




# COMPILED

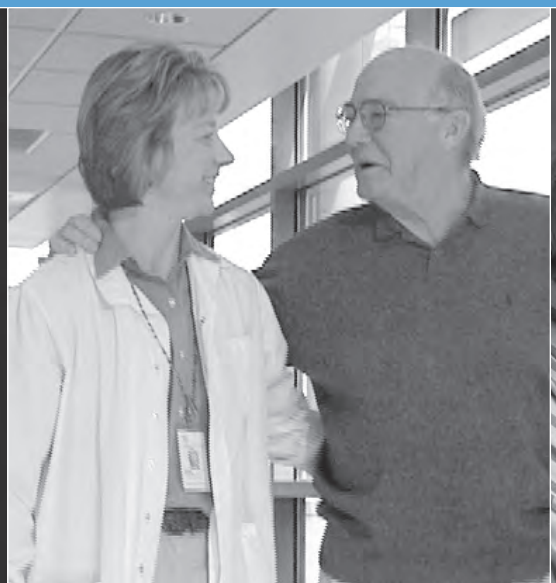
## MAJOR INSTITUTION MASTER PLAN

DECEMBER 2005

SWEDISH MEDICAL CENTER

FIRST HILL CAMPUS

City of Seattle
Department of Planning
and Development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Prepared consistent with City of Seattle SMC Chapter 23.69, and 23.12.120, 23.54.016 and 23.05. Specifically, this document fulfills the requirements of 23.69.032K and incorporates all modifications and imposed conditions to the Master Plan as adopted by Ordinance No. 121965. An accompanying technical appendix notebook includes the supporting documents of the record. Documents prepared by NBBJ and approved by the City of Seattle Department of Planning and Development (DPD).

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# 1. Introduction

## A. Background/Purpose/Process

Swedish Medical Center has completed a new MIMP (Major Institution Master Plan) for the First Hill campus, consistent with all applicable City of Seattle requirements. The purpose of the master planning entitlement work was to fulfill all City of Seattle requirements in an efficient, collaborative process with stakeholder input to shape the most appropriate Swedish First Hill campus development and mitigate identified impacts. This Compiled Major Institution Master Plan is issued with an accompanying Technical Appendix notebook that includes supporting documents (listed in Appendix H).

Key milestones of the approximate 2-year process to complete the master plan include:

- A 'Notice of Intent' to prepare a new master plan was submitted by Swedish to the City of Seattle Department of Planning and Development (DPD) on December 10, 2003.
- The MIMP Application concept plan was submitted to DPD on March 26, 2004. Swedish also worked with the Department of Neighborhoods (DON) to assist with the formation of a new Citizen Advisory Committee (CAC).
- DON advised CAC candidates of the recommended appointments on May 13, 2004. The recommended membership of the CAC was forwarded to the City Council by DON. The Council approved CAC membership by Resolution 30687 on July 6, 2004
- The environmental review process was initiated with DPD publishing the Determination of Significance (DS) Threshold Determination on May 6, 2004.
- The first CAC meeting was held on May 24, 2004 for orientation, to review the MIMP Application concept plan and to provide input to the environmental analysis scoping.
- Public Scoping of the environmental impact statement (EIS) occurred during May and June including a public scoping meeting held on May 26, 2004.
- The Draft MIMP and Draft EIS were issued to the public on November 15, 2004.
- A public hearing was held on December 15, 2004.
- The CAC held meetings on November 10, 2004 and December 8, 2004 to review and comment on the Draft MIMP and Draft EIS.

- Additional CAC meetings were held on January 12, 2005 and February 9, 2005. Review comments resulted in modifications to the Final MIMP and Final EIS documents and preparation of a revised set for DPD approval. (Note: The CAC held 14 meetings during the process; 15 including the initial orientation meeting).

- The Final MIMP and Final EIS were issued to the public on March 14, 2005.

- The Final DPD Director's Report was issued on May 31, 2005.

- The Final CAC Report was issued on June 13, 2005.

- Review by the Hearing Examiner included a public hearing on August 1, 2005 and issuance of the Hearing Examiner's report/recommendations on August 31, 2005.

- The Seattle City Council unanimously approved the Swedish Master Plan on October 17, 2005 (CB 115415).

- The Mayor signed the approving Ordinance No. 121965 on October 25, 2005.

- This Compiled Master Plan issuance in early December 2005, as approved by DPD, is the last milestone in the planning process.

Also see Appendix B: Process Milestones for a complete listing of events and dates associated with the MIMP and EIS process.

Figure 1.1 is an aerial photo of the Swedish Medical Center First Hill campus and its First Hill and downtown context. The master plan concerns the Swedish Campus area bounded by Boren-Madison-Broadway-James which corresponds with the Major Institution Overlay (MIO) District.

FIGURE 1.1

**Aerial Photo**

## B. Swedish Mission

The mission of Swedish Medical Center is to improve the health and well-being of each person served. The nearly century old Swedish tradition of medical excellence spans the entire continuum of healthcare and extends far beyond hospital services. Swedish provides state-of-the-art care to patients of every age and stage of life for virtually every healthcare need. Swedish is recognized not only for the scope of its services, but for the caliber of its physicians and its highly skilled nurses, professional, and other staff. Year after year, Swedish has been recognized as the most trusted name in healthcare. In independent surveys conducted by the National Research Corporation, King County residents consistently rank Swedish Medical Center as the area's most preferred hospital, with the best overall quality, most personalized care, the best doctors and nurses, and the best care in a variety of specialty areas.

As a private, nonprofit organization, Swedish has the opportunity and responsibility to make significant contributions to the health of its community. Swedish upholds this responsibility by reinvesting profits back into the community and ensuring that healthcare needs are met through means such as charity care, education, and community health programs. Swedish is committed to making quality healthcare available to all members in our communities, regardless of their ability to pay. In 2003, Swedish donated over $33 million in charity care and community benefits.

In order to continue to provide the highest quality and most comprehensive care to the community, Swedish must replace facilities included in the new MIMP.

## C. Healthcare Needs & Master Plan Goals/Objectives

### Building Needs

An assessment of the existing medical center at the First Hill Campus revealed a number of buildings that are nearing the end of their useful life with structural, mechanical and functional limitations. Necessary improvements include floor-plates sized and structured to create unobstructed areas necessary for long term functionality; adequate floor-to-floor heights; replacement of aging mechanical and electrical systems; and improved infection control capabilities to reflect escalating isolation and emergency preparedness needs.

### Programmatic Needs

Healthcare, including state-of-the-art healthcare technology, is rapidly advancing from year to year. Significant new discoveries in biomedical science and healthcare services are occurring faster now than at any time in our history. The projects included in this master plan are vitally necessary for Swedish to stay at the leading edge of these advances and continue to provide the highest level of healthcare services to the community. The need to respond to evolving community healthcare needs, new medical technologies, changes in clinical practice, and demographic and population swings drive optimum flexibility in the facility construction. Current facilities need to be replaced by new buildings capable of accommodating contemporary and future medical services. The MIMP includes the replacement and accommodation of several existing buildings that have been identified as limited in their usability, as well as considers possible future programmatic uses for these areas.

### Patient-Centered Campus Organization

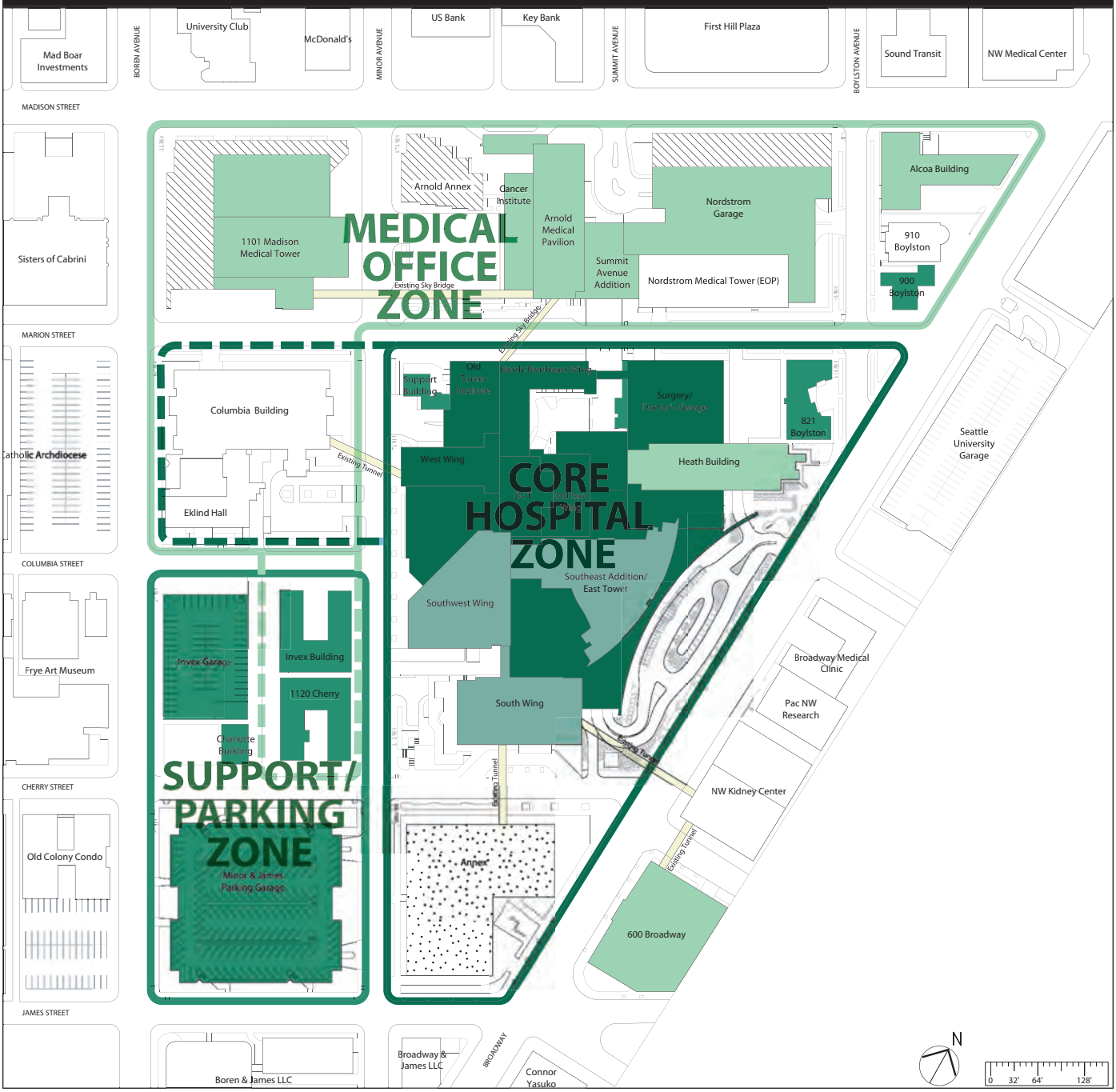
Swedish Medical Center, First Hill Campus, is generally organized into zones in which one type of function (such as medical office buildings, acute-care hospital facilities, service or support, and parking) predominates. The benefits of further consolidating like or related functions in close proximity to one another would improve quality of care and patient safety. Zoning would also enhance clarity and ease of patient flow, ability to share supporting functions, and efficiency for staff providing materials, support or services to functional areas. The MIMP is meant as a tool for envisioning improved functional zoning and circulation and defining a coherent organizational structure to improve healthcare delivery. Figure 1.2 depicts the functional zones of the First Hill Campus.

### Community-Campus Linkages

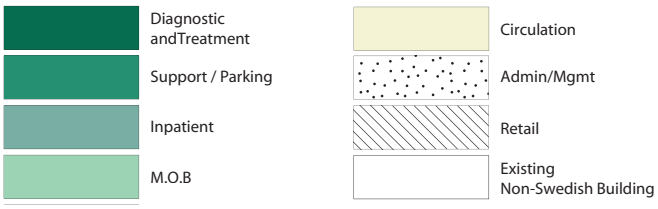
Beyond providing state-of-the-art facilities and technologies to ensure high-quality care, Swedish strives to create a physical environment that connects with the community. Through the new MIMP, Swedish will provide a place that is welcoming and appealing to patients, employees, and other community partners. The vision of the campus proposes the concept of many connections with the community. This design would promote openness to the community; create entrances from all sides; and create a sense of campus coherency. The MIMP also includes new campus open spaces: places intended to collect people and sunlight; connect spaces to edges; and symbolically represent a place for healing.

FIGURE 1.2

## Functional Zones



## KEY TO FIGURE 1.2




**Medical Office Zone**

Primary Services:

- Physician office suites
- Ambulatory care services
- Outpatient parking
- Outpatient and neighborhood retail amenities
- Research

**Core Hospital Zone**

Primary Services:

- Inpatient care nursing units
- Hospital-based diagnostic and treatment services
- Hospital-based / patient care - related support functions

**Support / Parking Zone**

Primary Services:

- Central plant services
- Central materials management services
- Parking

Note: 1101 Madison, 600 Broadway, Arnold - 9th floor and above, and retail recently sold to Health Care Property Investors, Inc. (HCPI).

## D. First Hill Campus Vision

Swedish is renewing the First Hill campus development vision to reflect what Swedish seeks to accomplish over the next 15 years and beyond. Swedish assessed existing facilities and functions, quantified space needs, tested growth scenarios, and defined Planned and Potential Projects.

The development objectives for the Swedish First Hill campus are:

- Replace aging facilities that are increasing in obsolescence.
- Direct facility development that is highly accessible, with optimum function, efficient and extremely flexible to meet changing community healthcare needs.
- Reinforce the Swedish brand in an improved patient-centered campus that functions appropriately, relates to its location, and creates a physical environment that connects with the community.
- Mitigate growth impacts and achieve compatibility with the First Hill neighborhood and downtown urban center.
- Secure City of Seattle MIMP regulatory entitlements and community support to permit the phased improvements.

In addition to the aggressive waste stream management and reduce/reuse/recycle programs at Swedish, sustainability initiatives are desired for creating high performance healing environments. The Swedish First Hill campus vision includes a commitment to the intent of evolving LEED and similar guidelines for sustainable healthcare facilities. Specifically, master plan projects will consider the "Green Guidelines for Healthcare Construction," December 2003 Version 1.0 PC, published by the American Society for Healthcare Engineering (ASHE). Note that Version 2.0 Pilot was released in November 2004.

Figure 1.3 depicts the Swedish campus vision and lists a number of design principles or 'precepts.' The overall vision is an urban medical campus connected with the community it serves. Most development intensity is concentrated at the core, with transitions toward the campus edges. The campus is intended to be highly accessible and 'permeable' with improved pedestrian connections along Marion and Minor. The Madison Street commercial pedestrian corridor is to be reinforced. Landscaped open spaces will improve the Broadway, James and Boren frontages. Integral campus way-finding will be simplified and strengthened. The design precepts are the key ingredients of a proposed campus wayfinding plan, intended to improve both internal and external movement and orientation. The design precepts will be implemented and applied to each building project as it is implemented through the Master Use Permit process. Specifically, each project will implement its block frontages portion of the campus improvement. A Wayfinding Plan with Design Guidelines will also be prepared by Swedish to improve campus functions. (See Appendix E for the Approved Design Guidelines.)

FIGURE 1.3

## Design Precepts

Flexible buildings - separating permanent infrastructure and temporal, universal space: A life centered place that - collects, connects, shelters and heals

Reinforce the Swedish brand with unified campus character, defined boundaries and clear enrty points

Direct flexible facility development that is highly accessible, functional and efficient

Guide campus development that is porus and connected with the neighborhood

Extend special campus paving to Boren intersections

Locate service and vehicles at perimeter and provide multiple opportunities for connections

Create new connections from parking to major spaces and buildings

Reduce vehicular/ pedestrian conflict

Emphasize vertical green landscape and light on Boren

Create a pedestrian friendly central space and new west entrance

Enhance pedestrian safety and security

Emphasize edge/gateway along James and mitigate height/bulk/scale impacts along Broadway with architectural design and transparency

Create an identity to the city and portal to the neighborhood

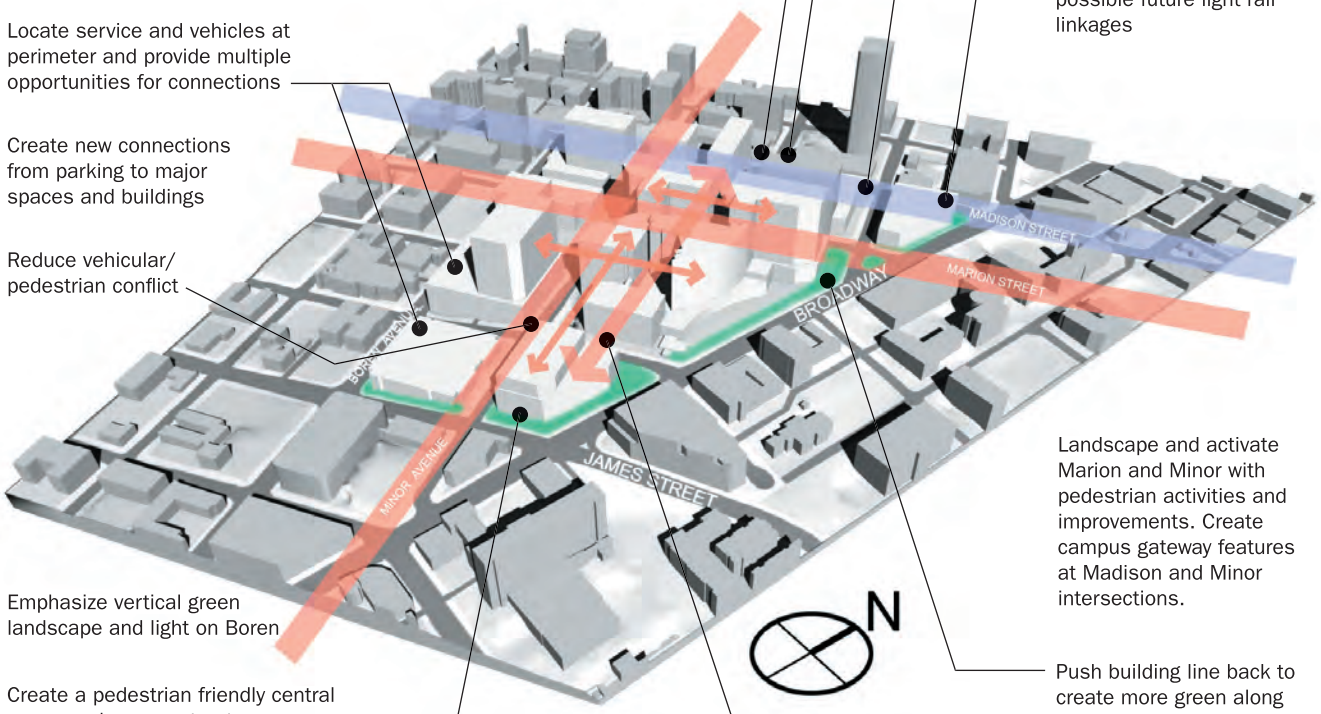
Reduce vehicular/ pedestrian conflict

Create covered galleria as major linkage from Madison

Enhance pedestrian/retail activity on Madison

Take advantage of new building opportunity to create strong presence at campus corners/edges and improve wayfinding

Preserve flexibility for possible future light rail linkages




Landscape and activate Marion and Minor with pedestrian activities and improvements. Create campus gateway features at Madison and Minor intersections.

Push building line back to create more green along Broadway and provide view of entrance

Create patient transport bridge over Cherry

Highlight the existing rotunda to new exterior place via major circulation spine

# 2. Development Program

## A. First Hill Campus

### Neighborhood Context/Other Major Institutions

Swedish is located within the urban, medium density First Hill Neighborhood of Seattle's city center with a mixture of residential, retail/commercial, and institutional activities. The location is adjacent to the downtown Seattle core and is an employment and residential center (designated as the First Hill/Capitol Hill Urban Center in the Seattle Comprehensive Plan). The neighborhood is the home of four of Seattle's major institutions; Virginia Mason Medical Center, Seattle University, and Harborview Medical Center, are all located within a 2-block radius from Swedish Medical Center. Figure 2.1 shows the vicinity and nearby major institutions.

The wide diversity of existing land uses includes: retail and commercial particularly along the Madison Street corridor, multi-family residential (senior/nursing/low-income/high-income/subsidized/market-rate housing), an art museum, a high school and religious facilities. The character of development is also varied ranging from old apartments, historic landmarks, high-rise residential towers, low-rise apartments, and major institutions. Parking lots are near the freeway and serve commuters to downtown and First Hill.

Swedish is located at the crest of First Hill which slopes down to the west to downtown, down to the east to the Madison valley, down to the south toward the Yesler Terrace, and down to the north to the Broadway/Capitol Hill district. The interstate freeway (I-5) provides direct access via James Street and Madison Street to Swedish and also separates First Hill from downtown. Boren Avenue and Broadway are arterials bordering Swedish that provide north-south access.

### Swedish Property Ownership

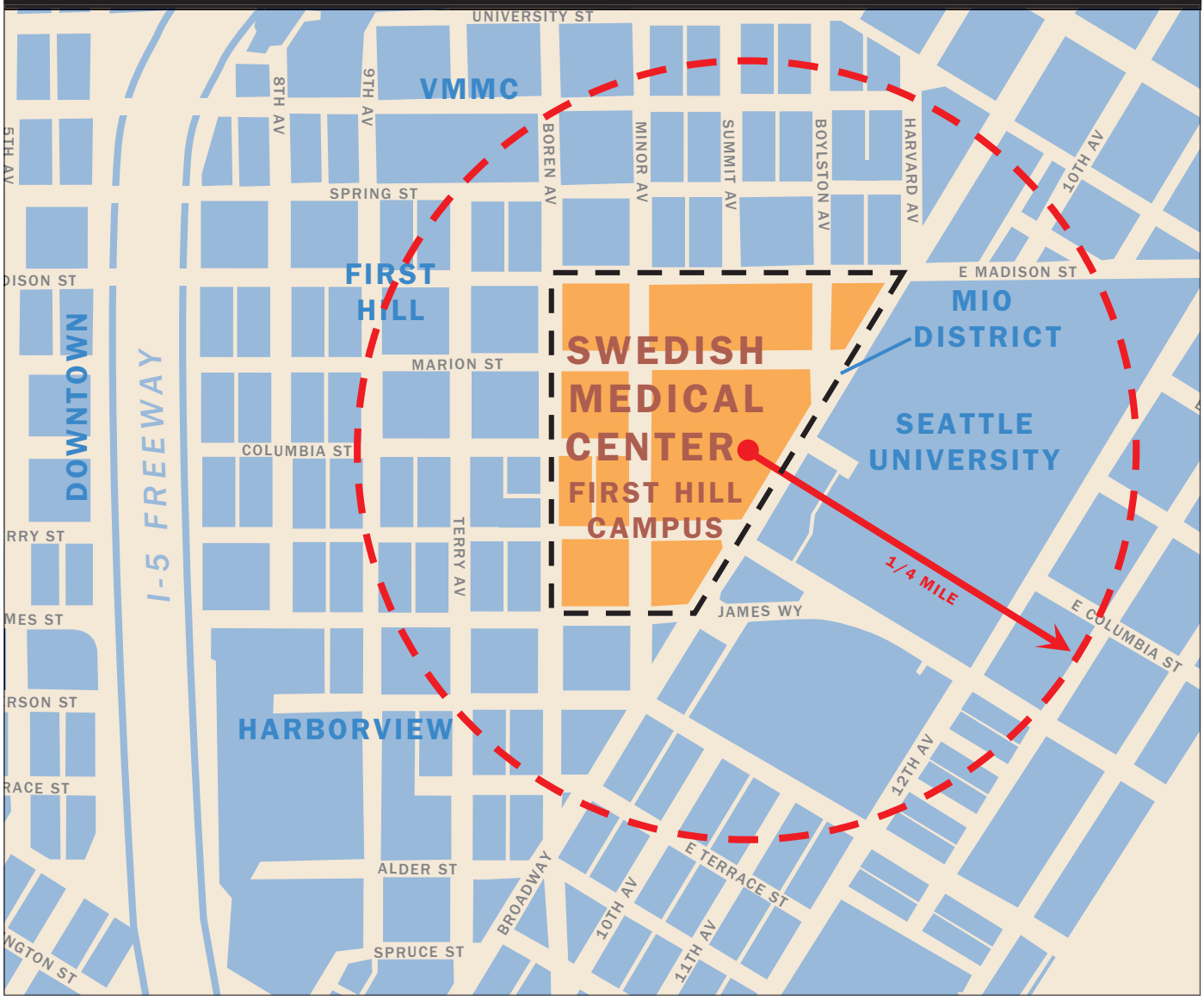
Swedish owns some eleven city blocks of property that comprise its First Hill campus within the trapezoidal area bounded by Boren-Madison-Broadway-James. Swedish owns all the property except for:

- The block bounded by Marion-Minor-Columbia-Boren (Seattle Life Sciences Center),
- 910 Boylston (small medical office),
- The Nordstrom Medical Office Tower (building is condominium ownership), and
- Public right-of-ways.

Swedish owns a parcel east of Broadway outside the MIO District (600 Broadway) that is medical office. Swedish owns the property at 600 Broadway but sold the building and garage. Swedish owns property at the Providence Campus (500 17th Ave). Swedish recently leased about 60,000 SF of space at the Metropolitan Park office in downtown for administrative functions (human resources and finance divisions). Swedish leases a clinic space downtown (1001 4th Ave) with about 12,600 SF for the Swedish Physician division. Swedish owns or leases no other property or facilities within 2,500 feet of its First Hill campus. (Also see property map in Appendix). Swedish recently sold and may continue to sell buildings, including support buildings/parking,

FIGURE 2.1

**Vicinity Map**



research buildings, clinical and medical office buildings, so that Swedish can concentrate on its core competency of hospital services. The recent sale included 1101 Madison, retail space and the parking garage along Madison, the Arnold Pavilion (9th floor and above), and the 600 Broadway medical office building and garage. The uses in these buildings will continue to be functionally integrated with or substantively related to the major institution and/or they will primarily serve the users of the major institution. Swedish will continue to own the land of the First Hill campus and will ground lease land to the building owners. Ground leases and sales agreements will include restrictions imposed upon the non-Swedish owners to comply with certain major institution provisions, such as transportation management.

