



City of Seattle  
 Seattle Department of Neighborhoods  
 Bernie Matsuno, Director

**SWEDISH MEDICAL CENTER CHERRY HILL CAMPUS MAJOR INSTITUTIONS  
 MASTER PLAN CITIZEN'S ADVISORY COMMITTEE**

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CHERRY HILL CAMPUS  
MAJOR INSTITUTIONS  
MASTER PLAN CITIZEN'S  
ADVISORY COMMITTEE

**Committee Members**

Katie Porter, Chair

Ashleigh Kilcup

Leon Garnett

Dylan Glosecki

Maja Hadlock

Raleigh Watts

J. Elliot Smith

Laurel Spelman

Linda Carrol

*Swedish Medical  
 Center Non-  
 management  
 Representative*

Patrick Angus

David Letrondo

**Committee Alternates**

James Schell

Dean Patton

**Ex-officio Members**

Steve Sheppard

*Department of  
 Neighborhoods*

Stephanie Haines

*Department of  
 Planning and  
 Development*

Andy Cosentino

*Swedish Medical  
 Center Management*

Cristina Van Valkenburgh

*Seattle Department of  
 Transportation*

**DRAFT Meeting Notes**

**Meeting #29**

**March 5, 2015**

Swedish Medical Center  
 Swedish Cherry Hill Campus  
 Education and Conference Center  
 Rooms A and B

**Members and Alternates Present**

Laurel Spellman	Dylan Glosecki	Ashleigh Kilcup
Leon Garnett	James Schell	Patrick Angus
J Elliot Smith	Linda Carrol	Raleigh Watts
David Letrondo	Dean Patton	

**Members and Alternates Absent**

Maja Hadlock                      Katie Porter

**Ex-Officio Members Present**

Steve Sheppard, DON	Stephanie Haines, DPD
Andy Cosentino, SMC	Christina VanValkenburgh

*(See sign-in sheet)*

**I. Housekeeping**

The meeting was opened by Dylan Glosecki, Vice Chair. Steve Sheppard reminded members to continue to review the drafts of the CAC's final report sections. He noted that problems have arisen concerning the meeting scheduled for March 19 but no room is available. He asked if members were willing to shift the meeting to Wednesday March 18<sup>th</sup>. Members agreed.

The purpose of this meeting is to focus on transportation issues. Swedish will also provide information that was requested at the last meeting.

**II. Swedish answers to previous Questions**

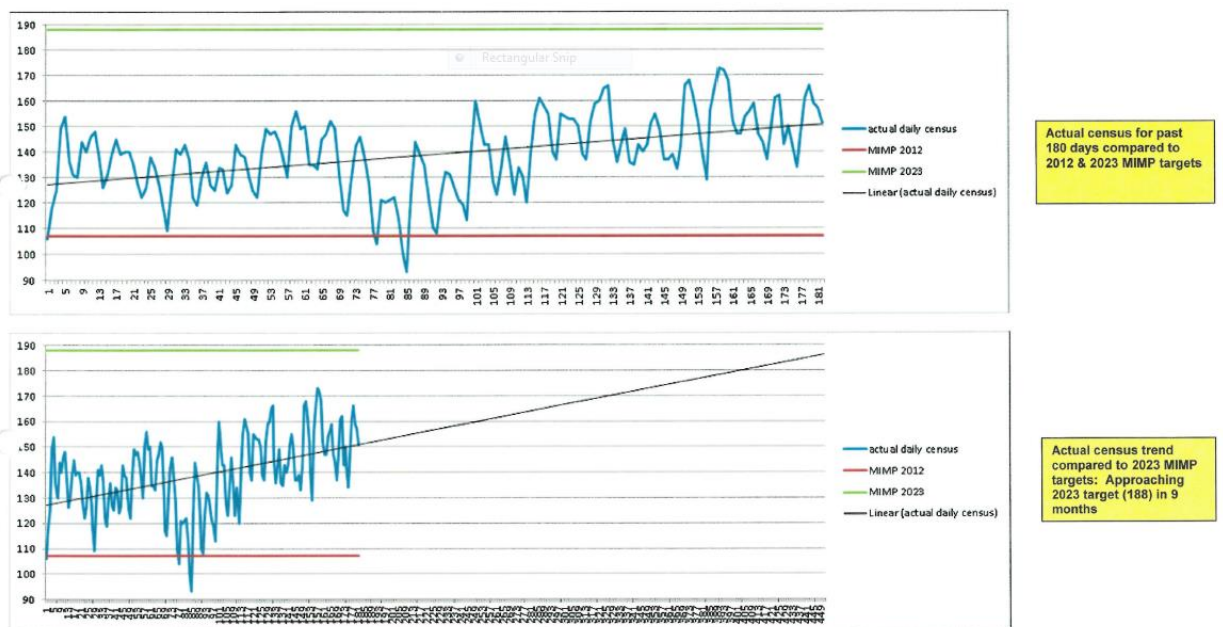
A. Reduction in Square footage resulting from changes proposed by the CAC.

