



Virginia Mason Medical Center
First Hill Campus

Compiled Major Institution Master Plan

This Compiled Major Institution Master Plan (MIMP) for the Virginia Mason Medical Center has been prepared by Virginia Mason, URS Corporation, SRG Partnership, Weinstein A+U, Makers Architecture & Urban Design and Steinbrueck Urban Strategies, for submittal to Seattle's Department of Planning and Development in compliance with Seattle Municipal Code (SMC) 23.69.032 D, Development of a Master Plan.

This Compiled MIMP for the Virginia Mason campus was created using the following regional planning efforts and guidelines as guiding principles, policies and requirements:

The Washington State Growth Management Act (originally adopted in 1990) and codified as RCW 36.70A

City of Seattle Ordinance 120691, adopted December 17, 2001, enacting regulations for the location, uses, and size of Seattle Major Medical and Educational Institutions

The City of Seattle Comprehensive Plan

The City of Seattle Transportation Strategic Plan

The First Hill Neighborhood Plan

The City of Seattle Transit Master Plan

The Blue Ring Center City Open Space Plan

The City Parks and Recreation 2011 Development Plan

The City of Seattle Bicycle Master Plan

The City of Seattle Pedestrian Master Plan

Puget Sound Regional Council's VISION 2040

The Seattle City Council approved the MIMP on December 16, 2013. The Council's Findings, Conclusion and Decision (Clerk File 311081) contains 64 conditions of approval (pages 15 to 29). The Council's Findings, Conclusion and Decision are included in their entirety as Appendix F to this Compiled Master Plan. Future development of the Virginia Medical Center is subject to those conditions.

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February 5, 2014





Aerial View, 1961



Aerial View, 1965 - Interstate 5 in construction



Aerial View, 1978 - with Freeway Park



Aerial View, 1989 - with convention center

A. INTRODUCTION

1. Background and Purpose

Virginia Mason Medical Center is an integral part of a diverse, evolving neighborhood on First Hill in Seattle and is a major health care service provider to the region. As the neighborhood and the region have grown, so has Virginia Mason. Since its beginning in 1920 on First Hill, Virginia Mason has expanded its original campus, decentralized many business operations and opened clinics in surrounding communities to accommodate the growing regional population with primary and specialty care services. Virginia Mason is expanding its provision of services through strategic alliances with regional health care providers such as Group Health Cooperative of Puget Sound, Evergreen Health, Wenatchee Valley Medical Center and Pacific Medical Centers.

This growth has occurred over a 90-year time frame that has seen a revolution in lifestyles, urbanism and neighborhood character. In the 1920s, First Hill was still a mix of single-family houses, small commercial businesses and a few five- to -six-story residential apartment buildings. Virginia Mason's first building fit within this scale, with its six-story original hospital wing. Over the next 50 years, this community, which was built at the scale of the pedestrian, horse and buggy, was transformed by the rise of the automobile. In the 1960s, Interstate 5 (I-5) was constructed through Seattle, cutting off First Hill from downtown Seattle. Buildings turned their backs upon the street and shifted from a pedestrian orientation to an automobile orientation. They also grew upward, establishing a new scale on First Hill that was redefined with the construction of approximately 15 story high-rise residential towers and comparably sized religious, office and medical buildings.

Seattle is now redefining itself and developing towards a future that is refocused much more on the pedestrian experience, the opportunities for transit connections and a much greater density in areas defined as urban centers, such as First Hill. The community is challenging developers to build in ways that promote health, an active lifestyle, sustainable buildings, convenience and diversity.

The next generation of 300 foot tall (25- to 30-story) residential towers allowed under current zoning and tall commercial buildings may once again transform First Hill. This density is needed to accommodate the rapidly growing population of people who are seeking out lifestyles that are no longer as dependent upon the automobile and looking for a more urban lifestyle. Within the last 10 years, Seattle's residential population on First Hill has increased by nearly one-sixth, from approximately 52,000 residents in 2000 to over 60,000 residents in 2011. This trend is expected to continue. Thirty-seven percent of the residents also work in downtown Seattle. This growing population is younger, well-educated and diverse and is transforming Seattle into one of the most lived-in cities in the United States, with nearly 22,000 residents per square mile in the downtown.¹

¹ Downtown Seattle Association 2012 State of Downtown Economic Report.

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View from Pine & Terry looking north, 1907



View of the downtown waterfront, 1952



View of Harborview, 1949

Historic photographs courtesy of The Seattle Public Library

Virginia Mason's First Hill campus needs to be redeveloped to meet the health care demands of this regional growth, to provide for advancements in technology and patient care practices and to replace aging facilities. It also needs to reflect this new sense of urbanism by redeveloping in ways that:

- Create an environment for our patients, their families and visitors, our employees and volunteers, and our neighbors, that reflects the quality of care we provide.
- Provide a safe, attractive and engaging campus with lively streetscapes.
- Exemplify good stewardship of scarce resources.
- Modernize and expand facilities to accommodate new technologies and embrace the future.

