

**PUBLIC SPACE MANAGEMENT PROGRAM  
Implementation Strategy**

The Seattle Department of Transportation (SDOT) is developing a Public Space Management Program. There continue to be new and creative ways that Seattle residents and businesses want to use the public right-of-way; often, the City is not able to allow or effectively regulate these activities, either because of existing policies, codes, or processes or due to limited resources. The Public Space Management Program will work directly with Seattle residents and businesses to activate the right-of-way so that people will be encouraged to linger and enjoy public spaces. An active and vibrant right-of-way will enhance the character of Seattle’s neighborhoods and promote economic vitality in the Center City and in neighborhood business districts.

In early 2013, at the direction of Mayor McGinn and the City Council, SDOT convened the Public Space Management Task Force—a 34-person team of City staff, community members, business representatives, planners, and designers—to help SDOT identify and prioritize the elements that should be part of this new Public Space Management Program. The Task Force reviewed current and best practices and guided the development of this implementation strategy for the Public Space Management Program.

**Task Force Membership**

The Task Force included 34 individuals who live and/or work in Seattle, about half of them internal (City) members and the other half external (see Table 1). Members represented a variety of interests and neighborhoods and possessed the ability to work within and across diverse constituencies. While they were not necessarily public space experts, the Task Force members were passionate about the importance of public spaces and the management of those spaces. The Task Force worked collaboratively to develop an approach to the Public Space Management Program that enhances the wellbeing of the broader Seattle community.

**Table 1: Task Force Members**

<b>Name</b>	<b>Affiliation / Neighborhood / Department</b>
Amy Gray	SDOT Street Use, Legislation and Policy
Angela Steel	SDOT Street Use, Public Space Management
Bill LaBorde	Councilmember Rasmussen’s Office
Brian dePlace	SDOT Street Use, Right-of-Way Manager
Brian Hawksford	Councilmember Rasmussen’s Office

<b>Name</b>	<b>Affiliation / Neighborhood / Department</b>
Brian Schroeder	Georgetown resident; architect
Brice Maryman	SvR Design Company
Cari Simson	Urban Systems Design (consultant)
Ching Chan	Seattle Chinatown/ID Public Development Authority
Don Blakeney	Chinatown/ID Business Improvement Area
Dongho Chang	SDOT Traffic Management, City Traffic Engineer
Gary Johnson	Department of Planning and Development (DPD)
Hannah Marzynski	Ravenna resident; accessible design
Jon Scholes	Downtown Seattle Association (DSA)
Jordan Lewis	University of Washington graduate student
Josh Henderson	Small business (and mobile food business) owner
Karis Jones	Beacon Hill resident; student
Kathy Nyland	Councilmember Bagshaw's Office
Kristen Lohse	Pedestrian/bicycle planning and design
Kristen Simpson	SDOT Traffic Management, Plan Implementation Manager
Laurie Ames	Department of Neighborhoods (DON)
Liz Stenning	International Sustainability Institute (Pioneer Square)
Mark Bandy	Ballard resident; civil engineer
Michele Scoleri	Mayor's Office
Mike Kent	Central District resident; urban planner
MJ Kiser	Compass Housing Alliance (Downtown)
Paul Gracy	Seattle Police Department (SPD)
Randy Engstrom	Office of Arts and Culture (OAC)
Seth Geiser	Seattle Design Commission
Seth Schromen-Wawrin	Pedestrian/bicycle planning and design
Sherry Lawson	Westlake Center General Manager
Susan McLaughlin	SDOT Policy and Planning, Urban Designer
Tina Vlasaty	Office of Economic Development (OED)
Victoria Schoenburg	Seattle Parks and Recreation (Parks)

## **Task Force Charge**

Mayor McGinn and the City Council charged the Task Force with defining a comprehensive public space management strategy to enliven public spaces, support vibrant streets and neighborhoods, and promote economic vitality. To complete this work, the Task Force engaged in the following activities:

1. Created a comprehensive list of program areas—building upon elements contemplated in the Seattle Pedestrian Master Plan and the Center City Initiative—including vending of goods in the right-of-way, parklets, newspaper boxes, A-frame signs, permanent play equipment, green infrastructure, alley and public plaza activation, and street furniture;
2. Identified the benefits and complexities of each program area, including permitting opportunities and challenges, design guidance and other general parameters for siting, as well as safety and liability issues;
3. Determined where opportunities exist for public/private partnerships;
4. Defined the policy and regulatory changes and management tools needed to implement each program area; and
5. Prioritized the program areas to facilitate City decisions on staffing and funding future work items.