Swedish Staff briefly went over the impact of the height reductions proposed by the Committee. The impact on square footage was reviewed for three areas: 1) 18<sup>th</sup> Avenue Half Block; 2) Center Block and 3) West Block. The reductions in height on the 18<sup>th</sup> Avenue

Half-Block would half block remove portions of one floor with a total square footage reduction of 26,750 square feet, the Center Block would remove two floors, 96 bed and would reduce square footage by 97,000 Square feet, and the west block would remove two floors and about 98,400 square feet. The total reduction in MIMP square footage would be a bit over 222,000 square feet, leaving a total of about 2,500,000 square feet. Subsequently the Committee voted to further reduce height on the west block to 105 feet. This would result in the further loss of about 41,600 square feet, leaving about 2,460,000. The total reduce is about 264,000 square feet.

Andy Cosentino provided a chart showing the hospital Census as shown below.

Swedish Cherry Hill: Current Census compared to Final MIMP Bed Need Projections



These are snapshot census and understate the total number of persons cycling through the facility. He noted tht in some cases (such as Intensive Care Beds) there has been a shortage. He noted that the trend is upward. He noted tht the red and green lines indicate the MIMP projections for both

The bottom portion of the chart indicates that if current trends continue, the total uses would essentially be at the 2021-projected level. Demand is accelerating and it appears to be far exceeding the hospitals projections. He stated that the challenge is to build a neurological and coronary tertiary center without sufficient space to do so. If sufficient space is not provided then a separate, such facility might have to be developed at extraordinary cost to both the hospital and broader community.

**B. Benchmark for Square Footage Per Bed. (Need)**

Andy Cosentino noted that he had provided the information shown below to the Committee. He noted that these hospitals square footages were used to estimate these needs for the beds etc.

2012	2040	Benchmark(sq ft)
2,762	3,508	3500
Hospital Benchmarks: BGSF		
Prov Everett Colby		2,833
Swedish Issaquah		3,142
Seattle Children's		3,500
Virginia Mason		2,492
MCLNO		3,437
St Joes Exempla		2,259
NIH Replacement Hosp		3,480
UCSF Mission Bay		3,038
Children's Mem - Chicago		3,994
Children's Denver		4,444
LA Co/USC Med Cen		2,500
Parkview Reg Med Cen		3,697
Cap. Health Med Cen, NJ		2,516

In response to a question from Dylan Glosecki, he noted that the square footages shown above are not the room space but include all necessary support space for each bed. Dean Patton responded that this creates a conflict with the intent of the land use code if the resulting square footages or heights bulks and scales are too large to be reasonably put in the neighborhood. The real question is where else in the should these function go.

