

# Pedestrian Master Plan Implementation Actions

TACTIC	IMPLEMENTATION LEAD	PARTNERS	MILESTONES FOR COMPLETION BY END OF			TYPE OF ACTION	REPORT
			2011	2015	2020		
<b>Strategy 1.1: Fund new improvements and maintenance programs to promote walking</b>							
<b>a. Identify a long-term and sustained investment strategy to fund pedestrian improvements</b>							
Develop a strategy to allocate a reasonable and sustainable amount of funding for pedestrian improvements and maintenance, including reallocation of transportation funding to prioritize pedestrians.	Council	DOF, SDOT	Funding strategy included in budget request			Policy	
Develop a framework for resource allocation to guide investment decisions between programmatic and project delivery needs.	SDOT		Framework developed	Report	Update	Program	
Continue to work with regional and state agencies to improve funding criteria so that non-motorized projects are competitive for as many fund sources as possible.	SDOT	PSRC, WSDOT TIB	Ongoing			Capital Investment	
<b>b. Achieve equity in investment using the prioritization criteria set forth in the Pedestrian Master Plan</b>							
Evaluate projects with a defensible, data-driven prioritization process that incorporates pedestrian demand, socio-economic measures, and land use in order to make the most of limited funds and to ensure that improvements best meet needs.	SDOT	SPAB	Program owners adapt PMP prioritization criteria for use in project selection, including CIP prioritization	Revise prioritization criteria, as needed, based on updates to plan	Revise prioritization criteria, as needed, based on updates to plan	Policy	
<b>c. Leverage investments across funding programs and with a broad range of partners</b>							
Combine portions of the Pedestrian Master Plan infrastructure list into corridor projects for inclusion in SDOT's Capital Improvement Projects list.	SDOT		Corridor project list submitted to CPRS	Update	Update	Capital Investment	
Develop a process to leverage funding from CIP, O&M, and private development.	SDOT		Develop protocol allowing cross-checking of investment opportunities			Capital Investment	
Develop and implement a multi-modal assessment tool to assess both public and private project mitigation.	SDOT	DPD	Report to Council	Tool established	Update	Program	
Explore changes to the Land Use Code that allow fees in lieu of sidewalk construction for developments that are less than one block length equivalent (to resolve drainage, grade, and connectivity issues).	DPD	SDOT	Research and development in process	Draft submitted for incorporation into code update	Evaluate and revise as needed	Policy	
Explore changes to the Land Use Code that require developers to repair the sidewalk past their frontage to the nearest intersection or to contribute a fee in lieu.	DPD	SDOT	Research and development in process	Draft submitted for incorporation into code update	Evaluate and revise as needed	Policy	
Expand use of business improvement associations in order to provide funding support options to businesses for improvements to the pedestrian realm.	OED	SDOT, BIAs	Policy draft for distribution to existing Business Improvement Associations for review	Implement pilot projects	Evaluate and modify as needed	Policy	
Leverage funding to incorporate natural drainage elements into the pedestrian environment.	SDOT	SPU, King County	Develop inter-departmental or inter-agency agreements related to: roles and responsibilities, design standards, and other necessary guidance. Identify projects in priority locations through GIS data sharing and analysis	Ongoing project identification and implementation	Ongoing project identification and implementation	Policy	
<b>d. Explore innovative funding tools for both general pedestrian improvements and specific needs</b>							
Explore funding tools -- particularly Transportation Benefit Districts -- to fund general pedestrian improvements as well as new funding programs for specific needs (e.g., maintenance, pedestrian lighting).	SDOT	DOF, Council, Community Groups	Identify potential scenarios based on PMP funding toolbox. Define method to assess viability of possible new fund sources	Test scenarios and develop policy draft defining preferred options	Implement policy	Policy	

OBJECTIVE 1: COMPLETE AND MAINTAIN THE PEDESTRIAN SYSTEM IDENTIFIED IN THE PEDESTRIAN MASTER PLAN

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	TACTIC	IMPLEMENTATION LEAD	PARTNERS	MILESTONES FOR COMPLETION BY END OF			TYPE OF ACTION	REPORT
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OBJECTIVE 2: IMPROVE WALKABILITY ON ALL STREETS	<b>Strategy 2.1: Create and maintain a walkable zone on all streets to enable a clear pedestrian path of travel</b>							
	<b>a. Define the walkable zone to eliminate or minimize barriers to pedestrian travel</b>							
	Define a minimum 6' wide x 8' high walkable zone on all streets citywide.	SDOT	SUUF, Parks, DPD, SCL, SPU, Property Owners	Identify and implement update to ROWIM design criteria and City standard plans to clearly define the walkable zone. Develop and publish Client Assistance Memo	Develop and distribute public information (web-based and print)	Evaluate public knowledge and behavior related to preserving the walkable zone and modify strategy as needed	Policy	
	Revise utility infrastructure (e.g., poles, cabinets, vaults, hand holes) and street furniture placement guidelines so that they do not impact the walkable zone or preempt the ability to install curb ramps at corners. Balance the needs of required utility safety clearances and tree canopy coverage goals.	SDOT	SCL, DPD, KCM, Private Utilities, Post Office	Establish workgroup to develop revisions to design guidance and standards. Revise ROWIM and City standard plans	Revise design guidelines and standards for SCL, KCM, and other agency partners, as applicable	Prioritize relocation or removal of existing poles and furniture from walkable zone in high demand intersections along arterials in urban centers and villages	Policy	
	Identify preferred placement of signage and signal control equipment along the roadway, eliminating signage from the clear pathway and complying with the 8' height requirements to preserve the walkable zone.	SDOT		Revisions to details showing placement published in ROWIM	Evaluate and revise as needed		Policy	
	Replace existing utility vault lids on all pedestrian facilities with a non-slip surface. Prioritize replacement and maintenance on lids with slopes greater than 8%.	SCL, SPU	SDOT, Private Utilities	Develop maintenance protocol and funding strategy. Complete replacements or maintenance on Center City streets with 8% or greater slopes. Ensure that current standards call for non-slip surface, and revise as needed	Complete replacements or maintenance in high demand areas within urban villages on streets with 8% or greater slopes	Complete replacements or maintenance in areas of high pedestrian demand on arterials with 8% or greater slopes	Policy	
	Modify the DPD site analysis process to require sidewalk maintenance, as needed, with all new projects regardless of whether they trigger a street improvement plan. Coordinate with DPD to revise the permitting form to include a checkbox designed to highlight the requirements to repair existing sidewalk.	DPD	SDOT	Site analysis permit form updated			Policy	
	Revise the site plan review process to adequately address future maintenance needs of proposed pedestrian facilities, growth area for trees within the right-of-way, and siting of utilities.	SDOT	DPD, SPU, SCL	Update plan review process and staff training to be consistent with updates to the Standard Plans			Program	
	<b>b. Implement a program to communicate to property owners, public and private utilities, city staff, and the general public the importance of keeping this zone clear and in good condition</b>							
	Communicate responsibilities about pavement maintenance, tree and landscape maintenance, and keeping the walkable zone free of parked vehicles, trash receptacles, mailboxes, signs, encroachments, and other objects.	SDOT	DPD, OED, SPU, Postal Service, Community Groups	Brochure developed and distributed	Evaluate and update	Evaluate and update	Program	
	Clarify the maintenance responsibilities and requirements for green infrastructure and other drainage facilities defined in the drainage code among public agencies and private property owners.	SDOT	SPU	Develop Client Assistance Memo to define maintenance responsibilities	Evaluate effectiveness of drainage code and green infrastructure maintenance to support the walkable zone and identify needed revisions	Revise drainage code as needed	Policy	
	Review and revise guidance provided to residents and waste haulers about how the placement of temporary garbage, recycling, and yard waste containers can impact the walkable zone.	SPU	SDOT	Develop public information materials for residents and business owners	Develop training materials for waste haulers	Evaluate and revise materials as needed	Policy	

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OBJECTIVE 2: IMPROVE WALKABILITY ON ALL STREETS	<b>Strategy 2.1: Create and maintain a walkable zone on all streets to enable a clear pedestrian path of travel</b>							
	<b>b (cont). Implement a program to communicate to property owners, public and private utilities, city staff, and the general public the importance of keeping this zone clear and in good condition</b>							
	Encourage pole consolidation, especially in areas where sidewalk space is limited, pedestrian demand is high, and pole replacement is anticipated.	SDOT	SCL, KCM, Private Utilities	Update the ROWIM and Traffic Manual to clarify pole consolidation policy	Work with partners to create supportive policies in their guidance and standards documents		Policy	
	Launch Good Neighbor Awards for businesses in Center City and a Good Neighbor Agreement program for implementation in Seattle's neighborhoods to encourage property owners and tenants to clear obstructions, maintain vegetation and sidewalks, and preserve pedestrian space.	SDOT	OED, DON, Business Improvement Associations, DSA, Community Groups	Program deployed in Center City and in four (4) neighborhoods	Program expanded to all urban villages	Program expanded citywide	Program	
	Clarify and refine city permit processes for sidewalk improvements, repairs, and vegetation maintenance to encourage private property owners to improve and maintain their frontage. Revise and implement the right-of-way improvement permit process with a simplified permit fee structure.	SDOT	DPD	Policy revision including fee update. Brochure and/or Client Assistance Memo published	Update	Update	Policy	
	<b>c. Inspect and enforce right-of-way encroachments</b>							
	Continue SDOT's inspection and enforcement programs to address removal of private encroachments in the public right-of-way that impact the walkable zone. Clearly identify to the public SDOT's current policy of denying permits for objects in the right-of-way that encroach on the walkable zone and addressing existing encroachments through the following actions: 1) promote voluntary compliance, and 2) if voluntary compliance is not effective, issue a notice of violation as needed so that encroachments that impact the walkable zone are removed.	SDOT	DPD	Develop and implement training for SDOT inspectors on the benefits of maintaining a walkable pedestrian zone free of encroachments. Clarify the City's encroachment policy through SDOT's online resources, and as part of the "Travel Right Guide" defined in tactic 6.2.a. Define policy or regulatory changes that would enable SDOT to more effectively address right-of-way encroachments.	Identify if additional street use inspection hours are needed to record encroachments so they can be dealt with quickly. Complete policy or regulatory changes, as needed	Evaluate and update program	Program	
Work with DPD and SDOT reviewers and inspectors to ensure that any private development and private utilities construct structures or facilities so that they can accommodate future pedestrian facilities (particularly as it relates to slope, grade, and encroachments).	DPD	SDOT	Identify appropriate tools to communicate this information including Client Assistance Memos, updated design guidance and standards	Implement tools		Policy		
Evaluate the effectiveness of the pavement restoration rule (Director's Rule 2004-02) to ensure that private developers and utilities maintain sidewalk pavement.	SDOT	Private Utilities	Evaluate Director's Rule effectiveness at maintaining the walkable zone. Identify needed modifications and work with stakeholders to revise the rule	Update Director's Rule consistent with regular update cycle		Program		