The property legal description and parcel data are given in the Appendix A.

The MIO District bounded by James-Boren-Madison-Broadway includes a land area of about 649,876 SF (14.92 acres) excluding public right-of-ways (see Appendix A for details).

## Existing/Approved Development

Existing development (2005) is depicted in Figure 2.2. The age and building areas are noted. The master plan seeks to replace the aging facilities.

The development program of the prior major institution master plan included building space for hospital, research use, outpatient and patient family housing, medical office space, subsequent office development and commercial space. Two phases of development were included; an initial phase from 1983 to 1988 and a 2003 conceptual phase.

The total hospital expansion above the level existing in 1983 was limited to 256,000 sf. This development has been completed.

The previously approved research space was limited to a maximum of 494,000 sf plus parking for 610 spaces. This development did not occur, primarily because it was intended for expansion of FHCRC who moved off the Swedish campus.

The previously approved outpatient and patient family housing amounted to a maximum of 150 units outside the MIO campus boundary but within one mile, and no limit to such housing beyond the one mile. This development did not occur.

Previously approved medical office space totaled 450,000 sf plus sufficient parking per code requirements. The development occured in two phases and has all been completed.

Commercial development was required at street level along parking garages that fronted Madison, Boren and Broadway. This commercial development has been mostly completed except at the Broadway/Madison and Broadway/James corners of the campus where garage development has not occurred.

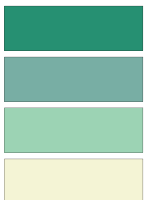
Swedish is licensed for 697 beds for the First Hill campus and this bed number will not be affected by the master plan. Currently there are 566 set-up beds.

The following Tables 2.1 and 2.2 summarize the existing (2005) Swedish First Hill campus building development and parking (garages and surface lots). It provides a baseline for the approved new master plan.

FIGURE 2.2

## Existing Building Ages and Area

## KEY TO FIGURE 2.2



1920 - 1950

1950 - 1970

1970 - 1990

1990 - 2000's

Existing
Non-Swedish Building

Note: 9th floor and above of Arnold Building not owned by Swedish

**Hospital**

East Tower
Age: 1999
Area: 441.067 sf

Main Surgery
Age: 1963
Area: 62,302 sf

North/Northwest Wing
Age: 1926, 1933, 1945
Area: 61,703 sf

Old East Wing
Age: 1936, 1941, 1947
Area: 118,448 sf

Old Tumor Institute
Age: 1930's - 1953
Area: 12,541 sf

South Wing
Age: 1979
Area: 157,967 sf

Southwest Wing
Age: 1972
Area: 285,070 sf

West Wing
Age: 1955, 1963, 1967
Area: 140,255 sf

**Medical Office Buildings**

1101 Madison*
Age: 1994
Area: 306,266 sf

600 Broadway*
Age: 1990
Area: 166,211 sf

Arnold*
Age: 1987
Area: 197,201 sf

Arnold Annex
Age: 1974
Area: 9,794 sf

Heath
Age: 1969
Area: 118,297 sf

**Other Buildings**

1120 Cherry
Age: 1950's
Area: 25,205 sf

819 Boylston
Age: 1947
Area: 11,094 sf

900 Boylston
Age: 1946
Area: 8,124 sf

Alcoa Building
Age: 1963
Area: 39,634 sf

Annex
Age: 1959
Area: 75,165 sf

Charlotte Building
Age: 1970's
Area: 7,826 sf

Invex Building
Age: 1950's
Area: 21,284 sf

Retail*
Age: 1987
Area: 8,608 sf

* Recently sold to Health Care Property Investors, Inc (HCPI).
(Portion of Arnold Building sold to HCPI: 9th floor and above.

TABLE 2.1

**Existing Swedish First Hill Campus Building Area**

| | Building Area (GSF) |
|---|---|
| **Hospital** | |
| East Tower | 441,067 |
| Main Surgery | 62,302 |
| North/Northeast Wing | 61,703 |
| Old East Wing | 118,448 |
| Old Tumor Institute | 12,541 |
| South Building | 157,967 |
| Southwest Wing | 285,070 |
| West Wing | 140,255 |
| Total Hospital Area | 1,279,353 |
| **Medical Office Buildings*** | |
| 1101 Madison** | 306,266 |
| 600 Broadway*** | 166,211 |
| Arnold** | 197,201 |
| Arnold Annex | 9,794 |
| Heath | 118,297 |
| Nordstrom Garage Retail** | 8,608 |
| Total MOB Area | 806,377 |
| **Other Buildings** | |
| 1120 Cherry | 25,205 |
| 819 Boylston | 11,094 |
| 900 Boylston | 8,124 |
| 910 Boylston | 9,332 |
| Alcoa | 39,634 |
| Annex | 75,165 |
| Charlotte Building | 7,826 |
| Invex | 21,284 |
| Old Incinerator Building | NA |
| Total Other Building Area | 197,664 |
| Total First Hill Campus | 2,283,394 |

* Nordstrom MOB space of 186,700 GSF not included because not owned by Swedish
** Included but recently sold to HCIP
*** Located outside MIO boundary

TABLE 2.2

**Existing Swedish First Hill Campus Off-Street Parking Supply**

| | Facility | Building Area (GSF) | Spaces |
|---|---|---|---|
| | **Parking Garages*** | | |
| 1 | Marion & Minor Garage | 376,164 | 1,025 |
| 2 | Madison/Nordstrom Garage** | 153,078 | 597 |
| 4 | Doctor's Garage | 70,162 | 115 |
| 6 | Invex Garage | 56,912 | 190 |
| 8 | Broadway Garage | 261,095 | 540 |
| 9 | Minor & James Garage | 307,207 | 1,043 |
| | Total Parking Garages | 1,224,618 | 3,510 |
| | **Surface Parking Lots** | | |
| 3 | Alcoa Building | | 50 |
| 5 | Heath Lot | | 12 |
| 7 | Invex Alley | | 20 |
| 10 | Annex Lot | | 53 |
| 11 | Arnold Valet Parking | | 14 |
| 12 | Main Lobby Valet Parking | | 19 |
| 13 | Arnold Retail Lot*** | | 37 |
| 14 | 910 Boylston | | 16 |
| 15 | East Entrance Lot N/NE | | 5 |
| 16 | Columbia Lot**** | | 7 |
| | Total Surface Parking Lots | | 233 |
| | Total First Hill Campus Parking | | 3743 |

Note: The reference numbers in the left column are keyed to the Parking Analysis in the Final EIS document.

* The 600 Broadway Garage (123,205 GSF, 355 spaces) is located outside the MIO boundary so it is not included.
** Included but recently sold to HCPI and subject to Swedish TMP.
*** 37 spaces controlled by lease to bank.
**** Not owned or controlled by Swedish, but located within the MIO boundary.

## Local Circulation/Access

Local First Hill campus circulation and access of different Swedish functions is depicted in the following series of graphics (Figures 2.3 - 2.10) for existing and future conditions respectively. The concept is to limit vehicular access along block frontages along Boren-Madison-James-Broadway and park cars at dispersed campus edge locations near functions served. Inpatient, outpatient, emergency, and service circulation corresponds with the campus functional zones. Parking will continue to be dispersed in the future. Some changes are proposed to emergency and service traffic flows.

FIGURE 2.3

## Existing Local Circulation/Access to Inpatient Buildings

FIGURE 2.4

## Future Local Circulation/Access to Inpatient Buildings

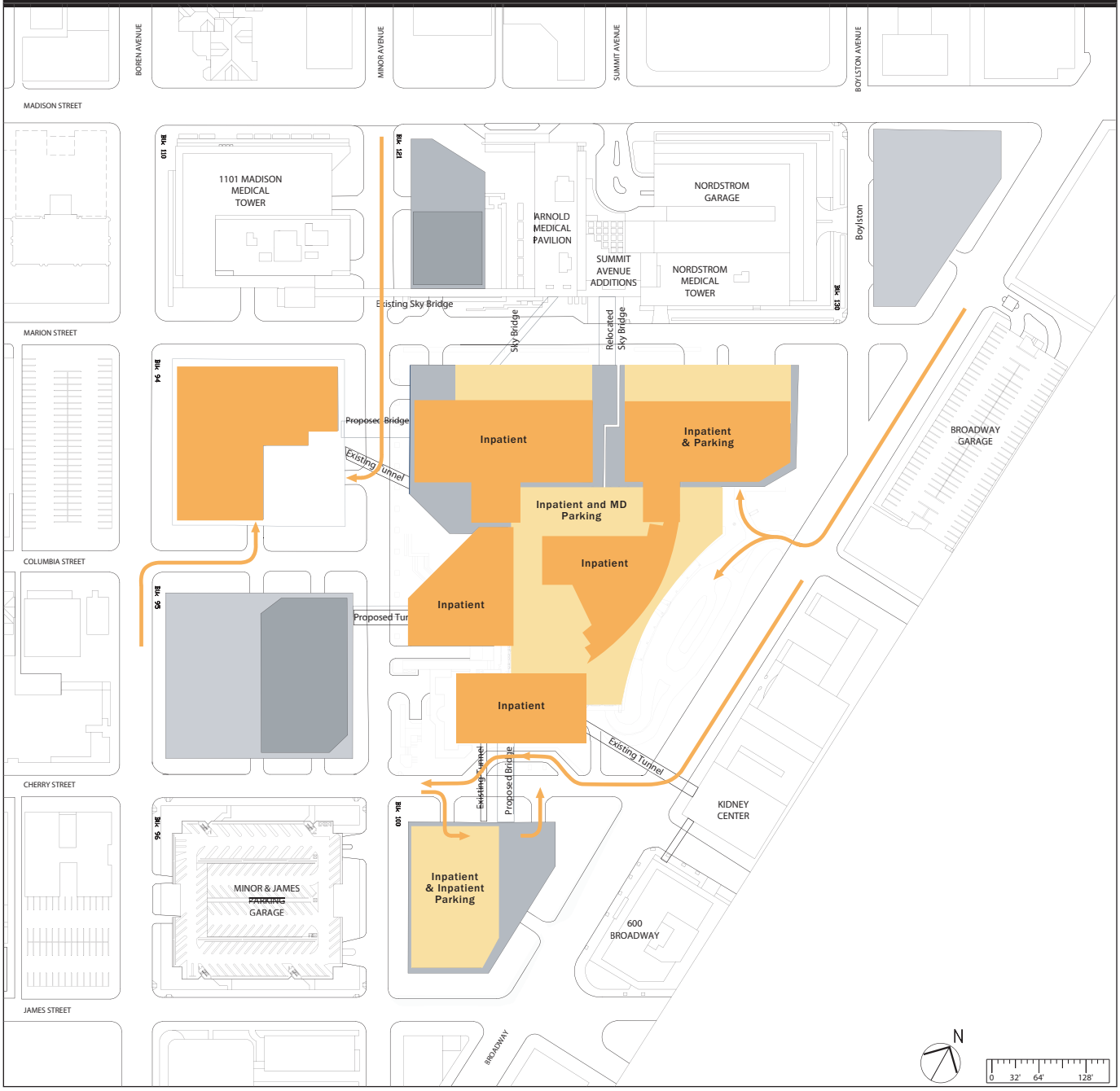


FIGURE 2.5

## Existing Local Circulation/Access to Outpatient Buildings

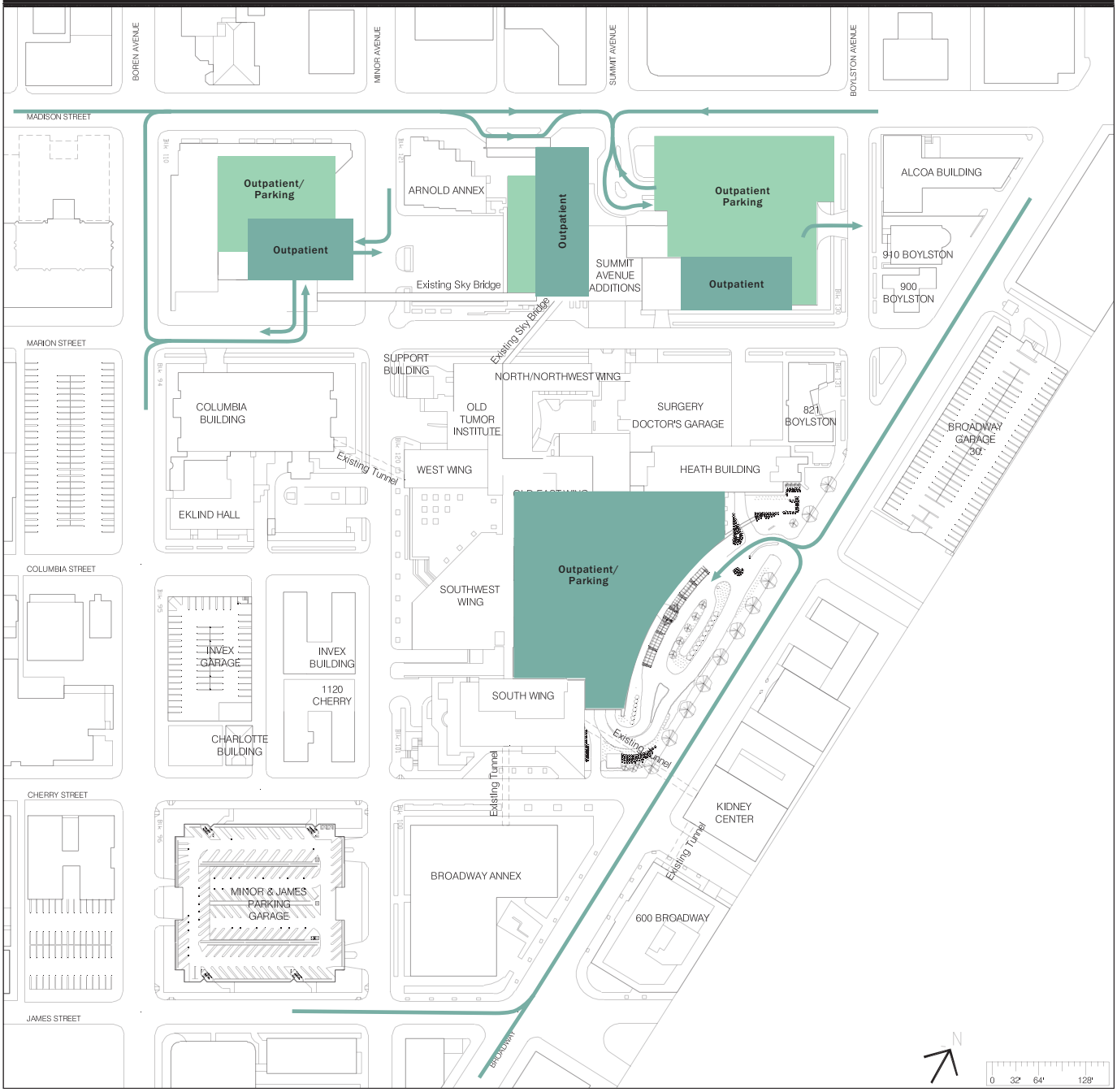


FIGURE 2.6

## Future Local Circulation/Access to Outpatient Buildings

FIGURE 2.7

## Existing Local Circulation/Access to Emergency Department

FIGURE 2.8

## Future Local Circulation/Access to Emergency Department

FIGURE 2.9

## Existing Local Circulation/Access to Service/Loading Docks

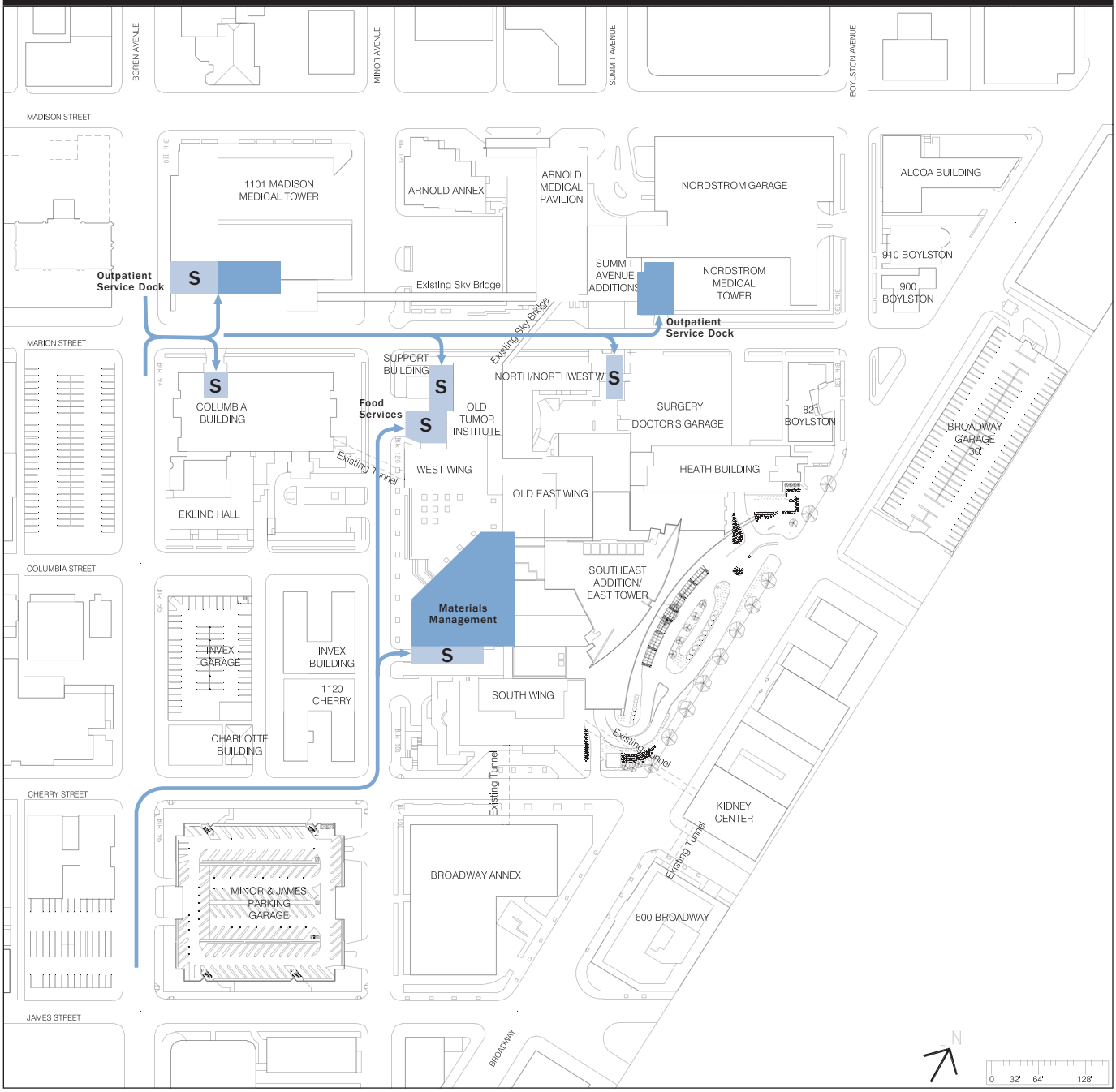
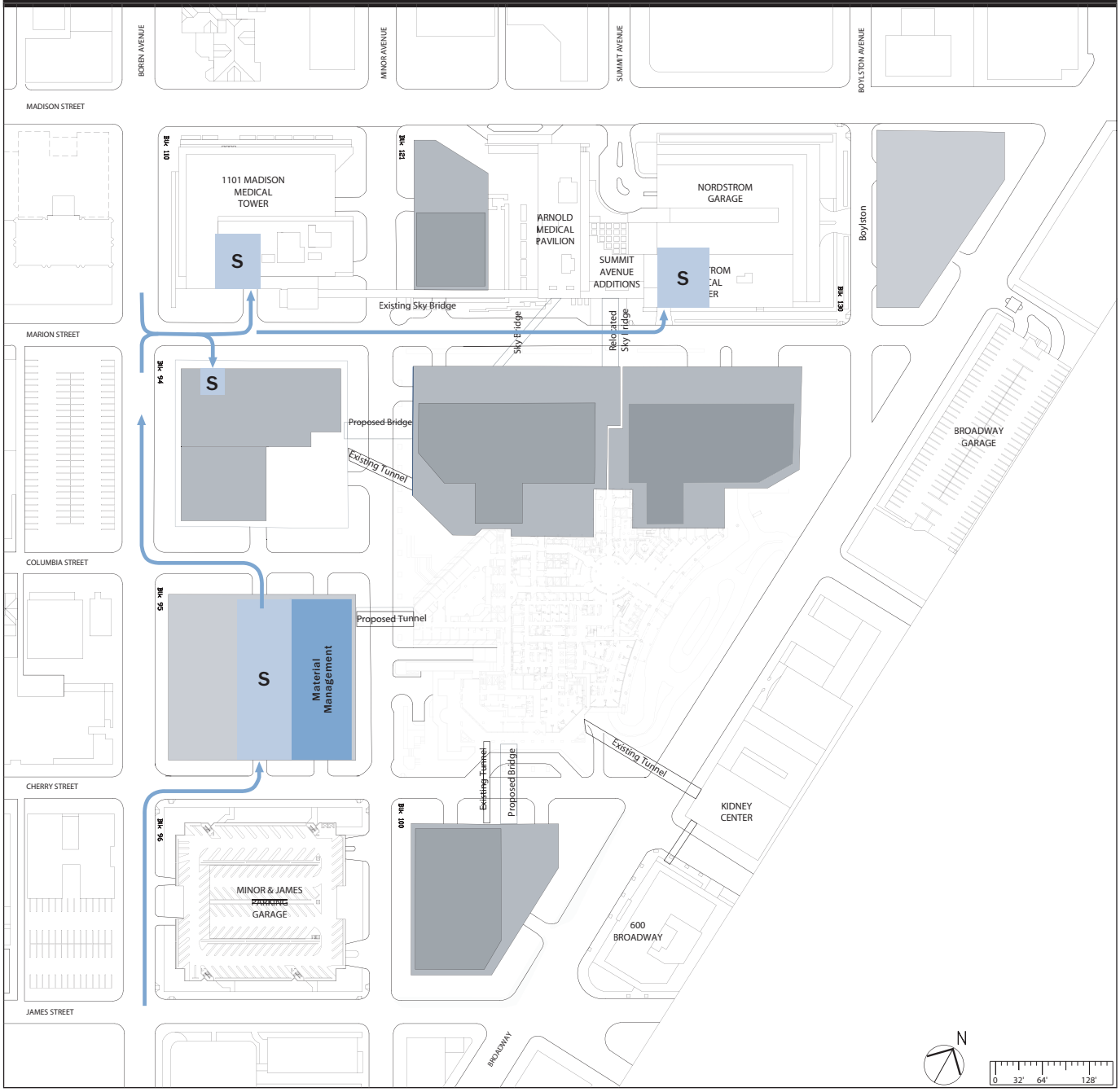


FIGURE 2.10

## Future Local Circulation/Access to Service/Loading Docks



## Pedestrian Circulation

Figure 2.11 depicts a plan for both internal and external pedestrian circulation at the Swedish First Hill campus. The pedestrian system for the urban campus consists of the street grid sidewalk network with an emphasis on Marion and Minor streetscapes as cross-campus routes with pedestrian amenities and the Madison retail/commercial corridor. Distinguishable campus edges would be defined but the intent is to not separate the campus from the neighborhood. Rather, the pedestrian circulation connects the context and passes through the porous campus.

Simple internal building wayfinding is established by clearly distinguishable and direct routes. Linkages between hospital buildings are provided by skybridges. A service tunnel under Minor connects the centralized physical plant/materials management facility with the main hospital.

The pedestrian improvements for wayfinding will be implemented in phases with each building development project. Streetscapes along the project blocks will be implemented with the master plan project.

## Wayfinding

Based on a review of campus wayfinding features and conditions, and comments from the Swedish Citizens Advisory Committee, DPD, and DON, Swedish has elected to incorporate plans to develop a Wayfinding Plan for this MIMP (see MIMP Condition 3, on pages 53-54). A Wayfinding Plan containing Design Guidelines will be developed to address campus orientation, distinguishing places, ease of pedestrian movement and traffic management. The intent is to improve the pedestrian and vehicular wayfinding environment, safety and amenities. There is the opportunity for a broad range of place-making and streetscape improvements including, but not limited to signage.

Phased implementation of campus wayfinding elements would occur with each Planned and Potential development project and specifically along the project's block street frontages. There should be particular emphasis to the continuity of streetscape amenities along Minor Avenue and Marion Street and to the reinforcement of the retail/commercial Madison Street corridor as noted in the pedestrian circulation graphic (Figure 2.11).