This process begins with the renewal of Virginia Mason's Major Institution Master Plan (MIMP), which expired in 2004. Virginia Mason submitted its Notice of Intent to prepare a new Master Plan on August 9, 2010, and the MIMP Application/Concept Plan on December 7, 2010. Virginia Mason completed the last project approved under the previous Master Plan, the new Floyd & Delores Jones Pavilion, in 2011. The recent acquisition by Virginia Mason of the 1000 Madison block creates the opportunity to allow critical inpatient services to be replaced while maintaining full operations in the existing hospital. Virginia Mason is asking that its Major Institution Overlay (MIO) be expanded to include this block. The MIO process will ensure that the replacement buildings will contribute to the quality and the activity of the neighborhood.

Virginia Mason is also looking to the future to create a campus that is developed with a density comparable to the underlying zoning. This density allows Virginia Mason to be a good steward of the scarce resource of land on First Hill and minimizes its footprint on the surrounding community by reducing its need to expand further.

2. First Hill Neighborhood

The First Hill neighborhood is an extensively studied urban environment. Its planning efforts are built upon a foundation of sound city, county and regional plans aimed at defining the vision and accommodating the needs of a rapidly growing region.

This vision starts with a regional framework provided by the Puget Sound Regional Council's "VISION 2040," adopted by the Council in April of 2008. VISION 2040 provides clear and specific guidance for the distribution of population and employment growth into types of places defined as "regional geographies." The largest share of growth is distributed to metropolitan and core cities - places with designated regional growth centers that are already connected by major transportation corridors and high capacity transit.² This broad framework sets out the importance of the interrelationship between systems such as land uses, transportation, community facilities and the underlying ecology. The vision emphasizes the cooperative goals needed for a successful community to flourish in the long term. Of direct relevance to the First Hill neighborhood's role in the region, it emphasizes the development of regional growth centers and compact urban communities to accommodate the additional 1.7 million new inhabitants of Puget Sound and 1.2 million new jobs anticipated within the next 35 years.

² VISION 2040 executive summary, 2008

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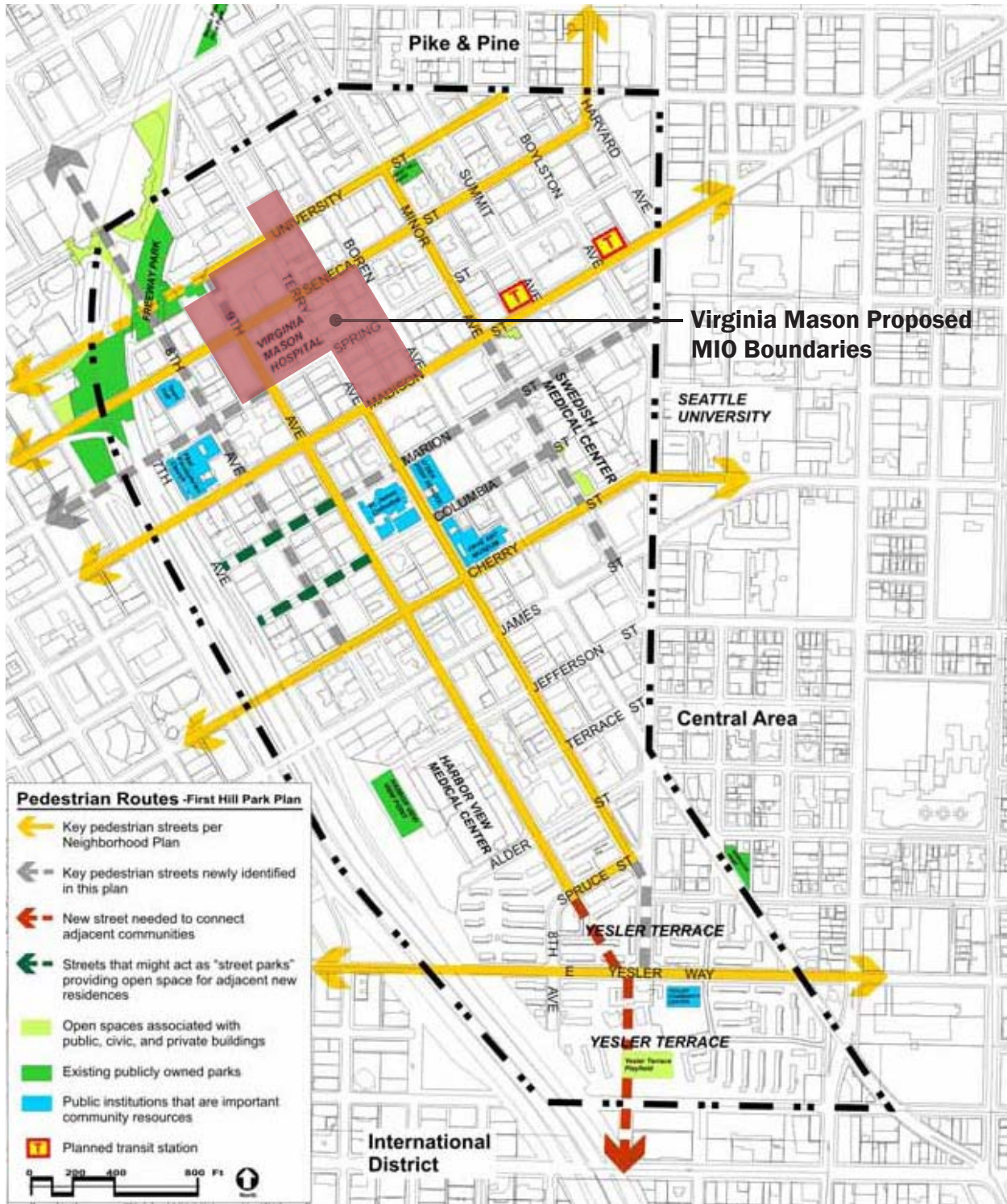