Andy Cosentino responded that Swedish is fortunate to have some of the best neurosurgeons and neurologists in the country. People come here because they gain access to the latest technology, clinical research and educational activities. Replicating a quaternary/tertiary center would cost billions of dollars. This is not a financially viable option. Dean Patton noted tht there are already medical facilities that replicate these function. He noted Harborview and University hospital both of which have excellent reputations. He offered the opinion that these function are financially lucrative for the institution and that is the reason for their location here. Members noted that the question was not so much the spaces directly related to the support of the beds, but the ancillary uses such as Lab-Corp etc.

Steve Sheppard suggested that the Committee proceed with its deliberations concerning transportation issues. He noted that the Committee has spent considerable time on the issue of need. The present Committee position is that while you are aware of the hospital's need projections and the quality care provided by the institution, you really neither accept not reject its validity. You have accepted that there is some level of need for new development. Concurrently, both some Committee members, and most of the neighbors who testified, have questioned

whether the level of development necessary to meet all of the needs identified by the institution can be reasonable accommodated within this neighborhood.

Your position has been that regardless of whether those projections are valid or not, your charge is to balance whatever those needs are with reasonable height, bulk, scale and traffic impacts on this neighborhood. It would then be up to the hospital to determine if the need they envision can be accommodated within the total building envelope that the Committee recommends. You are not playing "Whack a Mole" – if you determine that the height is too great on the campus, you must identify someplace else to accommodate the desires of the hospital. Eventually it is the Hearing Examiner and City Council that will have to decide if your recommendations on height, bulk and Scale are accepted.

Andy Cosentino stated that the institution was concerned that the Committee's actions to recommend further reductions in height taken at the last meetings were done without taking into full account the impacts on the institution and to ask that in light of further information the Committee consider reconsidering those decisions.

### **III. Discussion of Transportation Issues**

Andy Cosentino noted that there is now an Integrated Transportation Board that includes all entities on campus and is working hard to identify ways to address transportation issues. Steve Sheppard noted that you had commented extensively on the transportation elements of the transportation plan in your comments to the Draft Director's Report. (Excerpt attached to these minutes as Attachment #1). The Key comments related to establishment of more stringent goals and a timeline for achieving the goals. You might go through those previous comments and determine that they are still valid.

Adjustment of TMP Goals – Dylan Glosecki stated that the Committee had recommended the following changes to the SOV utilization rates:

- 1) Reducing the twenty-five year goal from 38% to 30%
- 2) Accelerating the rate of reduction in goals from 1% every two years to 1.5% every two years.

He noted that Virginia Mason had achieved a much lower SOV use rate. Virginia Mason is better served by alternative modes but it is still significant. Dean Patton noted that the Virginia Mason VOV rate is now 23%. Laurel Spellman suggested that achievement of lower SOV use rates should be tied to development. The goal is to limit the amount of traffic in the neighborhood related to new development under this plan. Laurel Spellman suggested that for every X number of square feet added, then the SOV rate be reduced by 5%. Patrick Angus stated that if Swedish added 500,000 square feet and 5000 additional employees and was meeting a 40% SOV rate which might still be in compliance but would add many trips in the neighborhood. Christina VanValkenburgh responded that there is no precedence for doing it that way. She suggested that attainment of lower SOV rates might be tied to the amount of parking built. If parking spaces are added then the SOV rate would be lower.

Laurel Spellman volunteered to write this possible direction up for consideration at the next meeting. She also noted that she wanted to better understand the impacts on the institution. Members Agreed.

Dylan Glosecki noted that this would be in addition to the previously established position that both rates of SOV us and the rate of reduction should be changed. Some members suggested an even more aggressive rate of reduction at 2% every two years. This would result in reaching 38% in 12 years. Dylan responded that a goal should be realistically achievable. It took Children 15 to 20 years to reach their goal. Swedish is starting at 56%. Laurel Spellman recommended setting a number of SOV trips equal to today's number and simply hold it at that. Steve Sheppard added that another way might be to combine methods and allow the number of trips to increase by some number every two years so long as the rate met the more aggressive reduction rate. He asked Ms. VanValkenburgh if there was any precedence for this. She responded that the University of Washington has a set number of SOV trips allowed.