## **Process**

The Public Space Management Task Force met six times between the end of January and mid-May 2013. Meeting products—such as agendas, summaries, and presentations—will be posted online when the Public Space Management Program website is developed. The sections below provide an overview of the Task Force’s work, culminating in the prioritized list of implementation actions for the next five years.

## **Program Areas**

The Task Force first brainstormed program areas that should be part of the Public Space Management Program. This exercise generated 37 different program areas, listed alphabetically below, as well as 11 different features that Task Force members identified as “considerations” for the program areas.

### ***Program Areas***

- A-frame signs (i.e., portable signs)
- Alley activation
- Art installations
- Benches
- Bike sharing
- Bike parking
- Buskers
- Community projects and neighborhood “beautification”
- Drinking fountains
- Farmers’ markets
- Festival streets
- Gardening

- Green infrastructure (e.g., swales, rain gardens)
- Greenways
- Information sharing and dissemination
- Interpretative signs
- Mobile food vending
- Newspaper boxes
- Parklets
- Pavement to parks
- Pedestrian lighting
- Performance space
- Planting strips
- Play equipment
- Pole banners
- Public plaza activation
- Public toilets (e.g., Portland Loo)
- Shared space (e.g., woonerfs)
- Shoreline street ends
- Sidewalk cafés
- Street canvassers
- Street closures (e.g., block parties)
- Street furniture
- Transit facilities
- Vending
- Walking trails and pedestrian pathways
- Waste management
- Wayfinding

***Program Features***

- Accessibility
- All ages (kids and seniors)
- Color and fun
- Design quality and materials (temporary and permanent)
- Geographic considerations
- Neighborhood distinctions
- Private use of public space
- Public/private partnerships
- Sponsorships
- Walkable zone
- Weather protection

The Task Force refined the list of program areas over the course of the six meetings to reflect synergies between program areas, areas that did not “fit” within the evolving definition of the program, efforts successfully managed by others, and potential efficiencies in implementation for combined programs. For example, “greenways” (or “neighborhood greenways”) is a new program defined in the 2013 update to the Bicycle Master Plan and implemented by SDOT’s Traffic Management Division. Another example is the combination of “buskers” and “performance space,” two program areas that were combined in the final work plan because of their direct relationship.

The Task Force used the program features as the basis for defining successful program areas. These features also were incorporated into the mission statement and goals and objectives for the program.

## Program Mission Statement and Goals

Building on an early brainstorming exercise to define public space, activation, and management, the Task Force developed a mission statement for the Public Space Management Program that is both succinct enough to be easily understood and broad enough to encompass all that the program strives to achieve:

***Seattle's Public Space Management Program promotes and regulates a vibrant, safe, accessible, and attractive shared right-of-way.***

To further articulate the mission statement, the Task Force identified four goals for the program. Objectives that will be used to measure the program's success support each goal. The objectives and sample metrics are provided below (see "Measuring Success"). The goals are:

- **ENCOURAGE:** Promote the activation of public space
- **IMPLEMENT:** Ensure that opportunities to activate the right-of-way are not missed due to perceived obstacles or implementation hurdles
- **INNOVATE:** Identify opportunities for activation
- **REGULATE:** Manage our public spaces in a transparent and predictable way

## Elements of Success and Management Tools

The goals and objectives are an important lens for evaluating the overall success of the Public Space Management Program, but the Task Force also identified the need to define success for each individual program area. To identify the actions needed to make each program area successful, they developed a list of elements of successful programs:

- Accessible
- Adaptable
- Affordable
- Clear expectations
- Cost effective
- Diversity
- Functional
- Healthy
- Inspections and enforcement
- Lawful
- One-stop shopping
- Ownership
- Partnerships
- Predictable and consistent
- Quality design
- Replicable
- Safe
- Self-policing
- Shared benefits
- Stewardship
- Sustainable
- Transparent
- Variety
- Well maintained

Ensuring success for each program area will require appropriate management tools. The Task Force identified potential management tools—including policy changes, design standards, communications materials, and inspection and enforcement actions—and worked in small groups to evaluate case studies and develop recommendations. The five case studies provided a foundation for additional small group work to define recommendations for the remaining program areas. The case studies and the recommendations for each program area will be available on the Public Space Management Program website.