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	<b>c (cont). Inspect and enforce right-of-way encroachments</b>							
	Advance the work of the SDOT working group on construction closures and implement recommendations to cover the following topics: 1) improve coordination between proximate construction sites' use of the right-of-way; 2) provide timely and easily accessible web-based information on current and planned sidewalk construction closures with alternate routes; 3) review sidewalk and street closure fees, permitted closure lengths, and permit renewal requirements; 4) maintain pedestrian access during construction, including keeping the walkable zone free of signage and equipment; and 5) ensure that inspections are timely and frequent.	SDOT	PMPAG, SPAB, Seattle Lighthouse for the Blind, Private Contractors	Changes implemented	Evaluate policy and revise as needed		Policy	
	<b>d. Review options for using easements to secure additional space for walking</b>							
	Review options for easements as an alternate approach to right-of-way acquisition in order to create and maintain a walkable, clear pedestrian zone (e.g., secure space for level landing area at the back of curb ramps). Create a standard easement form to facilitate the process.	SDOT	DPD, Council, Law	Develop easement policy	Adopt and evaluate. Develop standard form	Evaluate and modify as needed	Policy	
	Review options to provide public access through large parcels or blocks through changes to the Land Use Code.	DPD	SDOT	Policy review and recommendation for Land Use Code update	Update Land Use Code		Policy	
	<b>Strategy 2.2: Improve pedestrian access to major destinations</b>							
	<b>a. Prioritize walking connections to major pedestrian destinations</b>							
	Explore application of a pedestrian designation to high priority areas that meet the locational criteria (e.g., neighborhood commercial zoning, excellent access for pedestrians, bicyclists, and transit). Identify specific design criteria to allow wider sidewalks in high priority areas. Use signal or crossing treatments, such as the leading pedestrian interval (LPI) or all way walk (AWW) near high volume destinations or at special events to accommodate pedestrian flows.	SDOT, DPD	KCM, ST, Law, Design Commission	Identify high priority areas that meet the locational criteria for a pedestrian designation. Develop design criteria for inclusion in ROWIM	Develop proposal to apply pedestrian designation to additional areas	Update Seattle Municipal Code (Title 23) to adopt new pedestrian designations	Policy	
	Develop framework plan for Center City streets to define the corridors and hubs that create a core network of walking, bicycling, and transit. This plan will provide direction for streetscape conceptual plans, transportation hub planning, and implementation over the next five (5) years.	SDOT	DPD, Center City Public Realm Team	Framework adopted	Implement and track projects	Evaluate and revise framework, as needed	Program	
Coordinate right-of-way improvements adjacent to parks to facilitate pedestrian access to and from parks and to benefit the larger pedestrian network. Pedestrian pathways/sidewalks should be sited within adjacent rights-of-way to avoid limitations on Seattle Parks and Recreation's property imposed by I-42 (park property cannot be used for non-park use). If the pathway/sidewalk must go on Parks' property, its primary purpose should be to provide access to/from the park.	SDOT	Parks	Develop policy for public access to and along Parks' properties. Review I-42 for possible clarifications to use	Update policy		Policy		
Use the Pedestrian Master Plan prioritization criteria to identify and influence improvements and maintenance activities that encourage and support pedestrian accessibility, comfort, and security at transit stops and along key transit corridors.	SDOT	KCM, ST, SPU	Implementation plan developed, including project list and costs	Improve BTG-funded UVTN corridors	Improve additional UVTN corridors and major transit stops	Program		

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<b>Strategy 2.2: Improve pedestrian access to major destinations</b>							
<b>b. Provide attractive pedestrian access through and across major barriers, including freeways and rail corridors</b>							
Accommodate and improve pedestrian access to and across bridges, railroads, and state highways. Review existing design guidance on railroad crossings (e.g., where to install gates, lights, and required pedestrian clearance times) and work with partner agencies to improve pedestrian access. Identify desired sidewalk minimums over bridges and overpasses. Update design standards as needed and seek funds to implement improvements.	SDOT	WSDOT, Railroads, Port, Modal Stakeholder Groups	Revise design guidance (ROWIM, Standards Plans) in collaboration with partner agencies	Update ROWIM and other relevant standards. Seek funds and implement projects	Seek funds and implement projects	Program	
Provide pedestrian access across arterial streets and state routes that divide high demand pedestrian areas. Prioritize projects for improvement using Pedestrian Master Plan criteria. Implement through corridor projects and with other available resources. Seek grant funding as needed.	SDOT	WSDOT	Work with WSDOT to develop an agency agreement/ partnership about handling state routes in urbanized areas	Implement projects	Evaluate and modify agreement as needed	Program	
Examine the fee structure for permitting skybridges and other types of grade-separated crossings for pedestrians.	SDOT	DPD	Update fee structure for initial permit and long-term permit fees	Implement new fee structure	Evaluate and modify as needed	Policy	
<b>c. Provide landings and walkways to stairs, overpasses, and underpasses</b>							
Review all design standards related to pedestrian overpasses/bridges, underpasses, and stairway improvements and retrofits. Revise as needed to support safe pedestrian passage. Address the following: acceptable slopes and grades to meet or exceed Americans with Disability Act standards and design elements such as lighting, landscaping, public art, and street furniture that help to mitigate the impacts of the grade separation and improve personal security.	SDOT	DPD, SDOT/DPD Skybridge Review Committee	Revise ROWIM, Standard Plans, and Bridge and Stairway Retrofit guidelines as needed	Review conditions at existing grade-separated facilities in high demand areas and prioritize improvements		Policy	
<b>Strategy 2.3: Create an expanded set of design standards for pedestrian paths and sidewalks</b>							
<b>a. Provide a range of design choices, including pervious pavement</b>							
Prepare an expanded set of sidewalk standards (for pedestrian paths and walks), an updated standard driveway detail, and a curbless pedestrian path design standard for inclusion in the City's Standard Plans. Advance these standards through the SDOT review committee and the City review committee. Publish design details in the Right-of-Way Improvements Manual.	SDOT	DPD, Design Commission	Update ROWIM and Standard Plans	Monitor implementation and update standards as needed		Policy	
<b>b. Test and monitor path and sidewalk materials for durability and establish maintenance protocols</b>							
Implement at least five (5) pilot streetscape or intersection projects to test various design and material treatments. Maximize opportunities to test new materials, including adding test material swatches to projects that are already planned.	SDOT	SPU	Develop performance measures for designs and materials. Identify pilot project locations and evaluate location, prior to installation, as a baseline	Evaluate designs and test swatches. Begin development of new design criteria and standard plans and specifications for the designs and materials that are most promising	Evaluate installations at 10 years and complete update of ROWIM and standard plans and specifications	Program	
Train staff on installation techniques, certification, and maintenance needs of different materials.	SDOT	SPU		Training complete	Update training	Program	

OBJECTIVE 2: IMPROVE WALKABILITY ON ALL STREETS

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<b>OBJECTIVE 2: IMPROVE WALKABILITY ON ALL STREETS</b>	<b>Strategy 2.3: Create an expanded set of design standards for pedestrian paths and sidewalks</b>							
	<b>c. Define construction options for property owners to repair sidewalks</b>							
	Develop and publish a list of pre-approved contractors for sidewalk repairs and right-of-way improvements to assist property owners with sidewalk maintenance in support of a clear pedestrian zone.	SDOT	DEA, DON	List published and distributed to community groups	Evaluate and modify as needed		Program	
	Revise and implement the right-of-way improvement permit process with a simplified approach for temporary sidewalk repairs in order to encourage private property owners to address frontage conditions.	SDOT	DPD	Publish revised guidelines for temporary repairs	Evaluate and modify as needed		Program	
	Revise and implement the right-of-way improvement permit process with a simplified permit fee structure for sidewalk repairs, replacements, improvements, and inspections in order to encourage private property owners to improve and maintain their frontage.	SDOT	DPD	Adopt revised fee structure and revised inspection process	Evaluate and modify as needed		Program	
	Explore public/private cost-sharing possibilities for sidewalk and streetscape improvements.	SDOT	DOF, OED, Community Groups	Draft guidelines for partnering with adjacent property owners on frontage upgrades	Develop program for cost sharing	Evaluate and modify as needed	Program	
	<b>Strategy 2.4: Support the dual benefits of tree canopy coverage and walkability</b>							
	<b>a. Develop standard practices that support tree planting and sidewalk maintenance</b>							
	Evaluate tree type and space requirements for new development to ensure that future maintenance and growth needs are considered.	SDOT	DPD, SPU	Update ROWIM and Standard Plans			Policy	
	Develop a policy to address existing large trees that are damaging sidewalks, including guidance on tree removal.	SDOT	DPD, SPU	Convene working group to scope policy components	Draft policy and include language in ROWIM	Evaluate and update policy, as needed	Policy	
Develop specifications for alternative options to expand tree root zones and allow for larger trees with longer replacement cycles (e.g., underground structures); review potential for pervious pavement to improve water infiltration to tree roots and reduce tree root heaving; and create a standard for a different gravel course under sidewalks to provide more space for tree roots. Coordinate with new walkway standards and specifications.	SDOT	SPU, DPD	Update specifications and provide staff training	Evaluate and revise specifications, as needed		Program		
Identify acceptable designs for tree pits and tree pit fencing.	SDOT	DPD	Update ROWIM with new design criteria. Develop a Client Assistance Memo, if needed to inform private developers of the new guidance	Evaluate criteria and revise, as needed		Program		