Raleigh Watts noted that the plan and Draft Director's Report did not discuss cut through traffic and offered no mitigation on that issue. Mitigation may be desirable. Dylan Glosecki suggested that this might include additional traffic circles or even some one-way streets. Other's noted that the changes related to the street car have already increased cut through traffic. Dylan asked Raleigh to draft something on this issue.

#### IV. Public Comments

**Comments of Chris Genese** – Mr. Genese stated that he was with WashingtonCan and that they have repeatedly asked that more attention be paid to the public benefit provided by Swedish/Providence. It is his organization's position that the public benefits provided do not justify the level of development proposed. Human development goals 4 and 4.5 call on the institution to invest in education. There are public schools in the area that receive no support from Swedish/Providence. He noted that he had polled parents of children at these schools and that they understandably supported increase investment by Swedish/Providence. He urged the CAC to reject the Master Plan for many reason until it adequately addresses the needs of the community and invests in our children.

**Comments of Jack Hanson** – Mr. Hanson stated that in addition to being a resident of Squire Park. He stated that for the last 12 years he has worked as a health care industry analyst in Washington State and Illinois. In that capacity he has worked with facility planning, health care resource allocation, and hospital bed need forecasts. He noted many appointments within this stated to deal with these issues including developing the stated health care forecast methodology. He noted that he has expertise in health care needs forecast. Providence/Swedish has failed to provide adequate information to justify an expansion at the level identified. Information provided to date may demonstrate Swedish desires but not actual need for growth over the next twenty-five years. He stated that he has reviewed all of the information provided to the Committee, in the plan and in the consultant report. That information is meager and incomplete. It is insufficient. He and may neighborhood have requested additional information, but the corporation has failed to provide that information.

He noted that he had no competing projection as he lacks access to proprietary corporation information. The burden of proof should be with Providence/Swedish and not with the neighborhood. He urged the Committee to keep in mind that the institution has not provided the information requested.

He noted the University of Washington is the facility that handles the most complicated Neuro cases. It is expanding and could accommodate much of the growth projected at

Sherry Hill. He also questioned the selection of start points for the data presented by the institution tonight.

**Comments of Aleeta Van Petten** – M.s Van Petten stated she agreed with the comments of Mr. Hanson. She noted that she had expertise in medical services too. The data presented is both incomplete and inadequate. The calculations of beds to the square feet per bed presented only account for a little over 1,000,000 square feet, not the 3,000,000 requested. She offered the opinion that the need does not exist for this expansion.

**Comments of Jerome Mueller** – Mr. Mueller stated that he has opposed this MIMP from the start. This is a very nice neighborhood. This proposal will create long shadows over the neighborhood.

**Comments of Abil Bradshaw** – Ms. Bradshaw stated that neighbors continue to see a major impact. She asked the Committee to see that there are thousands beyond the immediate area who will be negatively impacted by this proposal. Traffic impacts will be major and the neighbors will have to address this. There are many people that are not aware of this. She asked if Swedish/Sabey can break ground on their first building as they are now, and have been for decades, out of compliance with the TMP goals.

**Comments of Murray Anderson** – Mr. Anderson stated that he appreciates the difficulty of projecting far into the future. However, the Committee's job is to find balance between what is reasonable in the neighborhood versus what Swedish sees as their needs. It may be that not all projected uses can be accommodated on this campus. Some uses may need to go elsewhere. It will be up to Swedish to determine what uses might have to be relocated elsewhere.

He noted that there have been some good discussions of the transportation issues. However, 40% of 5,000 trips might be greater than say 50% of 4,000 trips. He also noted that cut-through traffic remains a problem.