**Program Area Prioritization**

The Task Force worked both in small groups and as a large group to prioritize the program areas based on a set of objective prioritization criteria as well as their own opinions, perspectives, and expertise. The prioritization criteria included the following:

- Encourages activation and provides opportunities
- Serves a diversity of people
- Improves access and safety
- Includes partnerships to ensure sustainability
- Builds new spaces or places
- Fixes or enhances an existing program
- Makes a process easier or more clear

Table 2 displays the results of the prioritization process. The Task Force underscored the value of each program area and focused their decisions on the need for action within the program areas as well as the opportunities to achieve positive outcomes. Urgent program areas are the highest priority for action and should begin immediately, important program areas are the second priority and should start sooner rather than later, and stable program areas need limited intervention due to recent program or policy changes but should be monitored.

**Table 2: Work Plan Phasing**

Urgent	Important	Stable
Alley Activation Business and Neighborhood Amenities Coordinated Street Furniture Enforcement Green Infrastructure Parklets Public Loos and Drinking Fountains	A-Frame Signs Buskers and Performance Space Festival Streets Newspaper Boxes Pavement to Parks Play Equipment Pole Banners Public Plazas Shared Spaces Vending of Merchandise	Farmers’ Markets Gardening Mobile Food Vending Sidewalk Cafes Street Closures

## **Work Plan and Implementation Actions**

The Task Force identified the needs for each program area, focusing first on what would make each program area successful, what potential pitfalls should be avoided, and what management tools would be needed. This effort provided clear direction on the goal and desired outcomes for each program area. To operationalize the goals and outcomes, program staff developed a five-year work plan for the program that identifies specific implementation actions, 2013 deliverables, and the level of complexity for each program area (see Attachment A: Implementation Actions). Complexity includes externalities (e.g., code restrictions, design considerations), resources (e.g., staff time, material costs), and partners (e.g., other City departments). The Task Force recommended that elements of different program areas move forward simultaneously, and the work plan and 2013 deliverables reflect this direction.

## **Resources**

The draft work plan reflects SDOT's existing resources. While the Public Space Management Program is in its early phases, additional resources would enable the department to expedite development and implementation of individual program areas. For example, with additional resources, it would be possible to complete all of the actions identified for "Business and Neighborhood Amenities" by the end of 2014. However, a reduction in current resources would slow the implementation schedule for most program areas.

As new program areas are fully developed and implemented, additional resources will be required to effectively manage these areas. The Public Space Management Program will demand a high degree of customer service—both proactive community outreach and direct contact with applicants—to ensure successful implementation. Design coordination also will be critical for many of the program areas. And finally, additional resources for enforcement of permitted activities will be needed as new programs are developed.

In addition to the future resource needs, the "Enforcement" program area needs additional resources immediately to provide the level of service recommended by the Task Force. This program area was developed to acknowledge that the enforcement of unpermitted activities requires resources beyond those available for the annual inspection of permitted activities. The existing level of service is well below that desired by the Task Force, especially downtown and along the central waterfront. However, the enforcement of unpermitted activities does not generate revenue and, therefore, does not directly support staff time. Because this type of enforcement is not revenue-generating, SDOT currently is unable to dedicate a full-time inspector to address unpermitted activities. Instead, responsibility is shared among the five inspectors who inspect and enforce more than 7,000 existing annual permits citywide.

To fully implement the Public Space Management Program and provide the level of service needed—from early outreach to regular enforcement of both permitted and unpermitted

activities—additional resources will be needed. SDOT will continue to work with the Mayor and City Council to seek funding for additional staff to support this new body of work.

### **Measuring Success**

The Public Space Management Program is a large and complex program that will implement new program areas, policies, and procedures to effectively manage activation in the right-of-way. To ensure that the program's mission and goals are achieved, progress will be monitored and reported annually. The Task Force developed draft objectives for program evaluation; each objective has a sample metric that will be used to create a "dashboard" reporting system. These metrics will be defined further in late 2013 and included in the Public Space Management Program's first annual report.