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<b>Strategy 2.4: Support the dual benefits of tree canopy coverage and walkability</b>								
<b>b. Define street-level landscaped areas to encourage walking and minimize sidewalk obstructions</b>								
<b>OBJECTIVE 2</b>	Review accepted plant choice lists to determine whether shrub and/or tree species should be included or removed in order to avoid causing future heaving of sidewalks and blocking visibility as well as creating additional maintenance needs.	SDOT	SPU, DPD	Update approved ROW planting list for trees, shrubs, and other vegetation. Review DPD Green Factor and landscape code for planting requirements and possible setbacks from sidewalks	Update landscape code		Policy	
	Use curb bulbs, reduced lanes, and/or wider planting strips, where possible, at legacy tree locations to maintain existing tree canopies and to provide larger tree root zones.	SDOT	DPD	Develop internal process for location-specific retrofits	Implement pilot projects	Evaluate	Policy	
	Explore policy change to allow trees to be located closer to the curb on residential streets than currently permitted. Review and revise tree placement policy for streets without curbs to provide additional options for shared street and green street implementation.	SDOT	OED, DPD, SPU, SCL, SFD, SPD, Parks	Host discussions with all City partners related to tree clearance policy. Identify pilot projects for implementation	Update ROWIM and other relevant codes or guidelines	Evaluate with City partners and modify policy as needed	Policy	
<b>Strategy 3.1: Maintain pedestrian visibility at intersections</b>								
<b>a. Update guidelines for crossing treatments</b>								
<b>OBJECTIVE 3: INCREASE PEDESTRIAN SAFETY</b>	Update guidance on crossing treatments to accomplish the following: 1) allow pedestrian crossing islands (or similar crossing aides) where appropriate for controlled and uncontrolled intersections with three lanes or fewer; 2) clarify the set of acceptable crosswalk tools (including alternate marking treatments and in-pavement flashers) and appropriate placement guidelines for each; 3) create flashing beacon guidelines and sign standards; and 4) evaluate existing roadway crossing elements used in proximity to transit stops, based on guidance available from FHWA's Pedestrian Safety Guide for Transit Agencies.	SDOT	SPD, KCM, ST	Update ROWIM, Standard Plans, and the Traffic Manual as needed	Update ROWIM, Standard Plans, and the Traffic Manual based on revised Federal Guidelines		Policy	
	Update guidelines for installing marked crosswalks and stop bars. Update crosswalk marking guidelines to address the following issues: 1) define when to mark crosswalks at all legs of an intersection or at multiple intersections in a corridor; 2) develop criteria for marking crosswalks on non-arterials outside of school zones; 3) routinely install stop bars at all intersections with marked crosswalks at least 4 feet back from the edge of the crosswalk marking and clearly sign the stop bar location to encourage driver compliance; 4) establish guidelines for the placement of stop bars so that new stop bars are coordinated with existing loop detectors; and 5) develop guidance for marking stop bars at locations with unmarked crosswalks.	SDOT	SPD	Update ROWIM, Standard Plans, and the Traffic Manual as needed. Install stop bars at marked crosswalks as part of all new improvement projects	Update ROWIM, Standard Plans, and the Traffic Manual based on latest Federal Guidelines. Retrofit existing marked crosswalk locations in high priority areas with stop bars	Retrofit all existing marked crosswalk locations with stop bars	Policy	
	<b>b. Establish and implement a predictable maintenance cycle for crosswalks and stop bars</b>							
Define a maintenance cycle for crosswalk restriping to ensure that markings are clear and highly visible to drivers and pedestrians. Identify maintenance cycles appropriate to levels of intersection use for City maintenance, as well as guidance for utility or other private development work. Revise internal tracking and communication tools to reflect changes.	SDOT	Asset Management	Establish internal policy guidance to define hierarchy of cycles for high, medium, and low priority intersections. Update GIS to indicate locations	Revise maintenance request forms, the Pavement Opening and Restoration Rules, and the SDOT Asset Management Status and Condition reports to encourage consistent application		Program		

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<b>Strategy 3.1: Maintain pedestrian visibility at intersections</b>							
<b>c. Enforce "no parking" restrictions at intersection approaches</b>							
Remove parking and increase enforcement of no standing or parking restrictions within 20 feet upon the approach to a crosswalk. Explore mechanisms other than signage to designate the restrictions in locations where signage does not currently exist. Update existing codes, as needed, to allow bicycle and scooter parking within this 20 feet zone in certain situations.	SDOT	SPD	Implement as part of SDOT's Complete Streets policy, through existing parking programs such as the Community Parking Program and on a complaint basis from Seattle Police Department and the public	Complete code update, if necessary		Policy	
<b>d. Improve pedestrian lighting at intersections</b>							
Investigate lighting standards and details for type and quality of lighting at a corner and in the crosswalk, and identify lighting placement at intersections.	SDOT	SCL	Identify best practices and local case studies to inform City standard	Adopt intersection lighting guidelines in the ROWIM or other appropriate guidance documents	Evaluate and revise, as needed	Program	
<b>e. Identify required clearances to minimize obstructions</b>							
Define a clear zone for tree canopy at intersections, via a setback for new trees or a pruning window for existing trees. Balance visibility and lighting needs with tree canopy coverage goals.	SDOT	SCL, DPD	Update tree placement guidelines and pruning requirements			Program	
Enforce setback of trees from street lighting during private projects design review and installation.	SDOT	DPD	Update standard plans clarifying tree placement requirements			Policy	
Revise street tree pruning guidance to improve pedestrian lighting and visibility conditions as well as visibility for traffic signals and other indicators. In locations where there is a mature tree canopy, prioritize adding pedestrian-scale lighting to improve light levels rather than over-pruning trees.	SDOT	SCL, Parks	Revise pruning guidance and develop a Client Assistance Memo, if necessary	Increase funding for street tree maintenance targeting arterials in high priority areas		Program	
<b>Strategy 3.2: Improve crossing conditions, especially in areas with high pedestrian demand</b>							
<b>a. Develop and maintain short block lengths to maximize pedestrian crossing opportunities</b>							
Discourage street and alley vacations that result in long blocks without adequate pedestrian access.	SDOT	DPD	Update guidelines for vacations, clarifying the definition of "public benefit"			Policy	
Maintain short block distances wherever possible to improve pedestrian access. Identify locations where mid-block crossings would effectively shorten blocks longer than 600 feet.	SDOT	DPD, Design Commission, Design Review Boards, Council	Strengthen language in the Transportation Strategic Plan related to street and alley vacations. Develop a GIS-based list of locations with blocks longer than 600 feet in high priority areas	Develop and implement training for Design Review Boards and other advisory bodies	Mid-block crossings or other options installed in high priority areas	Policy	
<b>b. Provide short and direct pedestrian crossings</b>							
Incorporate shortened pedestrian crossings into roadway designs by providing clear direction on curb bulbs and median islands, as well as other options that reduce the number of lanes a pedestrian must cross at an uncontrolled location (e.g., by eliminating peak hour parking restrictions).	SDOT		Create policy/threshold and design guidance for various intersection types	Update ROWIM, as needed, to clarify this direction		Program	
Continue to evaluate corridors for rechannelization as part of SDOT's Complete Streets Program.	SDOT		Ongoing	Ongoing	Ongoing	Program	