Figure 1 Virginia Mason Proposed Major Institution Overlay District on the "Pedestrian Routes Diagram"

Source: First Hill Urban Center Park Plan, City of Seattle, 2005

Neighborhood Context: Urban Center Village

First Hill's place within the region is first defined by its designation as one of six Urban Centers in Seattle. This designation envisions a bright, multidimensional future for First Hill that includes a full range of community amenities, including a vibrant pedestrian streetscape, a range of housing options, employment opportunities and a diversity of community services. These community services encompass open space, retail, commercial, multifamily residential, social, religious and educational services, an art museum, and other institutions and experiences.

The designation as an Urban Center Village has, as a foundational element, the expectation that the community will be planned to support a higher density of housing and employers than other communities. It is a critical difference between First Hill and other Seattle communities. First Hill is identified as a suitable area to accommodate urban density because it is already at a density greater than many of the surrounding neighborhoods, because of its proximity to Downtown, its access to transportation, and its many community services, institutions, jobs and residences. This increased density is essential if First Hill is to grow and support its role in the region as both a residential and an employment center.

The planning defines a community where auto, transit and pedestrian corridors connect and concentrate commercial activities within pockets of high-rise residential development. The major arterials include Madison Street, Broadway, James Street, Boren Avenue, and the Pike/Pine Street corridors. Other streets have been targeted to be excellent pedestrian environments, including University Street, Seneca Street, Terry Avenue south of Madison Street, Eighth Avenue, Ninth Avenue and Minor Avenue (see Figure 1).

Within these major arterial boundaries nestle pockets of residential neighborhood, educational and medical development. The land use edges are not well integrated, and residential, commercial and freeway uses relate to each other in sometimes awkward ways.

Neighborhood Texture

Virginia Mason is below the crest of First Hill in the area known as the West Slope, with topography that descends toward downtown Seattle. Virginia Mason's campus is adjacent to the Horizon House continuing care retirement community to the northwest, a variety of residential developments to the northeast and southwest, the commercial district along Madison Street and Boren Avenue to the southeast and Freeway Park to the west. Terry Avenue and University Street are designated as "Neighborhood Green Streets" as they pass through the Virginia Mason Campus. This designation provides incentives for certain street improvements and pocket parks in exchange for increased floor area sizes and allows improvements in the right-of-way in collaboration with the City of Seattle.

The character of development on First Hill is enormously varied and reflects a neighborhood that is undergoing dynamic change. It ranges in scale from single-family homes to high-rise residential towers, and from small commercial buildings to office towers, universities, cathedrals and hospitals. The urban texture is uneven, with parking lots, one-story buildings or undeveloped sites abutting new high-rise developments. There has been significant recent retail development along the Madison Street corridor and along James Street, but the recent economic downturn has had a negative impact on the small

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businesses in the community, and there are empty storefronts. A sprinkling of retail establishments is scattered throughout First Hill and provides important amenities to the community.

Major Institution Hub

First Hill is host to four Major Institutions, with an emphasis on health care, life sciences and higher education. These institutions are bolstered by, and have been foundational incubators to, other internationally acclaimed organizations like the Fred Hutchinson Cancer Research Center and the University of Washington Global Health program. They are a training and proving ground for developing regional and global expertise, fueling the economic engines of research and development in organizations like Amgen, Zymogenetics, the Bill & Melinda Gates Foundation, the Seattle Biomedical Research Institute, Cell Therapeutics, Seattle Science Foundation, Dendreon, Seattle Genetics and many others.

The First Hill institutions train a significant percentage of the health care and research practitioners in the Puget Sound region. In their partnerships with the University of Washington, Seattle Pacific University, Seattle University and Seattle Community College, they provide a substantial role in the development and retention of the intellectual capital of the region. Their ability to attract national and international talent, grants, research funding and venture capital places Seattle within the top five regional centers of innovation in the nation.