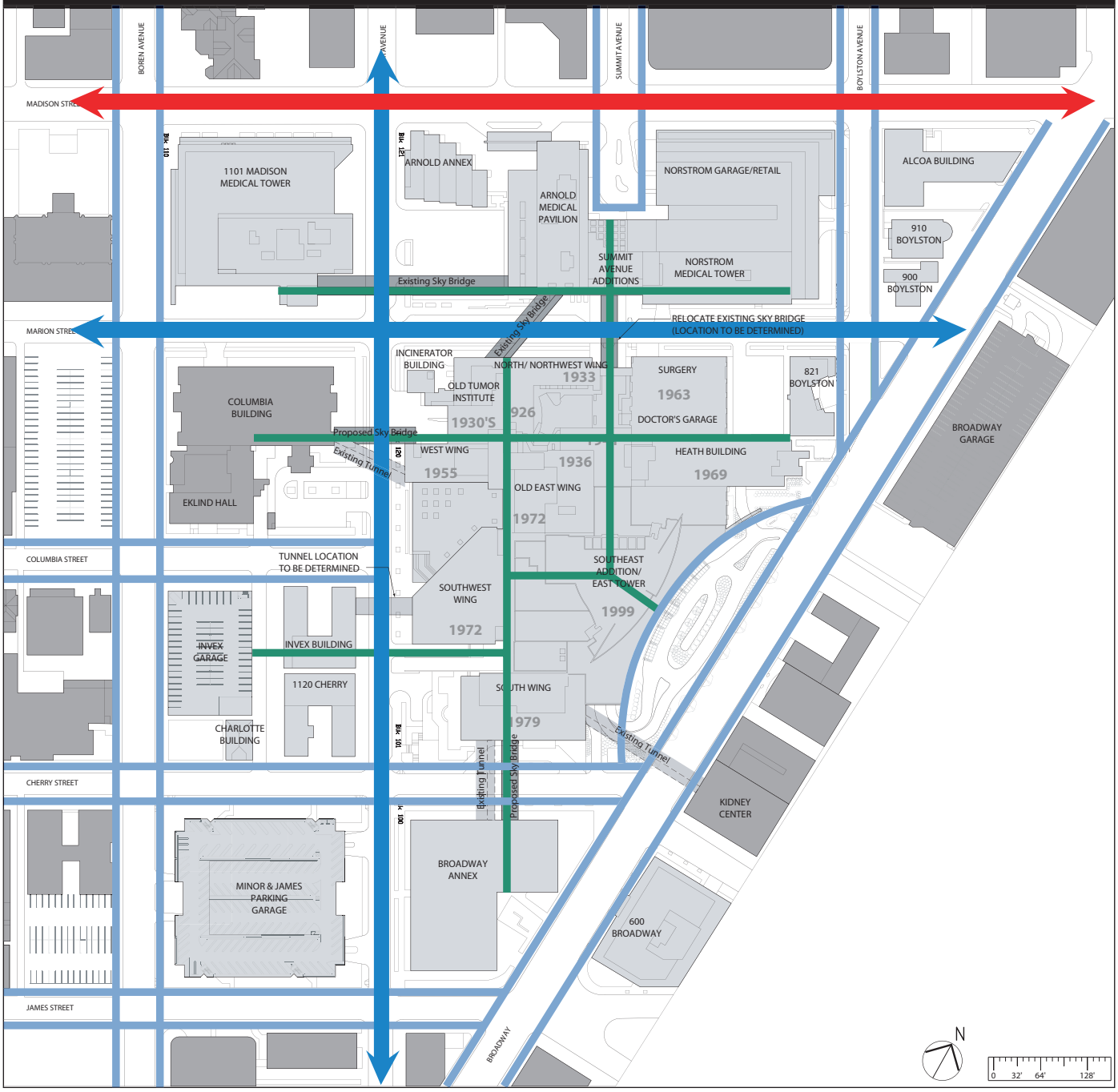
A Wayfinding Plan with detailed designs or prescriptive standards cannot be defined at this conceptual master planning stage. Swedish will develop the Wayfinding Plan and Design Guidelines with CAC and public input. A standing CAC and DPD would review future building designs to assure that the Wayfinding Plan and Design Guidelines are appropriately considered and reinforce wayfinding in the First Hill context. (Note: the Design Guidelines have been completed, as revised by the CAC, and are included in Appendix E of this document).

## Development Purpose and Public Benefits

The purpose of the approved development is to allow Swedish to continue to provide the highest quality and most comprehensive healthcare to the community by replacing facilities of increasing obsolescence on the First Hill campus. The hospital development program of the prior master plan was fully built out so a renewed master plan was required for needed improvements.

FIGURE 2.11

## Pedestrian Circulation




## KEY

- Active Pedestrian Shopping Corridor
- Primary Cross-Campus Pedestrian Route
- Pedestrian Routes
- Internal Pedestrian Routes

Swedish has provided medical excellence in the community for nearly a century. In 2003, Swedish donated over $33 million in charity care and community benefits. As a charitable nonprofit organization, Swedish invests its resources in programs and services that improve the health of the community and region. Examples of continuing programs provided in coordination with other organizations are: Youth at Risk, Healthcare Services for Youth, Support for Patients and Families, Family Violence Program, Clinical Services for Low-Income Seniors, Swedish Mobile Mammography Van, Developmentally Disabled Students, Health Adventures for Middle School Students and Bereavement Support Groups. Swedish partners and provides an array of community health programs targeting the underserved and those affected by violence and substance abuse. For example, Swedish joins with Seattle & King County Public Health and Seattle Public Schools to provide comprehensive medical, counseling and preventative health services at the Ballard Teen Health Center.

Swedish provides extensive health information resources and classes to improve well-being. Programs include an online health library, 'ask Dr Auer', health classes, education centers, a Health Watch newsletter, and even heart-healthy recipes. Swedish outreach serves those who may not otherwise receive needed services, such as programs for newly arrived immigrants, homeless teenagers, low-income seniors, pregnant women with addictions, and charity care.

## Consistency with Comprehensive Plan and Policies

### Major Institution Policies

The relationship of the Comprehensive Plan goals and policies related to major institutions is described in the following Table, 2.3.

TABLE 2.3

**Relationship of the Seattle Comprehensive Plan Major Institution Goals and Policies with the Swedish Master Plan**

| Major Institution Goals and Policies | Consistency with Swedish Master Plan |
|---|---|
| **Purpose and Intent (23.69.002)** | |
| A. Permit appropriate institutional growth within boundaries while minimizing the adverse impacts associated with development and geographic expansion; | Consistent with Swedish master plan. Approved growth is all within existing campus boundaries. No geographic expansion was proposed. |
| B. Balance a Major Institution's ability to change and the public benefit derived from change with the need to protect the livability and vitality of adjacent neighborhoods; and | The purpose of the approved Swedish development is to allow continued provision of the highest quality and most comprehensive healthcare to the community by replacing facilities of increasing obsolescence. The local land use patterns and separations by the major arterials at campus boundaries protect neighborhood livability. |
| C. Encourage the concentration of Major Institution development on existing campuses, or alternatively, the decentralization of such uses to locations more than 2,500 feet from campus boundaries. | The master plan includes increased development concentration at the First Hill campus and decentralization at other locations (Providence, Ballard, Issaquah, etc.), consistent with the purpose/intent. |
| **Application of Regulations (23.69.006)** | |
| A. All land located within the Major Institution Overlay District shall be subject to the regulations and requirements of the underlying zone unless specifically modified by this chapter or an adopted master plan. In the event of irreconcilable differences between the provisions of this chapter and the underlying zoning regulations, the provisions of this chapter shall apply. | The master plan replaces underlying zoning regulations with the MIMP development standards. A detailed comparison of the zoning standards is included in Appendix D. |

| Major Institution Goals and Policies | Consistency with Swedish Master Plan |
|---|---|
| **Goals** | |
| **LG79**<br>Maximize the public benefits of major institutions, including healthcare and educational services, while minimizing the adverse impacts associated with development and geographic expansion. | The goal is shared with the Swedish master plan. No geographic expansion of the MIO boundary was requested. |
| **LG80**<br>Recognize the significant economic benefits of major institutions in the city and the region and their contributions to employment growth. | The Swedish 2003 Annual Report notes over $462 million in employee salaries and benefits, $33 million in community benefit contributions, and almost $43 million taxes paid. |
| **LG81**<br>Balance each major institution's ability to change and the public benefit derived from change with the need to protect the livability and vitality of adjacent neighborhoods. | Common goal. |
| **LG82**<br>Promote the integration of institutional development in the overall planning for urban centers. | The MIMP process publicly disclosed Swedish future plans that can be integrated with overall planning. |
| **Policies** | |
| **L262**<br>Provide for the coordinated growth of major institutions through major institutional master plans and the establishment of major institutions overlay zones. | Consistent with Swedish master plan. |
| **L263**<br>Allow modifications to the underlying zone provisions in order to allow major institutions to thrive while ensuring that impacts of development on the surrounding neighborhood are satisfactorily mitigated. | No boundary changes were proposed but changed height limits at two locations were approved. One makes the MIO and underlying zoning height limits the same. |
| **L264**<br>Discourage the expansion of established major institution boundaries. | Consistent; no boundary expansion was proposed. |

| Major Institution Goals and Policies | Consistency with Swedish Master Plan |
|---|---|
| **L265**<br>Encourage significant community involvement in the development, monitoring, implementation and amendment of major institution master plans, including the establishment of citizen's advisory committees containing community and major institution representatives. | A new CAC was formed with coordination of DON, DPD and Swedish, and will fulfill these responsibilities. |
| **L266**<br>Encourage Advisory Committee participation throughout the process of revision, amendment and refinement of the master plan proposal. | Consistent with Swedish master plan. |
| **L267**<br>Require preparation of either a master plan or a revision to the appropriate existing master plan when a major development is proposed that is part of a major institution, and does not conform with the underlying zoning and is not included in an existing master plan. | A new master plan was prepared. |
| **L268**<br>Provide procedures for considering the establishment of new major institutions. | Not applicable. |
| **L269**<br>New institutions shall be located in areas where such activities are compatible with the surrounding land uses and where the impacts associated with existing and future development can be appropriately mitigated. | Not applicable. |

| Major Institution Goals and Policies | Consistency with Swedish Master Plan |
|---|---|
| **Overlay District** | |
| **L270**<br>Establish a Major Institution Overlay (MIO) to permit appropriate institutional development within boundaries while minimizing the adverse impacts associated with development and geographic expansion. A further purpose is to balance the public benefits of growth and change for major institutions with the need to maintain the livability and vitality of adjacent neighborhoods. When appropriate, the establishment of MIO boundaries may contribute to the transition of physical development to ensure compatibility between major institution areas and less intensive zone. | A MIO is already established for the Swedish First Hill campus. |
| **L271**<br>Allow all functionally integrated major institution uses within each overlay district, provided the development standards of the underlying zone are met. Permit development standards specifically tailored for the major institution and its surrounding area within the overlay district through a master plan process. | Consistent with Swedish master plan. Swedish and non-Swedish owned uses include medical offices, clinics, research, support retail/ commercial, and other uses that are functionally integrated with the major institution. Development standards are tailored to Swedish. |
| **L272**<br>Allow modification of use restrictions and parking requirements of the underlying zoning by the overlay to accommodate the changing needs of major institutions, provide flexibility for development and encourage a high quality environment. Allow modification of the development standards and other requirements of the underlying zoning by an adopted master plan. | Consistent with Swedish master plan. |

| Major Institution Goals and Policies | Consistency with Swedish Master Plan |
|---|---|
| **Uses** | |
| **L273**<br>Define all uses that are functionally integrated with, or substantially related to, the central mission of the major institution or that primarily and directly serve the users of the institution. The major institution uses and permit these uses in the Major Institution Overlay district, subject to the provisions of this policy, and in accordance with the development standards of the underlying zoning classifications or adopted master plan. | Consistent with Swedish master plan. |
| **Development Standards** | |
| **L274**<br>Apply the development standards of the underlying zoning classifications for height, density, bulk, setbacks, coverage, and landscaping for institutions to all major institution development, except for specific standards altered by a master plan. | Swedish development standards replace the underlying zoning standards. |
| **L275**<br>The need or appropriate transition shall be a primary consideration in determining setbacks. | Consistent with Swedish master plan. |
| **Parking Standards** | |
| **L276**<br>Establish minimum parking requirements in MIO Districts to meet the needs of the major institution and minimize parking demand in the adjacent areas. Include maximum parking limits to avoid unnecessary traffic in the surrounding areas to limit the use of single occupancy vehicles (SOV). | Consistent with Swedish master plan. |
| **L277**<br>Allow short-term or long-term parking space provisions to be modified as part of a Transportation Management Program (TMP). | Consistent with Swedish master plan. |

| Major Institution Goals and Policies | Consistency with Swedish Master Plan |
|---|---|
| **L278**<br>Allow an increase to the number of permitted spaces only when it 1) is necessary to reduce parking demand on streets in surrounding areas and 2) is compatible with the goals to minimize traffic congestion in the area. | Parking demand and traffic impact analysis was conducted as part of the environmental review. |
| **L279**<br>Use the TMP to reduce the number of vehicle trips to the major institution, minimize the adverse impacts of traffic on the streets surrounding the institution, minimize demand for parking on nearby streets, especially residential streets, and minimize the adverse impacts of institution-related parking on nearby streets. To meet theses objectives seek to reduce the number of SOV's used by employees and students at peak time and destined for the campus. | Consistent with Swedish master plan. |

## Residential Structures

| | |
|---|---|
| **L280**<br>Encourage the preservation of housing within major institution overlay districts and the surrounding areas. Discourage conversion or demolition of housing within a major institution campus, and allow such action only when necessary for expansion of the institution. | No housing exists on the Swedish First Hill campus or would be directly impacted by proposed expansion. |
| **L281**<br>Prohibit demolition of structures with non-institutional residential uses for the development of any parking lot or parking structure which could provide non-required parking or be used to reduce a deficit of required parking spaces. | Consistent with Swedish master plan. |
| **L282**<br>Prohibit development by a major institution within 2,500 feet of the MIO District boundaries when it would result in the demolition of structures with residential uses or change of these structures to non-residential uses. | Consistent with Swedish master plan. |

| Major Institution Goals and Policies | Consistency with Swedish Master Plan |
|---|---|
| **Master Plan** | |
| **L283**<br>Require a master plan for each Major Institution proposing development which could affect the livability of the adjacent neighborhoods or has the potential for significant adverse impacts on the surrounding areas. Use the master plan to facilitate a comprehensive review of benefits and impacts of the Major Institution development. | Consistent with Swedish master plan. |
| **L284**<br>Use the master plan to:<br>1. Give clear guidelines and development standards on which the major institutions can rely for long-term planning and development;<br>2. Provide the neighborhood the advance notice of the development plans of the major institution;<br>3. Allow the City to anticipate and plan for the public capital or programmatic actions that will be needed to accommodate development; and<br>4. Provide the basis for determining appropriate mitigating actions to avoid or reduce adverse impacts from major institution growth. | Consistent with Swedish master plan. |
| **L285**<br>The master plan should establish or modify boundaries; provide physical development standards for the overlay district; define the development program for the specified time period; and describe a transportation management program. | Consistent with Swedish master plan. No boundary modification was proposed. |
| **L286**<br>Require City Council review and adoption of the master plan following a cooperative planning process to develop the master plan by the major Institution, the surrounding community and the city. | Consistent with Swedish master plan. This process was anticipated and Swedish fulfilled requirements. |

| Major Institution Goals and Policies | Consistency with Swedish Master Plan |
|---|---|
| **L287**<br>Encourage the preservation, restoration and reuse of designated historic buildings. | No designated historic buildings. |
| **L288**<br>In considering rezones, the objective shall be to achieve a better relationship between residential or commercial uses and the Major Institution uses, and to reduce or eliminate major land use conflicts in the area. | The approved MIO height limit changes required a rezone. Land use compatibility is an objective of Swedish. |

## Consistency with Comprehensive Plan and Policies (continued)

### Comprehensive Plan Land Use

The Seattle Comprehensive Plan Future Land Use Map designates the Swedish First Hill campus as "Major Institutions" (bounded by Boren/Madison/Broadway/James). The approved uses and development of the Swedish master plan are consistent with this designation.

The Seattle University area east of Broadway is similarly designated "Major Institutions." The remainder of the Broadway frontage, the James frontage, and the Madison frontage are designated "Commercial/Mixed Use Areas Inside Urban Centers/Villages." The area west of Boren is designated "Multi-Family Residential Areas."

The entire area is located within the First Hill/Capitol Hill Urban Center, one of five such centers of the Comprehensive Plan. The goal of the Urban Centers (G20) is to "Identify and reinforce concentrations of employment and housing in locations that would support and have direct access to the regional high capacity transit system." The further intensification of the Swedish master plan is consistent with the goal. Note that one alignment of the proposed light-rail transit system passes under First Hill/Capitol Hill with a potential station at Madison between Summit and Boylston. Recent Sound Transit Board action eliminated this First Hill light rail alignment.

### Comprehensive Plan Health/Human Development Policies

The Seattle Comprehensive Plan Human Development Element includes goals and policies related to health that apply to the Swedish MIMP. The relationship of the relevant Comprehensive Plan aspects is described in the following table.

TABLE 2.4

**Relationship of Seattle Comprehensive Plan Health Goals/Policies with the Swedish Master Plan**

| Human Development Element | Consistency with Swedish Master Plan |
|---|---|
| **Vision Statement**<br>The City of Seattle invests in people so that all families and individuals can meet their basic needs, share in economic prosperity, and participate in building a safe, healthy, educated, just, and caring community. | The mission of Swedish is to improve the health and well-being of each person served. The master plan is consistent with the Plan Element vision statement. |
| Healthcare to be as Physically and Mentally Fit as Possible | |
| **Goal HDG6**<br>Create a healthy environment where community members are able to practice healthy living, are well nourished, and have good access to affordable healthcare. | Swedish has provided medical excellence in the community for nearly a century. In 2003, Swedish donated over $33 million in charity care and community benefits. |
| **Policy HD21**<br>Encourage Seattle residents to adopt healthy and active lifestyles to improve their general health and well-being. Provide opportunities for people to participate in fitness and recreational activities and to enjoy available open space. | Swedish provides extensive health information resources and classes to improve well-being. Programs include an online health library, 'ask Dr Auer,' health classes, education centers, a HealthWatch newsletter, and even heart-healthy recipes. The master plan proposes enhancement of the Broadway open space and the Marion and Minor streetscapes. |
| **Policy HD 22**<br>Work toward the reduction of health risks and behaviors leading to chronic and infectious diseases and infant mortality, with particular emphasis on populations disproportionately affected by these conditions. | Swedish outreach serves those who may not otherwise receive needed services, such as programs for newly arrived immigrants, homeless teenagers, low-income seniors, pregnant women with addictions, and charity care. |

| Human Development Element | Consistency with Swedish Master Plan |
|---|---|
| **Policy HD 23**<br>Work to reduce environmental threats and hazards to health.<br><br>a. Make use of the City's building and fire codes, food licensing, and permit processes, and hazardous materials and smoking regulations for fire and life safety protection.<br><br>b. Collaborate through joint efforts among City agencies, such as fire, police, and construction and land use to address the health and safety issues in a more efficient manner. | Swedish complies with all applicable federal, state and local requirements related to environmental and health hazards. Swedish was selected by the nonprofit Patient Safety Institute to serve as one of two national demonstration sites for innovative communications programs intended to reduce costs and improve patient safety. Swedish works regularly with City agencies and collaborates to assure efficient heath and safety compliance, including the major institutions process for this master plan. |
| **Policy HD 24**<br>Swedish seeks to improve the quality of, and access to healthcare, including: physical and mental health, emergency medical and additional services.<br><br>a. Collaborate with community organizations and health providers to advocate for quality healthcare and broader accessibility to services.<br><br>b. Pursue co-location of programs and services, particularly in under-served areas and in urban village areas. | As a charitable nonprofit organization, Swedish invests its resources in programs and services that improve the health of the community and region. Examples of continuing programs provided in coordination with other organizations are: Youth at Risk, Healthcare Services for Youth, Support for Patients and Families, Family Violence Program, Clinical Services for Low-Income Seniors, Swedish Mobile Mammography Van, Developmentally Disabled Students, Health Adventures for Middle School Students and Bereavement Support Groups. |
| **Policy HD 25**<br>Work with other jurisdictions, institutions and community organizations to develop a strong continuum of community-based long-term care services. | Swedish Medical Center has a Home Healthcare Division that provides services in the home setting. This fully licensed Medicare/Medicaid-certified program works closely with physicians and other departments at Swedish to ensure continuity of care and ease a patient's transition from hospital to home. In 2002, over 6,200 patients were served in over 118,000 visits.<br><br>Swedish's goal is to promote the highest level of independence for the patient. Patients and their family members are very involved in the plan of care. In addition to the broad range of services |

| Human Development Element | Consistency with Swedish Master Plan |
|---|---|
| | available to patients, support services are also available for families and caregivers.<br><br>Swedish Home Care Services offers the following services: home healthcare, home infusion treatments, hospice care, home helpers, bereavement support, nurse telephone access, and Swedish LifeNet (emergency response system and medication management). |
| Coordination and Joint Planning of Services | |
| **Goal HDG11**<br>Develop a more flexible, comprehensive, coordinated and efficient system of services that addresses whole needs of people, families, and communities. | Swedish provides state-of-the-art care to patients of every age and stage of life for virtually every healthcare need (see programs above). |
| **Policy HD 44**<br>Encourage cooperative planning, decision-making, and funding for health and a human service delivery throughout the region. Join with other public and private institutions in the region to strive for a stable and adequate funding base for services that supports safe and healthy communities. | Swedish partners and provides an array of community health programs targeting the underserved and those affected by violence and substance abuse. For example, Swedish joins with Seattle & King County Public Health and Seattle Public Schools to provide comprehensive medical, counseling and preventative health services at the Ballard Teen Health Center. |
| **Policy HD45**<br>Promote effective, efficient community-based and community-delivered services using a combination of public, private, community and personal resources. | (See preceding response to HD 44). In 2003, friends of Swedish donated almost $2.6 million to support the steadfast commitment to highest quality healthcare. |
| **Policy HD 46**<br>Strive to provide better and more coordinated information to people about the availability of services in the community and make use of available and new technologies to improve access to services and information. | Swedish is a leader in technology based access to services and information (see response to HD 21). The noted programs are all available on-line. |

| Human Development Element | Consistency with Swedish Master Plan |
|---|---|
| **Policy HD 47**<br>Encourage customer-focused services with feedback from those who use them and involvement of consumers in identifying needs and planning for service delivery. | King County residents consistently rank Swedish as the area's best hospital, with the best quality, personalized care and providers (from independent survey by National Research Corporation). |
| **Policy HD 48**<br>Encourage connections between services that coordinate, link and integrate public, private and community-based services. Facilitate collaboration of programs through the use of City funding. | Long-term affiliations have been established with area hospitals to provide outpatient and radiation oncology services closer to home. Neonatal intensive care services are linked with the Swedish Pediatric Intensive Care Transport Coach. |
| **Policy HD 49**<br>Encourage consideration of issues like transportation and the need for dependent care in planning for health, human services, employment and recreation programs. | Multiple Swedish programs, such as the Support for Patients and Families, offer special assistance beyond primary healthcare. |

## Decentralization Plans

Swedish Medical Center is a system of three campuses, affiliations with suburban community hospitals and physicians groups, and a home-care services program. Swedish also has 11 primary-care clinics throughout the greater Seattle area and multiple specialty clinics.

The Swedish Heart and Cancer Institutes have longstanding alliances with community hospitals. Strong partnerships exist with Stevens Hospital, Valley Medical Center, Northwest Hospital, and Highline Hospital. Swedish also formed a joint regional pediatric heart-surgery program with Mary Bridge Children's Hospital in Tacoma in early 2004.

Swedish provides acute care services at all of its campuses, but has concentrated some services to only one campus. Addiction recovery is located only at the Ballard campus, while inpatient rehabilitation, sleep medicine, and behavioral services are all localized at the Providence Campus. Swedish is also making great strides toward the vision of a world-class Heart and Vascular Institute on its Providence Campus.

Swedish leases space outside of its institutional boundaries and has moved many of its services off of its First Hill Campus. For example, Home Health Services is located in leased space in the Design Center in South Seattle, and the administrative services for its Physician Division are in Downtown Seattle. There will also be much interim and permanent relocation of services expected during construction of replacement facilities on the First Hill Campus.

Swedish is also pursuing many initiatives off of the First Hill Campus, in order to meet healthcare need and bring services out to the community. The hospital system is currently planning for a phased expansion into Issaquah. A freestanding emergency-room (ER) complex opened in early 2005, with intentions to build a state-of-the-art nonprofit community hospital. However, the State Certificate of Need (CON) application was recently denied.

## Master Plan Timeframe

The master plan's development program will remain in effect until all proposed development is constructed or until the time that a new master plan is adopted by the City Council. The master plan development standards and Transportation Management Program will remain in effect until amended. No master plan term is established. For purposes of environmental impact analysis, time estimates are made but actual master plan implementation may differ.

## Alternatives

Three master plan alternatives, in addition to the Proposal Action, are described that seek to approximate development objectives and satisfy environmental requirements. The alternatives are:

- Changes to Planned and Potential Projects
- No Alley Vacation
- No Action

## 1) Changes to Planned and Potential Projects

The proposed master plan projects seek to maximize allowable development envelopes but there is the possibility the changes would be made to specific project uses involving: location, building form, heights, development sequencing/timing and site specific density. Changes may include re-development of other portions of the hospital. Additional or different street or alley vacations and skybridges/tunnels may be proposed. Such change is expected in a master plan and flexibility to allow such change must be included in the MIMP. Any change to the Planned and Potential Projects is included in this alternative as long as the change is consistent with the development standards, within the total maximum building area of the development program and the project is located within the MIO boundary. The alternative shifts/re-configures proposed development within the MIO District.

The eventual replacement of somewhat newer core hospital facilities located in the South and Southwest Wings is included in this alternative. In addition, the two blocks west of Minor, between Marion and Cherry, and the one block south of Cherry, between Broadway and Minor, would be developed with mixed uses including offices, research, clinics, support, parking and other related Swedish uses. The segment of Columbia Street Between Boren and Minor may be vacated as envisioned in the existing master plan.

## 2) No Alley Vacation

The City requires this alternative for comparison with the proposed street and alley vacations. The one proposed vacation would be eliminated in this alternative.

The alley on the block bounded by Boren-Minor-Columbia-Cherry would remain and the proposed central support building, parking and upper level medical office and research would have to be re-designed to function on two city half-blocks. Proposed off-street service functions (inside buildings) for loading docks, service, and materials transfer and storage may be relocated along streets and the alley in order to function. Below grade development would be separated on the two half-blocks. Upper level development would be oriented to fit on the two half blocks.

## 3) No Action

This alternative is required as a baseline for comparing impacts (WAC197-11-440 5.b.ii and SMC 25.05.440.D.2.b). No new development would occur. The distribution and location of existing uses may change and involve renovations but no net increase in space would be developed. User populations may increase demand for services but facilities would not expand to accommodate the change. There would be no expanded physical development.