**OBJECTIVE 3: INCREASE PEDESTRIAN SAFETY**

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<b>OBJECTIVE 3: INCREASE PEDESTRIAN SAFETY</b>	<b>Strategy 3.2: Improve crossing conditions, especially in areas with high pedestrian demand</b>							
	<b>c. Implement and evaluate enhancement and enforcement programs</b>							
	Complete the evaluation of the pedestrian crossing flags program, and finalize the program for future implementation, consistent with high priority areas.	SDOT		Program evaluated and next steps identified			Program	
	Continue to fund and implement crosswalk emphasis patrols (e.g., crosswalk stings) in balance with jaywalking citations. Identify appropriate locations for focused enforcement efforts, including in the high priority areas identified in the plan. Evaluate the effectiveness of jaywalking citations on improving pedestrian safety.	SPD	SDOT, Council, WA State Traffic Safety Commission	Seek funding for additional crosswalk emphasis patrols. Review jaywalking enforcement policy and modify, as needed	Evaluate effectiveness of jaywalking citations		Program	
	Develop a pilot program to measure the success of existing enforcement and engineering efforts at intersections.	SDOT	SPD	Program defined, pilot intersections selected. Baseline measurements gathered	Continue data collection and reporting	Propose revisions to existing programs and design guidance based on pilot program results	Program	
	<b>d. Revise design standards for curb ramps and curb radii</b>							
	Ensure predictable location of curb ramps through revision to City standards and guidelines, including the Right-of-Way Improvements Manual and Traffic Manual.	SDOT		Revisions published in ROWIM, Standard Plans, and Traffic Manual. Develop Client Assistance Memo, if needed			Policy	
	Revise curb radii standards to create tighter turns to slow traffic in locations that do not have high volumes of truck or bus turning movements and in balance with emergency response needs. Publish revisions in the Right-of-Way Improvements Manual.	SDOT	SFD, KCM, Freight Stakeholders	Proposed changes to standards (including revised mountable curb standard profile to improve access for emergency response vehicles in balance with pedestrian safety and traffic calming goals) reviewed by partners	Revisions published in ROWIM. Begin implementation through Complete Streets program and in high priority areas	Continue implementation. Review standards and revise as needed	Policy	
	<b>e. Encourage transit providers to locate transit stops close to signalized intersections</b>							
	Encourage transit providers to locate transit stops as close to signalized intersections as possible to facilitate pedestrian crossings while maintaining visibility.	SDOT	KCM, ST	Define policy in update to Seattle Transit Plan		Evaluate policy in update to Seattle Transit Plan	Policy	
In determining the location and spacing of bus stops, work with transit providers to balance the needs of fast and reliable transit service against providing adequate pedestrian access.	SDOT	KCM, ST	Define policy in update to Seattle Transit Plan		Evaluate policy in update to Seattle Transit Plan	Policy		

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			2011	2015	2020		
<b>Strategy 3.2: Improve crossing conditions, especially in areas with high pedestrian demand</b>							
<b>f. Evaluate current signal timing practices and revise, as needed, to balance pedestrian crossing delay and demand with full intersection functionality</b>							
Evaluate and revise current signal timing practices, which focus on eliminating congestion, in balance with pedestrian crossing demand and pedestrian wait times as well as full intersection functionality. Initial focus should be placed on Center City corridors.	SDOT		Establish SDOT signal policy review team to examine, in detail, signalized intersections that create challenges for multiple modes. Identify modified practices to support improved pedestrian wait times and revise Traffic Manual guidance as needed	Apply revised signal timing practices that improve pedestrian wait times at intersections in high priority areas. Measure baseline wait times for all modes prior to implementation	Evaluate wait times for all modes along improved corridors and modify Traffic Manual guidance as needed	Policy	
Revise signal timing to lengthen the "walk" phase at locations where adjacent land uses and user groups (e.g., seniors, people with disabilities) indicate a need for longer crossing times. Explore technologies that allow users to request extra walk time.	SDOT	Accessibility Stakeholders	Evaluate locations in high priority areas to increase the pedestrian signal phase timing. Implement as funding allows	Update the Equity analysis with 2010 Census data and use revised prioritization to identify longer signal locations for certain user groups. Install pilot projects in five (5) test locations. Conduct pre-test to establish baseline conditions	Evaluate test locations and expand program	Program	
Establish a regular cycle for reviewing signal timing and the function of traffic signals that are not part of optimized corridors (which are evaluated every four to five years) related to improving pedestrian access in high priority areas.	SDOT		Coordinate GIS information on signals with the high priority areas. Establish policy guidelines for a regular review cycle	Implement signal review cycle for high priority areas		Program	
Develop guidance for pedestrian notification when pedestrian signal timing changes (e.g., when a signal cycle length or recall phase is modified). Address signal hardware (e.g., pushbuttons) as well to improve ease of use for people of all ages and abilities.	SDOT		Develop guidance and draft notification signage through the SDOT signals policy review team (see 3.2.f above)	Revise Traffic Manual and signage standards to reflect new procedures and signage		Program	
<b>g. Adopt and install signal technologies and systems that reduce barriers to walking as well as conflicts between pedestrians and motorists</b>							
Develop policies to guide the location and evaluation of signals of all types at locations that already meet the warrant evaluation criteria for a signal. Integrate guidance into signal prioritization criteria.	SDOT		Develop policies consistent with emerging best practices, national standards, and Pedestrian Master Plan prioritization criteria through the SDOT signals policy review team (see 3.2.f above)	Revise Traffic Manual to reflect policy guidance for evaluation as well as prioritization criteria		Program	
Update all existing pedestrian signals to include a pedestrian countdown, prioritizing locations in the high priority areas.	SDOT		Develop prioritized list of locations	Continue to install 40 pedestrian countdown signals (intersections) annually		Program	
Advocate nationally for revised countdown signal policies to include counting down the full "walk" and the full "don't walk" signal phases. Balance with transit signal optimization.	SDOT		Promote revised countdown signal policies with national traffic standards organizations and with cities that currently have the full countdown phases in place (e.g., Washington, DC)	Revise local policies to reflect changes at the national level	Revise local policies to reflect changes at the national level	Policy	

OBJECTIVE 3: INCREASE PEDESTRIAN SAFETY

# Pedestrian Master Plan Implementation Actions

	TACTIC	IMPLEMENTATION LEAD	PARTNERS	MILESTONES FOR COMPLETION BY END OF			TYPE OF ACTION	REPORT
				2011	2015	2020		
<b>OBJECTIVE 3: INCREASE PEDESTRIAN SAFETY</b>	<b>Strategy 3.2: Improve crossing conditions, especially in areas with high pedestrian demand</b>							
	<b>g (cont). Adopt and install signal technologies and systems that reduce barriers to walking as well as conflicts between pedestrians and motorists</b>							
	Evaluate intersections in high priority areas to determine if signal changes would effectively reduce conflicts between pedestrians and turning motorists. As needed, implement leading pedestrian interval signals, all-walk signals, right-turn-on-red prohibitions, and/or motor vehicle right-turn signals. Evaluation should also include Traffic Operations changes, such as evaluating dual-turn lanes and improving motorist compliance in such lanes.	SDOT		Continue evaluation of Center City signals, prioritize locations where changes can occur, and begin implementation	Complete evaluation of Center City signals, prioritize locations where changes can occur, and begin implementation	Evaluate, prioritize, and implement signal changes in high priority areas	Program	
	Review and revise the policies for the placement, location, design, and removal of pedestrian push-buttons. Consider restricting the use, or upgrading the technology, of push-buttons in the Center City and other high priority areas. Address the following: 1) establish streamlined criteria for push-button removal, and use the new criteria both proactively and in response to complaints; 2) review the locations of pedestrian push-buttons in the high priority areas and remove push-buttons that are no longer appropriate; and 3) use the best available technology (considerations include proximity to intersection and size of push-button ball) for all new push-button installations or retrofits.	SDOT	Lighthouse for the Blind, Accessibility Stakeholders	Review and develop updated policy guidance through the SDOT signals policy review team (see 3.2.f above)	Complete review of push-button locations in high priority areas and begin retrofits and/or removals as necessary	Continue retrofitting and/or removing push-buttons in high priority areas	Program	
	Clarify the role, policies, and design features related to Audible Pedestrian Signals (APS). Address policies regarding installation and removal of APS as well as guidance for setting the tone and volume of the signal device.	SDOT	Lighthouse for the Blind, Accessibility Stakeholders	Review and revise policies regarding APS signals through the SDOT signals policy review team (see 3.2.f above)	Update design and installation guidelines as needed. Continue to work with accessibility stakeholders on priority locations for installation		Program	
	Retrofit existing audible signals to include vibration.	SDOT	Lighthouse for the Blind, Accessibility Stakeholders	Develop prioritized list in conjunction with SDOT's ADA Transition Plan	Implement retrofits in high priority areas, in partnership with accessibility stakeholders	Complete retrofits	Program	
	<b>Strategy 3.3: Manage vehicle speeds to support and encourage walking</b>							
	<b>a. Increase enforcement efforts to control motorist speeds</b>							
	Increase enforcement efforts in the following ways: expand the programs of "pedestrian stings," speed vans, and red light cameras to additional locations and develop additional community-based enforcement techniques, such as a Seattle Pace Car Program.	SPD	SDOT	Explore funding to increase the number of enforcement efforts	Increase the number of enforcement efforts	Enforcement efforts funded biannually to keep pace with 2015 level	Program	
	<b>b. Employ traffic calming measures, based on assessments of need, on both residential and arterial streets</b>							
Employ traffic calming measures, as appropriate, on both residential and arterial streets to improve pedestrian safety and comfort, using a combination of engineering, education, and enforcement tools. Work with emergency responders to mitigate response time impacts on key routes (e.g., signal pre-emption, parking removal).	SDOT	SPD, SFD	Update SDOT Traffic Calming Program guidelines to reflect expanded use. Include design guidance on shared street design	Evaluate SDOT Traffic Calming Program and revise guidelines, as needed	Evaluate SDOT Traffic Calming Program and revise guidelines, as needed	Program		
Evaluate signal timing as a traffic calming tool, timing signals for reduced speeds along Center City corridors and other high priority areas. Retiming should be accompanied by signs that inform drivers that signals are timed for reduced speeds.	SDOT		Employ test study for pedestrian priority in one sector of the city. Develop baseline measures in order to evaluate impacts on cross street traffic and transit operations	Based on outcomes of test study, develop and implement citywide policy for high priority areas	Implement policy citywide	Program		