These four Major Institutions collectively generate over 77,220 jobs, provide over \$4.9 billion in salaries and benefits and provide one out of every six Seattle jobs.³ Their secondary effects are directly and indirectly responsible for another 160,000 Seattle jobs, and the number of jobs is anticipated to continue to grow at an average rate of 5% a year. This growth has ranked Seattle #1 in high-tech growth based on long- and short- term growth numbers, according to Forbes, beating out even Silicon Valley.⁴

3. Goals, Objectives and Intent of Major Institution Master Plan

Virginia Mason is now updating its Vision for its First Hill campus. The goal of this effort is to fully understand the capacities and constraints inherent in the redevelopment of the existing properties, to collaborate with the surrounding neighborhood on how to best accommodate this growth and to smooth the development process.

As a critical first step in planning for this growth, Virginia Mason has entered into the City of Seattle's MIMP process to partner with its First Hill neighbors to collaboratively develop a vision for the future. From Seattle Department of Neighborhood's website: *"Seattle's hospitals, universities and colleges are important assets of the region and Seattle therefore allows their development to exceed many of the zoning standards that would apply to nearby development. Unique zoning rules are crafted for each major institution through the adoption of a Major Institution Master Plan that: 1) identifies a boundary (Major Institution Overlay District) within which the revised rules applies; and 2) identifies the specific rules that will apply to development within this boundary. The objectives of the plan are to balance the*

³ Downtown Seattle Association Economic Impact of Seattle's Major Institutions, 2012

⁴ Seattle Times, November 21, 2011

needs of major institution development with the need to preserve adjacent neighborhoods.”⁵

Virginia Mason representatives have been actively involved in the numerous recent planning efforts on First Hill, including the First Hill Neighborhood Plan, the West Slope First Hill Plan, the planning for siting the Sound Transit First Hill station, the planning for the First Hill Streetcar, the development of other MIMPs, the Downtown Seattle Association plans, First Hill Improvement Association activities, Design Review Board meetings, and the activities of the Freeway Park Association. This involvement has deepened our perspective on the neighborhood’s collective goals, concerns and plans, and how Virginia Mason can best grow within this unique community.

This participation, the hard, dedicated work of the Citizens Advisory Committee, and input from many neighbors and other businesses on First Hill have culminated in the development of a shared set of goals and objectives for the redevelopment of the campus.

⁵ City of Seattle Department of Neighborhood website: <http://www.seattle.gov/neighborhoods/mi/miac/>, 3/17/2012

Table 1 Goals and Objectives

GOALS	OBJECTIVES
CAMPUS BUILDINGS	
Design the edges of the campus to contextually relate to the adjoining properties in scale, style and massing	<ul style="list-style-type: none"> • Maintain the existing setbacks of the underlying zoning to shape building masses, except where deviations are needed to accommodate hospital bed floors
Design buildings, including rooftops and street level facades, with consideration of how they will appear to viewers from surrounding residential buildings, nonmotorized travelers at street level, and motorized travelers	<ul style="list-style-type: none"> • Consider the placement of mechanical equipment and how it can be shielded • Consider views into new facilities from neighboring buildings • Create interest at street level from a pedestrian scale • Integrate mechanical equipment into the architecture of the building
Acknowledge the diversity of scales and styles in neighboring buildings, from high-rise to single-family	<ul style="list-style-type: none"> • Shape the buildings and towers to respond to their context • Incorporate measures that respond to the scale and character of adjacent buildings • At the larger scale, consider visual interest through articulation of facades, fenestration patterns, and larger scale architectural moves • Use materials that are compatible with the neighboring development • Create a style that is compatible with residential instead of an institutional style
The scale of the pedestrian streetscape is important	<ul style="list-style-type: none"> • Create street level facades that respond to the pedestrian scale and add interest from a pedestrian perspective
Protect public view corridors	<ul style="list-style-type: none"> • Consider the use of setbacks to maintain and open up public east-west views • Design skybridge structures to minimize view blockage • Consider massing buildings in an east-west direction to reduce the impacts on the views of uphill neighbors
Provide shared spaces that community members can also use	<ul style="list-style-type: none"> • Consider locating cafeterias, coffee shops, gift shops, conference centers, meeting areas, auditoriums and gathering places near entries for easy community sharing