#### **ENCOURAGE:** Promote the activation of public space

- Increase opportunities for individuals or groups to express themselves in the public realm, encouraging interactions between people of all backgrounds
  - Sample metric: # of permits issued for neighborhood block parties
- Foster public-private partnerships
  - Sample metric: # of permits issued for public amenities
- Support both spontaneous and planned activation
  - Sample metric: # of festival street designations
- Develop programs that allow for creative variety and flexible definitions of "activation"
  - Sample metric: Parklet program launched
- Communicate information about policies and programs clearly
  - Sample metric: New website for program launched

#### **IMPLEMENT:** Ensure that opportunities to activate the right-of-way are not missed due to perceived obstacles or implementation hurdles

- Improve the ability to respond nimbly to community needs and interests
  - Sample metric: Streamlined permit process developed for community projects
- Develop new public space policies and management tools
  - Sample metric: New permit type created for parklets
- Revise existing public space policies and management tools
  - Sample metric: Adoption of newspaper box Director's Rule

#### **INNOVATE:** Identify opportunities for activation

- Coordinate and negotiate between the many different activities that constantly define and redefine the characteristics and quality of public space
  - Sample metric: Map of opportunity areas created

- Create public spaces that add character and interest to the right-of-way and accommodate people of all ages, backgrounds, and abilities
  - Sample metric: Accessible design standards developed for A-frame signs
- Pursue activation at various scales: from smaller-than-a mailbox (small-scale neighborhood) to bigger-than-a-city-block (big-picture urban)
  - Sample metric: # of community-generated projects implemented
- Develop innovative approaches to activation
  - Sample metric: # of pilot projects launched

**REGULATE:** Manage our public spaces in a transparent and predictable way

- Issue permits to support active uses of the right-of-way
  - Sample metric: # of public space management permits issued
- Conduct inspections to ensure mobility, safety, and accessibility
  - Sample metric: Inspection priorities revised to match program goals
- Address non-permitted uses of the right-of-way through targeted enforcement
  - Sample metric: # of enforcement actions by geography
- Ensure consistent application of policies, standards, and management tools
  - Sample metric: Standards for “maintaining mobility” reviewed
- Cultivate a sense of stewardship and community ownership
  - Sample metric: Community maintenance agreements established

**Conclusion**

The Public Space Management Task Force identified and prioritized 22 program areas that will activate the right-of-way to enhance the character of Seattle’s neighborhoods and promote economic vitality. Further development of these program areas will begin immediately, based on the implementation actions for the next five years. SDOT will work with City departments and agencies, community organizations and neighborhood groups, and other public and private partners to advance the goals and objectives of the Public Space Management Program as quickly as possible with existing resources. SDOT will produce an annual report to track success in developing and implementing the program.