# Pedestrian Master Plan Implementation Actions

	TACTIC	IMPLEMENTATION LEAD	PARTNERS	MILESTONES FOR COMPLETION BY END OF			TYPE OF ACTION	REPORT
				2011	2015	2020		
<b>OBJECTIVE 3</b>	<b>Strategy 3.3: Manage vehicle speeds to support and encourage walking</b>							
	<b>c. Establish zones of pedestrian priority in the High Priority Areas identified in the plan</b>							
	Use a combination of engineering, enforcement, and evaluation tools to reduce speeds along corridors within high priority areas. Prioritize locations near parks, community centers, and neighborhood business districts. Where appropriate, add speed zone limits and signage (including radar speed signs), and expand the use of enforcement efforts (e.g., speed vans, red light cameras) in these areas.	SDOT		Define the policy and design guidance tools (e.g., frequency of crosswalk marking, lane diets, signal timing changes) to be tested. Identify location for test study and conduct pre-test evaluation to serve as a baseline	Evaluate test location and (based on outcomes of test study) implement in other high priority areas	Evaluate test locations and revise/expand program	Program	
	<b>d. Evaluate design speed as part of all corridor projects</b>							
Evaluate design speed as part of all new corridor projects, designing for the posted speed limit whenever practicable.	SDOT		Develop protocol to reevaluate design and posted speed for all new corridor projects	Update policy on posted speed based on research and data from Seattle corridor projects built between 2010 and 2013		Policy		
<b>OBJECTIVE 4: COMPLETE STREETS</b>	<b>Strategy 4.1: Allocate and design Seattle's rights-of-way to support Complete Streets principles</b>							
	<b>a. Continue to review and update all design guidelines, standards, and policies to be consistent with the Complete Streets ordinance</b>							
	Revise all standard plans and specifications to support the Complete Streets policy (e.g., specifications for curb bulbs and bicycle lanes; placement of benches, trees, and vegetation; natural drainage installations; transit; and location of signage).	SDOT	SFD, SPU, KCM, ST	Standard plans and specifications revised and published	Update ROWIM, Standard Plans, and specifications	Update ROWIM, Standard Plans, and specifications	Policy	
	Develop a policy for restricting parking along a street that balances transit needs with the benefit of a parking buffer for pedestrians.	SDOT	KCM		Policy developed	Begin implementation	Policy	
	Establish guidelines for allocating the right-of-way to various modes, based on street type designations or Urban Trails and Bikeways designations.	SDOT		Develop guidelines	Update street types to reflect guidelines	Evaluate and revise, as needed	Policy	
	Establish procedures, resources, and responsibility for developing streetscape design concept plans with the goal of appending concept plans to the Right-of-Way Improvements Manual.	SDOT	DPD, SFD	Establish criteria for prioritizing streets for concept plans and define process for public involvement	Begin developing concept plans		Policy	
	Revise design guidance in support of Complete Streets implementation, including: 1) definition of the limits of an intersection; 2) utility placement and type; and 3) clearances.	SDOT	SPU, SCL	Revise guidance and make changes to ROWIM and Standard Plans, as necessary			Policy	
	Add design guidelines that address challenges for pedestrian pathway installation, maintenance efforts, and stormwater management tools that support Complete Streets (including on chip-seal paved streets).	SDOT	SPU	Develop guidance	Revisions published in ROWIM		Policy	
Clarify situations where curb realignment and sidewalk widening (vs. lane re-striping) is necessary to support the goals of Complete Streets.	SDOT	SFD, Modal Stakeholders (including freight, bicycle, and transit)	Examine locations with sub-standard sidewalk widths in high priority areas and determine if realignment is possible as part of Complete Streets program implementation			Policy		

# Pedestrian Master Plan Implementation Actions

	TACTIC	IMPLEMENTATION LEAD	PARTNERS	MILESTONES FOR COMPLETION BY END OF			TYPE OF ACTION	REPORT
				2011	2015	2020		
OBJECTIVE 4: PLAN, DESIGN, AND BUILD COMPLETE STREETS	<b>Strategy 4.1: Allocate and design Seattle's rights-of-way to support Complete Streets principles</b>							
	<b>a (cont). Continue to review and update all design guidelines, standards, and policies to be consistent with the Complete Streets ordinance</b>							
	Develop guidance on when and where to provide specialized pedestrian signs.	SDOT		Define the range of special pedestrian signs (existing and proposed) and develop guidance on appropriate locations and use	Update Traffic Manual to include special pedestrian sign guidance		Policy	
	Develop tools to assist with decision-making at intersections where different street types and designations come together.	SDOT	DPD		Tool developed and in use by SDOT		Program	
	Update existing Complete Streets checklist so that it can be used for both large- and small-scale projects.	SDOT		Tool developed and in use by SDOT			Program	
	Evaluate the type and quality of signage within Seattle. Use international symbols, where possible, to overcome language barriers.	SDOT		Continue transition to MUTCD sign codes without words			Program	
	<b>Strategy 4.1: Allocate and design Seattle's rights-of-way to support Complete Streets principles</b>							
	<b>b. Use street type designations as a tool to identify design solutions</b>							
	Provide additional design guidance for street types: 1) add new street types (i.e., residential street types, industrial non-arterial street type, and shared use streets); 2) develop more detailed design guidance provided for street types, including Complete Streets guidance; 3) address decorative elements for Main and Mixed Use street types; 4) address minimum dimension for tree planting in each street type; 5) list natural drainage systems as an option for street types other than Neighborhood Green Streets; 6) review guidelines for minimum buffer width between pedestrians and motor vehicles on Regional Connector, Mixed-Use Arterial, and Industrial Access streets; and 7) identify design guidance for street types that applies only to Center City neighborhoods.	SDOT	SPU	Update guidance and graphics and publish revisions in ROWIM			Policy	
	Identify variations in Complete Streets guidelines based on street classifications for transit, boulevard, and freight (i.e., freight principal arterial v. transit principal arterial) that balance the needs for these modes with pedestrian safety and access.	SDOT	Modal Stakeholders	Revisions published in ROWIM			Policy	
<b>c. Coordinate transportation and land use plans to leverage investments</b>								
Encourage undergrounding of power and franchise utilities when major roadway maintenance is performed.	SDOT	SCL, Franchises		Update standard plans and specifications to reflect SCL undergrounding standards		Policy		

# Pedestrian Master Plan Implementation Actions

	TACTIC	IMPLEMENTATION LEAD	PARTNERS	MILESTONES FOR COMPLETION BY END OF			TYPE OF ACTION	REPORT
				2011	2015	2020		
<b>OBJECTIVE 4</b>	<b>Strategy 4.1: Allocate and design Seattle's rights-of-way to support Complete Streets principles</b>							
	<b>d. Address modal conflicts that result from Complete Streets implementation</b>							
	Ensure that Pedestrian Master Plan recommendations are coordinated with implementation and update activities for other modal plans (e.g., Seattle Transit Plan, Bicycle Master Plan, Freight Mobility Action Plan) and other citywide strategic plans (e.g., Comprehensive Plan, Transportation Strategic Plan).	SDOT	DPD, KCM, ST, Modal Stakeholders	Include links and references to the Pedestrian Master Plan in the Comprehensive Plan Update, Transportation Strategic Plan Update, and Seattle Transit Plan Update	Include links and references to the Pedestrian Master Plan in the Bicycle Master Plan Update, the Freight Mobility Action Plan Update, and other regularly updated plan and guidance documents		Policy	
Provide opportunities to address modal conflicts through the Complete Streets Checklist for specific projects and through Street Design Concept Plans for corridors.	SDOT	DPD, SPU, SFD, Parks, SCL	Continue to develop Complete Streets Checklist for all SDOT capital projects and begin to develop conceptual plans for corridors in high priority areas	Track solutions to modal conflicts through the Complete Streets Checklist to determine if modal conflicts are addressed. Continue to develop conceptual plans for corridors in high priority areas	Continue to develop conceptual plans for corridors in high priority areas	Program		
<b>OBJECTIVE 5: CREATE VIBRANT PUBLIC SPACES</b>	<b>Strategy 5.1: Create an appropriate mix of uses and destinations within neighborhoods</b>							
	<b>a. Use land use and zoning tools to encourage and support pedestrian-friendly growth and development</b>							
	Examine existing land use and zoning to ensure an appropriate mix of uses and destinations within neighborhoods.	DPD	SDOT, DON, Parks	Neighborhood Plan updates identify locations for pedestrian friendly uses	Continue Neighborhood Plan updates		Policy	
	Increase access to community food sources and businesses that provide basic neighborhood goods and services.	DPD	SCKPH, OED		Review land use codes and incentives	Develop incentive strategy for small and mid-size grocery store development and/or easy transit connections to grocery stores	Policy	
	Identify Comprehensive Plan goals and policies that should be revised or created to support implementation of the Pedestrian Master Plan.	SDOT	DPD	Draft revisions to Comprehensive Plan goals for DPD to include in update			Policy	
	Articulate the importance of street-level design in the design review process to encourage development of buildings with a pedestrian-friendly street front.	DPD	SDOT, Design Commission	Provide training for DPD's design review boards			Policy	
	Institute parking maximums for new development to encourage residents to travel by means other than the private automobile.	DPD	SDOT	Review parking policy and develop criteria for establishing parking maximums	Based on the criteria, pilot the parking maximum policy in designated neighborhoods	Evaluate pilot and update the Land Use Code to reflect the policy changes	Policy	
	<b>Strategy 5.2: Reclaim and activate public spaces</b>							
<b>a. Design and permit public spaces so they are active, accessible, welcoming, connected, and unique</b>								
Pursue opportunities to create pedestrian-oriented public spaces within existing right-of-way. Focus on creating open space and space in unused street space that is functional for pedestrians and bicyclists (e.g., parks in squared-off corners, on-street bicycle parking, benches in traffic circles).	SDOT	DPD, Parks, SFD, SPU	Update Complete Streets checklist to reflect requirement that projects search for such opportunities. Pilot project for planning and design of 3 new ROW plazas. Complete 1 pilot project	Develop an "Urban Neighborhood (ROW) Plazas" program. Build 3 ROW plazas and begin planning and design of 3 more, depending on funding	6 ROW plazas constructed	Program		
Explore places where using alleys as pedestrian thoroughfares and destinations is appropriate. Consider use of green infrastructure in Center City alleys.	SDOT	DPD	Evaluate feasibility of 2008 UWLA students' green alleys study	Plan and design 3 green alley demonstration projects in partnership with private sector	Adopt citywide Green Alley Guidelines	Program		