## B. Planned Projects

The Approved MIMP includes Planned Projects and Potential Projects. The master plan projects are depicted in Figure 2.12.

### Uses and Areas

The total existing Swedish First Hill campus chargeable development totals to about 2.3 million square feet. Parking is additional and amounts to about 1.3 million square feet or about 3800 spaces.

The approved Planned Projects amount to about 950,000 square feet net new of chargeable space (about 1.47 million square feet of new construction less demolition of about 520,000 square feet). Proposed parking adds from 1400 to 1500 net new spaces.

Approved uses that comprise the space include replacement of hospital and hospital related functions including clinics, medical offices, research, support facilities (physical plant, materials management, etc.).

The required master plan building areas for Swedish respond to the healthcare needs for increased functional space. The change to single patient rooms (from double bedrooms), accommodations for family members, higher patient acuity, additional space for diagnostic and treatment equipment, increased technology use, and overall 'up-sizing' to meet current and future hospital space standards require more building area. However, Swedish does not anticipate significant service and population increases. Space needs for all bed types, from medical surgical units to intensive care units, continue to grow dramatically.

Swedish has 697 licensed beds for the First Hill campus. The Approved Master Plan projects will not change this number. The current number of 566 set-up beds may be increased to the licensed bed limit.

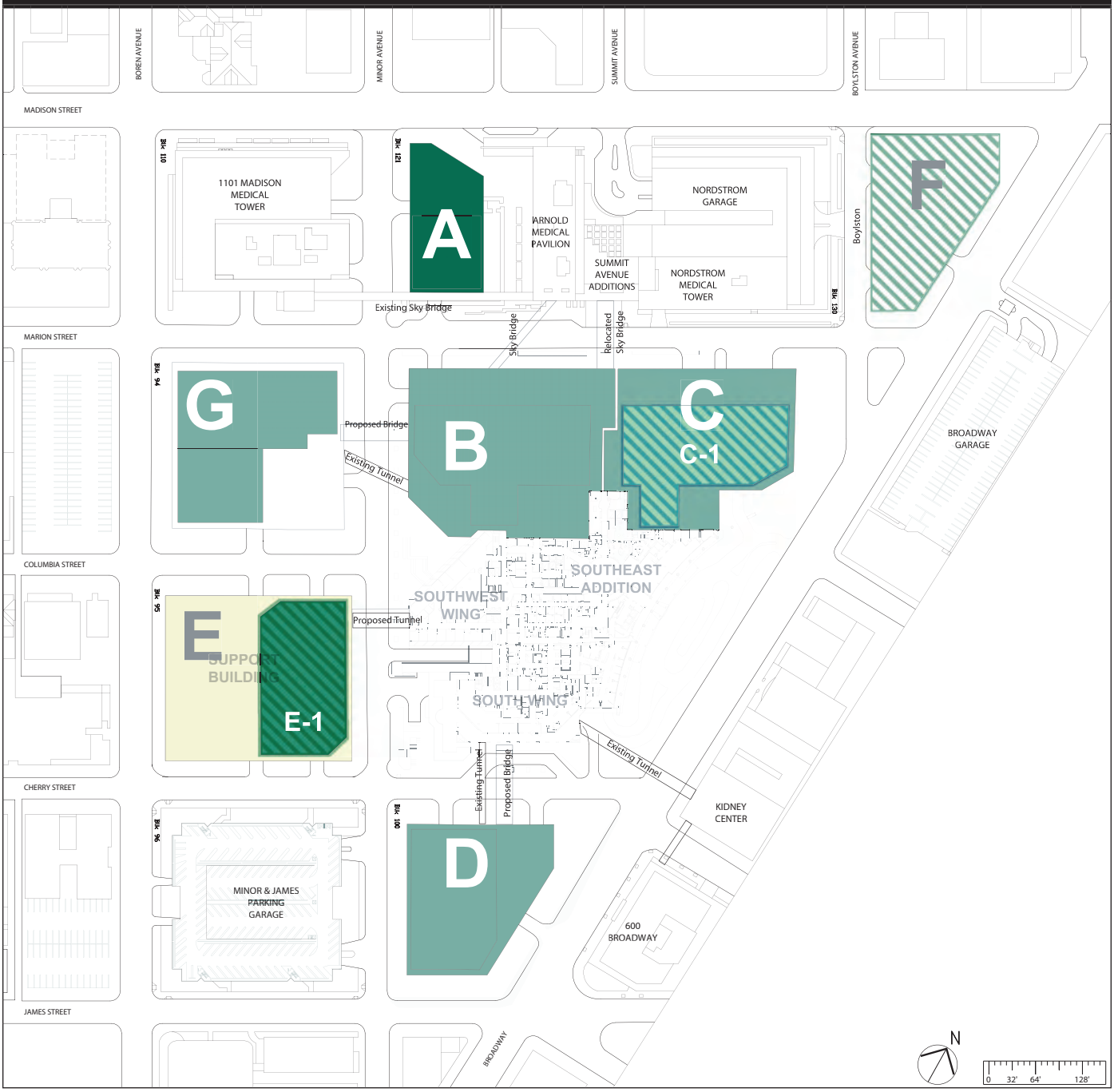
Note: See the following Development Standards section for the proposed maximum campus development density (floor area ratio-FAR) of the MIO District.

### Height/Bulk/Scale

Each project is intended to maximize the allowable building volume including maximum height allowed by the MIO District. The buildings are proposed to the height limits (plus mechanical space) as well as all other maximum building volume defining parameters, such as lot coverage, setbacks and open space. The overall campus massing concept is to locate the most intense activities and concentrated building massing in the center of the campus. There is a height/bulk/scale transition with lower heights toward the campus edges along the four campus-defining arterials. The organization is intended to minimize any compatibility impacts with the immediate neighborhood.

FIGURE 2.12

## Planned and Potential Projects



## KEY TO FIGURE 2.12

Planned Medical Office Projects

Potential Medical Office Projects

Planned Hospital Projects

Potential Hospital Projects

Planned Support Projects

**Planned Projects**

A. Medical Office Building

B. Hospital Replacement: Building B

C. Hospital Replacement: Building C

D. Hospital Replacement: Building D

E. Central Support Facility w/ Medical Office Tower

G. Hospital Replacement: Building G

**Potential Projects**

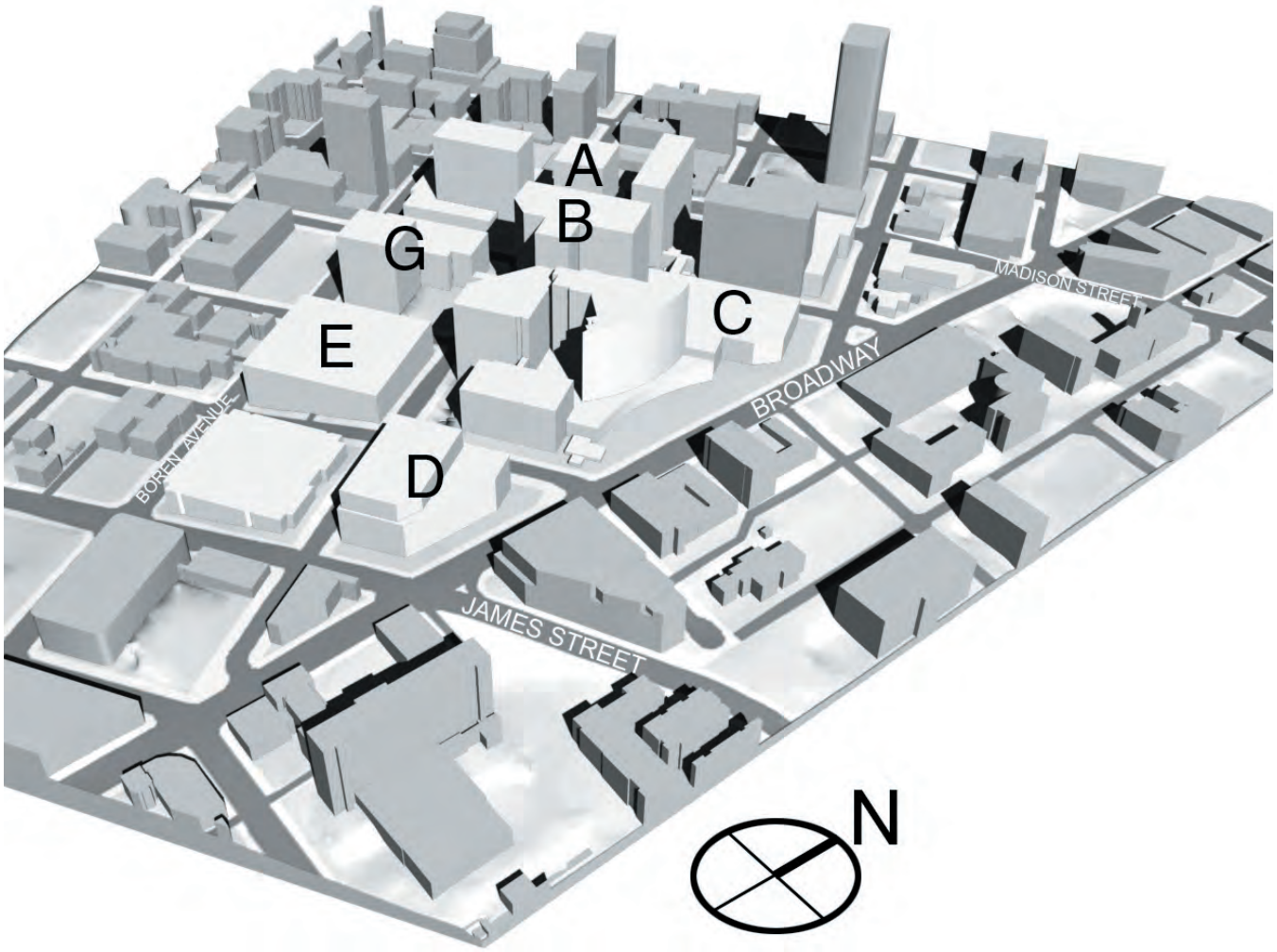
F. Medical Office Building

C-1. Hospital Replacement: Building C - Future Tower Addition

E-1. Central Support Facility w/Medical Office Tower and Research

FIGURE 2.13

**Planned Projects 3-Dimensional View**




KEY

**Planned Projects**

A. Medical Office Building

B. Hospital Replacement: Building B

C. Hospital Replacement: Building C

D. Hospital Replacement: Building D

E. Central Support Facility w/Medical Office Tower

G. Hospital Replacement: Building G

The maximum height/bulk/scale impacts were assessed for the 'worst case' impact. Future actual project building designs may be less than allowed. Flexibility in the future building massing design is required given uncontrollable and unpredictable changes to healthcare conditions.

A 3-dimensional view of the Planned Projects is shown in Figure 2.13.

## Street and Alley Vacations

No street vacations were proposed. One alley vacation was proposed. The alley on the block bounded by Boren-Columbia-Minor-Cherry (Block 95) would be vacated to allow development of Project E, Central Support Facility. This project includes materials management and central plant. All truck access/loading/maneuvering would be located off-street/off-alley and within the proposed building. Wider curb cuts (60 to 90 feet) along Columbia and Cherry may be required, Long-term public benefits are proposed and would include landscaped open space, pedestrian improvements and other amenities.

Note that the Approved Master Plan does not include approval of the alley vacation. The vacation process was initiated by Swedish concurrent with the MIMP and requires a separate City Council approval.

The proposed vacation and skybridges and tunnels are depicted on Figure 2.14. The skybridges are required linkages to allow movement of non-ambulatory patients. The projects with skybridges are all inpatient hospital uses. The tunnel is required to link the consolidated materials management/physical plant with the hospital.

Skybridge and tunnel connections across public right-of-ways are proposed but permits will be sought rather than aerial and/or below-grade vacations. All existing skybridges and tunnels on the Swedish campus are allowed by permit. Skybridge and tunnel permits will be required along with other permitting (MUPs, etc.) for the projects.

## Circulation & Parking

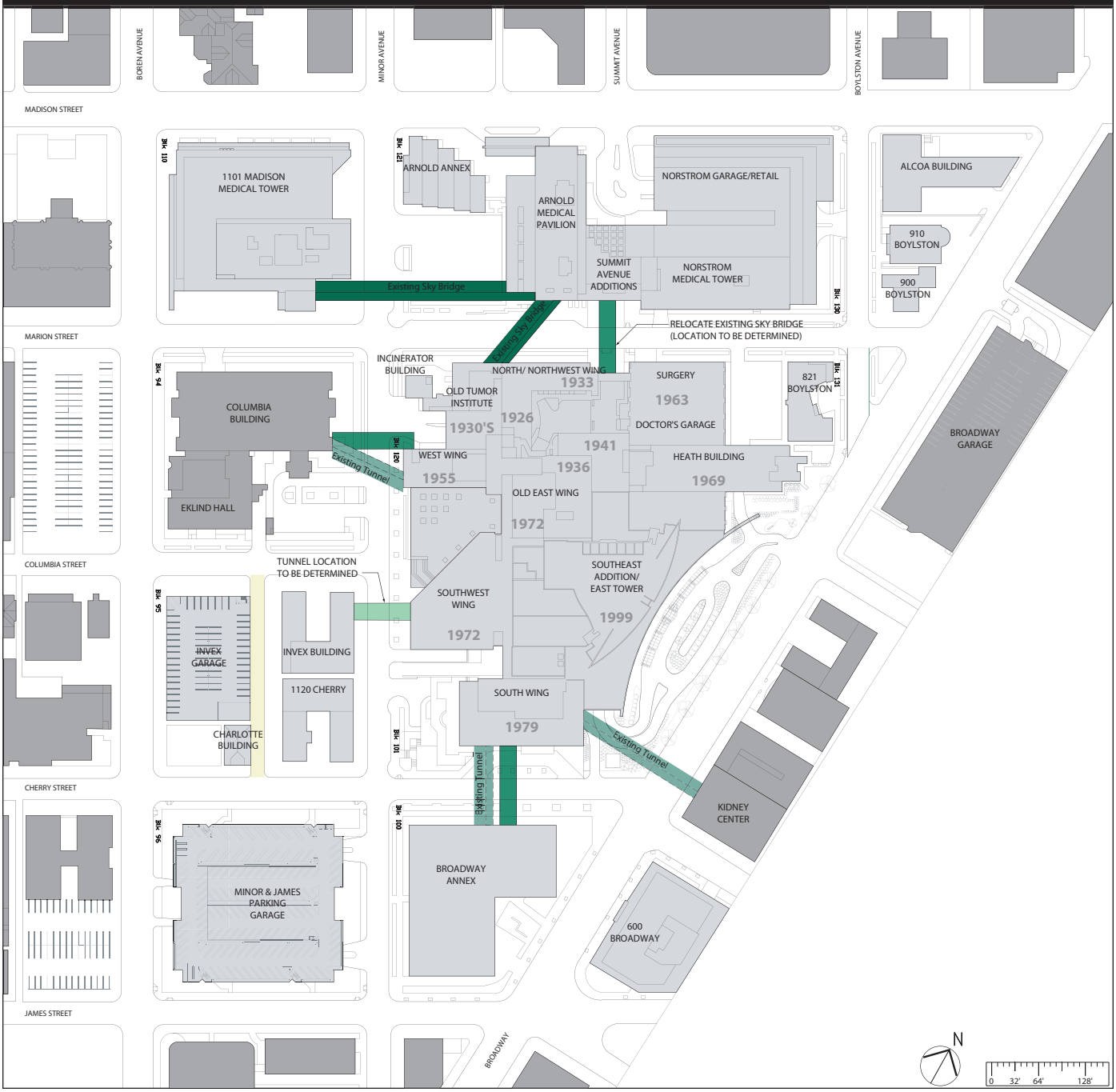
Generally the existing land platting and street layout on the campus will be maintained. One alley vacation would alter the local block service pattern. No change was proposed to the existing street layout system unless warranted to improve traffic operations and safety. Traffic flows may be improved within the campus area by eliminating some on-street parking to achieve adequate lane widths. No right-of-way dedications are required or expected in the future except along Boren, between Cherry and Columbia Streets. Some exceptions to city requirements related to curb cut widths, number of driveways and other design details may be required.

Parking and vehicular access will be improved within the campus area. Parking locations and site access points are shown in Figure 2.15. New drop-off/pick-up areas will be designed to minimize traffic impacts and operate efficiently.

The maximum number of off-street parking spaces for the MIO District is 6000 spaces (See Development Standards section for calculation). This number does not include temporary

FIGURE 2.14

## Proposed Alley Vacation and Skybridges/Tunnels

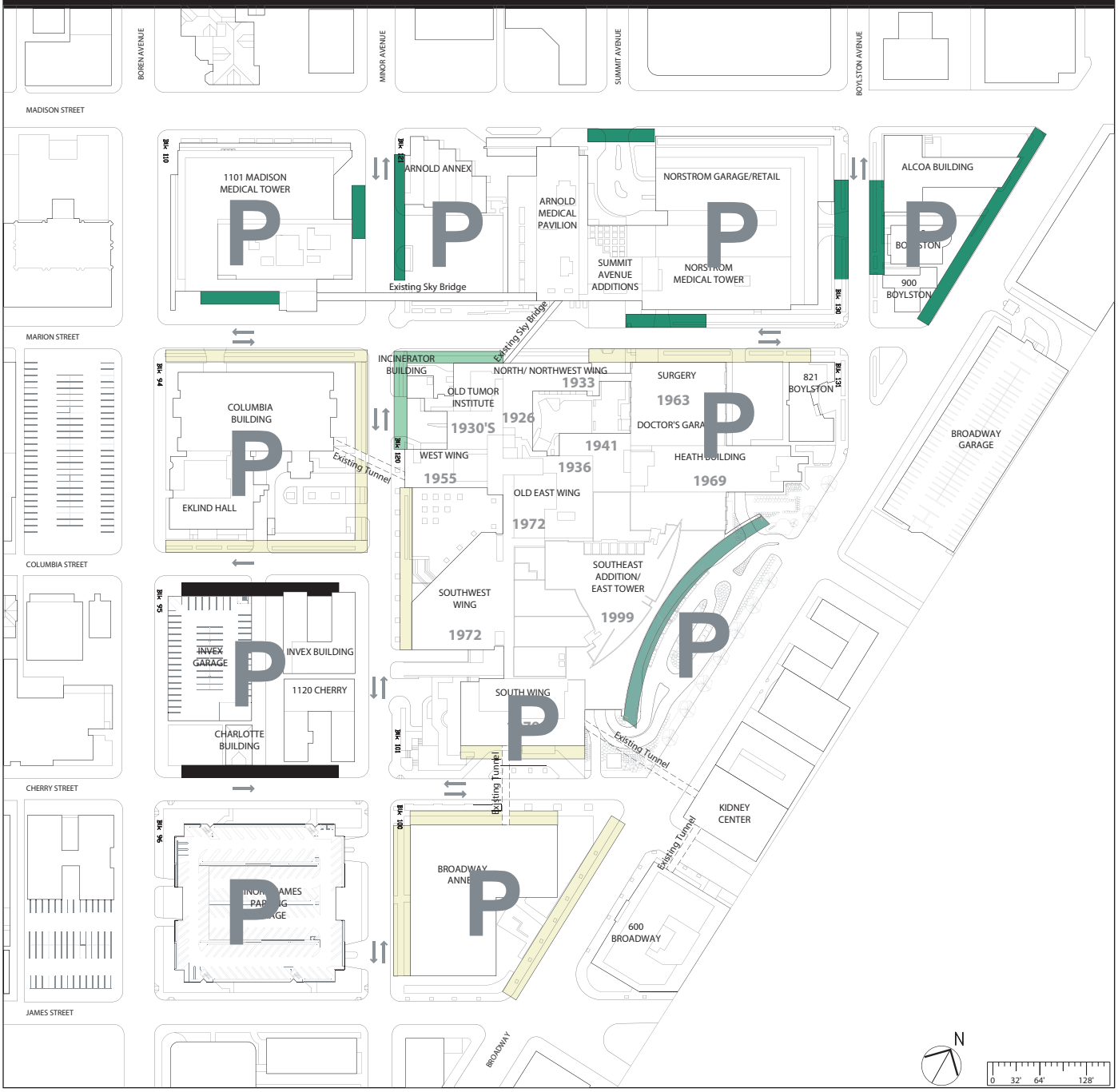



## KEY

- Existing Skybridge
- Proposed Skybridge
- Existing Tunnels
- Proposed Tunnel
- Proposed Alley Vacation

FIGURE 2.15

## Parking and Vehicular Access




## KEY

| | |
|---|---|
| P Parking | Emergency Department Access |
| Outpatient Access | Hospital Access |
| Main Hospital Entrance | Service/Physical Plant Access |

loading/drop-off spaces, service parking, or on-street parking. Parking is distributed throughout the campus and located to conveniently serve the nearest uses. Access avoids conflicts with major arterials and pedestrian activity to the extent possible.

Note: Also see previous Local Circulation/Access graphics for comparison of existing and future conditions in First Hill campus section.

## Open Space

Open space includes landscaped open areas and paved plazas and streetscapes. The Broadway campus frontage is proposed to be enhanced by more landscaped open space. (Also see following development standards for open space and landscaping.)

Existing open spaces on the First Hill campus are shown in Figure 2.16. The existing open space entry drive along Broadway at the main hospital entrance is designated as permanent open space. Portions may be landscaped or paved. The minimum designated open space at the Broadway main hospital entrance location is 0.5 acres. The amount of existing open space is about 6% (37,200 SF) of the campus land area.

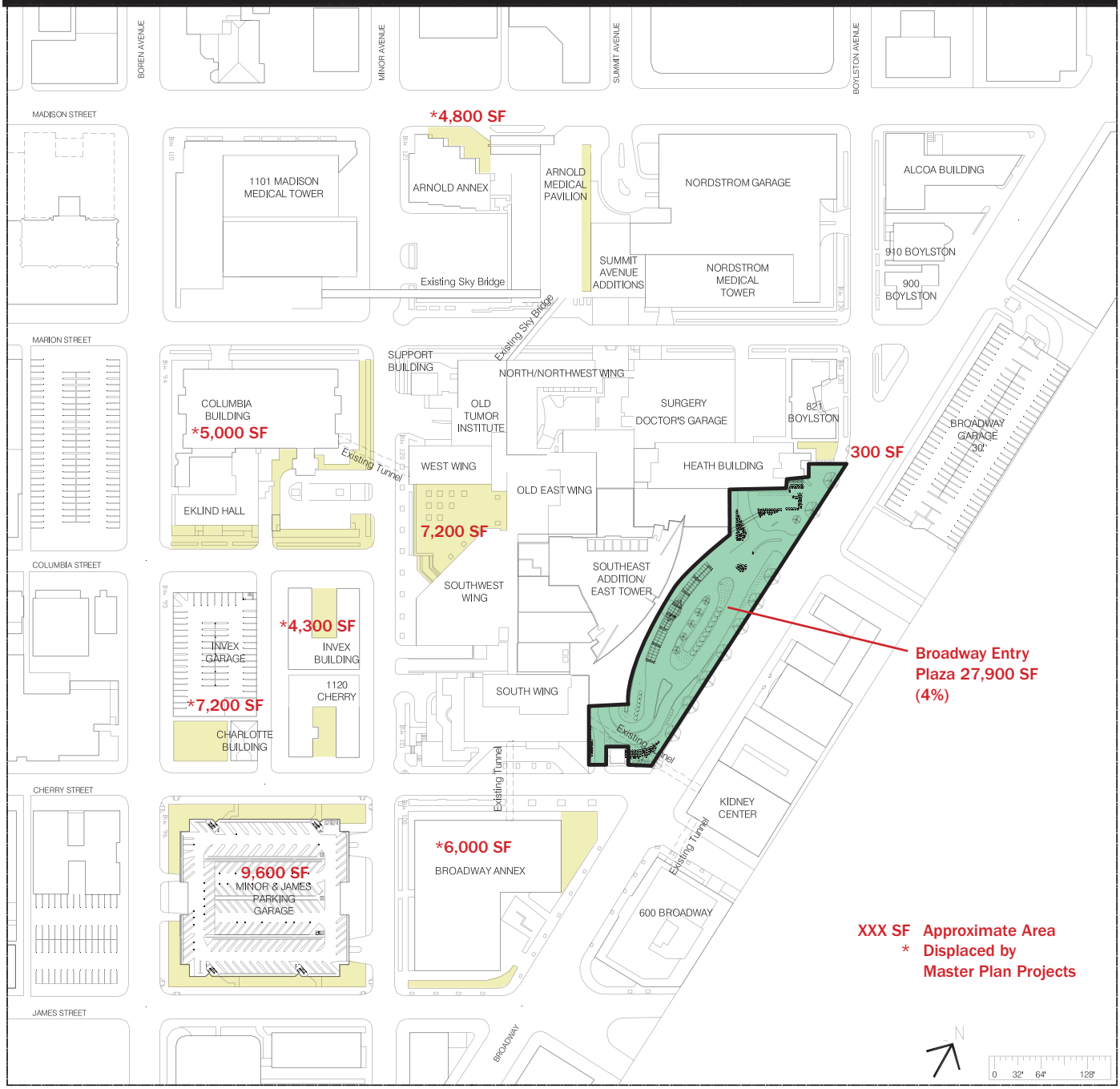
The urban plazas, landscaped areas and improved streetscapes are intended to contribute to the limited open space amenities of First Hill. The improvements will reinforce the local campus cohesiveness and also assure a “porous” campus that encourages cross-pedestrian movement.

The Seattle Parks and Recreation Department is in the process of identifying a site on First Hill for a new park funded by the voter passed Pro Parks levy. Swedish will coordinate its planning of open space with this on-going effort.

The future open spaces are depicted in Figure 2.17. The total campus open space standard is 9.5% of the total campus land area, approximately 62,000 SF. This area is equivalent to one full city block. Campus open space is increased from existing conditions, even with all approved development and no boundary expansion. The future open space consists of setbacks, the existing designated open space, and possible pocket parks/plazas. In addition, Marion and Minor streetscape improvements contribute to the open space although located within public right of ways.