**Attachments**

- Attachment A: Implementation Actions

## Attachment A: Public Space Management Program Implementation Actions (June 2013)

Priority	Program Area	Goal	Outcome	Five-Year Implementation Actions	2013 Deliverables	Complexity	Elements of Complexity		
							Externalities	Resources	Partners
High	Alley Activation	<ul style="list-style-type: none"> <li>Expand the definition of alleys as destinations and create opportunities for activation</li> </ul>	<ul style="list-style-type: none"> <li>Develop design guidelines and implementation standards for "active" alleys</li> </ul>	<ul style="list-style-type: none"> <li>Conduct best practices research on design guidelines</li> <li>Develop new design guidelines (including accessibility standards) and communications materials</li> <li>Implement revised fee structures and requirements</li> <li>Improve implementation of the Clear Alley Program and explore opportunities for expansion</li> <li>Implement program to encourage commerce</li> </ul>	<ul style="list-style-type: none"> <li>Best practices research</li> <li>Initial exploration of Clear Alley Program improvements and/or expansion and strategies for encouraging commerce in alleys</li> </ul>	★ ★ ★	<ul style="list-style-type: none"> <li>ADA</li> <li>Service and garage access</li> <li>Fire access</li> <li>Limited space</li> <li>Illegal dumping</li> </ul>	\$\$	SDOT SPU OED DPD DON SFD
High	Business and Neighborhood Amenities (including art installations, bicycle parking, and community beautification projects)	<ul style="list-style-type: none"> <li>Make it easier for community groups and businesses to enhance the ROW</li> </ul>	<ul style="list-style-type: none"> <li>Streamline permitting process and revise fees</li> </ul>	<ul style="list-style-type: none"> <li>Conduct best practices research on programs in peer cities</li> <li>Review (and revise) permit fees and insurance and maintenance requirements for amenities in the ROW, art installations, and community beautification projects</li> <li>Implement new fee structure and streamlined permitting process, including new communications materials</li> <li>Explore opportunities to develop maintenance "endowment" for community projects</li> </ul>	<ul style="list-style-type: none"> <li>Best practices research</li> <li>Revisions to bike parking program</li> </ul>	★	<ul style="list-style-type: none"> <li>Insurance</li> <li>Maintenance</li> </ul>	\$	SDOT DON OAC
High	Coordinated Street Furniture and Wayfinding (supported by advertising)	<ul style="list-style-type: none"> <li>Improve downtown streetscapes with new amenities and a higher standard of maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Select a vendor to deliver the program, contingent on the adoption of code change amendments, that will reduce existing clutter and upgrade furnishings throughout downtown</li> </ul>	<ul style="list-style-type: none"> <li>Select vendor to deliver the program and negotiate contract</li> <li>Complete code changes to allow off-premise advertising</li> <li>Develop furniture design and final implementation plan</li> <li>Begin implementation and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Request for Proposals</li> </ul>	★ ★ ★	<ul style="list-style-type: none"> <li>Code changes</li> </ul>	\$\$	SDOT DPD FAS DON
High	Enforcement	<ul style="list-style-type: none"> <li>Ensure that activities in the ROW comply with the Seattle Municipal Code and with program goals and objectives</li> </ul>	<ul style="list-style-type: none"> <li>Increase enforcement of unpermitted activities that impede mobility in the ROW</li> <li>Reprogram existing enforcement resources to reflect program priorities</li> </ul>	<ul style="list-style-type: none"> <li>Target non-revenue generating hours toward illegal merchandise vending and activities that inhibit mobility, focusing on downtown Seattle and the central waterfront</li> <li>Evaluate use of existing enforcement resources and reprogram, as needed, to align with program priorities (e.g., newspaper boxes)</li> <li>Seek resources for enforcement of unpermitted activities</li> <li>Expand enforcement capability to address new programs</li> </ul>	<ul style="list-style-type: none"> <li>Downtown and waterfront merchandise vending and mobility-impacting activities targeted</li> </ul>	★ ★	<ul style="list-style-type: none"> <li>Activities that are not revenue generating</li> <li>Code compliance</li> <li>First Amendment</li> </ul>	\$\$	SDOT SPD Parks
High	Green Infrastructure	<ul style="list-style-type: none"> <li>Make it easier for community groups to add green infrastructure to the ROW to improve environmental function</li> </ul>	<ul style="list-style-type: none"> <li>Implement design guidance and standards to facilitate community installations of green stormwater infrastructure in the ROW</li> </ul>	<ul style="list-style-type: none"> <li>Finalize program approach, including fees and insurance requirements</li> <li>Publish new communications and promotional materials</li> <li>Continue coordination with SPU to implement program, including review of opportunities to "count" green infrastructure installations toward City goals</li> </ul>	<ul style="list-style-type: none"> <li>Program approach</li> <li>New communications materials</li> </ul>	★ ★	<ul style="list-style-type: none"> <li>Ability to "count" new infrastructure</li> <li>Space requirements</li> <li>Maintenance</li> </ul>	\$\$	SDOT SPU
High	Parklets	<ul style="list-style-type: none"> <li>Provide additional public open space in Seattle neighborhoods</li> </ul>	<ul style="list-style-type: none"> <li>Launch and evaluate pilot program</li> </ul>	<ul style="list-style-type: none"> <li>Launch and evaluate pilot program</li> <li>Finalize location standards, design guidelines, permitting process, and communications materials</li> <li>Implement permanent program</li> <li>Consider code changes to pilot other parklet models</li> <li>Explore interdepartmental funding partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Pilot program launch and evaluation</li> </ul>	★ ★	<ul style="list-style-type: none"> <li>Conversion of on-street parking</li> <li>Safety and security</li> </ul>	\$\$	SDOT DPD OAC DON