**Comments of Karen Wasserman** – Ms. Wassermann stated that she appreciated many of the comments and questions raised. She suggested that greater attention be given to parking on the 18<sup>th</sup> Avenue half-block (Editor's Note: Ms. Wasserman's was very soft spoken and her comments were difficult to capture.)

**Comments of Cindy Thelen** – Ms. Thelen stated that the purpose of the MIMP was to balance the expansion of the neighborhood with the preservation of the neighborhood. It is clear that this proposal does not "preserve the Neighborhood." She supported previous comments and the position of the Squire Park Community Council.

Sabey owns much of the land on the campus. The objective is balance with the major institution and not a private developer. She noted that minutes have been delayed.

**Comments of Bill Zosel** – Mr. Zosel stated that the groups on campus that are participating on the Integrated Transportation Board are all working in a good direction. However, the Committee is looking at the future and that goals need to be aggressive. The institution should not get credit for being less well served by transit than some other agencies.

#### IV. Continued Discussion of Transportation Issues

There was a brief discussion of Level of Service at intersections and how that would be affected by development. Stephany Haines noted tht this would have to be evaluated with each new project.

Dylan Glosecki suggested that the Committee consider recommending that Swedish contribute a monetary sum to the purchase of additional transit and/or to help fund the trolley line. He offered to look further at this information and bring it back to the Committee at the next Meeting. Another member offered to do so for cut-through traffic. Ashleigh Kilcup stated that she supported funding for more transit but not for the trolley. After Further discussion, Stephanie noted that the environmental review for each project would update the data and the impacts to neighborhood streets and would look at the levels of service. She suggested noted they had discussed the following wording:

Swedish shall pay metro for additional service when forecasted ridership on lines serving the campus exceed Metros peak load standards.

Dylan suggested that this be incorporated directly into the Committees agreement. Members concurred. There was a brief discussion of this issue with examples of where this has been done elsewhere. Children's Hospital, Virginia Mason and Swedish First Hill Campus was identified as examples. Members directed that this information be included in the lead-up of the Final Report. Steve Sheppard agreed to do so for approval with the final report or at the next meeting. The above was passed 10 to 1.

#### **V. Adjournment**

No further business being before the Committee the meeting was adjourned.

Attachments #1

Transportation Related Comments to the Draft Report of the Director of the Department of Planning and Development

DPD Recommendation	CAC Response
<p><b>To reduce traffic:</b></p> <p><b>2. TMP Goal Prior to First Building Permit</b> – Prior to the approval of the first building permit (all phases) allowed under the Master Plan, Swedish shall achieve the employee SOV rate of 50 percent. The goal will apply to everyone who works within the Swedish-Cherry Hill MIO at least 20 hours/week. The final Master Plan gives details of the proposed TMP elements on pages 80-84; the FEIS also describes the proposed TMP in Section 3.7. To facilitate achievement of the 50 percent SOV goal, the first Transit TMP element shall be modified to read, “Provide all tenants with access to a 100% subsidy of transit pass cost including ferry and rail.”</p>	<p>The CAC recommends tht this condition be amended as follows:</p> <p><b>2. TMP Goal Prior to First Building Permit</b> – Prior to the approval of the first building permit (all phases) allowed under the Master Plan, Swedish shall achieve the employee SOV rate of 50 percent. <u>Each additional permit shall also require that Swedish Medical Center be in compliance with it most recently established SOV rate requirement for the Cherry Hill Campus. SMC shall be required to demonstrate continued compliance with the above SOV rate prior to issuance of any Certificate of Occupancy (CFO) and shall have a three month period to remedy and failure to meet those goals.</u></p> <p>The goal will apply to everyone who works within the Swedish-Cherry Hill MIO at least 20 hours/week. The final Master Plan gives details of the proposed TMP elements on pages 80-84; the FEIS also describes the proposed TMP in Section 3.7. To facilitate achievement of the 50 percent SOV goal, the first Transit TMP element shall be modified to read, “Provide all tenants with access to a 100% subsidy of transit pass cost including ferry and rail.”</p>
<p><b>3. TMP Goal Reduction Over Life of Master Plan:</b>          The TMP SOV goal of 50 percent shall be further reduced by 1 percent every two years to a maximum 38 percent SOV goal in 25 years (estimated time of full build-out of the Master Plan). Swedish shall be allowed a higher SOV rate in any year in which the First Hill neighborhood average Commute Trip Reduction (CTR) goal is found to be higher than the calculated Swedish SOV rate reduction, not to exceed the First Hill average CTR goal. The First Hill CTR area is identified by SDOT as an area generally located between I-5 on the west and Lake Washington on the east. The northern boundary is generally the north end of Capitol Hill. The southern boundary is in the vicinity of, but north of, I-90.</p>	<p>The CAC recommends that this condition be amended as follows:</p> <p><b>3. TMP Goal Reduction Over Life of Master Plan:</b> The TMP SOV goal of 50 percent shall be further reduced by <del>1</del><u>1.5</u>percent every two years to a maximum 32 percent SOV goal in 25 years (estimated time of full build-out of the Master Plan). <del>Swedish shall be allowed a higher SOV rate in any year in which the First Hill neighborhood average Commute Trip Reduction (CTR) goal is found to be higher than the calculated Swedish SOV rate reduction, not to exceed the First Hill average CTR goal. The First Hill CTR area is identified by SDOT as an area generally located between I-5 on the west and Lake</del></p>