FIGURE 2.16

## Existing Open Spaces




## NOTES

- Approximately 27,300 SF displaced (4%)
- Existing open space amounts to approximately 37,200 SF (6%)
- Vacant site adjacent to Charlotte Building 7,200 SF
- Setback areas (campus edges) approximately 25,300 SF (4%)
- Campus land area 649,876 SF

FIGURE 2.17

## Future Open Spaces


## KEY

- Setbacks/Open Space (25,300 SF)
- Designated Open Space (27,900 SF)
- Marion and Minor Streetscape Improvements
- * Possible Pocket Parks/Plazas (8,800 SF)

## NOTES

- Total Campus Open Space: 9.5% of Total Campus Land Area Approximately 62,000 SF
- Future campus land area same as existing (649,876 SF)
- Setback areas (25,300) + Broadway entry area (27,900) = 53,000 SF (9%). Thus approximately 8,800 SF/0.5% other open space must be provided.

### Utility Infrastructure

See EIS Energy and Utilities sections. Utility systems are sufficient to service Swedish. A physical plant (Project E) is approved as part of the master plan.

### Phasing

The phasing of specific projects is uncertain. The primary need is hospital replacement so the sequencing of projects would occur to this end and must enable current hospital operations and minimize disruption. Certain existing functions must be replaced before they are displaced. One phasing example is replacement of support functions at the Project B location so existing buildings could be demolished. Replacement may be developed at Project E. Once Project E is completed, then the hospital proposal Project B could be developed. Project D may be an early project because the hospital development would be less disruptive to other existing hospital functions. However, existing offices would have to be relocated. Project A may also be an early project. Project phasing is to be determined.

## C. Potential Projects

Potential Projects add approximately 270,000 square feet net new of chargeable space (about 305,000 square feet new construction less demolition of about 35,000 square feet). Parking adds about 50 to 100 net new spaces.

The total of 697 licensed beds for the First Hill campus is not changed by the Potential Projects. The number of set-up beds may increase to the licensed bed limit. A 3-dimensional view of the Potential Projects is shown in Figure 2.18. (Also see prior graphic Planned and Potential Projects for plan view).

### Major Institution Master Plan, General Council Condition #1

*All Final Environmental Impact Statement (FEIS) conditions and mitigating measures set forth in the Appendix to this attachment shall be implemented. (The referenced Appendix conditions begin on page 71 of this document.)*

### Major Institution Master Plan, General Council Condition #2

*A Standing Citizens Advisory Committee (CAC) shall review and evaluate all Planned and Potential Projects prior to submission of a Master Use Permit application.*

### Major Institution Master Plan, General Council Condition #3

*Prior to the approval of any Master Use Permit for construction of a Planned or Potential Project as outlined in the Major Institution Master Plan (MIMP), the review of a proposed Wayfinding Plan by the Standing CAC and approval of the Plan by the Department of*

*Planning and Development (DPD) shall occur. The plan shall address or include the following elements:*

a) *Signage and other measures to direct motor vehicles to parking locations in ways that minimize adverse impacts on the surrounding neighborhood*
b) *Increase pedestrian safety and convenience*
c) *Traffic Management plan for the existing parking facilities, in particular to the Nordstrom Garage*
d) *Improvements that promote better distribution and circulation to existing parking facilities*
e) *How the location of the emergency access will impact traffic circulation*
f) *Parking demand management programs to improve on access and supply of parking throughout the campus*
g) *Proposed improvements to rights of way that support better access to and within the campus*
h) *An analysis of current and proposed parking including the location of short and long term parking for visitors and staff*

## Major Institution Master Plan, General Council Condition #4

*The Design Guidelines included at Attachment A to the CAC report shall be an appendix to the MIMP (see Appendix E in this document). The Design Guidelines will be used by the Standing CAC for evaluation and concurrence of all planned and potential projects outlined in the MIMP prior to the submission of an application for a Master Use Permit. In addition, the site-specific design guidelines recommended on pp. 8-12 of the CAC Report shall be considered by the Standing CAC in its review and comments on planned and potential projects.*

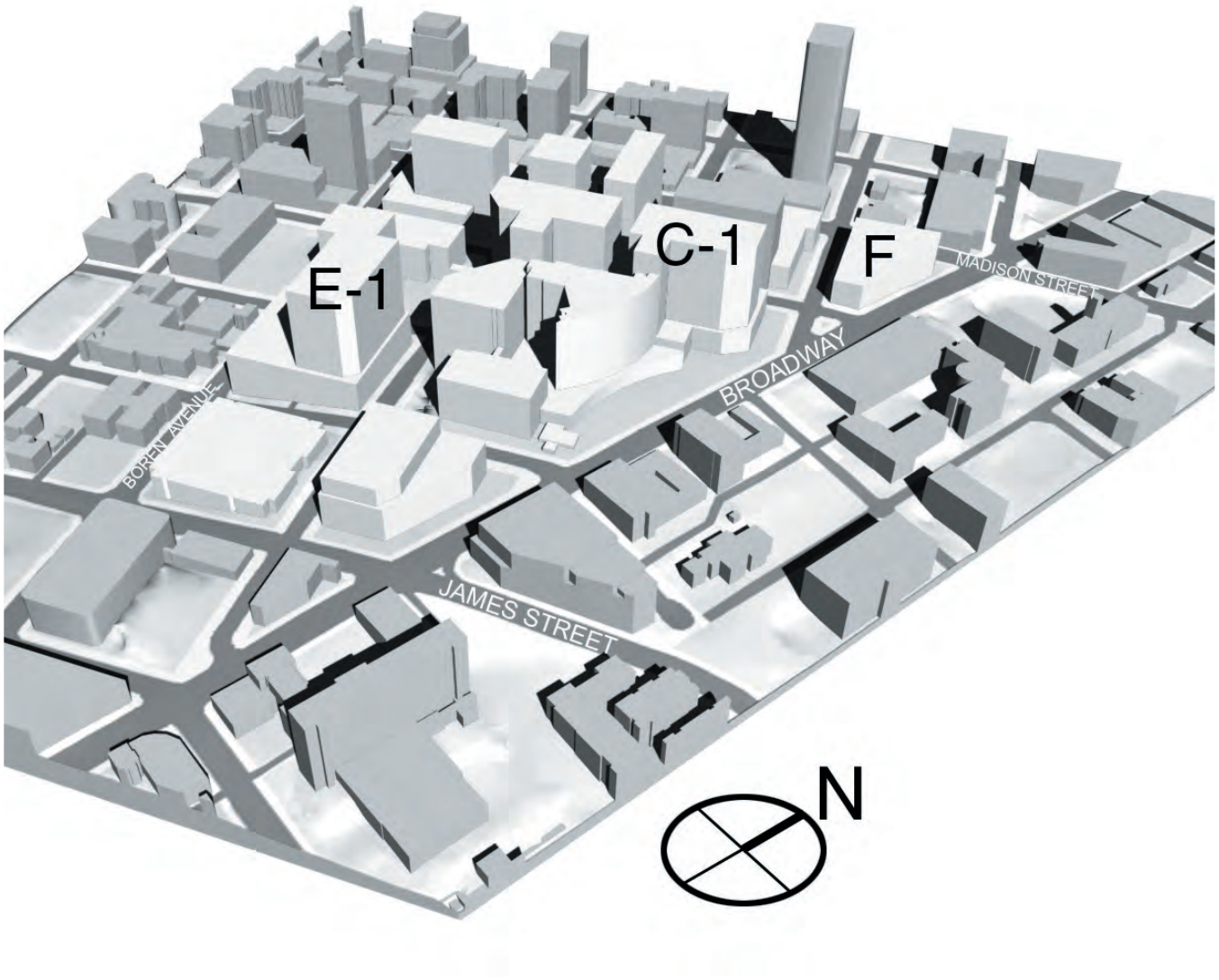
## Major Institution Master Plan, General Council Condition #5

*Swedish Health Services (Swedish) shall develop a Construction Management Plan to be reviewed and approved by the CAC prior to the approval of any Planned or Potential Project discussed in the MIMP (see Appendix F in this document for draft outline). This Plan should be designed to mitigate impacts of all Planned and Potential Projects, to include mitigating measures to address the following:*

a) *Construction impacts due to noise*
b) *Mitigation of traffic, transportation and parking impacts on arterial and surrounding neighborhoods*
c) *Mitigation to impacts on pedestrian network*
d) *Mitigation of impacts if more than one project outlined in MIMP are under concurrent construction*

FIGURE 2.18

**Potential Projects 3-Dimensional View**




KEY

**Potential Projects**

F. Medical Office Building

C-1. Hospital Replacement: Building C - Future Tower Addition

E-1. Central Support Facility w/Medical Office Tower and Research

# 3. Development Standards

The master plan replaces all underlying zoning standards with the following development standards that are tailored to Swedish Medical Center First Hill campus. Approved Master Plan projects are described to fully fill maximum allowable building envelopes defined by the development standards. Actual projects may be reduced in volume when designed in the future but in no case would exceed the maximum limits. Development conditions imposed by City Council approval of the Master Plan, including impact mitigation from the EIS, are integrated into this Compiled Master Plan.

## A. Zoning District

### 1. Major Institution Overlay (MIO) District and Underlying Zoning

The Approved Major Institution Overlay (MIO) district boundary and height districts are shown in Figure 3.1, along with the underlying zoning districts. The zoning of the immediate context is also shown. No changes were proposed to the MIO District boundary. It defines the Swedish First Hill campus, bounded by Boren-Madison-Broadway-James. Two changes (rezones) were approved to the MIO height districts within this area:

- The block bound by James-Cherry-Minor-Broadway was changed from MIO-70' to MIO-105'. The underlying zoning remained unchanged as NC3-85.'

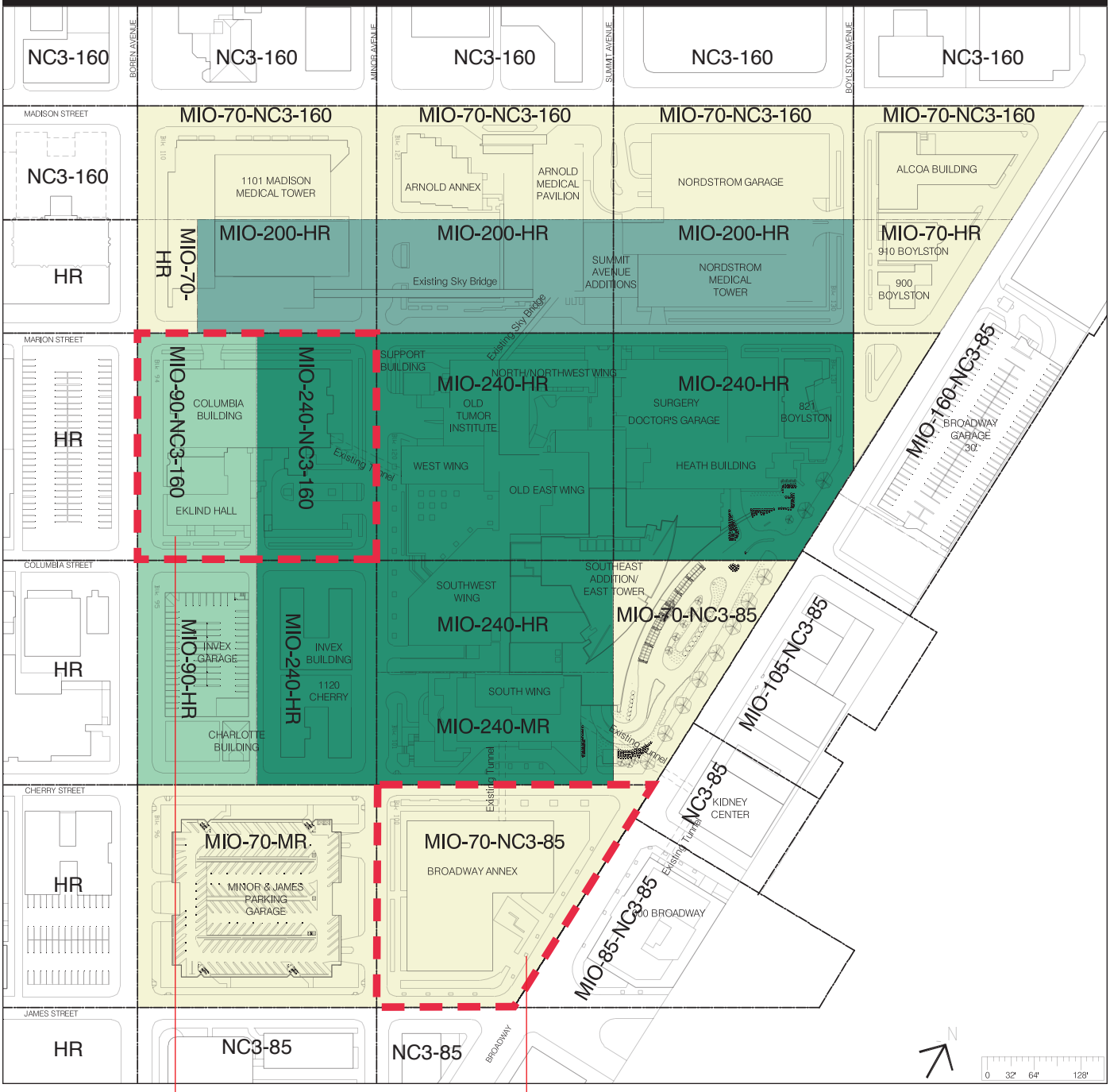
- The block bound by Marion-Minor-Columbia-Boren was changed from MIO-90 and MIO-240' to MIO-160' to be consistent with the recent re-zone of the underlying zoning. The underlying zoning was recently changed from Highrise (HR) multi-family residential to Neighborhood Commercial (NC3-160'). Swedish does not own the block and the zoning was changed by the current property owner. However, Swedish proposed that the same MIO height district apply to the entire block and that the height be the same as the current underlying commercial zoning.

The Swedish First Hill campus included four different MIO height districts: MIO-70', -90', -200' and -240'. A fifth district, MIO-105' is now approved. The greatest heights are centered at the core of the campus and reduced heights transition to the campus edges. A re-zone was requested and approved as part of the master plan for the MIO District. Underlying zoning was not be changed. The underlying zoning includes both residential and commercial districts. It is largely Highrise (HR) multi-family residential, except for the one block noted that was re-zoned and the half-block deep frontage along Madison that is zoned NC3-160'. Underlying zoning along Broadway is NC3-85'. The parking garage block at Boren and James has underlying zoning of MR, Mid-rise multi-family residential. There is a P1 Pedestrian Overlay district along Madison Street. Swedish is located within the First Hill Urban Village as defined by the Seattle Comprehensive Plan. The approved rezone map is shown in Figure 3-2.

The MIO District east of Broadway (MIO-85, 105', 160') is associated with Seattle University. The MIO District south of James (MIO-240') is associated with Harborview Medical Center.

FIGURE 3.1

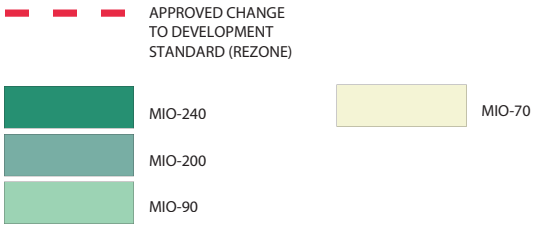
**MIO Districts and Underlying Zoning**




APPROVED CHANGE FROM MIO-90 & MIO-240 TO MIO-160

APPROVED CHANGE FROM MIO-70 TO MIO-105

## KEY TO FIGURE 3.1




| | |
|---|---|
| HR | Highrise Multi-Family Residential |
| MR | Midrise Multi-Family Residential |
| NC3 | Neighborhood Commercial 3 |
| MIO | Major Institution Overlay District |

*Building heights are approximate and vary by measurement location due to grade differences

### MIO-240

East Tower
Height: 182'
Area: 441.067 sf

Main Surgery
Height: 31'
Area: 62,302 sf

821 Boylston
Height: 21'
Area: 61,703 sf

Heath Building
Height: 121'
Area: 118,297 sf

North/Northwest Wing
Height: 77'
Area: 61,703 sf

Old Tumor Institute
Height: 26'
Area: 12,541 sf

West Wing
Height: 125'
Area: 140,255 sf

Old East Wing
Height: 160'/168'-6"
Area: 118,448 sf

Southwest Wing
Height: 164'
Area: 285,070 sf

South Wing
Height: 87'
Area: 157,967 sf

Columbia Building
Height: 103'
Area: 285,070 sf

### MIO-200

Nordstrom Medical Tower
Height: 174'
Area: 201,764 sf

1101 Madison Medical Tower
Height: Base 60'
Tower 120'
Area: 306,266 sf

Arnold
Height: 179'
Area: 197,201 sf

### MIO-90

Columbia Building
Height: 103'
Area: 285,070 sf

Eklind Hall
Height: 63'
Area: 18,000 sf

Invex Garage
Height: 14'
Area: 21,284 sf

Charlotte Building
Height: 47'
Area: 7,826 sf

### MIO-70

Alcoa Building
Height: 30'
Area: 39,634 sf

900 Boylston
Height: 16'
Area: 8,124 sf

910 Boylston
Height: 21'
Area: 9,332 sf

Nordstrom Garage
Height: 59'
Area: 153,078 sf

Arnold Medical Pavillion
Height: 179'
Area: 197,201 sq

Arnold Annex
Height: 26'
Area: 21,284 sf

1101 Madison Medical Tower
Height: 60'
Area: 306,266 sf

Minor & James Parking Garage
Height: 40'
Area: 307,207 sf

Broadway Annex
Height: 51'
Area: 75,165 sf

FIGURE 3.2

**Rezone of Major Institution Overlay Height Limits**


**Swedish Major Institution Master Plan**

**Clerk's File 306755**
**Dept of Planning and Development Project 2400078**
**Rezone from MIO-90-NC3-160 and**
**MIO-240-NC3-160 to MIO-160-NC3-160 and**
**rezone from MIO-70-NC3-85 to MIO-105-NC3-85**

Rezone Area

N

0 50100 200 Feet

No warranties of any sort, including accuracy, fitness, or merchantability accompany this product.


Prepared October 3, 2005
by DPD-GIS

### 2. Major Institution Master Plan Rezone Council Condition #8

*To mitigate the bulk and scale impacts that would result from the approval of the rezone request at the Columbia/Eklind Building site, an upper level setback as required by setback conditions in the Major Institution Master Plan is required.*

### 3. Major Institution Master Plan Rezone Council Condition #9

*To mitigate the bulk and scale impacts that would result from the approval of the rezone request at the Broadway Annex site, an upper level setback as required by setback conditions in the Major Institution Master Plan is required.*

## B. Basic Standards

### 1. MIO District Density

Density of development includes the entire First Hill MIO District and is expressed in net chargeable floor area that is less than the total gross building area. The customary exclusions for calculating floor area ratio (FAR) apply to the Swedish development standards. The floor area and parking calculations are detailed in Table 3.1. Existing areas (2005) are compared with future areas.

The density standard (FAR) applies to the entire MIO District and not to specific sites. There are no applicable sub-areas within the MIO District (23.69.030E2). Proposed master plan projects fill the maximum allowable building envelope per other development standards but are not quantified (or limited) in terms of individual project density. Massing diagrams and the impact analysis did consider this maximum development condition.

New construction is chargeable building area/functional space. Total gross building area will increase this net space numbers.

The maximum chargeable building area standard for MIO District density is 3,500,000 chargeable square feet. The standard is higher than estimated numbers (3,471,083) due to uncertainty and the conceptual level of design definition of projects. The number does not include mechanical floors, interstitial space, below grade space, parking or circulation areas.

The density limit may be expressed in terms of a FAR linking chargeable building area to existing land area (land from the proposed alley vacation is not included). Assuming a Swedish First Hill campus MIO District land area of 649,876 SF (based on Assessor's records and not including public right-of-ways) and a chargeable building area of 3,500,000 SF (not including mechanical, below grade, parking and circulation spaces), then the calculated FAR is 5.386.

The Swedish First Hill campus density standard is a maximum FAR 5.5. The higher number expresses the uncertainty/accuracy of the numbers and the need for master plan project flexibility. The density limit would be applied to the total campus and total development and not to individual sites and projects. The maximum off-street parking supply standard is 6,000 spaces within the MIO District.

Note: Appendix D is a comparison of zoning development standards. The standards of underlying and adjacent zones are included.

TABLE 3.1

**Floor Area and Parking Calculation**

| | Existing MIO District Swedish Building Area | Planned Additional Development | Potential Additional Development | Future MIO District Swedish Building Area |
|---|---|---|---|---|
| **Hospital** | 1,279,353 SF | 1,024,000 SF | 135,000 SF | 2,438,353 SF |
| MOB | 806,377 SF | 156,000 SF | 70,000 SF | 1,032,377 SF |
| Other | 197,664 SF | 254,000 SF | 100,000 SF | 551,664 SF |
| New Construction Building Total | – | 1,434,000 SF | 305,000 SF | 4,022,394 SF |
| Demolition | – | (515,833 SF) | (35,478 SF) | (551,311 SF) |
| Net New Building* | – | 918,167 SF | 269,522 SF | 1,187,689 SF |
| Total First Hill Campus Building | 2,283,394 SF | – | – | 3,471,083 SF |
| Parking Garages** | 1,224,618 SF<br>3,510 spaces | 676,000 SF<br>1,835 | 40,000SF<br>100 | 1,940,618 SF |
| Displaced Parking | – | (432) | (66) | |
| Surface Parking | 233 spaces | – | – | |
| Net New Parking | – | 1,403 | 34 | 1437 |
| Total First Hill Campus Parking | 3,743 spaces | – | – | 5,180 spaces |

* New construction is chargeable building area/functional space and does not include interstitial areas, mechanical floors, and below-grade space. Total gross building area will increase the space numbers. The maximum chargeable building area standard is proposed to be 3,500,000 chargeable square feet. The standard is higher than estimated numbers due to uncertainty and the conceptual level of design definition of projects.

** Parking areas and number of spaces are order of magnitude approximation and actual number is dependent upon project design. Surface parking may be developed as interim use but quantity is not included. Maximum off-street parking supply standard is proposed to be 6,000 spaces and includes a 15% factor for design uncertainty.

Total Swedish First Hill campus land area is assumed to be 649,876 SF and corresponds with the MIO District (not including right-of-ways). See property ownership details in Appendix A.

## 2. Height Limits

Five height districts apply to the Swedish First Hill campus as previously described under the Zoning District section. The maximum height limits are: 240 FT, 200 FT, 105 FT, 90 FT and 70 FT.

The greatest heights are located toward the center of the First Hill campus. The heights are reduced toward the campus edges and approximate the allowable heights of adjacent zoning. This step-back occurs midblock from the Madison frontage (70 feet along Madison and 200 feet along Marion). The transition supports the pedestrian activities along the Madison corridor.

Because of the high-rise urban scale of the Swedish First Hill development and the topographic characteristics at the hill crest, the downtown zoning measurement technique applies (23.86.006E). Customary exceptions for rooftop height exceptions apply unique to medical facilities. Rooftop mechanical space may extend up to 25 FT above the height limit and cover up to 90% of the roof top.

## 3. Structure Setbacks

Setbacks are most important for the Swedish campus edges that border major arterials: Boren, Madison, Broadway and James. The setback standards are as follows (also see Figure 3.3):

- A minimum, heavily landscaped setback of 10 feet is established along the Boren and James frontages. The intent is to create a 'softened' landscape screen between the buildings and the high traffic volume arterials. The existing landscaping along Minor Avenue between James and Cherry is an example of the character of the landscaped setback desired. Note that right-of-way dedications at the time of future development may be required by the city along the Boren frontage. Setbacks are proposed from existing property lines.

- A minimum structure setback of 10 feet is established along the Madison Street frontage to enable widened sidewalks with street trees or other pedestrian amenities. The current sidewalk widths and improvements along the Madison frontage of the 1101 Madison Medical Tower is an example of the streetscape improvements desired.

- Structures along the Broadway frontage will have a minimum setback of 5 feet in combination with pocket park clusters of landscaping. The larger landscaped areas are to be located along Broadway at Madison, at Marion, and at Cherry. The distributed pattern will set a rhythm of landscaped spaces in conjunction with the main Swedish entrance drive.

Generally, no structure setbacks are required along interior campus property lines along streets or adjacent to other lots. New structure setbacks are to be no greater that existing structure setbacks. Setbacks may be provided with project designs to provide façade relief or open space/ plazas but are not required. The intent is to blend new development with the existing to complete the urban campus composition. Continuity of the building street edge should be reinforced, particularly along the pedestrian oriented Madison Street corridor.

The Swedish setback development standards supersede the underlying zoning (23.45.096) and the major institution provisions of 23.69.030C3a. An Administrative Conditional Use Permit (ACUP) or other relief may be required. The locations where ACU Permits may be required if other

FIGURE 3.3

## Setbacks


## KEY

- 10 Foot Landscape Setback
- 10 Foot Setback
- 5 Foot Setback
- No Setback

FIGURE 3.4

## ACU Permits


## KEY

- 10 Foot Landscape Setback
- 10 Foot Setback
- 5 Foot Setback
- No Setback

● Administrative conditional use approval may be required per SMC 23.69.030(c)(3)(a).

code relief is not obtained, are shown in Figure 3.4. Structures or other improvements that are 100% below-grade are permitted within the setback areas. Incidental structures (such as fences, screen walls, architectural features, vents, gratings, etc.) customarily allowed in setback areas are permitted. The setback area may be covered by decorative pavings and/or landscaping.