# Pedestrian Master Plan Implementation Actions

TACTIC	IMPLEMENTATION LEAD	PARTNERS	MILESTONES FOR COMPLETION BY END OF			TYPE OF ACTION	REPORT
			2011	2015	2020		
<b>Strategy 5.2: Reclaim and activate public spaces</b>							
<b>a (cont). Design and permit public spaces so they are active, accessible, welcoming, connected, and unique</b>							
Explore opportunities and funding to improve the pedestrian realm and create vibrant public spaces through innovative design features, art, weather protection, tree canopy, street furniture, and other amenities. Develop a program to encourage local artists to submit designs for Seattle-specific benches, bicycle racks, and other items in the right-of-way.	SDOT	OAC, DPD, OED	Update SDOT policy on art integration	Create incentives for developers that integrate art in the public realm	Update ROWIM to include guidelines for integration of public art	Program	
Develop a program to install benches in the right-of-way, including identification of asset owner and guidelines for installation and maintenance.	SDOT	DPD	Create program and develop prioritization criteria	Install pilot projects	Evaluate program	Program	
Provide additional design guidance regarding transit stops/stations, bus shelters in the sidewalk through zone, bus layover zones, weather protection, public art, and other uses of the right-of-way. Balance the desire for custom designs with economies of scale and maintenance requirements of such facilities.	SDOT	DPD, KCM, ST	Update transit stop guidelines	Evaluate and update as needed		Program	
Explore changes to street use permit restrictions to better encourage mobile vending and other street activation strategies in appropriate locations within Center City and other urban centers.	SDOT	DPD, OED, SKCPH, Mayor's Office, DSA, BIAs, Community Organizations	Review and update mobile vendor permitting			Policy	
Amend regulations on sidewalk vending to allow retailers to display goods on sidewalk (frontage zone) without obstructing pedestrian movement.	SDOT	DPD, OED, DSA	Engage community during design review process to review use of frontage	Study use of frontage zones for outdoor vending by testing summer use in three (3) urban villages over two (2) seasons	Update outdoor vending policy	Policy	
Implement changes to Center City streetscapes and bus zones consistent with DPD's Transit Friendly Urban Design Guidelines.	SDOT	KCM, DPD	Implement 3rd Avenue bus stop upgrades	Implement additional upgrades based on Center City Streetscape Framework		Program	
<b>b. Develop a public space network in the Center City and other neighborhoods that connects open spaces and areas of high pedestrian demand</b>							
Develop a public space network that covers all Center City neighborhoods. Include street type definitions and specific Center City design elements, east-west Green Streets, existing design guidance from individual streetscape design plans (e.g., Pike-Pine, Bell Street), and the Bands of Green recommendations. Explore funding and maintenance partnerships.	SDOT	DPD, Parks, DON, Seattle Parks Foundation	Complete Center City Streetscape Framework plan	Develop timeline and strategy to implement downtown public space network	Implement programs	Program	
<b>c. Integrate public spaces with adjacent businesses</b>							
Develop program of renovation assistance for small business owners to improve their frontage, including repair of sidewalks or walkways.	OED	SDOT, DPD	Explore small business funding options for improvements	Develop program for improvements and criteria for program participation	Implement program and evaluate	Program	
Examine opportunities to revise state liquor laws that require fences around sidewalk cafes serving alcohol to support additional opportunities for flexible sidewalk café space.	SKCPH	DPD, OPM, OIR, SDOT	Develop working group to define and prioritize issues	Review sidewalk café policy related to serving liquor		Policy	
Work with parking garage owners and management companies to eliminate the "caution, vehicles exiting" warning message to focus the message on the drivers instead.	SDOT	OED, DPD		Review requirements for warning messages and update		Program	

OBJECTIVE 5: CREATE VIBRANT PUBLIC SPACES THAT ENCOURAGE WALKING

# Pedestrian Master Plan Implementation Actions

TACTIC	IMPLEMENTATION LEAD	PARTNERS	MILESTONES FOR COMPLETION BY END OF			TYPE OF ACTION	REPORT
			2011	2015	2020		
<b>Strategy 5.2: Reclaim and activate public spaces</b>							
<b>d. Develop guidelines for car-free and shared space streets</b>							
Begin to implement shared space streets, with a commitment to developing guidelines and protocols for implementation. Explore possible locations for shared-space streets through examining space allocation in the right-of-way (e.g., narrowing streets, pedestrian-only streets, woonerfs).	SDOT	DPD, Real Property, SFD, SPD, OPM, OED	Implement pilot project and evaluate. Update guidelines in ROWIM	Develop Client Assistance Memo for shared use street design		Program	
Create a program to fund neighborhood-based applications for shared use streets.	SDOT			Explore grant funding to establish program	Develop and implement program, depending on available funding	Program	
Expand program of Summer Streets (car-free streets) each year. Focus on locations with strong community interest. Sustain and expand summer street closures in major parks and in the Pike Place Market.	SDOT	Parks, Mayor's Office, Pike Place Market PDA, KCM, SPD, SFD	Sustain and expand the Summer Streets program and other "car-free streets programs" in parks and Pike Place Market			Program	
Pilot a Car-Free Weekend program, in which Seattleites are encouraged to live car-free for an entire weekend.	SDOT	KCM, ST, Feet First, Cascade Bicycle Club	Develop program scope and test concept with various community groups	Implement Car Free Seattle weekend		Program	
Develop guidelines regarding street width and clarify SFD access requirements on both arterial and non-arterial streets.	SDOT	SFD	Establish SDOT/SFD working group. Develop guidelines	Evaluate and update as needed	Evaluate and update as needed	Policy	
<b>e. Encourage at-grade crossings wherever possible to support pedestrian activity at the street level</b>							
Actively support the City's policy to limit the use of sky bridges. Use sky bridges to improve public access (e.g., crossings of SR-99, I-5, elevation changes, major transit) rather than to make connections between buildings.	SDOT	DPD, Design Commission, Council, ST, KCM	Examine strategies for sky bridges	Evaluate and update policy as needed		Policy	
Ensure that above and below grade pedestrian crossings have high quality at-grade crossings as well.	SDOT	DPD, Design Commission, Council, ST, KCM	Examine at-grade crossings near existing above and below grade crossings to determine needed improvements	Prioritize and improve at-grade crossings		Program	
<b>Strategy 5.3: Expand the use of pedestrian-scaled lighting</b>							
<b>a. Develop and implement a pedestrian lighting plan</b>							
Develop and implement a pedestrian lighting plan that focuses on quality, quantity, orientation of light; maps streetlighting districts; and defines goals for lighting in neighborhoods. As part of the pedestrian lighting plan, evaluate the use of lighting for multiple purposes, such as pedestrian visibility and enhancing pedestrian comfort (sense of security) when walking at night. Integrate with Seattle City Light capital planning efforts.	SCL	SDOT	Scope pedestrian lighting plan and seek funding	Develop plan and begin implementation	Focus implementation on high priority areas	Program	
Evaluate appropriate lighting for pedestrian visibility at intersections so that pedestrians can be seen in all weather (may be more lighting, less lighting, different lighting).	SCL	SDOT, Lighting Design Lab	Evaluate intersection lighting standards and test scenarios for visibility	Develop new standards and implement lighting to match standards	Evaluate and update as needed	Program	
Use the prioritization criteria developed by the Pedestrian Master Plan to identify areas in need of additional and improved lighting, such as areas with high pedestrian activity (e.g., transit stops and stations, business districts, residential streets connecting to neighborhood centers, shared use trails, underpasses, overpasses, public outdoor stairways).	SDOT, SCL	SPD, KCM, ST	Evaluate criteria for use with pedestrian lighting program and revise, as needed	Implement lighting upgrades in Tier 1 high priority areas	Evaluate and update criteria as needed	Program	
Expand neighborhood lighting plans through the neighborhood planning process, and revise existing neighborhood lighting plans to provide more guidance on pedestrian-oriented lighting.	DPD	DON, SCL, SDOT	Review neighborhood lighting concerns as part of the Neighborhood Plan updates	Review neighborhood lighting concerns as part of the Neighborhood Plan updates		Program	