	<p><del>Washington on the east. The northern boundary is generally the north end of Capitol Hill. The southern boundary is in the vicinity of, but north of, I-90.</del></p> <p>The CAC sees no reason to grant SMC a lesser goal based upon others failure to achieve their goals and/or a lesser goal for other nearby areas or institutions.</p>
<p><b>4. Capital Improvements Prior to Issuance of First Master Use Permit</b> - Prior to issuance of the first Master Use Permit for development under the final Master Plan, receive SDOT concept approval for capital improvements at the first seven intersections listed in Table 3.7-17 of the Final EIS. The capital improvements at these locations shall be constructed prior to issuance of the Certificate of Occupancy for the first building associated with this MUP.</p>	<p>The CAC recommends that this condition be amended as follows:</p> <p>Prior to issuance of the first Master Use Permit for development under the final Master Plan, receive SDOT concept approval for capital improvements <del>at listed in the first seven, six</del> rows, <del>row 11 and row 13 of</del> <u>row 11 and row 13 of</u> listed in Table 3.7-17 of the Final EIS. The capital improvements at these locations shall be constructed prior to issuance of the Certificate of Occupancy for the first building associated with this MUP.</p> <p>Note that this removes the row suggesting a traffic signal at the Jefferson Street and 14th Ave intersection that all seemed to agree was currently adequate as a 4-way stop and replaces it with pedestrian and cyclist improvements in the form of the East-West Greenway along Columbia Street and North-South Greenway along 18th, 19th or 20th (wherever the North-South ridge greenway runs)]</p>
<p><b>8. Transportation Review as Part of Future MUP Review</b> - As part of the Master Use Permit review process for future projects developed under this Master Plan:</p> <ol style="list-style-type: none"> <li>Apply updated TMP elements and assess TMP performance</li> <li>Update Master Plan parking requirements and reassess long-term campus parking supply recommendations</li> <li>Assess operational and safety conditions for proposed garage accesses and loading areas</li> <li>Assess pedestrian, truck, and vehicular circulation conditions, and identify safety deficiencies that could be remedied as part of the project under review.</li> <li>Assess loading berth requirements and where possible consolidate facilities <del>so that the number of berths campus wide is less than the code requirement.</del></li> <li>Develop a campus wide dock management plan to coordinate all deliveries to the loading berths along 15th, 16th, and 18th Avenues. This plan shall be developed and submitted to DPD and SDOT for review no later than submittal of the first Master Use Permit application for development under this Master Plan. Approval of this plan is required prior to issuance of the first building permit for development under this Master Plan. <del>The dock management plan would provide protocols on scheduling and timing of</del></li> </ol>	<p>The CAC recommends that this condition be amended as follows:</p> <p><b>Amend g) as follows</b></p> <ol style="list-style-type: none"> <li>Assess truck delivery routes between Swedish Cherry Hill and I-5 and along E Cherry , <u>I-90, 23<sup>rd</sup> Avenue E</u>, and E Jefferson Street to identify potential impacts to roadways along those routes.</li> </ol>