GOALS	OBJECTIVES
LANDSCAPING AND OPEN SPACE	
Maintain plantings and street trees	<ul style="list-style-type: none"> • Replace trees that need to be moved or removed for development
Enhance campus greenery, open space	<ul style="list-style-type: none"> • Use thoughtful site planning and landscape design, working at a campuswide and site specific level • Make use of multiple scales of plant materials, pocket parks, plazas, median strips, setbacks and roof decks • Add plantings and other features to attract birds, pollinators and other desirable fauna to the gardens
CAMPUS MOBILITY	
Maintain and improve the mobility of pedestrians and other nonmotorized travelers to move through the Virginia Mason MIO boundaries (don't become a closed-off campus)	<ul style="list-style-type: none"> • Address steep slopes with steps, handrails and ramps • Extend overhangs, awnings, or other weather protection features to protect pedestrians from rain along designated pedestrian corridors where feasible • Use "Crime Prevention Through Environmental Design" principles to enhance safety of the pedestrian experience
Improve sidewalks and streetscapes to enhance the pedestrian and other nonmotorized user experience	<ul style="list-style-type: none"> • Use three-dimensional plantings, artwork, pedestrian-scale lighting and street furnishing to enrich the pedestrian experience
Make entries easy to find, welcoming and accommodating	<ul style="list-style-type: none"> • Improve accessibility of entries • Locate entries to facilitate pedestrian egress
Enhance ease of pedestrian flow, improve circulation, accessibility, wayfinding, connectivity, visual interest	<ul style="list-style-type: none"> • Reveal activities within buildings at street level with an interactive sidewalk edge, transparency of street-level facades
Enhance the ability of people to pass through the larger buildings via interior and exterior "streets" that are combinations of entries, major corridors and skybridges	<ul style="list-style-type: none"> • Expand the existing network of skybridges to create interior and exterior pedestrian connections across the entire campus • Consider developing tunnels where feasible to move materials "off-stage" from the public

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GOALS	OBJECTIVES
Provide attractive nonmotorized connections across the campus to Downtown and other Seattle neighborhoods	<ul style="list-style-type: none"> • Continue the Pigott Corridor extension up University for the half-block northwest of Terry • Consider the use of lighting that is the same or similar to that used elsewhere on First Hill (such as in Freeway Park)
Create open spaces in ways that tie together the public spaces of the neighborhood	<ul style="list-style-type: none"> • Locate open space in areas on campus that enhance or complement open space located off campus (such as adjacent to the Pigott Corridor or across from the Sorrento Hotel)
NEIGHBORHOOD VITALITY AND CHARACTER	
Contribute to the economic vitality of First Hill that exists from the interdependence of residential, commercial, and the educational and health care institutions	
Maintain the residential character of First Hill	<ul style="list-style-type: none"> • Replace any housing loss on First Hill per City requirements • Locate noisy trash hauling and dock functions away from residential neighbors
Honor and protect designated historic structures	<ul style="list-style-type: none"> • With development, perform historic resources studies of older buildings on campus • Protect landmarks through City Landmarks process • Design new facilities to complement and enhance existing landmarks, like the Sorrento, the Baroness and the Archbishop's residence • Where possible salvage historic elements from demolished buildings and reuse them in new construction. (Note: this item is a post-workshop update to the goals and objectives.)
Maintain and support opportunities for retail that serve both Virginia Mason and the residential community	<ul style="list-style-type: none"> • Identify locations on Virginia Mason blocks where retail uses will contribute to neighborhood vitality • Work with neighborhood on desirable types of retail to serve the broader population • Provide direct access to retail from the street

GOALS	OBJECTIVES
ENVIRONMENTAL STEWARDSHIP	
Employ Environmental Stewardship in the design and practices of buildings, grounds, and operations	<ul style="list-style-type: none"> • Pursue healthy living with design principles • Use new energy-efficient technologies that help reduce energy usage and create a cleaner environment • Use each block to its highest and best use • Balance open space and setbacks with high density and tall structures to maximize capacity of each block
Build facilities that are resource-efficient	<ul style="list-style-type: none"> • Participate in the Seattle 2030 District challenge
Minimize glare, noise, wind effect and shading	<ul style="list-style-type: none"> • Design strategies for microclimate, local conditions • Prioritize public spaces when considering shading • Consider the location of noise-creating activities to least impact neighborhood residents • Minimize the effects of artificially lit interiors during the night on surrounding residential areas. (Note: this item is a post-workshop update to the goals and objectives.)
TRANSIT, TRAFFIC AND PARKING	
Continue to encourage the use of transit over driving to Virginia Mason by making transit an easy and enjoyable way to get to and from the Virginia Mason campus and adjacent First Hill neighborhoods	<ul style="list-style-type: none"> • Improve bus stops with enhanced lighting, shelters, landing areas and wider sidewalks • Advocate for enhanced transit coverage for First Hill, especially connections that tie it to other Seattle neighborhoods and downtown • Work with Seattle Police Department “Crime Prevention Through Environmental Design” principles to enhance bus stop safety and use • Be aware of pedestrian routes that connect to transit stops as part of the transit system’s quality and level of safety
Continue to reduce peak-commute trip single-occupancy vehicle use and encourage alternative modes of transportation, including walking, bicycling, mass transit, shuttles and carpools	<ul style="list-style-type: none"> • Continue and enhance the existing Transportation Management Plan (TMP) to reduce the number of drive-alone commutes to the VMHC campus
Build parking to meet but not exceed present, future need, sequence parking development	<ul style="list-style-type: none"> • Distribute the location of structured parking and access to lessen neighborhood impact