Priority	Program Area	Goal	Outcome	Five-Year Implementation Actions	2013 Deliverables	Complexity	Elements of Complexity		
							Externalities	Resources	Partners
High	Public Loos and Drinking Fountains	<ul style="list-style-type: none"> <li>Provide safe, working, and hygienic facilities for relief and refreshment</li> </ul>	<ul style="list-style-type: none"> <li>Launch and evaluate pilot "loo" in Pioneer Square</li> <li>Work with SPU to identify additional locations for drinking fountains in the ROW</li> </ul>	<ul style="list-style-type: none"> <li>Launch and evaluate pilot "loo" in Pioneer Square</li> <li>Develop formal criteria for siting loos and identify other potential locations for installation</li> <li>Implement and maintain additional loos and drinking fountains as part of Coordinated Street Furniture Program</li> <li>Work with SPU to identify additional locations for drinking fountains in the ROW, outside of downtown</li> <li>Seek funding for drinking fountain implementation</li> </ul>	<ul style="list-style-type: none"> <li>Pilot "loo" installed</li> </ul>	★ ★ ★	<ul style="list-style-type: none"> <li>Maintenance</li> <li>Safety and security</li> <li>Water and sewer connections</li> </ul>	\$\$\$	DPD SPU SDOT DON FAS
Med	A-Frame Signs (also known as portable signs)	<ul style="list-style-type: none"> <li>Manage portable signs in the ROW to enhance mobility and predictability</li> </ul>	<ul style="list-style-type: none"> <li>Develop, implement, and enforce Director's Rule to regulate the size and placement of portable signs in the ROW</li> </ul>	<ul style="list-style-type: none"> <li>Conduct best practices research on programs in peer cities</li> <li>Develop Director's Rule, including placement standards, fee structure, and management approach</li> <li>Begin implementation and enforcement of new standards</li> </ul>	<ul style="list-style-type: none"> <li>Best practices research</li> </ul>	★ ★ ★	<ul style="list-style-type: none"> <li>Business interests</li> <li>ADA</li> <li>Enforcement</li> </ul>	\$\$\$	SDOT OED DON
Med	Buskers and Performance Space	<ul style="list-style-type: none"> <li>Provide opportunities to positively activate the ROW through performance and busking while preserving mobility</li> </ul>	<ul style="list-style-type: none"> <li>Develop, implement, and enforce a buskering program with designated performance spaces and clear guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Finalize materials for property owners and enforcement teams that explain existing rules and regulations</li> <li>Conduct best practices research on programs in peer cities</li> <li>Identify sustainable funding for program (including enforcement)</li> <li>Develop buskering program details, including locations, fees, and permitting process</li> <li>Begin implementation and enforcement</li> </ul>	<ul style="list-style-type: none"> <li>Materials for property owners and enforcement teams</li> <li>Best practices research</li> </ul>	★ ★ ★	<ul style="list-style-type: none"> <li>First Amendment</li> <li>Noise and amplified sound</li> <li>Enforcement</li> </ul>	\$\$	OAC SDOT Parks FAS DON
Med	Festival Streets	<ul style="list-style-type: none"> <li>Promote designation of festival streets to support neighborhood streetscape and alley activation</li> </ul>	<ul style="list-style-type: none"> <li>Simplify designation and permitting processes</li> <li>Expand program implementation</li> </ul>	<ul style="list-style-type: none"> <li>Conduct best practices research on successful activation approaches (with Public Plazas)</li> <li>Develop toolkit of activation strategies</li> <li>Simplify "street closure" signage and access to signs</li> <li>Develop new communications and promotion materials</li> <li>Develop new permit type to allow multiple uses and activities on a festival street (e.g., food vending)</li> </ul>	<ul style="list-style-type: none"> <li>Best practices research</li> </ul>	★	<ul style="list-style-type: none"> <li>Access requirements</li> <li>Community support</li> </ul>	\$	SDOT DON
Med	Newspaper Boxes	<ul style="list-style-type: none"> <li>Manage newspaper boxes to ensure mobility and maintenance standards are met</li> </ul>	<ul style="list-style-type: none"> <li>Adopt, implement, and enforce Director's Rule for new placement and maintenance standards, working closely with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Publish Director's Rule and communications materials</li> <li>Begin implementation and enforcement</li> <li>Work with Coordinated Street Furniture Program to consolidate boxes downtown, including boxes that create "screens" to SPD enforcement</li> </ul>	<ul style="list-style-type: none"> <li>Early implementation and enforcement of new Director's Rule</li> </ul>	★ ★ ★	<ul style="list-style-type: none"> <li>First Amendment</li> <li>Enforcement</li> </ul>	\$\$\$	SDOT
Med	Pavement to Parks	<ul style="list-style-type: none"> <li>Reclaim underused portions of the ROW for public spaces</li> </ul>	<ul style="list-style-type: none"> <li>Launch and evaluate a Pavement to Parks pilot program</li> </ul>	<ul style="list-style-type: none"> <li>Conduct best practices research on similar programs (e.g., New York, San Francisco)</li> <li>Identify spaces and partners for a pilot program</li> <li>Develop draft design standards and guidelines</li> <li>Launch and evaluate the pilot program</li> <li>Develop permanent program with funding source</li> </ul>	<ul style="list-style-type: none"> <li>Best practices research</li> <li>Pilot program locations and partners</li> </ul>	★ ★	<ul style="list-style-type: none"> <li>Conversion of on-street parking</li> <li>Safety and security</li> <li>Maintenance</li> </ul>	\$\$	SDOT Parks DON
Med	Play Equipment	<ul style="list-style-type: none"> <li>Provide opportunities for play in the ROW</li> </ul>	<ul style="list-style-type: none"> <li>Develop design/siting standards and insurance requirements</li> </ul>	<ul style="list-style-type: none"> <li>Develop typology of streets on which play equipment would be permitted</li> <li>Develop design standards, insurance requirements, and communications materials</li> <li>Implement and enforce new standards</li> </ul>	<ul style="list-style-type: none"> <li>Draft typology of streets appropriate for play equipment</li> </ul>	★ ★	<ul style="list-style-type: none"> <li>Safety</li> <li>Insurance</li> </ul>	\$\$	SDOT