## 4. Major Institution Master Plan Development Standard Council Condition #6

*Setbacks shall be provided along public rights-of-way as required by SMC 23.69.030 C.3.a. This code section requires that setbacks be no less than is required in the underlying zone or by. setback requirements applicable to structures on abutting lots or structures directly across a street or alley from a structure in the MIO District, whichever is greater. Setbacks may vary from this requirement if any of the following occurs:*

*a) SMC 23.69.030 is amended to delete the minimum setback requirement along public rights-of-way, in which case the amendment will be applied to the Swedish Master Plan retroactively; or*

*b) DPD authorizes different setback requirements via an Administrative Conditional Use Permit approved as part of the Master Use Permit for a Planned or Potential Project in the Approved Master Plan*

*In the event any of the above events occurs, the required setbacks shall be as follows:*

*Street-level setbacks shall be provided as shown in the Approved Master Plan in Section 3 and Figure 3.3 (i.e. 10' or 5' setbacks on all MIO boundaries and no setbacks internal to the MIO District);*

*As generally depicted in Figures 2.13 and 2.18 of this document, upper-level setbacks shall be provided for the tower portion of projects (above base structures) in MIO zones with height limits greater than 70' as determined by DPD in consultation with Swedish and the Standing Advisory Committee; provided that no setbacks shall preclude Swedish from achieving the minimum tower floor plates shown in Table 3.2 below in the absence of substantial and compelling reasons to protect the health and safety of the public.*

TABLE 3.2

**Minimum Required Floorplates for Tower Structures**

| | |
|---|---|
| Project A | 14,000 GSF |
| Project B | 45,000 GSF |
| Project C | 45,000 GSF |
| Project D | 35,000 GSF |
| Project E | 30,000 GSF |
| Project F | 25,000 GSF |
| Project G | 30,000 FSF |

## 5. Lot Coverage

The maximum structure lot coverage standard of the entire MIO District (not individual project sites) is 80%.

The existing campus-wide amount of lot coverage by existing structures is approximately 66%. The Planned and Potential Projects would result in approximately 73% coverage. The calculations are estimated based upon plan drawings and aerial photos. The standard is proposed to be somewhat greater than estimated for the proposed development because project details are unknown at this time.

## 6. Open Space & Landscaping

Multiple landscaped open spaces and paved plazas are currently located throughout the Swedish First Hill campus and amount to about 6% of the total campus land area. This does not include entry driveways, drop-off areas and paved parking. In addition, there are numerous street trees located within the public right-of ways within the campus area.

The urban nature of the Swedish campus with small, dispersed open spaces is proposed to be maintained in the master plan. The development standard for open space and landscaping is a minimum 9.5% of the total campus land area or approximately 62,000 SF. The areas may be landscaped planted areas, or paved plazas or building setbacks. The areas may be at grade or above grade as long as they are accessible to the public. The standard applies to the entire MIO District and not to individual projects.

Small pockets of landscaping would be developed with projects along Broadway frontage. The angled street grid creates triangular pockets that are suitable for improved landscaping.

The existing open space at the hospital main entrance along Broadway is identified as "designated open space" and amounts to a minimum area of 0.5 acres (also see open space discussion with Planned Projects). Additional landscaping would be provided along Broadway at the northern end of the main entrance with re-development (Project C).

The dispersed pattern of open space on the Swedish campus is similar to the multiple small parks of First Hill. Swedish is coordinating its planning with the Seattle Parks and Recreation Department.

## 7. Major Institution Master Plan Development Standard Council Condition #7

*Landscaped Areas and Plazas designated on the Open Space inventory on Page 51 of the Final MIMP shall be amended to require Landscaped Areas and Plazas as follows (see new Figure 2.16 in this document):*

a) *Increase required Open Space from 5% to 9.5%, or approximately 62,000 square feet*
b) *Open Space areas shall include existing and proposed setback areas identified in the MIMP, to the extent that they meet the criteria in the proposed Design Guidelines*

c) *Open Space should be provided in locations at ground level or, where feasible, in other spaces that are accessible to the general public.*
d) *The MIMP should be amended to include Exhibit 7, a map of future open spaces, which may be modified as long as the 9.5% figure is maintained (see new Figure 2.17 in this document).*
e) *To ensure that the 9.5% open space standard is implemented with the MIMP, each Planned or Potential Project should identify an area that qualifies as Open Space as defined in this MIMP.*
f) *Open Space that is specifically designed. for uses other than landscape or building setback area, such as plazas, patios or other similar functions, shQuld include improvements to ensure that the space contains Usable Open Space as defined under SMC 23.84.028.*

### 8. Height and Scale Transitions

No standards are provided for this element because compatibility of height and scale is effectively addressed by the location of the MIO Districts, with the greatest development intensity located in the central campus and reduced heights at the campus edges. The four major arterials around the campus also establish an adequate land use and development transition.

A design guideline is provided to reduce height/bulk/scale impacts at campus edges, particularly for proposed projects at James/Broadway, Madison/Broadway, Madison/Marion and Boren/Columbia: Scale reducing architectural measures, such as facade detailing, materials, transparency and modulation should reduce apparent building massing along campus edges. Appropriate project review by DPD and the Standing CAC will occur during the project permitting process.

### 9. Width and Depth Limits

No width and depth limit standards are included in the master plan. The combination of other standards is sufficient to regulate building volumes. Height/bulk/scale impact mitigation is proposed for Project D at Broadway and James. Impacts from heights and facade locations would be mitigated by consideration of:

- Modified ground-level building configuration
- Facade alignments
- Massing
- Architectural detailing
- Landscape pockets

### 10. Historic Preservation

There are no documented historically significant buildings or any designated landmarks on the Swedish First Hill campus. As part of the campus signage and wayfinding, Swedish may include plaques or signs with historical information about former buildings, sites or events.

Historical assessment research was completed by BOLA Architecture + Planning and was described in Section 3 of the Final EIS and in Appendix 7 of the Final EIS.

### 11. View Corridors

There are no designated view corridors in the area. The location and setting on First Hill establishes no significant view corridors. No view corridor standards are included.

### 12. Pedestrian Circulation

The provisions of the P1 Pedestrian Overlay District along the Madison Street frontage apply (affects Projects A and F). The overlay extends around the corner to mid block on Broadway. Swedish would comply with the use and development standards required in the overlay zone.

Streetscape and pedestrian amenity improvements are proposed along both Marion Street and Minor Avenue but no specific standards are provided.

Pedestrian circulation improvements will be consistent with the conceptual Pedestrian Circulation Plan. (see page 27, Figure 2.11).

## C. Other Standards

### 1. Loading Berths

Relief from loading berth requirements and space standards (23.54.035) is included in the master plan. Specifically, the number of loading berths for the 'high demand' hospital use may be waived by DPD during project review. The proposed materials management and central plant project would allow internal 24-hour operation so the number of berths may not apply. Other exceptions for width, length and clearance of loading berths may be required because of the unique medical facility operations and the types of vehicles providing service.

### 2. Signs

In order to achieve the campus cohesive, design vision, exceptions may be required from strict application of signage standards (23.55). Strict adherence to sign standards is not required by this development standard. Specifically, the number, size, location of signs may be varied as long as DPD determines that public safety is protected. The off-premise sign provisions (23.55.014) do not apply to campus identity signage. Discretionary review by DPD will occur during project permit reviews. The more detailed signage design would support the campus wayfinding plan concept of the Design Precepts.

### 3. Lighting

A variation to standard SDOT street lighting and other City standards is allowed as long as public safety is not compromised, as determined by DPD during project reviews. For example, pedestrian scale lighting for safety, campus signage lighting for identity and art lighting may vary from strict code requirements by this development standard.

### 4. Landscaping/Open Space

Strict compliance with underling zoning landscaping and open space requirements is superseded by the master plan open space and landscape development standards. Exceptions to standards contained within the Seattle Street Improvement Manual may also be sought. DPD may allow the exceptions during project reviews.

### 5. Curb Cuts/Driveways

Relief from city requirements, and specifically the Seattle Street Improvement Manual Standards related to the size, location, number and clearances is included in the master plan. The proposed physical plant may require wide and/or multiple curb cuts to allow vehicular and service access/egress. The need for this and other facilities (parking, emergency department, etc.) requires flexibility to the strict application of city standards, particularly along streets internal to the First Hill campus. DPD, in consultation with SDOT, may allow project exceptions, through the MUP process.

### 6. Emergency Department Access

The proposed relocation of the Swedish emergency department includes access from local streets (Minor and Marion). This supersedes the requirements in the underlying zone which requires emergency department access to be located on an arterial.

### 7. State Environmental Policy Act (SEPA) Condition #10

*Additional environmental review may be required for individual Master Use Permits per SMC section 25.05.600 to disclose and mitigate site specific impacts of Planned and Potential Projects.*

### 8. State Environmental Policy Act (SEPA) Condition #11

*An update to the wind study appendix should be provided for all Planned and Potential structures under the MIMP located along Minor, to determine what if any mitigation for wind impacts on pedestrians is required.*

### 9. State Environmental Policy Act (SEPA) Condition #12

*Swedish shall submit a Construction Management Plan to the Department of Planning and Development for concurrent review and approval with Seattle Department of Transportation to mitigate impacts associated with construction related impacts throughout the MIO. The plan shall identify management of construction activities including construction hours, noise, parking, traffic and issues concerning street and sidewalk closures. The plan will be required to be updated with each Planned or Potential Project identified in the MIMP at the time of site specific SEPA review. (See also Major Institution Master Plan condition regarding Construction Management Plan.)*

### 10. State Environmental Policy Act (SEPA) Condition #13

*Implementation of all FEIS conditions concurrent with adjacent development. (See following:)*

## 11. Final Environmental Impact Statement (FEIS) Conditions

### A) Mitigation of Long-Term Impacts

### EIS-1) Earth

Building owners are not required to bring older buildings up to current seismic standards unless there are substantial changes to the occupancy of the building or major renovations that extend the life of the structure. Swedish Medical Center, on a voluntary basis, is planning to demolish the higher seismic risk structures (those that do not currently meet life-safety level) and replace with state-of-the-art facilities designed to current Seattle Building Code standards.

The replacement of the older structures will enhance structural and seismic safety by the following improvements:

- Replacing higher seismic risk structures with buildings built to current standards.
- Replacing structures that can not support the weight of modern diagnostic equipment and file storage systems.
- Replacing structures that do not have efficient floor plans for modern patient services.
- Develop a central plant and utility service tunnel that will be designed to the highest seismic safety level (operational level) to reduce loss of services during an earthquake. Since utilities are vital to continuing service in many of the structures and emergency services they will be designed as an essential facility. This level of design criteria is more stringent than building code requirements but for the reasons given above is thought to be an important improvement at minimal added construction costs.
- Older utility systems will be replaced with new services that are secured by better seismic bracing. This will reduce disruption to hospital services caused by breakage of piping. Reports from recent California earthquakes have shown that water damage alone has shut down and caused evacuation of major hospitals even in a moderate earthquake, at a time of great need.

### EIS-2) Air

The identified air quality impacts appear likely to be adequately mitigated by compliance with existing, applicable Federal, State and Local regulations.

The predicted wind conditions for the area satisfy the RWDI pedestrian wind criteria. No mitigation measures are recommended. To further enhance the pedestrian wind conditions around the development, conceptual design guidance has been provided.

If any odor source is determined by the City at the time of project permit applications, then the City will consult with PSCAA to assure regulatory compliance.

Diesel exhaust impact mitigation, particularly associated with the proposed physical plant/ materials management facility, will be implemented by Swedish to the extent possible, such as:

- When making construction contracts, require that contractors are at the least using ultra-low-sulfer-diesel (available in Puget Sound – "biodiesel"), and ideally have equipment that has been retrofitted with diesel control technology.

- Ongoing anti-idling measures (with applications as simple as posted signboards) can be taken to reduce diesel particulate matter (DPM) near the loading docks.

- Maintaining contracts with operators who practice regu,lar fleet maintenance will likely help to reduce DPM in the area.

## EIS-3) Water

See Utilities.

## EIS-4) Energy

The Proposed Action and the alternatives would be required to incorporate requirements of the Seattle Energy Code intended to reduce energy consumption. Consumption measures would also result in energy savings.

## EIS-5) Natural Resources

None are required. Swedish will continue its consumption reduction and recycling programs as well as consider applicable sustainable design criteria (including LEED and GGHC) with the Proposed Action.

## EIS-6) Environmental Health/Noise

Hazardous Materials and Waste

- Continue to rigorously manage and comply with all applicable Federal, State, and local regulations for hazardous materials, spill response and waste management.
- Continue training and education programs for emergency response to hazardous materials and spill incidents with protocols for 1) recognition and information, 2) evaluation and safety, 3) control, 4) disposal and 5) record keeping and notification.
- Assemble and maintain Spill Response Cart with materials and supplies, personal protection equipment, and reference documents needed to respond to typical hazardous substance release.
- Continue to cooperate, participate in compliance inspections and report waste streams in the Dangerous Waste Annual Report (DWAR) as required by the Washington State Department of Ecology.
- Strive for high performance healthcare facilities as directed by the Green Guidelines for Healthcare Construction-GGHC (Draft Version 1.0 PC December 2003).

Asbestos

- Perform inspections and complete asbestos abatement consistent with state and PSCAA regulations.

Noise/Building Operation

- Comply with the requirements of the Seattle Municipal Code (SMC) Chapter 25.08 Noise Control.
- Prepare designs for all noise generating equipment for all buildings including the central plant to ensure compliance with SMC Chapter 25.08.
- Consider orienting loading areas, waste facilities, parking structures, away from residential receivers.
- Use acoustic barriers and other noise control measures to control rooftop equipment noise.
- Continue to implement policy of "shutting-down" emergency vehicles within two blocks of the hospital, except when prevented by safety and traffic conditions.
- Acoustical reprints will be completed with permit applications if any major noise operations are proposed.

## EIS-7) Land Use/Plans

The First Hill Neighborhood Plan identifies the preference for ground floor uses that encourage pedestrian activity: Land use impacts of the Proposed Action may be mitigated by including such amenities that serve the needs of the campus and the community, such as restaurants and convenience retail.

Swedish should coordinate with the ongoing First Hill park planning of the Seattle Parks and Recreation Department. Campus open space, landscaping and other pedestrian amenities should be planned within the neighborhood context.

The proposed development standards of the master plan would mitigate land use impacts.

## EIS-8) Population/Employment

Employment population impacts could be mitigated by varying shift schedules where possible, to prevent all employees from arriving or departing at similar times. Encouraging retail uses to have longer or later hours would vary the timing of retail employees arriving and departing work and would give all visitors and employees reason to lengthen their stay on campus.

## EIS-9) Housing

Impacts to neighboring residents could be mitigated by including retail amenities on the ground floor of new, non-hospital projects particularly along Madison Street. This would address the goals of the neighborhood plan, encourage pedestrian traffic and provide new retail options for local residents. The PI pedestrian overlay zone along Madison requires street-level uses including retail, eating/drinking, customer service office, entertainment, etc. Swedish proposes to meet

the PI zone requirements to mitigate impacts and reinforce the intended pedestrian oriented streetscape.

## EIS-10) Light Glare Shadows

- Shield exterior lighting fixtures and direct site security lighting away from any nearby residential or other sensitive receivers.
- Utilize low-reflectivity building glazing and building materials throughout the campus
- Install screening or shielding to minimize spillover lighting impacts, particularly across from sensitive receivers
- Provide landscape features and street trees to diffuse or obscure direct light and glare impacts
- Use materials and surface design details to minimize glare impacts, including skybridges crossing over streets
- Consider timers and other lighting controls to minimize spillover illumination impacts and generally reduce ambient light levels
- Include pedestrian oriented lighting for safety along sidewalks, parking areas, street crossings, and building access points

## EIS-11) Aesthetics

Proposed mitigation may include:

- Architectural designs that use scale-reducing techniques. such as detailing, modulation, material changes, and fenestration, particularly at the comers of Broadway at James and at Cherry.
- Modified ground-level building configurations, facade alignments, massing and architectural detailing and landscape pockets, for project A along Madison/Minor and for Project D along the Broadway/James frontages to reduce apparent bulk and improve the campus edge transition.
- Pedestrian level building and streetscape improvements that enhance the pedestrian experience, safety and appearance.
- Artworks, lighting, signage, landscaping and other graphics that reduce apparent building scale and bulk.
- Compliance with the pedestrian zone overlay requirements along the campus Madison Street frontage.
- Test buildings that are less than the maximum allowed building envelope when specific projects are proposed.
- Streetscape designs for the Minor and Madison corridors that create inviting pedestrian gateways to the campus at major arterial intersections, with signage,  landscaping, lighting and other improvements.
- Light and transparent design of pedestrian skybridges to minimize visual and other impacts upon the streetscape.
- A Standing Citizen Advisory Committee to review and comment on specific project designs during the MUP process.

## EIS-12) Historic Preservation

None proposed

## EIS-13) Transportation and Parking

The Proposed Action and the two build alternatives are expected to result in a proportional impact on overall traffic operations at study intersections and roadways near the project site. Traffic operations would continue to degrade at the primary access points to 1-5 from pre≠existing LOS E and F conditions, including the 7th Avenue and 6th A venue intersections on James Street, with or without the Proposed Action. SDOT is undertaking a study of the James Street corridor to identify potential measures to improve traffic flow and safety.

Potential measures that may be examined in the study include improvements to signal timing along the corridor and possible restrictions on left turns at the 7th Avenue intersection.

Other study intersections are expected to operate at LOS D or better with the Proposed Action. As a result, no intersection-specific mitigation measures are identified to mitigate project impacts.

Site-specific measures to mitigate impacts may include the following:

- Remove on-street parking on one side of Marion Street and Minor Avenue within the project site.
- Limiting on-street parking to one side of the street will provide adequate lane widths for opposing vehicles to pass within the existing 3D-foot street widths. The proposed parking garages would have sufficient capacity to accommodate the displaced parking.
- Improve operations at the Nordstrom Garage access on Madison Street to avoid impacting traffic flow at the Madison Street / Summit Avenue intersection. Potential improvements include: Enhanced way-finding signing to other on-site garage locations to reduce demand at the Nordstrom Garage including directing hospital visitors to the Broadway garage; Allow pre-paying parking tickets before returning to cars in the garage to enable faster exiting; Provide an express exit for valet operations so they would not be subject to waiting in line with other exiting vehicles; Increased staffing during periods of peak demand on weekdays; Provide multiple reversible entry and exit lanes corresponding with peak flows; Improve visibility and use of the existing Boylston Avenue garage entry/exit; have garage users pay their parking fees at a central location before returning to their cars in order to reduce delays at the garage exit lanes; provide a separate exit line for monthly parking card holders; and consider directing only visitors of the Nordstrom and Arnold Buildings to this garage.
- Explore a full range of Madison/Summit access improvements, including garage changes, external changes, and programmatic changes.
- Implement a comprehensive campus wayfinding plan. Traffic management and pedestrian access should be addressed. Directing and parking cars and pedestrian convenience and safety may be improved by physical and operational actions. Phased implementation would occur with each building project contributing to the comprehensive campus improvement.

### EIS-14) Transportation Management Program

Modifications to the current Transportation Management Program (TMP) are proposed to enhance the existing TMP in order to reduce the number of vehicle trips to and from the project site. The proposed TMP is described in detail in the Draft Major Institution Master Plan document. The major changes proposed in the TMP include:

- Fully subsidized transit passes
- Fully subsidized ferry walk-on
- Annual renewal of SOY permit rate
- Discount of at least 80% per person per month for carpool permit
- Fully subsidized vanpool parking
- Bike parks, lockers, showers provided
- Guaranteed ride home benefit
- Accommodate telecommuting where applicable

### EIS-15) Public Services

None appear necessary except continued implementation of safety programs and coordination with SPD and SFD. Swedish proposes to work with the Seattle Parks and Recreation Department to assure coordination of campus open space with the on-going First Hill park planning

### EIS-16) Utilities

Increase waste minimization and recycling programs through aggressive application of the Swedish waste management program. Current recycling is at about 27% of the solid waste. The 2004 goal is 33% although Swedish is projected to achieve 30%. The year 2010 goal is 50% recycling. Minimization programs are also operational for hazardous and biological wastes/ dangerous wastes (see hazardous materials and wastes section).

Swedish would be responsible for utility relocations associated with the proposed alley vacation.

Swedish will continue with other conservation measures to reduce utility consumption.

Swedish will work with Seattle Public Utilities in the design of service improvements to mitigate capacity impacts.

## B) Mitigation of Short-Term Construction Related Impacts

### EIS-17) Earth

Mitigating measures would be consistent with City of Seattle Construction Stormwater Control Technical Requirements Manual (DR 16-2000), including:

- Temporary sediment catchment basins would be constructed near site drainage exit points to catch sediment runoff.

- Construction would be done during the drier parts of the year, when possible, and disturbed area would be re-paved or re-planted as soon as possible.
- Conduct further geotechnical investigations as part of project design to engineer the ppropriate demolition, excavation and shoring techniques.
- Silt fences would be placed at the lower side of construction sites to reduce the amount of sediment transport.
- When possible, construction vehicle wheels would be washed before leaving the site to minimize the amount of soil tracked on to nearby streets
- Cover truck loads when possible, to minimize spillage and wind blown dust.
- Streets impacted by construction traffic would be cleaned regularly by the contractor.
- Identify material disposal sites and coordinate route planning with SDOT, SPD and SFD.
- Post construction conditions on site.

## EIS-18) Air

Short-term air impacts can be effectively mitigated by Swedish compliance with The Puget Sound Clean Air Agency's (PSCAA) Regulation I, Section 9.15 regarding reasonable precautions to avoid fugitive dust and odor emissions such as washing of truck wheels and frames prior to travel on public streets, wetting of exposed soils and debris, and prompt clean-up of any spilled materials tracked on to public streets. Efforts will also be taken to minimize diesel exhaust fumes from construction equipment and vehicles. "Biodiesel" fuel use will be encouraged.

## EIS-19) Environmental Health/Noise and Vibration

Construction

- Comply with the requirements of the Seattle Municipal Code (SMC) Chapter 25.08 Noise Control.
- Implement a construction noise monitoring program.
- Publish a periodical news letter to share construction news and noise monitoring results.
- To the extent possible, re-route construction truck traffic away from residential areas.
- To the extent feasible, noise from the site will be reduced through the use of temporary walls or other sound barriers.
- Locate noisy equipment on site as far away from noise-sensitive receivers as possible.
- Combine noise operations in the same time period. The overall noise produced will not be significantly higher than the level produces by the individual operations.
- To the extent possible, avoid noise generating construction activities at night.
- Consider mixing concrete off site and consider prefabricated building components.
- Turn off all unnecessary idling equipment.
- Use electric rather than diesel equipment where possible.
- Avoid impact pile driving. Drilled piles or the use of a sonic or vibratory pile driver are quieter alternatives.
- Use specially quieted equipment, such as quieted and enclosed air compressors and power generators,
- Use efficient mufflers on all engines.
- Select quieter demolition methods, where possible. For example, sawing slabs into sections that can be loaded on trucks is a quieter process than demolition by pavement breakers.

- Equip portable pneumatic drills and pavement breakers with exhaust mufflers, when possible.

## EIS-20) Transportation and Parking

The following measures could serve to reduce traffic impacts during construction of the Master Plan projects:

- Construction Traffic Management Plans should be developed for each development phase in coordination with the Seattle Department of Transportation. The objective of the plans would be to ensure that movement of construction workers, equipment, and materials to and from the site is done in a safe and efficient manner and to minimize potential disruptions to background traffic and pedestrians. Multiple, concurrent First Hill projects should consider coordinated mitigation.
- Lane closures should be minimized on Madison Street, Broadway, James Street, and Boren Avenue in order to avoid disruption on the heavily traveled arterial streets.
- When possible, construction trucks should be staged within the construction site.
- Safe pedestrian and vehicular circulation should be maintained adjacent to the construction site through the use of temporary walkways, signs, and manual traffic control.
- Construction material deliveries should be scheduled and coordinated to and from the site to minimize congestion during peak travel times.
- Provide designated parking areas for construction worker parking in order to minimize impacts to other parking facilities in and around the site and to minimize unnecessary circulation associated with searching for parking. On-site and off-site parking arrangements for construction parking should focus on facilities with existing unused capacity in order to minimize displacement of existing parking.
- Phase development to minimize temporary decreases in parking supply during construction. Development could be phased to construct elements or phases of the Master Plan that provide additional parking supply.

## EIS-21) Public Services and Utilities

- Coordinate with utility providers to minimize shutdown frequency and duration.
- Coordinate construction disruption to traffic, access, or safety with SPD and SFD
- Develop projects to minimize interference with existing utilities.
- Notify neighbors of impending shutdowns.
- Make utility connections at times that least impact neighbors.

# 4. Transportation Management Program

## A. Intent

The intent of the Transportation Management Program (TMP) is to reduce impacts to the environment, such as air quality degradation and traffic congestion associated with traffic demands and parking generated by Swedish Medical Center (SMC). The TMP is the programmatic arm of the Transportation and Parking Element of the master plan. The TMP identifies strategies and actions that are intended to reduce parking and traffic demands associated with projected growth at the Swedish Medical Center campus.* The TMP elements provide SMC staff and employees with incentives and disincentives to reduce or eliminate commuter trips in Single Occupant Vehicles (SOV).

## B. Project Location

The Swedish Campus is located in the First Hill area of Seattle. The campus consists of several buildings in an area roughly bounded by Boren Avenue to the West, Madison Street to the North, Broadway to the East and James Street to the South.

## C. Authority

This program is established as a requirement of the Major Institution Master Plan, Seattle Municipal Code 23.69.0030, and the State Environmental Policy Act (SEPA). The TMP shall be consistent with DCLU Director's Rule 14-2002, which establishes procedures for Transportation Management Programs. Director's Rule 14-2002 supersedes DCLU Director's Rule 2-94 and SED Director's Rule 94-3. This program requirement shall be a covenant running with the land as well as a condition of occupancy.

Swedish Hospital is also defined as a Major Employer by the requirements of Washington State's Commute Trip Reduction (CTR) Law which defines goals, reporting requirements and mandatory and optional program elements. The State required CTR program is different from the City of Seattle requirements for a TMP though the goal to reduce impacts of site generated vehicle trips is similar. Swedish will be subject to on-going review of it's CTR program in order to meet State mandated CTR requirements however the TMP does not specifically address CTR program requirements.