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GOALS	OBJECTIVES
CONSTRUCTION IMPACTS	
Minimize construction impacts on the larger community	<ul style="list-style-type: none"> • Construct new buildings in phases • Develop and implement a construction management plan and communicate with the community about the plan
Maintain traffic and pedestrian flow	<ul style="list-style-type: none"> • Limit the use of street area for construction, or time street closures to minimize disruptions to neighborhood traffic • Limit sidewalk closures
Maintain the viability of retail	<ul style="list-style-type: none"> • To the extent feasible, provide temporary locations for retail displaced by Virginia Mason construction

4. Virginia Mason’s Mission

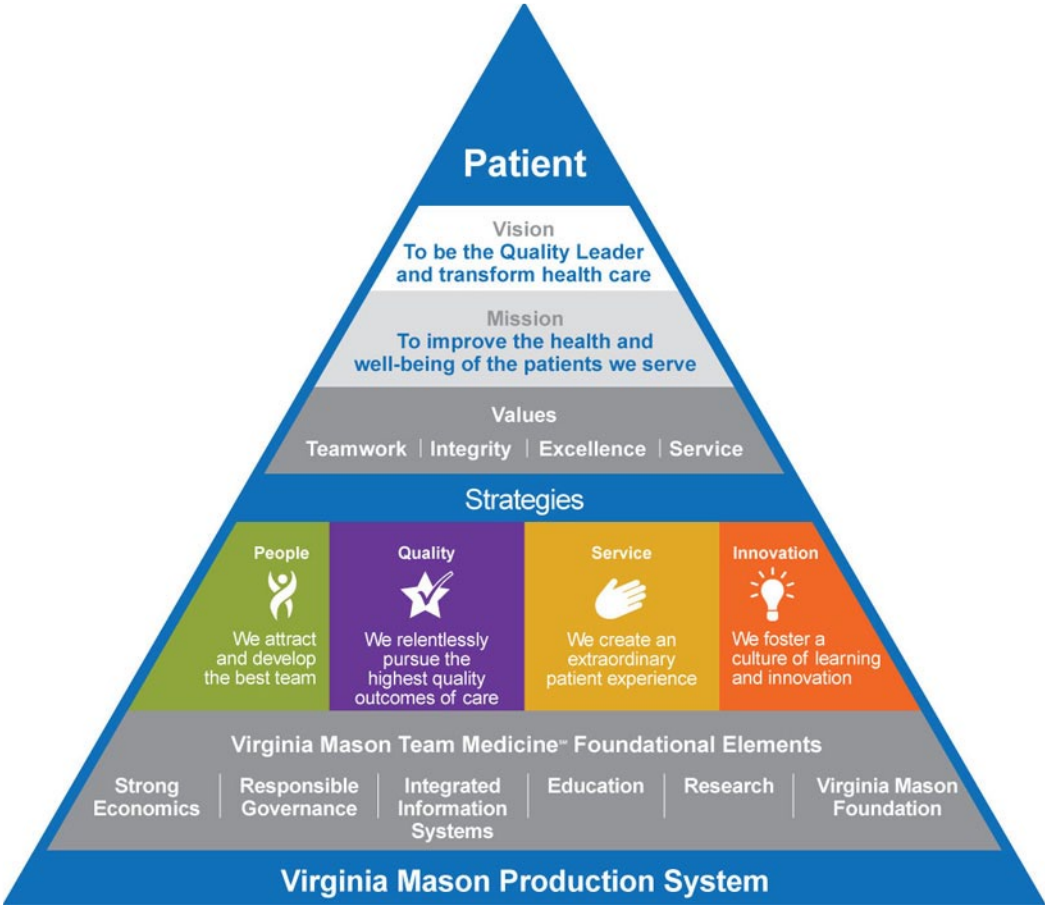


Figure 2 Virginia Mason’s Strategic Plan Pyramid

Virginia Mason: Patients First

Patients are the reason Virginia Mason exists. Therefore, patients are at the center of all Virginia Mason’s considerations and decisions. All facilities and operations are designed to enhance the overall experience of the patient.

Virginia Mason’s mission is to improve the health and well-being of the patients served. Virginia Mason aspires to be the Quality Leader and transform health care by leading the way to improve health care quality and patient safety. Everything Virginia Mason does is ultimately to improve patient health and well-being. This is accomplished by hiring the finest physicians and staff, achieving the best clinical outcomes, providing unsurpassed service and the safest, most efficient facilities for patients and their families.

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Virginia Mason embraces advances and innovations in health care delivery to meet the ever-changing needs of patients. Today, this means providing hospital facilities that offer the technological and design advancements vital to patients in the 21st century. Virginia Mason is also committed to providing a broad range of services that improve one's sense of well-being and prevent illness. Virginia Mason is acclaimed for its expertise in providing services in Digestive Disorders, Neurosciences, Heart Care, Cancer Care, Orthopedics and Sports Medicine, and Urology.

Virginia Mason Vision: To be the Quality Leader and Transform Health Care

To become the Quality Leader and transform health care, Virginia Mason set out first to change the way health care is delivered. The Virginia Mason concept of quality is all-encompassing and includes both clinical results and the service components of all interactions with patients. Virginia Mason strives to provide the best outcomes available anywhere. Virginia Mason is transforming health care delivery by eliminating waste, standardizing work and providing extraordinary care and service.