OBJECTIVE 5: CREATE VIBRANT PUBLIC SPACES THAT ENCOURAGE WALKING

# Pedestrian Master Plan Implementation Actions

	TACTIC	IMPLEMENTATION LEAD	PARTNERS	MILESTONES FOR COMPLETION BY END OF			TYPE OF ACTION	REPORT
				2011	2015	2020		
OBJECTIVE 5	<b>Strategy 5.3: Expand the use of pedestrian-scaled lighting</b>							
	<b>b. Revise lighting design standards to focus on quality, quantity, and orientation of light</b>							
	Revise the Right-of-Way Improvements Manual (ROWIM) and other guiding documents to: 1) discuss pedestrian-oriented lighting in more detail; 2) locate light posts in such a way as to maintain a clear pedestrian zone; 3) include both retrofits and new construction in lighting design standards; and 4) achieve concurrency with International Dark Sky Association "approved dark-sky friendly" standards.	SDOT	SCL	Revisions published in ROWIM	Updates published in ROWIM and Standard Plans		Policy	
	Review Seattle City Light pole, fixture, and design standards to determine if expanded options are needed. Explore alternative types of hand holds, vaults, and energy efficient, low glare features (e.g., LEED certification lighting) as part of this analysis. Incorporate findings into the Seattle Streetlight Master Plan.	SCL	SDOT	Evaluation complete	Findings defined in Seattle Streetlight Master Plan. Update Standard Plans and ROWIM as needed	Policy		
OBJECTIVE 6: GET MORE PEOPLE WALKING	<b>Strategy 6.1: Promote the benefits of walking as part of citywide sustainability and equity initiatives and through new and expanded programs</b>							
	<b>a. Share marketing techniques and approaches to effectively promote services, programs, and facilities that support walking</b>							
	Share marketing techniques and approaches to improve the ability of city and county agencies to market and promote their services, programs, and facilities that support walking.	SDOT	Council, DPD, KCM, ST	Convene partnership group and develop scope of work	Implement high priority items		Program	
	Connect promotion of walking with citywide sustainability initiatives (e.g., Climate Action Now) and develop additional events that promote walking.	SDOT	Mayor's Office, OSE, DPD, Parks, SKCPH, Feet First	Convene partnership group and develop scope of work	Incorporate walking promotions in all neighborhood, community, and parks based programs		Program	
	Explore partnerships with private organizations to fund incentive programs and events that encourage walking.	SDOT	OED, DSA, Feet First	Hold forum to discuss ideas with business groups and local walking groups	Implement new programs	Evaluate program	Program	
	<b>b. Advance a social marketing campaign to promote walking</b>							
	Retain a marketing consultant to develop a social marketing program to promote walking. Focus on the role of walking in promoting health (e.g., the health impacts of short trips), walking as a cost-saving approach (e.g., save money on gas), walking as a conservation measure (e.g., improve the environment), and the impact of walking on community building (e.g., meet your neighbors). Evaluate the effectiveness of the campaign.	SDOT	SPD, OSE, DON, Feet First, SKCPH, KCM, ST	Conduct focus groups to begin developing messages for social marketing program	Fund, implement, and evaluate social marketing program	Design follow up campaign, fund, and implement	Program	
	<b>c. Create or expand programs that promote the benefits of walking</b>							
	Expand programs that promote walking for physical and mental health.	SDOT	DON, Seattle Schools, Human Services, SKCPH, Feet First	Hold forum to define programs	Begin early implementation	Implement programs	Program	
	Expand the Pedestrian Safety for Students program within Safe Routes to School through the following actions: 1) expand program for elementary schools, and 2) develop Safe Routes to School programs for middle schools and high schools.	SDOT	Seattle Schools, KCM, ST, Parks, SKCPH	Scope the Pedestrian Safety for Students program to identify components and partners	Expand 2nd grade Pedestrian Safety Education program to all Seattle Public Elementary Schools	Expand program to public middle and high schools	Program	
Maintain and expand funding for infrastructure improvements through the Safe Routes to School Program. Continue funding five (5) schools per year and explore opportunities to expand this to additional schools.	SDOT		Improve infrastructure at five (5) schools per year	Improve infrastructure at 10 schools per year	Leverage funding for larger packages of infrastructure improvements at five (5) schools	Program		

# Pedestrian Master Plan Implementation Actions

TACTIC	IMPLEMENTATION LEAD	PARTNERS	MILESTONES FOR COMPLETION BY END OF			TYPE OF ACTION	REPORT
			2011	2015	2020		
<b>Strategy 6.1: Promote the benefits of walking as part of citywide sustainability and equity initiatives and through new and expanded programs</b>							
<b>c (cont). Create or expand programs that promote the benefits of walking</b>							
Explore partnerships with private schools to expand Safe Routes to School Program to these schools.	SDOT	Private Schools, School Traffic Safety Committee		Establish working group to scope Safe Routes to School Program for private schools	Expand Safe Routes Program to private schools	Program	
Develop Safe Routes to Transit and Safe Routes to Parks programs, including infrastructure improvements (e.g., walkways, signs) and safety education for various user groups.	SDOT	KCM, ST, Parks, Feet First	Scope the programs to identify components and partners	Implement and evaluate programs	Expand safe routes to transit and parks	Program	
Expand auto trip reduction programs to encourage more people to travel by means other than the private automobile (including by walking). Increase the number of people participating in a City-sponsored commute trip reduction program each year.	SDOT	KCM, ST, Major Employers, Commute Seattle	Evaluate City-sponsored commute trip reduction programs	Partner with regional and private sponsors to expand year-round auto trip reduction programs	Evaluate programs	Program	
Explore the possibility of a "Ride Free" day (or other lower cost promotional activities) on all local and regional transit to encourage people to walk and take transit instead of driving.	SDOT	KCM, ST, Mayor's Office	Develop working group to define program	Implement Ride Free King County	Implement Ride Free Sound Transit	Program	
Develop "Walk to Work" day, possibly in collaboration with "Bike to Work" month. Also explore ongoing program of "Walk to Work Fridays" and "Walk to Work" month.	SDOT	KCM, Major Employers, Feet First, Cascade Bicycle Club	Sponsor "Walk to Work" day and evaluate	Scope "Walk to Work" Fridays, launch and evaluate program	Sponsor "Walk to Work" month, launch and evaluate program	Program	
<b>Strategy 6.2: Foster communication to support pedestrian travel</b>							
<b>a. Create materials to communicate general travel and right-of-way information</b>							
Develop a "Travel Right" guide to communicate to Seattleites general travel and right-of-way information, both regulatory and encouraging. Information might include: regulations, ranging from speed limits to parking restrictions to laws about white canes and guide dogs to crossing laws; the impact of speed on crash severity, to encourage drivers to slow down; contact information for SDOT's various programs (e.g., Sidewalk Repair Program); great neighborhoods for walking; and hidden staircases.	SDOT	DON, KCM, SKCPH, Parks, Community Groups, Feet First	Develop and distribute guide with input from agency and community partners	Evaluate and update brochure	Expand communication program to include new topics	Program	
Finalize and distribute SDOT's educational brochure (geared toward property owners) about sidewalk and tree maintenance and further develop a communications campaign for property owners that addresses responsibilities in the right-of way, including: the responsibility to maintain the sidewalk/walkway, planting strip, and vegetation adjacent to their property (including removal of snow and ice); a list of materials that are appropriate for sidewalk repairs and locations where the materials are commonly available; and information about neighborhood design requirements.	SDOT	DPD, DON	Brochure complete and distributed	Evaluate and update brochure		Program	
Develop an outreach plan to traditionally underrepresented communities, using strategies from the Equity, Health, and Environment toolbox (e.g., distributing multi-lingual materials; creating a technical assistance program).	SDOT	DPD, DON	Continue work of SDOT inter-departmental public engagement team. Identify appropriate targets for outreach	Contract with consultant to develop outreach plan and provide translatable materials to promote SDOT programs, including the Pedestrian Master Plan	Evaluate and update brochure	Program	
Coordinate the transmission of Pedestrian Master Plan data to a public interface for use by SDOT, DPD, and SPU to provide readily available project information during the permitting and inspection processes.	SDOT	DPD, SPU	Hold inter-departmental and inter-agency training sessions			Program	