<p><del>deliveries to assist in minimizing on-street impacts of trucks waiting to access loading berths.</del> Other elements that should be considered in the management plan include:</p> <ul style="list-style-type: none"> <li>• Truck size would be limited to 65 feet' in length or less, assuming loading berths could accommodate this size.</li> <li>• Work with vendors to minimize the number of deliveries to and from the site such as by using a larger delivery truck.</li> <li>• Work with multiple vendors to encouraged consolidating loads prior to delivery so as the reduce truck demand.</li> <li>• Explore commercial vehicle loading opportunities in the off-street parking facilities (such as proposed for the 18th Avenue Garage), to relieve the on-street commercial vehicle load zones.</li> <li>• Explore time of delivery management tools such using secure drop boxes and secure rooms to store deliveries during times when staff are not available to accept deliveries.</li> </ul> <p>g) Assess truck delivery routes between Swedish Cherry Hill and I-5 and along E Cherry Hill and E Jefferson Street to identify potential impacts to roadways along those routes.</p> <p>h) Reduce the impact of truck movements on local streets and potential conflicts with pedestrians by consolidating loading facilities and managing delivery schedules.</p> <p>i) Review of future projects would include an evaluation of truck access and loading berths, evaluate means and methods to ensure relevant Seattle noise regulations are met.</p> <p>j) Evaluate proposed bicycle parking facilities through the following design elements :</p> <ul style="list-style-type: none"> <li>• Bicycle parking access should be <u>curb</u> ramped and well lit.</li> <li>• Bicycle parking should be located close to building entrances or elevators if in a parking structure.</li> <li>• Short-term general bicycle parking areas should be sheltered and secure</li> <li>• Long-term staff bicycle parking should be located in enclosures with secure access.</li> <li>• Staff lockers for bicycle equipment should be provided in long-term bicycle parking areas.</li> <li>• Bicycle racks should be designed to allow a U-lock to secure the frame and wheels to the rack.</li> <li>• Bicycle parking should be separated from motor vehicle parking.</li> <li>• Shower facilities and locker rooms should be close to the bicycle parking area.</li> </ul>	
<p><b>29. Future Skybridge</b> – The future skybridge shall be designed and constructed with materials that would contribute to transparency of the skybridge to the extent possible in order to minimize potential impacts to view corridors on campus.</p>	<p>The CAC recommends that this condition be amended as follows:  <b>29. Future Skybridge</b> – The future skybridge shall be designed and constructed with materials that would contribute to</p>

<p>Height and width of skybridges will be limited to accommodate the passage of <u>patients, people</u> and supplies between buildings. Approval of the location and final design of any skybridges will occur through the City's Term Permit process.</p>	<p>transparency of the skybridge to the extent possible in order to minimize potential impacts to view corridors on campus. Height and width of skybridges will be limited to accommodate the passage of <u>patients, people</u> and supplies between buildings. Approval of the location and final design of any skybridges will occur through the City's Term Permit process. <u>Because skybridges by their nature are ugly, the skybridge should be designed as an iconic modern architectural feature (Not just cement and glass, and be design to make it interesting. Any future sky bridges along 16th remain on the same level as each other and be limited to 2 total.</u></p>
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