* Description of the major institution's impact on traffic and parking is provided in the Final EIS

This section of the Approved MIMP responds to the TMP requirements from DPD and SDOT. No additional TMP will be required for any use or development which has been approved in the master plan. If the master plan is amended to add new uses or development that would independently require the development of a TMP, those uses or development may be subject to the requirement for preparation of a new or supplemental TMP for the use or development.

## D. Existing Transportation Management Program

SMC has an existing TMP Memorandum of Agreement, which was entered into with SED and DCLU in 1993. Although this TMP, along with CTR program requirements and review, has been very effective in reducing SOV travel demand, enhancements and additions to the TMP are proposed as part of this master plan to address the potential transportation impacts that could result from the proposed development included in this master plan. These are intended to achieve additional reductions in SOV travel and to reduce impacts associated with parking and traffic demands that would be associated with new development under the master plan.

The existing TMP is documented in a Memorandum of Agreement between SMC, the Seattle Engineering Department (SED), the Department of Construction and Land Use (DCLU), and the Municipality of Metropolitan Seattle (METRO). The Memorandum of Agreement identified program goals and elements as described below.

### Program Goal

The goal of the TMP program on file with the City is to reduce the number of commuter trips in employee SOV to Swedish Medical Center to fifty percent (50%) or less of the total number of weekday, day shift commuter trips excluding employees whose work requires the use of a private automobile during working hours.

### Program Elements

The elements of the Swedish Medical Center Transportation Management Program are described below:

Standard Required Elements for all TMPs include:

1. Provision of a Transportation Coordinator
2. Periodic Promotional Events
3. Provision of a Commuter Information Center
4. Tenant Participation in the program
5. Ridematch Opportunities
6. Annual Program Performance Reports
7. Site and Access Improvements as required by Land Use Code or environmental impact mitigation

In addition to the Standard Required Elements for all TMPs additional elements may be required of specific projects. For Swedish Medical Center, the following additional elements are currently required:

1. Provide and make available priority parking for carpools and vanpools to all campus employees.
2. Sell transit passes to employees at a reduced rate.
3. Require tenants in the tower and Nordstrom Medical Office Building, such as the Medical Office Buildings on campus, to provide transit pass subsidies.
4. Establish reciprocal agreement with other major institutions on First Hill for carpool and vanpool programs.
5. Offer a 25% discounted parking rate to carpools and eliminate parking charge for vanpools.
6. File quarterly reports with Seattle Commuter Services.
7. Establish a part-time carpool program aimed at regularly scheduled part-time employees.

## E. New Transportation Management Program

The TMP shall be consistent with the City's Director's Rules regarding TMP's (DCLU Director's Rule 14-2002). As specified in the Director's Rule, the TMP will consist of the following:

- TMP Goal
- Required Elements

### Program Goal

The goal of the new TMP will be to continue the existing program goal to reduce the number of SMC commuter trips in employee SOV to fifty percent (50%) of the total number of weekday, day shift commuter trips excluding employees whose work requires the use of a private automobile during working hours. Program participants will include all SMC employees meeting the following criteria:

- arrive on weekdays between 6:00 am and 8:00 am
- leave on weekdays between 4:00 p.m. and 6:00 p.m.
- do not require private vehicle to conduct their work assignments

### Required Elements

Director's Rule 14-2002 includes a list of 29 required elements to be included in the TMP unless specifically waived by the Director in the approved TMP document. These required elements are listed below along with a brief description of how each will be incorporated in the new TMP. Those elements that are not applicable or are not included in the new TMP and are proposed to be waived are identified as such.

1. Transportation Coordinator. A transportation coordinator (TC) will be appointed to implement the TMP. The TC will be available to employees and tenants during regular business hours to promote the TMP and stock the Commuter Information Center(s). The TC will receive training from the City.

2. Biannual Promotional Events. At least twice per year, the TC will organize and staff events to promote the TMP elements. The TC will be supported by King County Metro and the City. Information on the TMP will be provided to new employees.

3. Commuter Information Centers. Commuter Information Centers (CIC), including ridesharing and transit information, will be located in convenient locations for employees. Bicycle and pedestrian information also will be included in the CICs.

4. Tenant Participation in TMP. Tenant participation in the transit pass subsidy program shall be required.

5. Ridematch Programs. The TC will promote and administer a ridematching service for employees.

6. Site and Access Improvements. The site and access improvements identified in Items 7, 8, 9, and 10 below will be implemented to assist in achieving the TMP goals.

7. Height Clearance and Turning Radii for Vanpools. Design criteria for accommodating vanpool vehicles will be incorporated in the design for new garages in which vanpool parking will be provided.

8. Secure Preferential Parking for Carpools and Vanpools. Preferential Parking will be designated for carpools and vanpools in secure locations.

9. Secure Bicycle Parking. Covered bicycle racks will be provided in weather protected areas convenient to potential users including employees and visitors.

10. Shower / Locker Rooms. Showers and lockers will be made available for employees.

11. Pedestrian and Bicycle Links. Not applicable. The area's street grid system runs through the SMC campus. As a result, there is direct access from the campus facilities to any pedestrian and bicycle facilities on the public street grid system without the need for additional links.

12. Transportation Management Associations. SMC will continue to participate in the First Hill Transportation Network Group.

13. Parking Fees. Fees at SMC parking garages and lots will be reviewed annually in order to establish peak and off-peak rates to encourage non-SOV use.

14. Non-SOV Incentives/Subsidies. A discounted parking fee of at least 80% will be offered by SMC to each participating carpool member and vanpool parking will be free. SMC will

provide a fully subsidized transit pass for any SMC employee commuting to work at SMC by transit. SMC will also provide a fully subsidized ferry pass for employees as walk on passenger.

15. Unbundling of Parking Charges from Tenant Leases. The price of parking spaces in SMC garages will not be included in tenant leases, but shall be priced separately from the cost of building space.

16. Alternative/Flexible Schedules. SMC will permit flexible hours or vary shift times to the extent possible to accommodate use of high occupancy vehicles to and from work.

17. Subscription Bus Services. SMC will continue to provide access to the First Hill Express service for its employees assuming that other participants in the service continue their participation.

18. Shuttle Services. No shuttle service is proposed to meet TMP goals.

19. Telecommuting. Some departments will allow telecommuting if possible to reduce commute trips.

20. Reduced SOV Parking Supply. The total proposed parking supply of 5,180 stalls is 600 stalls less than the maximum allowed by code. HOV parking that will be provided for carpools and vanpools will to meet demand will replace SOV parking stalls.

21. Fleetpools. None is proposed to meet TMP goals. It is anticipated that the readily accessible regional and local transit service, in combination with carpools and vanpools, will be the primary means used to meet TMP goals.

22. Car-Sharing Programs. None is proposed to meet TMP goals.

23. Guaranteed Ride Home. SMC will offer a guaranteed ride home for registered program participants.

24. Multifamily Building Requirements. Not applicable.

25. Additional Site and Access Improvements. See Items 7, 8, 9, and 10.

26. Off-Site Mitigation. None are proposed to meet TMP goals.

27. Residential Parking Zones. None are proposed to meet TMP goals.

28. Annual Program Reports. The TC will prepare and submit annual reports documenting the TMP programs and compliance with goals.

29. Biennial Surveys. Employee surveys will be conducted every two years to be used in measuring compliance with the SOV goals.

Table 4.1 summarizes the proposed changes to the TMP:

TABLE 4.1
**Swedish Medical Center Transportation Management Program**

| Program Element | Existing TMP Requirement | New TMP |
|---|---|---|
| Transportation Coordinator | Required | Same |
| Promotions | One annually plus new employee orientation | Increase to two events annually plus new employee orientation |
| Commuter Information Center | Required | Same |
| Tenant Participation | Required | Same |
| Ridematch program | Required | Same |
| Site and Access Improvements | Required | Same |
| Height and Turning Clearances for Vanpools | Not Included | New garages to accommodate vanpool access to designated vanpool parking |
| Carpool/Vanpool Parking | Required but no specific number | To meet demand for registered carpools and vanpools |
| Bicycle Parking | Required | Same |
| Shower/Lockers | Not Included | Provides showers and lockers for bike riders |
| Pedestrian/Bicycle Links | Not Applicable | Same - Not Applicable |
| Transportation Management Associations | Not Included | Participate in First Hill Transportation Network |
| Parking Fees | Not specific | Review annually to establish rate that encourages non SOV modes |
| Non-SOV Subsidy | Requires unspecified subsidy of transit pass and 25% of vanpool and carpool parking | Fully subsidized transit passes, walk-on ferry passes, and vanpool parking, as well as discount of at least 80% per person for monthly pass for participating carpools |
| Unbundling of Parking Charges | Not Included | Parking costs in SMC garages to be identified separately from cost of building in leases |
| Flexible Work Schedule | Not Included | Accommodates where applicable |
| Subscription Bus Service | Not Included | Participate in First Hill Express service |
| Shuttle Service | Not Included | Same - Not Included |

| Program Element | Existing TMP Requirement | New TMP |
|---|---|---|
| Telecommuting | Not Included | Accommodates where applicable |
| Reduced SOV Parking | Not Included | Parking supply will be less than code allowable. HOV stalls provided to meet HOV demand will replace SOV stalls |
| Fleetpools | Not Included | Same - Not Included |
| Car-Sharing Programs | Not Included | Same - Not Included |
| Guaranteed Ride Home (GRH) | Not required | Provides GRH benefit |
| Multi-Family Requirements | Not Applicable | Same - Not Applicable |
| Additional Improvements | Not Included | Same - Not Included |
| Off-Site Mitigation | Not Included | Same - Not Included |
| Residential Parking Zones | Not Included | Same - Not Included |
| Annual Program Reports | Required | Same |
| Biennual Surveys | Not Included | Survey to be conducted every two years |

# 5. Appendix

## A. Property Legal Description

### Legal Description Of Swedish Health Services - Seattle First Hill Campus
(Includes all property within City's Major Institution boundaries as of 1/22/2004)

### Parcel 1 (East Wing/North And Northeast Wings/Old Tumor Institute/West Wing/ southwest Wing):

Lots 1 through 8, inclusive, Block 120, A. A. Denny's Broadway Addition to the City of Seattle, according to the plat thereof recorded in Volume 6 of Plats, page 40, in King County, Washington;

TOGETHER WITH vacated alley in said Block 120, as described and vacated under Ordinance Number 53208 of the City of Seattle;

AND TOGETHER WITH the southwesterly half of vacated Summit Avenue adjacent to said block, lying southeasterly of the southeast line of Marion Street and northwesterly of the northwest line of Columbia Street, as described and vacated under Ordinance Number 89570 of the City of Seattle;

AND

That portion of Columbia Street and of Summit Avenue as vacated under Ordinance Number 101585 of the City of Seattle, and described as follows:

Beginning at the most southerly corner of Lot 8, Block 131, A. A. Denny's Broadway Addition, according to the plat thereof recorded in Volume 6 of Plats, page 40, in King County, Washington; thence south 59°22'43" west along the northwesterly line of Columbia Street to the most southerly corner of Lot 8, Block 120, said addition; thence south 30°35'29" east along the production of the southwesterly line of said lot, 66 feet to the most westerly corner of Block 101, Terry's Second Addition, according to the plat thereof recorded in Volume 1 of Plats, page 87, in King County, Washington; thence north 59°22'43" east along the northwesterly line of said block to the most northerly corner thereof; thence north 30°37'02" west along the production of the northeasterly line of said block, 0.012 feet to a point of curvature; thence northwesterly, northerly, and northeasterly along a curve to the right, having a radius of 66 feet, a distance of 103.66 feet to a point of tangency on the northwesterly line of Columbia Street, said point being the beginning;

AND

Lots 1, 2, 3 and 4, Block 101, Terry's Second Addition to the Town of Seattle, according to the plat thereof recorded in Volume 1 of Plats, page 87, in King County, Washington;

TOGETHER WITH vacated alley lying between said lots in Block 101, as described and vacated under Ordinance Number 5956 of the City of Seattle;

EXCEPT that portion of said Lots 3 and 4 and vacated alley conveyed to the City of Seattle by deed recorded under Recording Number 7211170618;

TOGETHER WITH the northwesterly half of vacated public walkway in said Block 101, as described and vacated under Ordinance Number 110712 of the City of Seattle.

### Parcel 2 (Surgery/Heath Building/821 Boylston/1317 Marion):

Lots 1 through 8, inclusive, Block 131, A. A. Denny's Broadway Addition to the City of Seattle, according to the plat thereof recorded in Volume 6 of Plats, page 40, in King County, Washington;

TOGETHER WITH vacated alley in said Block 131, as described and vacated under Ordinance Number 1941 of the City of Seattle;

AND TOGETHER WITH the northeasterly half of vacated Summit Avenue adjacent to said block, lying southeasterly of the southeast line of Marion Street and northwesterly of the northwest line of Columbia Street, as described and vacated under Ordinance Number 89570 of the City of Seattle.

### Parcel 3 (Arnold Building):

Lots 2, 3, 6 and 7, Block 121, A. A. Denny's Broadway Addition to the City of Seattle, according to the plat thereof recorded in Volume 6 of Plats, page 40, in King County, Washington;

### Parcel 4 (Bank And Shops):

Lots 1, 4, 5 and 8, Block 121, A. A. Denny's Broadway Addition to the City of Seattle, according to the plat thereof recorded in Volume 6 of Plats, page 40, in King County, Washington;

TOGETHER WITH all of the vacated alley in said Block 121, as described and vacated under Ordinance Number 103180 of the City of Seattle.

### Parcel 5 (South Wing):

Lots 5, 6, 7 and 8, Block 101, Terry's Second Addition to the Town of Seattle, according to the plat thereof recorded in Volume 1 of Plats, page 87, in King County, Washington;

TOGETHER WITH vacated alley lying between said lots in Block 101, as described and vacated under Ordinance Number 5956 of the City of Seattle;

AND TOGETHER WITH the southeasterly half of public walkway in said Block 101, as described and vacated under Ordinance Number 110712 of the City of Seattle.

### Parcel 6 (Cherry Street Garage):

Lots 1 through 8, inclusive, Block 96, Terry's Second Addition to the Town of Seattle, according to the plat thereof recorded in Volume 1 of Plats, page 87, in King County, Washington;

TOGETHER WITH vacated alley in Block 96, as described and vacated under Ordinance Number 106393 of the City of Seattle;

EXCEPT that portion of said Lots 7 and 8 and vacated alley conveyed to the City of Seattle for street purposes by deed recorded under Recording Number 9203131065.

### Parcel 7 (Main Entrance):

Lots 1 through 4, inclusive, Block 132, A. A. Denny's Broadway Addition to the City of Seattle, according to the plat thereof recorded in Volume 6 of Plats, page 40, in King County, Washington.

### Parcel 8 (Madison Street Garage/Madison Medical Office Building/ Summit Avenue Additions):

Lots 1 through 8, inclusive, Block 130, A. A. Denny's Broadway Addition to the City of Seattle, according to the plat thereof recorded in Volume 6 of Plats, page 40, in King County, Washington;

TOGETHER WITH vacated alley in said Block 130, as described and vacated under Ordinance Number 2776 of the City of Seattle;

AND TOGETHER WITH all of vacated Summit Avenue, as described and vacated under Ordinance Number 112631 of the City of Seattle;

EXCEPT the airspace lying above a horizontal plane at an elevation of 383.0 feet, City of Seattle Datum, over said lots and vacated alley;

AND EXCEPT the airspace lying above a horizontal plane at an elevation of 383.0 feet, City of Seattle Datum, over that portion of said vacated Summit Avenue described as follows:
Beginning at the intersection of the northerly margin of Marion Street and the easterly margin of said Summit Avenue; thence northerly along the easterly line of said Summit Avenue 77.00 feet; thence westerly, at right angles to Summit Avenue, 2.00 feet; thence southerly, parallel with the easterly margin of Summit Avenue 77.00 feet to the northerly margin of Marion Street; thence easterly along said margin 2.00 feet to the point of beginning.

### Parcel 9 (601 Broadway):

Lots 1 through 8, inclusive, Block 100, Terry's Second Addition to the Town of Seattle, according to the plat thereof recorded in Volume 1 of Plats, page 87, in King County, Washington;

TOGETHER WITH vacated alley in said Block 100, as described and vacated under Ordinance Number 5956 of the City of Seattle.

### Parcel 10 (SHMC Eye Institute):

Lots 1, 2, 3 and 5 in Block 134 of A. A. Denny's Broadway Addition to the City of Seattle, according to the plat recorded in Volume 6 of Plats, page 40, in King County, Washington.

### Parcel 11 (Northwest Garage And MOB):

Lots 1 through 8, inclusive, Block 119, together with vacated alley adjoining said lots, A. A. Denny's Broadway Addition to the City of Seattle, according to the plat thereof recorded in Volume 6 of Plats, page 40, records of King County, Washington.

### Parcel 12 (Invex Building/invex Garage):

Lots 1 through 5, inclusive, Block 95, Terry's Second Addition to the Town of Seattle, according to the plat thereof recorded in Volume 1 of Plats, page 87, records of King County, Washington.

### Parcel 13 (Cherry Building):

Lots 6 and 7, Block 95, Terry's Second Addition to the Town of Seattle, according to the plat thereof recorded in Volume 1 of Plats, page 87, in King County, Washington.

### Parcel 14:

Lot 8, Block 95, Terry's Second Addition to the Town of Seattle, according to the plat thereof recorded in Volume 1 of Plats, page 87, in King County, Washington.

The following parcels, which are owned by entities other than Swedish Medical Center, are located within Swedish's major institution boundaries as established by the City of Seattle pursuant to the Major Institution Land Use Code (Ch. 23.69 SMC):

### Parcel 15 (Eklind Hall):

Lots 1 through 8, inclusive, Block 94, Terry's Second Addition to the Town of Seattle, according to the plat thereof recorded in Volume 1 of Plats, page 87, in King County, Washington;

TOGETHER WITH vacated alley in Block 94, as described and vacated under Ordinance Number 73797 of the City of Seattle.

### Parcel 16:

Lot 4, Block 134, A. A. Denny's Broadway Addition to the City of Seattle, according to the plat recorded in Volume 6 of Plats, page 40, in King County, Washington.

Situate in the County of King, State of Washington.

TABLE 5.1

**Swedish First Hill Campus Property Ownership**

| Map Ref. | Assessor Parcel Number | Description | Address | Owner | Land Area | Existing Use/ Year Built/ Construction Type |
|---|---|---|---|---|---|---|
| A* | 197820 -0625 | Denny's AA Broadway Addition Block 119 Lots 1-8 | 1101 Madison St. | Swedish Health Services | 61,440 SF 1.41 acres | Medical Office and Parking 1992 Reinforced Concrete |
| B | 197820 -0670 | Denny's AA Broadway Addition Block 121 Lots 1 & 4 & vacated alley portion | 1223 Madison St. | Swedish Health Services | 14,400 0.33 acres | Bank and Retail 1976 Concrete Reinforced |
| C | 197820 -0691 | Denny's AA Broadway Addition Block 121 Lots 5 & 8 & vacated alley portion | 900 Minor Ave. | Swedish Health Services | 11,520 SF 0.26 acres | Surface Parking |
| D* | 197820 -0675 | Denny's AA Broadway Addition Block 121 Lots 2.3.6.7 & vacated Summit portion | 1221 Madison St. | Swedish Health Services | 28,800 SF 0.66 acres | Arnold Medical Pavilion 1976 Structural Steel |
| E* | 197820 -1015 | Denny's AA Broadway Addition Block 130 Lots 1-8 & vacated Summit portion | 1229 Madison St. | Swedish Health Services (garage) Office is condo ownership | 37,951 SF 0.87 acres | Nordstrom Medical Tower and Garage 1985 Reinforced Concrete |

* Building sold to Health Care Property Investors, Inc. (Arnold 9th floor and above). Swedish owns the property.

| Map Ref. | Assessor Parcel Number | Description | Address | Owner | Land Area | Existing Use/ Year Built/ Construction Type |
|---|---|---|---|---|---|---|
| F | 197820 -1116 | Denny's AA Broadway Addition Block 134 Lots 1,2,3 | 1401 Madison St. | Swedish Health Services | 20,040 SF 0.46 acres | Alcoa Office Building 1962 Reinforced Concrete |
| G** | 197820 -1130 | Denny's AA Broadway Addition Block 134 Lot 4 | 906-910 Boylston Ave. | Fredrick & Rochelle Casserd | 6,720 SF 0.15 acres | Clinic 1966 Wood Frame |
| H | 197820 -1135 | Denny's AA Broadway Addition Block 134 Lot 5 | 900 Boylston Ave. | Swedish Health Services | 4,500 SF 0.10 acres | Offices 1946 Masonry |
| I** | 859090 -0646 | Terry's 2nd Addition Block 94 Lots 1-8 | 1100 Columbia St. | Alexandria Real Estate | 61,440 SF 1.41 acres | Lab - 1945 Structural Steel Research Bldg. 1975 Structural Steel Lab - 1982 Reinforced Concrete |
| J | 197820 -0665 | Denny's AA Broadway Addition Block 120 Lots 1-8 & vacated alley portion | 805 Summit Ave. | Swedish Health Services | 78,897 SF 1.81 acres | Hospital 1912 Reinforced Concrete |
| K | 197820 -1055 | Denny's AA Broadway Addition Block 131 Lots 1,4-8 & vacated street & alley portion | 801 Broadway | Swedish Health Services | 50,482 SF 1.16 acres | Surgery Garage Heath Medical Office 1970 Reinforced Concrete |

** Not owned by Swedish

| Map Ref. | Assessor Parcel Number | Description | Address | Owner | Land Area | Existing Use/ Year Built/ Construction Type |
|---|---|---|---|---|---|---|
| L | 197820 -1060 | Denny's AA Broadway Addition Block 131 Lots 2 & 3 & vacated alley portion | 819 Boylston Ave. | Swedish Health Services | 15,360 SF 0.35 acres | Offices 1946 Masonry |
| M | 859090 -0685 | Terry's 2nd Addition Block 95 Lots 1,4,5 | 722 Boren Ave. | Swedish Health Services | 21,600 SF 0.50 acres | Invex Garage 1974 Reinforced Concret |
| N | 859090 -0690 | Terry's 2nd Addition Block 95 Lot 2 & 3 | 1115 Columbia St. | Swedish Health Services | 14,400 SF 0.33 acres | Invex Office 1956 Masonry |
| O | 859090 -0721 | Terry's 2nd Addition Block 95 Lot 8 | 702 Boren Ave. | Swedish Health Services | 4,500 SF 0.10 acres | Vacant Building Open Space |
| P | 859090 -0710 | Terry's 2nd Addition Block 95 Lots 6 & 7 | 1120 Cherry St. | Swedish Health Services | 14,400 SF 0.33 acres | Medical Offices 1959 Masonry |
| Q | 859090 -0951 | Terry's 2nd Addition Block 101 Lots 1 &4 & vacated street portion | 747 Broadway | Swedish Health Services | 14,157 SF 0.33 acres | Hospital SW Wing 1975 Reinforced Concrete |
| R | 859090 -0950 | Terry's 2nd Addition Block 101 Lots 1,2,3,4 & vacated alley portion | 747 Broadway | Swedish Health Services | 13,781 SF 0.32 acres | Hospital SW Wing 1975 Reinforced Concrete |

| Map Ref. | Assessor Parcel Number | Description | Address | Owner | Land Area | Existing Use/ Year Built/ Construction Type |
|---|---|---|---|---|---|---|
| S | 197820 -1096 | Denny's AA Broadway Addition Block 132 Lots 1,2,3,4 & vacated street portion | 747 Broadway | Swedish Health Services | 28,573 SF 0.66 acres | SE Addition Hospital Garage - 1994 Reinforced Concrete |
| T | 859090 -0970 | Terry's 2nd Addition Block 101 Lots 5,6,7,8 & vacated alley portion | 747 Broadway | Swedish Health Services | 36,125 SF 0.83 acres | Hospital Tower 1999 Structural Steel |
| U | 859090 -0725 | Terry's 2nd Addition Block 96 Lots 1-8 & vacated alley portion | 612 Boren Ave. | Swedish Health Services | 60,885 SF 1.4 acres | Minor & James Garage 1979 Reinforced Concrete |
| V | 859090 -0860 | Terry's 2nd Addition Block 100 Lots 1-8 & vacated alley portion | 601 Broadway | Swedish Health Services | 49,740 SF 1.14 acres | Annex Offices 1959 Reinforced Concrete |
| W | 197820 -1115 | Denny's AA Broadway Addition Block 133 | 702 Broadway | City of Seattle Parks Dept. | 165 SF | Median Open Space |

Total Swedish First Hill Campus Land Area
(Total MIO District that includes non-Swedish owned property and excludes public ROW's)
649,876 SF
14.92 acres

FIGURE 5.1

**Swedish Property Ownership**


NOTE: Parcels with map reference ‘G’ and ‘I’ are not owned by Swedish.
Other owned/leased space within 2,500 feet of the First Hill campus is limited to 1) 600 Broadway property - building and garage sold, 2) the Providence campus (500 17th Ave), 3) a leased clinic downtown (1001 4th Ave, Suite 420), and 4) leased administrative office space at the Metropolitan Park building downtown.