OBJECTIVE 6: GET MORE PEOPLE WALKING

# Pedestrian Master Plan Implementation Actions

TACTIC	IMPLEMENTATION LEAD	PARTNERS	MILESTONES FOR COMPLETION BY END OF			TYPE OF ACTION	REPORT
			2011	2015	2020		
<b>Strategy 6.2: Foster communication to support pedestrian travel</b>							
<b>b. Expand pedestrian wayfinding and walking map programs citywide</b>							
Add walking routes to My Neighborhood Maps site.	SDOT	DoIT, Feet First	Walking routes from existing Feet First maps included in web function	Additional routes added	Additional routes added	Program	
Expand pedestrian wayfinding efforts citywide, to include maps, signage in the right-of-way, and web-based tools. Focus wayfinding at transit stops, to encourage coordination of walking and transit trips.	SDOT	Parks, KCM, ST, SKCPH, Feet First	Install wayfinding kiosks and signs in Center City neighborhoods and West Seattle. Develop wayfinding task force to coordinate a comprehensive approach for City wayfinding, including efforts between pedestrian and bicycle wayfinding	Evaluate wayfinding design standards and update as needed	Develop internet-based wayfinding standards	Program	
Expand mapping to support pedestrians through the following steps: 1) Develop walking maps for all Seattle neighborhoods; 2) Compile existing neighborhood walking maps to create a "master" walking map for Seattle; 3) Develop thematic walking maps/routes for Seattle (e.g., Walks with Kids, Dog Walks, View Walks, Art Walks, Tree Walks, Historic Walks).	SDOT	Feet First	Create "master" recreational walking map of existing Feet First routes and City trails	Develop internet-based walking map standards. Prioritize neighborhood mapping projects	Develop maps	Program	
Collaborate with King County Metro and Sound Transit to improve pedestrian connections to destinations through on-board destination/wayfinding guides, stop announcements linked to destinations, flexible routing for events, and better marketing of services and destinations.	SDOT	KCM, ST, PSRC	Establish working group with KCM, ST, and PSRC to define specific actions	Begin program implementation	Evaluate and update as needed	Program	
<b>c. Use social networking to communicate project information in a timely and efficient manner</b>							
Communicate project information to those affected in a timely and efficient manner through development of neighborhood listservs and/or partnerships with local blogs.	SDOT	DON, DPD, SPU, DOIT	Launch SDOT Interactive and evaluate use	Develop SDOT standard communication protocol	Evaluate and update as needed	Program	
<b>d. Simplify the City's online resources to improve usability, accessibility, navigability, and coordination</b>							
Enhance online information access related to pedestrian issues.	SDOT	DOIT	Evaluate online pedestrian information, internally and with various external users	Make high priority improvements	Evaluate and update as needed	Program	
Expand online tracking and geocoding of customer requests related to Pedestrian Master Plan implementation and specific maintenance activities.	SDOT	DPD		Assess existing tracking programs and propose updates	Develop and adopt web-based tracking protocols	Program	
Improve online resources for walking and transit use. Include transit connections to parks and other high demand pedestrian destinations. Coordinate with Metro's existing Trip Planner web tool.	SDOT	Parks, KCM, ST	Online tools upgrades identified	Update online tools	Evaluate online tools	Program	
Require applicants for street use permits to submit a notification plan and determine whether public notification requirements are being met for each permit holder. These efforts may include: 1) clarifying the area of notification; 2) developing a list of acceptable notification methods; 3) providing staff training in enforcing this requirement; and 4) requiring applicants to complete a checklist documenting the notification methods they used as a condition of permit approval.	SDOT	DPD	Evaluate effectiveness of Street Use notification program	Update program	Evaluate program	Program	

OBJECTIVE 6: GET MORE PEOPLE WALKING

# Pedestrian Master Plan Implementation Actions

TACTIC	IMPLEMENTATION LEAD	PARTNERS	MILESTONES FOR COMPLETION BY END OF			TYPE OF ACTION	REPORT
			2011	2015	2020		
<b>Strategy 6.3: Create a strong pedestrian education program</b>							
<b>a. Design and implement a pedestrian safety education campaign that targets drivers and pedestrians</b>							
Revise the Washington State Driver's Education Manual to provide more accurate and complete training on pedestrian rights and responsibilities as well as the potential impacts of crashes on pedestrians.	Feet First	SPAB, SKCPH, WS Dept. of Licensing, SDOT	Lobby to update manual	Revised manual		Policy	
Use the results of SDOT's 2009 Knowledge, Attitudes, and Behaviors (KAB) survey to establish a comprehensive pedestrian safety education campaign targeted to specific segments of Seattle's population.	SDOT	SPAB	Implement pedestrian safety education campaign and evaluate	Conduct KAB survey to measure progress. Update campaign	Conduct KAB survey to measure progress. Update campaign	Program	
Develop a "don't block the box" education program to remind drivers to avoid "blocking the box," including guidance for on-pavement crosswalk markings, signage, and educational materials.	SDOT	SPAB	Develop draft policy on "blocking the box"	Implement, publicize, and enforce policy on "blocking the box" in high demand areas	Implement and enforce citywide policy for drivers on "blocking the box"	Program	
<b>b. Develop and launch training modules for City staff</b>							
Develop and launch training modules for City staff, including topics such as: implementation of recommendations from the Pedestrian Master Plan; project conceptualization, design, and construction (as multiple programs build pedestrian facilities); accessibility needs of people with disabilities (training for all SDOT employees who participate in the planning, design, and construction of pedestrian facilities); pedestrian-appropriate intersection and crosswalk lighting schema (provided by Lighting Design Lab); and alternative sidewalk standards and maintenance requirements.	SDOT	SPU, DON, DPD, OACA, Parks, Seattle Lighthouse for the Blind, Lighting Design Lab	Develop training modules	Implement training modules	Evaluate and revise training modules	Program	
<b>Strategy 6.4: Establish and strengthen partnerships</b>							
<b>a. Develop programs in partnership with non-profit organizations, employers, institutions, and transit agencies</b>							
Develop a mobility ambassador program (in cooperation with Seattle service providers) to assist City staff in the review of new projects and programs.	SDOT	Seattle Lighthouse for the Blind	Develop program scope	Mobility ambassador program in place		Program	
Support organized events and programs such as West Edge Chalk Walks with DSA and Feet First Neighborhood Mapping.	SDOT	DSA, BIAs, Community Organizations, Feet First	Participate in planning groups and steering committees for programs and events	Ongoing	Ongoing	Program	
<b>b. Improve regional coordination around pedestrian issues</b>							
Improve regional coordination around pedestrian issues (particularly around funding and enforcement) by establishing relationships with and providing regular updates to organizations such as the Association of Cities, engineering associations, and the police chiefs' association.	SKCPH	PSRC, SPD, SDOT, Feet First, SPAB	Participate in King County Pedestrian Safety workshops	Hold regional pedestrian forum		Program	
<b>c. Establish better communication and coordination among staff and departments working on related issues</b>							
Establish active city partnerships to encourage walking, bicycling, and transit use through coordination for these modes (e.g., prioritize pedestrian access to stops and services when planning for transit service/route changes).	SDOT	SCKPH, KCM, ST, Feet First, Cascade Bicycle Club	Hold quarterly multi-modal meetings	Hold quarterly multi-modal meetings	Evaluate program	Program	
Establish better coordination between SDOT, SPU, SCL, SFD, and DPD to link design work with engineering work through a regular meeting.	SDOT	DPD, SPU, SCL, SFD	Hold quarterly meetings. Establish permanent IAT	Continue meetings of IAT	Evaluate program	Program	
Establish better coordination between SDOT and Seattle Parks and Recreation through a regular meeting. Topics of discussion might include Summer Streets, implementation of Bands of Green, wayfinding programs, and education/encouragement campaigns.	SDOT	Parks	Hold quarterly meetings	Hold quarterly meetings	Evaluate program	Program	

OBJECTIVE 6: GET MORE PEOPLE WALKING

# Pedestrian Master Plan Implementation Actions

	TACTIC	IMPLEMENTATION LEAD	PARTNERS	MILESTONES FOR COMPLETION BY END OF			TYPE OF ACTION	REPORT
				2011	2015	2020		
OBJECTIVE 6: GET MORE PEOPLE WALKING	<b>Strategy 6.4: Establish and strengthen partnerships</b>							
	<b>c (cont). Establish better communication and coordination among staff and departments working on related issues</b>							
	Establish better coordination between SDOT, SCL, and DPD regarding lighting design standards, design review, permitting, installation, inspection, and maintenance through a regular meeting. Communicate decisions both internally and externally via updates to the Right-of-Way Improvements Manual.	SDOT	SCL, DPD	Hold twice yearly meetings	Hold twice yearly meetings	Evaluate program	Program	
	Establish better coordination between SDOT and Seattle-King County Public Health regarding the role of transportation in health disparities, encouraging people to walk, and special events through a regular meeting.	SDOT	SCKPH	Hold yearly transportation and health forum	Hold yearly transportation and health forum	Evaluate program	Program	
	Review the revised Preliminary Right-of-Way Assessment Tool to eliminate potential loopholes in the plan review process. Include a maintenance agreement for permitting.	SDOT		Evaluate the assessment tool	Update as needed		Program	
	<b>Strategy 6.5: Monitor and communicate the Pedestrian Master Plan delivery actions</b>							
	<b>a. Revise and update the plan, its data module, and the project list regularly</b>							
	Revise and update the Pedestrian Master Plan every five years.	SDOT	IAT, SPAB		Plan update	Complete plan review and update	Program	
	Update the Plan's data module and project list annually (with a significant data update anticipated when 2010 Census data is available).	SDOT	SPU, DPD, SKCPH	Integrate new census data into data model	Continue annual updates		Program	
	Develop and distribute geocoded capital projects list so that all departments have timely information about city projects to facilitate internal coordination and leveraging opportunities.	SDOT	SPU, SCL, Parks	Determine appropriate forum for collecting and distributing information	Distribute lists yearly	Distribute lists yearly	Program	
	<b>b. Maintain and update inventories of assets, including capture of capital projects and private development</b>							
	Evaluate data collection and management processes/needs to determine appropriate data for use in tracking success of plan and identifying future improvements.	SDOT	SPU	Evaluate data collection and data needs	Upgrade or revise data collection procedures	Evaluate and update	Program	
	Maintain and update inventories of assets (e.g., the sidewalk inventory), including capture of capital projects and private development.	Asset Management	SDOT, SPU, SCL, DPD	Develop data collection approach for private installations and capital projects	Update	Update	Program	
	<b>c. Track and report on plan performance measures</b>							
	Develop and launch a "dashboard" portal for reporting key indicators of success in the Pedestrian Master Plan, focusing on specific, measurable goals and the progress made toward meeting those goals.	SDOT	SPAB, SKCPH	Develop portal and update yearly	Update	Update	Program	
<b>d. Assign ongoing stewardship of the plan to the Seattle Pedestrian Advisory Board</b>								
Coordinate stewardship of the Pedestrian Master Plan with the Seattle Pedestrian Advisory Board. Ensure that necessary training is provided to assist SPAB in this role.	SDOT	SPAB, Council, Mayor's Office	Train SPAB yearly on stewardship and outreach. Work with Mayor's Office and Council to review Board membership to address community and users	Train SPAB yearly on stewardship and outreach	Train SPAB yearly on stewardship and outreach	Program		