Virginia Mason Production System (VMPS)

Virginia Mason has achieved remarkable transformational results by focusing on the process of change through its management method, the Virginia Mason Production System, or VMPS. Modeled on the Toyota Production System, Virginia Mason has embraced lean manufacturing processes to scrutinize health care delivery at every level of the organization. This relentless focus on structured process improvement has eliminated waste at every level of the organization, increasing patient safety and satisfaction, reducing cost, and improving quality of care. VMPS provides specific methods for designing processes, facilities, and the environment of care, focusing on patient centeredness, improved flow and delivery of the highest quality care.

Virginia Mason: Demonstrating Quality and Value

In 2010, the Leapfrog Group awarded Virginia Mason its Top Hospital of the Decade award, recognizing Virginia Mason's decade-long, sustained drive to improve the value of its services to its patients. The Leapfrog Group is a coalition of large organizations who buy health care services for their employees and who are working to initiate breakthrough improvements in safety, quality and affordability. The Leapfrog Group defines value by identifying organizations that provide the best quality of care at the lowest cost.



Figure 3 Leapfrog Award



Figure 4 Leapfrog Top Hospital of the Decade 2001 - 2010

The Top Hospital of the Decade award followed six consecutive years (2006-2011) of the Leapfrog Group naming Virginia Mason a Top Hospital. The Top Hospital recognition has been awarded to Virginia Mason each year since the award's inception in 2006. The Top Hospital designation is based on results from the Leapfrog Hospital Survey, the nation's premier hospital evaluation tool that provides consumers and health care purchasers with up-to-date assessments of hospitals' quality and safety programs and outcomes.

Virginia Mason also received the highest overall scores in the Pacific Northwest region in the Leapfrog Group's 2010 Hospital Quality and Safety Survey. No hospital in Washington has outranked Virginia Mason on this annual survey since the Leapfrog Group began measuring hospital quality and safety in 2001.

In 2008 through 2012, Virginia Mason also received the HealthGrades Patient Safety Excellence Award and was named a Distinguished Hospital for Clinical Excellence. Only 263 hospitals in the nation received this honor for being in the top 5% for patient safety. HealthGrades, a leading independent health care ratings organization, evaluated 5,000 hospitals across the country for clinical performance.

Virginia Mason Organization

Virginia Mason Medical Center is a nonprofit comprehensive regional health care system in Seattle that combines a primary and specialty care group practice of more than 460 physicians with a 336-bed acute-care teaching hospital. Virginia Mason operates a network of clinics throughout the Puget Sound area providing primary care, specialty and outpatient surgical services, and Bailey-Boushay House, a skilled-nursing facility and chronic care management program for people with HIV/AIDS and for those suffering from life-threatening illnesses.

Virginia Mason is governed by a board of community volunteers. The medical center is a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code. The board has adopted governance policies and practices to help guide fulfillment of its commitment to the community and the patients served.

The medical center is affiliated with the Virginia Mason Institute (VMI), which provides education and training in the Virginia Mason management method - known as the Virginia Mason Production System (VMPS) - to other health care providers and organizations. VMI includes the Center for Health Care Solutions, whose work is to improve quality and access to care while reducing cost for employers and health plans for the most common and costly medical conditions. The medical center is also affiliated with the Benaroya Research Institute at Virginia Mason (BRI), which is internationally recognized in autoimmune disease research, and the Virginia Mason Foundation. The Virginia Mason Foundation engages in fundraising in support of the mission of the medical center and BRI.

The First Hill campus is composed of the acute care hospital, BRI, and a full complement of primary care and specialty clinics. The Bailey-Boushay House is located in the Madison Valley east of downtown Seattle and is approximately two miles outside of Virginia Mason's Major Institution Overlay district.

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Virginia Mason also serves the larger region through a network of seven satellite medical facilities in Federal Way, Issaquah, Bellevue, Kirkland, Lynnwood, Sand Point and Winslow/Bainbridge Island. Virginia Mason also has three supporting facilities: the medical records and warehouse facility in Georgetown, administrative offices in the Metropolitan Park West building in downtown Seattle, and a call center in Canyon Park, Bothell.

Virginia Mason has affiliations with Group Health Cooperative of Puget Sound, Pacific Medical Centers, Evergreen Health, Wenatchee Valley Medical Center and other regional health care providers.

Virginia Mason Staff

Virginia Mason employs more than 5,500 people. Over 460 physicians are employed by Virginia Mason and many provide services at more than one location. Virginia Mason also benefits from the contributions of almost 970 volunteers who donated more than 22,768 hours in 2011.

Virginia Mason's First Hill campus facilities run around the clock, providing continuous care to the community. The regional clinics are open Monday through Friday, with some clinics and surgical services also open on Saturday. Because of this, the employees generate activities that enliven neighborhoods throughout the week and contribute a significant economic benefit to the surrounding neighborhoods that extends past the traditional lunch-hour crowds.

