was measured on compatibility for a festival street (open street for regular closures) and woonerf treatment. We scored each location on these nine elements:

Active street frontage. Measured how close pedestrians would be to food and entertainment businesses along the core of the business district, which includes N Proctor St and N 26th St.

Impacts to transit. Measured whether closing location down to vehicular traffic disrupted or caused bus transit to reroute off of its usual transit route.

Impacts to freight/goods delivery and business access. Measured whether the location would result in one of alley or frontage access being unusable during the event or if the location would block off use of both alley and frontage use for freight and goods delivery.

Large enough for the Farmers' Market. Measured whether the right-of-way was wide enough for festival street events, like the farmers market.

Potential safety impacts. Measured the impact closure to vehicular traffic at locations would have on safety.

Impacts to parking supply. Using the regular closure of a block for the farmer's market, this measured whether other locations would temporarily remove more, less, or the same parking as what happens during the farmer's market.

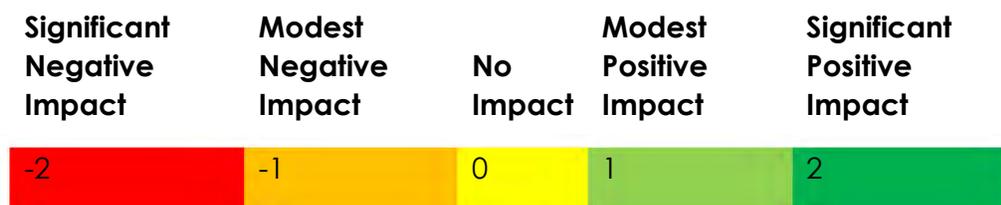
Could accommodate permanent seating. Measured whether the location had enough or additional space to accommodate permanent seating.

Impacts to vehicle mobility. Measures which type of street category would be temporarily closed and how doing so impacts single occupancy vehicle throughput.

Impacts to active mode mobility. Measured whether closing location to vehicular traffic would impact current or planned bike facility. Mostly measuring whether additional thought or planning at the location would be needed or doesn't impact current plans at all.

Grading scale

Exhibit 1: Grading scale



Source: MAKERS, 2023

Takeaways

- If being on or close to an active street frontage is a high priority, then locations 1 (N Proctor St) and 2 (N 26th St) score the highest. However, locations 1 and 2 are also where current transit routes are located, and bus rerouting moves transit access outside of the core of Proctor, making access more challenging for people who are transit dependent and those with disabilities. In addition, these locations may conflict with future bike routes as well as business access.
- If avoiding impacts to both transit routes and future bike lanes are a high priority, then locations 3 – 7 (non-arterial locations) score higher.
- If the goal is to avoid impacts to transit routes while also having some proximity to active streets, then locations 3 (N 27th St between N Proctor St and N Madison St) and 4 (N 27th St between N Proctor St and N Adams St) score the highest. These locations also meet the goals of frequent and flexible festival streets in Proctor.
- Location 6 (N Madison St between N 27th St and N 28th St) scored the highest for location best suited for woonerf treatment and redesign. This is because of a possible partnership with Mason United Methodist Church's redevelopment, as well as the ability for this location to serve as an extended front yard or living room for households living in neighboring apartments, a possible extension into location 5 (N 28th St between N Proctor St and N Madison St) as an open street that feeds into Mason Middle School, and connection to current Farmers' Market (location 3).
- Location 3 (N 27th St between N Proctor and N Madison St) has the most current landscaped space that could accommodate permanent seating; locations 5 (N 28th St between N Proctor St and N Madison St) and 7 (N Adams St between N 26th St and N 27th St) are also proximate to school plaza entrances that could be
- Locations 5 (N 28th St between N Proctor St and N Madison St) and 7 (N Adams St between N 26th St and N 27th St) could be good options for future school street treatments and/or other safety measures for students.