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							Externalities	Resources	Partners
Med	Pole Banners	<ul style="list-style-type: none"> <li>Enhance streetscapes and provide new opportunities for expression in the ROW</li> </ul>	<ul style="list-style-type: none"> <li>Explore opportunities for community groups and arts organizations to create neighborhood identity with pole banners</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate program to determine what changes are needed</li> <li>Implement program changes and develop new communications materials</li> <li>Enforce consistency with sign code</li> </ul>	<ul style="list-style-type: none"> <li>Program evaluation</li> </ul>	★	<ul style="list-style-type: none"> <li>Sign code</li> </ul>	\$	OAC SDOT SCL DON
Med	Public Plazas	<ul style="list-style-type: none"> <li>Identify additional public places for community groups and individuals to gather</li> </ul>	<ul style="list-style-type: none"> <li>Develop materials to promote use by community groups</li> <li>Seek funding for additional maintenance and programming</li> </ul>	<ul style="list-style-type: none"> <li>Conduct best practices research on successful activation approaches (with Festival Streets)</li> <li>Develop map of all public plazas (and similar spaces)</li> <li>Develop materials to promote use of public plazas by community groups</li> <li>Seek funding for additional maintenance and programming</li> <li>Share lessons learned about successful activation</li> </ul>	<ul style="list-style-type: none"> <li>Best practices research</li> <li>Map of all public plazas</li> </ul>	★★	<ul style="list-style-type: none"> <li>Safety and security</li> <li>Maintenance</li> </ul>	\$\$	SDOT DPD OAC DON
Med	Shared Spaces	<ul style="list-style-type: none"> <li>Prioritize pedestrian and bicycle movement on low-volume, low-speed streets through innovative design treatments that activate the public realm</li> </ul>	<ul style="list-style-type: none"> <li>Develop and adopt design standards</li> <li>Launch and evaluate a pilot program</li> </ul>	<ul style="list-style-type: none"> <li>Conduct best practices research on design standards</li> <li>Identify spaces and partners for a pilot program</li> <li>Launch and evaluate the pilot program</li> <li>Develop approaches for activating woonerf-like streets</li> <li>Develop design standards and incorporate into the Right-of-Way Improvements Manual</li> <li>Implement new shared spaces as funding becomes available or with private development</li> </ul>	<ul style="list-style-type: none"> <li>Best practices research</li> <li>Pilot program locations and partners</li> </ul>	★★★	<ul style="list-style-type: none"> <li>ADA</li> <li>Safety</li> </ul>	\$\$\$	SDOT DPD
Med	Vending of Merchandise	<ul style="list-style-type: none"> <li>Provide legal avenues for merchandise vending in the ROW</li> </ul>	<ul style="list-style-type: none"> <li>Develop Director's Rule to manage merchandise vending in the ROW</li> </ul>	<ul style="list-style-type: none"> <li>Develop materials to communicate the types of vending that are and are not allowed in the ROW</li> <li>Conduct best practices research on approaches to manage merchandise vending in peer cities</li> <li>Develop standards and requirements for ROW vending (e.g., zones) and revise Seattle Municipal Code</li> <li>Implement and enforce merchandise vending program</li> </ul>	<ul style="list-style-type: none"> <li>New communications materials</li> <li>Best practices research</li> </ul>	★★★	<ul style="list-style-type: none"> <li>Code changes</li> <li>Counterfeit goods</li> <li>Competition with existing businesses</li> <li>Enforcement</li> </ul>	\$\$\$	SDOT OED DPD SPD Parks DON