## B. Process Milestones

### 1. Application/Scoping

| | |
|---|---|
| December 10, 2003 | File Notice of Intent to prepare master plan (Swedish) |
| January 2004 | Initiate establishment of Citizen Advisory Committee (DON/DPD/Swedish) |
| February 9, 2004 | Conduct Pre-Application Conference with DPD leadership |
| March 22, 2004 | Conduct Pre-Application Conference with DPD staff |
| March 26, 2004 | Submit Concept Plan Application for master plan (Swedish) |
| May 2003 | Define DPD/DON/Swedish acceptable schedule |
| May 13, 2004 | Recommend CAC membership to City Council (DON) |
| May 24, 2004 | Conduct CAC Meeting #1 (Orientation, Concept Plan review, EIS scoping) |
| May 6, 2004 | Issue SEPA Threshold Determination of Significance (DS) and Initiate EIS Scoping |
| May 26, 2004 | Conduct Public Scoping meeting |
| June 4, 2004 | Complete public EIS scoping comment period |
| June 10, 2004 | Determine EIS scope (DPD) |
| June, 16 2004 | Conduct CAC Meeting #2 (first 'official' meeting) |
| July 6, 2004 | Confirm CAC membership (City Council Resolution 30687) |
| July 14, 2004 | Conduct CAC Meeting #3 (Swedish campus tour) |

## 2. Draft MIMP/Draft EIS

| | |
|---|---|
| August 12, 2004 | Prepare & submit preliminary Draft Master Plan (within 70 days of finalization of EIS scope) |
| August 12, 2004 | Prepare & submit preliminary Draft EIS (within 70 days of finalization of EIS scope or EIS consultant contract) |
| August 18, 2004 | Conduct CAC Meeting #4 |
| September 8, 2004 | Conduct CAC Meeting #5 |
| September 13, 2004 | Review/Comment on Draft Master Plan and Draft EIS (CAC, SDOT, DPD due within 3 weeks of document receipt) |
| September 16, 2004 | Submit compiled list of all comments (DPD to Swedish, within 10 days of receipt of all comments) |
| September-October, 2004 | Review comments & revise Draft EIS (within 3 weeks of receipt of compiled comments) |
| October 11, 2004 | Submit revised Draft Master Plan and revised Draft EIS (Proof copies) |
| October 13, 2004 | Conduct CAC Meeting #6 |
| October 2004 | Review/Comment on revised Draft Master Plan and revised Draft EIS (within 3 weeks of receipt of revised drafts) |
| November 2004 | Complete final revisions of Draft Master Plan and Draft EIS & prepare for publication (3 additional weeks to revise/publish) |
| November 10, 2004 | Conduct CAC Meeting #7 |
| November 15, 2004 | Issue Draft Master Plan and Draft EIS to public, with notices |
| December 8, 2004 | Conduct CAC Meeting #8 |
| December 15, 2004 | Conduct public review and hearing (required 30 days and may be extended to 45 days) |
| December 20, 2004 | Review and comment due on Draft Master Plan and Draft EIS (CAC, SDOT, DPD, comments within 6 weeks of documents issuance) |

## 3. Final MIMP/Final EIS

| | |
|---|---|
| January 12, 2005 | Conduct CAC Meeting #9 |
| January 31, 2005 | Prepare & submit preliminary Final Master Plan (within 13 weeks of receipt of comments) |
| January 31, 2005 | Prepare & submit preliminary Final EIS (within 6 weeks of receipt of comments) |
| February 9, 2005 | Conduct CAC Meeting #10 |
| February 28, 2005 | Complete review/comment on preliminary documents (CAC, SDOT, DPD) |
| March 14, 2005 | Revise and issue Final Master Plan (within 7 weeks after preparation of the preliminary Final Master Plan) |
| March 14, 2005 | Revise and issue Final EIS (within 7 weeks after preparation of the preliminary Final EIS) |

## 4. Decisions and Actions

| | |
|---|---|
| March-April, 2005 | Prepare/Issue Draft DPD Director's Report (within 5 weeks of publication of Final Master Plan and Final EIS) |
| March-April, 2005 | Prepare/Issue Draft CAC Report (at same time as Draft Director's Report) |
| April 20, 2005 | Conduct CAC Meeting #11 |
| May 16, 2005 | Review and comment by CAC of Draft Director' Report (within 3 weeks of receipt of draft) |
| May 18, 2005 | Conduct CAC Meeting #12 |
| May 31, 2005 | Prepare/Issue Final DPD Director's Report/recommendations and submit to CAC (within 2 weeks of receipt of CAC comments) |
| June 8, 2005 | Conduct CAC Meeting #13 |
| June 13, 2005 | Prepare/Issue Final CAC Report/recommendations (within 2 weeks of receipt of Final Director's Report) |

| | |
|---|---|
| June 20, 2005 | Submit DPD Director's recommendations and CAC report to Hearing Examiner/Notice of Hearing |
| July 27, 2005 | Conduct CAC (Chair/Vice-chair) Meeting #14 |
| August 1, 2005 | Review by Hearing Examiner and conduct public hearing |
| August 31, 2005 | Issue Hearing Examiner's Report/Recommendations and submit to Council (within 30 days of hearing) |
| August 2005 | Request for further consideration to Council (none occured and no appeal) |
| September-October 2005 | Review and action (ordinance) by City Council (goal of 3 months after receiving Hearing Examiner's Report/recommendations) |
| September 28 2005 | Review consideration by Seattle City Council Urban Development and Planning Committee |
| October 12, 2005 | Action by Council Committee: Recommendation to full City Council to approve Master Plan Ordinance |
| October 17, 2005 | Action by full City Council: Approval of Master Plan (CB 115415) |
| October 25, 2005 | Signature of Ordinance No. 121965 by Mayor |
| November 16, 2005 | Conduct CAC Meeting #15 |
| November 25, 2005 | Ordinance becomes law (30 days from Mayor's signature) |
| October/November 14, 2005 | Prepare and submit draft Compiled Master Plan (within 30 days of master plan adoption) |
| November/December 2005 | Review and comment by DPD Director (within 30 days of receipt of draft) |
| December 2005 | Complete and issue Approved Final Compiled Master Plan |
| | **Process completed (total elapsed time approximately two years)** |

## C. Swedish Citizen Advisory Committee (CAC)

(Confirmed by Seattle City Council on July 6, 2004 by Resolution 30687)

| | |
|---|---|
| Beverly Baker | Nurse/Swedish Medical Center |
| James Rothwell | Resident/Architect—CAC Chairperson |
| Greg Harris | Resident/Attorney/SU CAC |
| Jeff Myrter | Manager Nordstrom Medical Tower |
| Jerry O'Leary | Resident/Attorney |
| Eric Bultemeier | Resident/Civil Engineer |
| Robert W. Fenn | Seattle University Facilities Director |
| Deborah M. Gibby | Resident, Chair First Hill Community Council—CAC Vice Chairperson |
| Kristi Drebick Brown | Alexandria Real Estate/Seattle Life Sciences Center |
| Dr. Stephen Jones | Pastor Seattle First Baptist Church |
| Betsy Mickel | Northwest Kidney Center |
| Bill Clancy | Resident/Banker |

### Alternates:

| | |
|---|---|
| Anne Parry | Resident |
| Hal Steiner | Resident /Baroness Hotel Manager |
| Donald A. Moody | Resident |

### Ex-Officio Members:

| | |
|---|---|
| Steve Sheppard | Department of Neighborhoods |
| Michael Jenkins | Department of Planning and Development |
| Lauren Hirt | Department of Planning and Development |
| Darren Redick | Swedish Medical Center |

## D. Comparison of Zoning Development Standards

| | Highrise (HR) | Midrise (MR) | NC-3 85 | NC-3 160 | P-1 Ped. Overlay | Prior Swedish Master Plan Standards (Ordinance #111993) | New Swedish Master Plan Standards |
|---|---|---|---|---|---|---|---|
| **Maximum Height** | 160 feet; 240 feet w/ public benefits | 60 feet | 85 feet | 160 feet | NA | 70 feet; 90 feet; 200 feet; 240 feet | 70 feet; 90 feet; 105 feet; 200 feet; 240 feet |
| **Setbacks** | Front: Average of structs. on adjoining lots; but not to exceed 20 feet<br><br>Rear: 20 feet<br>Side: 5 feet, except 10 feet min. side street or abut res. zone; 14 feet setback for struct. 91-120' height; 16 feet setback for struct. >120' height; additional side setbacks on sliding scale if >65' depth | Front: Average of structs. on adjoining lots; but not to exceed 20 feet<br><br>Rear: 10 feet<br><br>Side: 5 feet except 10 feet min. side street or abut res. zone; additional side setbacks on sliding scale if >65'depth | 15 feet triangular setback where NC lot abuts side/front lot line of res. zone;<br><br>Rear & Side: req. if NC zone lot abuts res. zone; 0 feet setback where <13' ht, 10 feet setback 10'-65' ht, 1 foot setback for every 10'> 65' ht; | 15 feet triangular setback where NC lot abuts side/front lot line of of res. zone;<br><br>Rear & Side: req. if NC zone lot abuts res. zone; 0 feet setback where <13' ht, 10 feet setback 10'-65' ht, 1 foot setback for every 10'> 65' ht; | NA | Based on façade height and zone across street, lot or alley; None on Madison, James and Broadway; 0-20 feet along Boren; 0-20 feet along internal streets<br><br>Exceptions: Block 95: 12 feet for garage;<br><br>No setbacks for Blocks 119, 121, 130, or 134 for Marion<br><br>Garage step-backs 10 feet/story along Madison, James, Broadway, and Boren | 10 feet along Boren, Madison, James; 5 feet along Broadway; none along internal campus streets |
| **Maximum density (FAR)** | None | None | FAR 6 mixed use; FAR 4.5 single use | FAR 7 mixed use; FAR 5 single use | NA | None | FAR 5.5 for total campus |
| **Maximum Lot Coverage** | None but open space controls; effective 50-75% | None but open space controls; effective 60-90% | None; | None; | NA | None | 80% for total campus |

| | Highrise (HR) | Midrise (MR) | NC-3 85 | NC-3 160 | P-1 Ped. Overlay | Prior Swedish Master Plan Standards (Ordinance #111993) | New Swedish Master Plan Standards |
|---|---|---|---|---|---|---|---|
| **Open Space** | 50% lot area; may be reduced to 25% at grade | 25% to 40% of lot area; minimum 10% at grade | None | None | NA | Street trees along Madison and Boren and other perimeter streets; per landscape plan (Exhibit G) | Minimum 5% of total campus<br><br>0.5 acre designated open space along Broadway |
| **Modulations & Width/ Depth Limits** | Max. 90 feet width for facades < 37' height w/o modulation;<br><br>Max. 100' width for facades >37' w/o modulation<br><br>No max. width and mod. only for first 60' of facade for facades > 37' height w/ modulation<br><br>Maximum depth = 65% lot depth | Max. 60 feet width w/o modulation;<br><br>Max. 150 feet width w/ modulation<br><br>Maximum depth = 65% lot depth | None | None | Maximum 30 foot blank façade length | None | None |
| **Street Level Uses** | NA | NA | NA | NA | Retail/ commercial along Madison and corner at Broadway<br><br>Restricts parking and curbcuts | Retail/commercial along Madison | Retail/commercial along Madison |
| **Other** | | | | | | | |
| **Location of ED Access** | Only on an arterial | Only on an arterial | NA | NA | NA | Any new ER entrance need not be on arterial | Any new ER entrance need not be on arterial |
| **Light/ Glare** | Standards apply | Standards apply | Standards apply | Standards apply | NA | Per code: No glare analysis required if materials used <20% reflectance | As proposed in MIMP |

| | Highrise (HR) | Midrise (MR) | NC-3 85 | NC-3 160 | P-1 Ped. Overlay | Prior Swedish Master Plan Standards (Ordinance #111993) | New Swedish Master Plan Standards |
|---|---|---|---|---|---|---|---|
| **Parking Access and Location** | Standards apply | Standards apply | Standards apply | Standards apply | Standards apply | No entrances or exits for new parking garages on James, Boren Broadway & Madison | As proposed in MIMP |
| **Odor** | Standards apply | Standards apply | Standards apply | Standards apply | NA | NA | Code provisions apply |
| **Noise** | Standards apply | Standards apply | Standards apply | Standards apply | NA | Per code | Code provisions apply |
| **Loading** | Standards apply | Standards apply | Standards apply | Standards apply | Standards apply | Based on actual utilization as determined by SED | As proposed in MIMP |
| **Signage** | Standards apply | Standards apply | Standards apply | Standards apply | NA | NA | As proposed in MIMP |
| **Land-scaping** | Standards apply | Standards apply | 5% at grade for new construction on vacant lots | 5% at grade for new construction on vacant lots | NA | Per MIMP Landscaping Plan (Exhibit G) | As proposed in MIMP |

## E. Approved Design Guidelines

Two sets of Design Guidelines are established for the Swedish First Hill campus*:

1) Campus Design Guidelines, and
2) Wayfinding Design Guidelines.

The guidelines shall be applied to and implemented with the proposed master plan projects (MIMP Planned and Potential Projects) when they are architecturally designed in the future. The guidelines provide design direction and a measure for use by DPD and the standing CAC during the Master Use Permit (MUP) review process.

### 1) Campus Design Guidelines

Buildings and Spaces

- Concentrate the most intense building mass and height toward the campus center (core hospital zone) to create a height/bulk/scale transition at campus edges along the major arterials.

- Use scale reducing architectural techniques for the buildings at the campus corners along Broadway at James and at Madison and incorporate open space at the triangular areas formed by the change in the street grid.

- Include street-level design features that contribute to a quality pedestrian experience and human scale, such as façade transparency, architectural detailing, and other amenities particularly along Broadway at James and at Madison and along Madison.

- Differentiate individual architectural building designs to be memorable and unique (such as with detailing, materials and color) yet buildings should also contribute to a collective campus form.

- Orient public plazas and open spaces to capture the sun (south facing) to attract users and establish memorable outdoor gathering places.

Landscape / Open Space

- Make visual connections between buildings and the landscape, such as with outlooks, courtyards and landscape healing gardens so that interior space is grounded and oriented with the outside.

- Develop a balance between publicly accessible open space that is welcoming to all citizens with Swedish patron oriented open space. Develop spaces that respect and allow the need for both passive and active activities. The intent should be to create space activity levels that provide opportunities for interaction as well as respect privacy and quiet time.

* CAC recommended changes from Final CAC Report (June 2005) are all included

- Consider landscape park pockets at Broadway/Cherry and Boylston/Marion

- Provide certain spaces that encourage public interaction and integrate these into the pedestrian transportation fabric, providing ease of accessibility.

- Provide certain spaces for meditation and reflection that may be enlivened by seasonal plantings and are special, secure sanctuaries within the intense, urban campus.

- Where possible, combine and orient open space towards seasonal sunlight, and away from prevailing winds and traffic noise.

Streetscape

- Enhance street life quality and human-scale amenities to improve the pedestrian experience and to distinguish each street, such as with landscaping, lighting, signage, weather protection, benches, kiosks, paving, and bicycle racks.

- Improve Marion and Minor as safe, landscaped corridors with amenities (greenstreets), accommodating both pedestrians and local traffic that connect Swedish with the First Hill neighborhood.

- Reinforce the Madison frontage as a pedestrian oriented neighborhood shopping street and encourage building setbacks at Madison / Marion to align with buildings along Madison to the West and/or East.

- Provide shelters and canopies for weather protection and shading at building entrances and drop-off/loading areas to highlight the activity location and building portal.

- Provide landscape setback buffers along Boren, James and Broadway frontages.

- Use sidewalk area landscaping, street tress, and other street-level plantings to separate and protect pedestrians from traffic lanes.

Lighting

- Provide lighting for safety and navigation, considering illumination levels, color, quality, scale and performance.

- Consider repetitive and consistent lighting fixtures or designs that distinguish the campus, particularly at boundaries and gateways.

- Minimize spill-over lighting by directing outdoor lighting away from any sensitive uses

## 2) Wayfinding Design Guidelines

Signage

- Provide campus-wide directional and informational signage that directs and informs users plus unifies the First Hill campus identity.

- Consider trailblazer type signage that guides movement sequence and aids direction decisions along a route to a specific destination for cars and people.

- Include standardized graphics, symbols, and color coding with environmental signage for ease in communication and to reinforce the Swedish campus image.

Campus Orientation

- Create identifiable landmarks and obvious pathways for orientation with a hierarchy of campus places that are clearly and directly connected.

- Establish clear identification of key medical center functions including the main hospital, medical office, emergency, service and parking, considering visibility and scale from driving and walking perspectives.

- Establish the identity of multiple campus 'front doors' that provide clear access to Swedish services.

- Distinguish a setting for external public art at key locations that can be campus identity landmarks (the sculpture garden, the art wall, sound/light gallery, etc.).

- Simplify and accent movement intersections (horizontal and vertical) to ease selection of the appropriate direction decision.

- Maintain the continuity of people flow, linking inside and outside routes, and accent identifiable campus gateways and building entrances.

Vehicle Flows

- Continue to evaluate, plan and implement traffic improvement designs at Summit/Madison that minimize on-site and spill-over impacts

- Match access routes with destinations particularly for approaching and departing traffic with early and regular warnings to allow time for route decisions.

- Remove on-street parking if it improves parking access, vehicle flow, and allows adequate lane width to direct cars to garages.

- Make garage entries and exits highly visible and obvious by eliminating obstructions.

- Design to facilitate the total movement sequence from campus approach, to parking, to the user destination and back.

- Support safe intersection design at internal streets with curb bulbs and/or additional crosswalk graphic.

## F. Draft Construction Management Plan Outline

I. Construction Communication
- A. Intent of Construction Management Plan (CMP)
- B. Construction Contact and Community Liaison
    1. General Requirements
    2. Specific Plans/Procedures
- C. Communicating with Neighbors
    1. Monthly Project Updates
    2. Special Project Updates
    3. 24-Hour Emergency Contact
    4. Construction Website
    5. Neighborhood Meetings

II. Construction Hours and Sensitive Receivers
- A. Construction Hours
    1. Standard Hours of Construction
    2. Evening and Saturday Construction Hours
    3. Night Time and Sunday Construction Activities
    4. Holiday Construction Activities (not expected)
- B. Construction Noise Requirements
- C. Known Sensitive Receivers, Activities, and Accommodations to Minimize Noise Impacts

III. Construction Milestones
- A. Demolition and Excavation
- B. Other Major Construction Phases
    1. Shoring
    2. Concrete Work
    3. Steel Erection

IV. Construction Noise and Vibration
- A. Noise Control Measures
    1. Timing Restrictions
    2. Noise Reduction Construction Technologies
    3. Process Modifications
    4. Noise Barriers Near On-Site Sources

V. Construction Parking Management Plan

VI. Construction Traffic/Street and Sidewalk Closures
- A. Truck Routing Plan
- B. Sidewalk Closures
- C. Site Plans

## G. Adopting Ordinance

Ketil Freeman
10/05/2005
Swedish MIMP Ordinance v.2 (Clean).doc
Version 2

**ORDINANCE** 121965

AN ORDINANCE adopting a new Major Institution Master Plan for the Swedish Medical Center First Hill Campus; and amending Chapter 23.32 of the Seattle Municipal Code at page 111 of the Official Land Use Map (Volume 6 of Plats, page 40, Records of King County and Volume 1 of Plats, page 87, Records of King County) to modify height limits and rezone property in the Major Institution Overlay, all generally located between Boren Avenue, Madison Street, Broadway, and James Street. (C.F. 306755)

WHEREAS, the Swedish Medical Center First Hill campus (Swedish) has an existing Major Institution Master Plan (MIMP) which was adopted by the Council in November 1984 by Ordinance 111993; and

WHEREAS, the preparation and review of the proposed new Swedish MIMP included the following principal steps:

1. Swedish notification of the Department of Planning and Development (DPD) of its intent to prepare a new MIMP on December 10, 2003;
2. Application to DPD for a renewed master plan on March 26, 2004;
3. Council approval of a Citizen Advisory Committee by Resolution 30687 on July 6, 2004;
4. Publication of a determination of significance by DPD on May 6, 2004;
5. Issuance of a draft MIMP and Draft Environmental Impact Statement (EIS) on November 15, 2004;
6. Publication of a final MIMP and Final EIS on March 14, 2005;
7. Issuance of the DPD Director's Recommendation on June 23, 2005;
8. An open record public hearing convened by the City Hearing Examiner on August 1, 2005;
9. Issuance of Findings and Recommendations by the City Hearing Examiner on August 31, 2005;
10. Review of the proposed MIMP including a determination of the sufficiency of the record by the City Council's Urban Development and Planning Committee on September 28 and October 12, 2005; and

WHEREAS, the City Council has considered the proposed MIMP, the record assembled by the Hearing Examiner including the reports and recommendations of the DPD Director, the Citizen Advisory Committee, and the Hearing Examiner; and

WHEREAS, the City Council intends to adopt the MIMP as recommended by the Hearing Examiner; NOW THEREFORE,

**BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:**

Section 1. The Swedish Medical Center First Hill Campus Final Major Institution Master Plan, dated March 14, 2005 and filed in C.F. 306755, is hereby adopted by the City Council, subject to the conditions contained in the Council's Findings, Conclusions and Decision. The existing Swedish Medical Center First Hill Campus Major Institution Master Plan adopted by Ordinance 111993 is hereby

CITY CLERK

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superceded. The property located within the boundaries of the Major Institution Overlay may be developed in accordance with the new adopted Major Institution Master Plan. Upon DPD review and approval of the final Major Institution Master Plan, with the conditions adopted by the City Council incorporated, pursuant to the provisions of Seattle Municipal Code § 23.69.032.K, DPD shall submit a copy of the final Swedish Medical Center First Hill Campus Major Institution Master Plan to the City Clerk to be placed on file in C.F. 306755.

Section 2. The Official Land Use Map, Seattle Municipal Code Chapter 23.32, at page 111 is amended to modify height limits in the Major Institution Overlay, as shown on Attachment A.

Section 3. This Ordinance shall take effect and be in force thirty (30) days from and after its passage and approval by the Mayor, but if not approved and returned by the Mayor within ten (10) days after presentation, it shall take effect as provided by Seattle Municipal Code § 1.04.020.

Passed by the City Council the 17th day of October, 2005, and signed by me in open session in authentication of its passage this 17th day of October, 2005.

President _____ of the City Council

Approved by me this 25th day of October, 2005

Gregory J. Nickels, Mayor

Filed by me this 25 day of October, 2005.

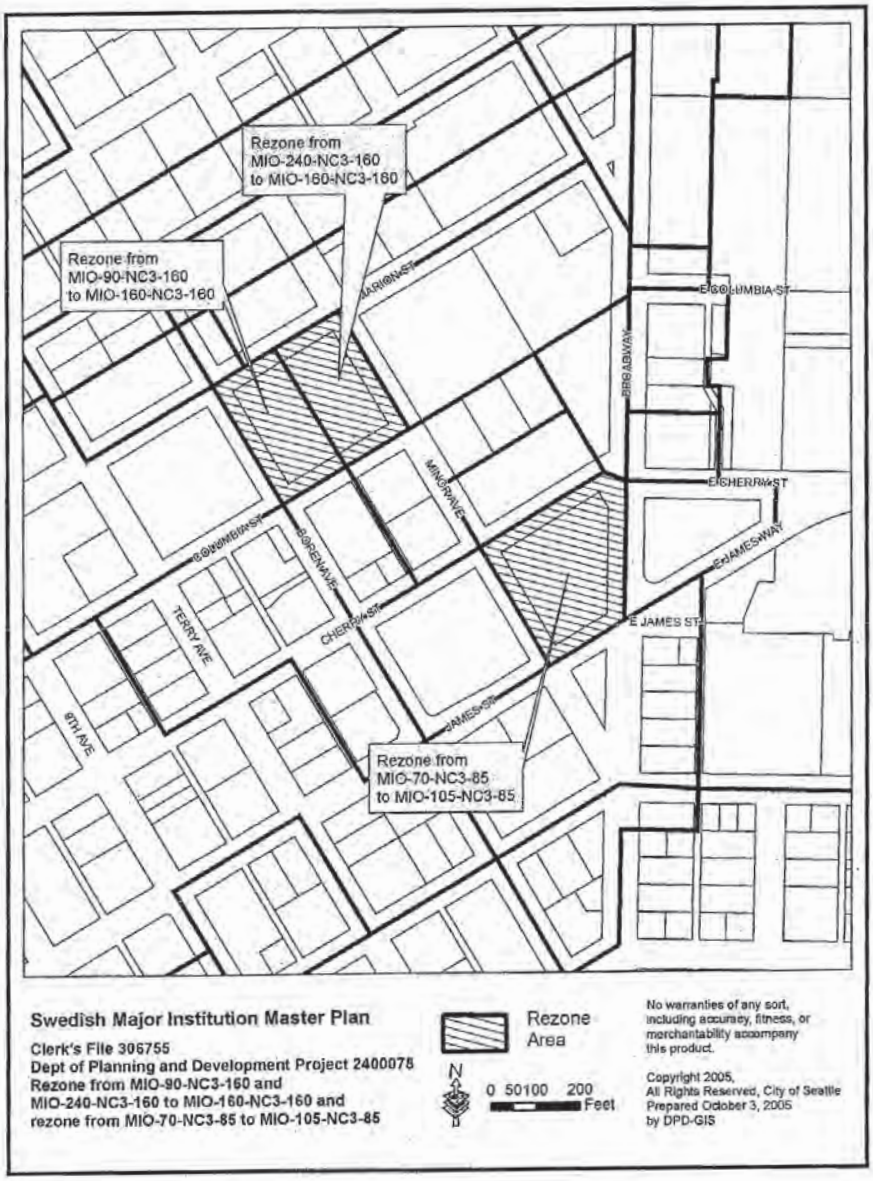
City Clerk

(Seal)

**Attachment A**: Rezone of Major Institution Overlay Height Limits

Ketil Freeman
10/05/2005
Swedish MIMP Ordinance v.2 (Clean).doc
Version 2

**Attachment A** - Rezone of Major Institution Overlay Height Limits



## H. Technical Appendix Notebook Contacts

A separate supporting document includes the following documents that are a part of the record for the Approved Swedish Master Plan:

1. MIMP Ordinance (October 25, 2005)
2. City Council Decision (October 17, 2005)
3. Hearing Examiner Report (August 31, 2005)
4. DPD Director's Final Report (June 23, 2005)
5. Swedish CAC Final Report (June, 2005)
6. Final MIMP (March 14, 2005)
7. Final EIS (March 14, 2005)
8. Draft MIMP (November 15, 2004)
9. Draft EIS (November 15, 2004)
10. Wayfinding Plan (Under Preparation)