Low	Farmers' Markets	<ul style="list-style-type: none"> <li>Expand opportunities to purchase fresh, local produce</li> </ul>	<ul style="list-style-type: none"> <li>Seek permanent spaces on private property or new spaces in the ROW to host markets</li> </ul>	<ul style="list-style-type: none"> <li>Explore opportunities to show a market's presence all week (via signs or banners)</li> <li>Continue to look for spaces to host markets in the ROW</li> <li>Evaluate program and identify needed changes</li> <li>Monitor program effectiveness</li> </ul>		★	<ul style="list-style-type: none"> <li>Space requirements</li> <li>Property owner concerns</li> </ul>	\$	OED SDOT DON
Low	Gardening	<ul style="list-style-type: none"> <li>Expand opportunities for gardening in the ROW</li> </ul>	<ul style="list-style-type: none"> <li>Expand program implementation</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate program and identify needed changes (e.g., new communications materials)</li> <li>Monitor program effectiveness</li> </ul>		★	<ul style="list-style-type: none"> <li>Space requirements</li> </ul>	\$	SDOT OSE DON
Low	Mobile Food Vending	<ul style="list-style-type: none"> <li>Create a mobile food vending "culture"</li> </ul>	<ul style="list-style-type: none"> <li>Identify opportunities to expand food vending in the ROW, including opportunities for new vendors to enter the market</li> </ul>	<ul style="list-style-type: none"> <li>Explore opportunities to expand food vending in parks</li> <li>Evaluate program and determine whether changes are needed (e.g., streamlined permit process, lottery for prime locations, new communications materials)</li> <li>Expand enforcement capacity</li> <li>Monitor program effectiveness</li> </ul>		★★	<ul style="list-style-type: none"> <li>Coordination with existing businesses</li> <li>Enforcement</li> </ul>	\$\$	SDOT Parks OED DON
Low	Sidewalk Cafés	<ul style="list-style-type: none"> <li>Activate the ROW with sidewalk cafés</li> </ul>	<ul style="list-style-type: none"> <li>Expand program implementation, including promotion of curb edge location option</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate program and determine whether changes are needed (e.g., standards, new communications materials)</li> <li>Monitor program effectiveness</li> </ul>		★★	<ul style="list-style-type: none"> <li>Changing conditions</li> <li>ADA</li> <li>Enforcement</li> </ul>	\$	SDOT DPD DON
Low	Street Closures	<ul style="list-style-type: none"> <li>Open neighborhood streets to community uses</li> </ul>	<ul style="list-style-type: none"> <li>Expand program implementation</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate program and determine whether changes are needed (e.g., new communications materials)</li> <li>Monitor program effectiveness</li> </ul>		★	<ul style="list-style-type: none"> <li>Access requirements</li> </ul>	\$	SDOT DON