Virginia Mason Patients

Over 626,791 health care provider visits were made in 2011 at Virginia Mason's First Hill campus. In 2011, 16,330 patients were admitted to the hospital, 10,000 outpatient surgeries were performed, and over 15,700 patients were treated at the Emergency Department.

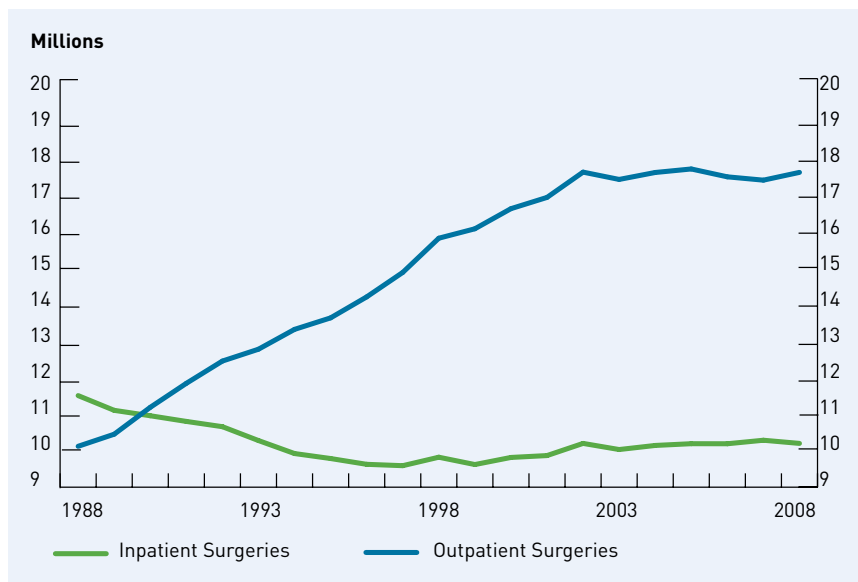


Figure 5 Inpatient and Outpatient Surgeries at U.S. Community Hospitals

Source: American Hospital Association

The increasing proportion of outpatient visits reflects a significant trend in health care innovation as more and more procedures that previously required hospitalization can now be done in an outpatient setting, and the patient can go home the same day. Virginia Mason is decentralizing some of these procedures to its regional outpatient surgery centers in Issaquah, Federal Way and Lynnwood to free up capacity on the First Hill campus for patients whose illnesses are more acute and who require specialty or hospital care. The First Hill campus continues to see increasingly complex, sicker patients whose illnesses require a teamed specialty approach to care and facilities specially designed for this purpose.

Virginia Mason Commitment to the Community

Virginia Mason is proud to be an important part of the First Hill neighborhood and recognizes that the institution and its neighbors are crucial partners in a quality neighborhood. Virginia Mason's commitment to the community extends well beyond patient care. Virginia Mason believes it is essential to contribute at many levels to the communities where patients and staff members work and live. The organization has acted on that belief by contributing time, energy and money to efforts that benefit the community in the areas of improving health, providing free and subsidized care, and supporting health professional education and research.

Virginia Mason's commitment is described in more detail in Section D.13, page 88.

5. Regional Growth and Health Care Needs

Regional Population Growth

The population of the Puget Sound area within King, Snohomish, Pierce and Kitsap Counties continues to steadily increase every year. From 2000 to 2010, the regional population increased by more than 400,000 people, or an 11% increase, from 3.2 million people to 3.69 million people, according to the 2010 census. If this rate of growth holds steady over the next 20 years, the region's population could conservatively increase by another 1 million or more people. Rising land costs, limited availability of undeveloped land, land use planning and good stewardship of scarce natural resources will direct much of this growth to growing urban cores and into multiunit housing, like the First Hill neighborhood.

Regional growth is not likely to slow in the next 20 years - the abundant natural resources, vibrant and diverse economy and links to the Pan-Pacific markets are likely to continue to grow well into the future. The growth framework for Virginia Mason's First Hill campus must find the best use of every parcel, to contain its footprint and concentrate its density, while at the same time providing the highest quality care for its patients, now and in the future.

Aging Population

This steadily growing population increases the demand for health care services at all levels of service delivery, including prenatal and maternal care; pediatric and adult care; geriatric and specialty care like skilled nursing, Alzheimer's and hospice; tracking and treatment of chronic diseases; and hospitalization for acute care episodes at all ages.

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In addition, the steadily aging population exerts its own stress upon the regional health care system. The Social Security Administration now states that if a person lives to age 65, they are likely to live to an average of 83 years of age. One in four 65 year olds will live to age 90, and one in 10 will live to 95. The Baby Boomers (born between the years of 1946 and 1957) are going to add significant demand for specialty services. As they downsize their lifestyles and move into more convenient and compact urban neighborhoods like First Hill, they will want easy access to quality specialty care, such as that provided at Virginia Mason.

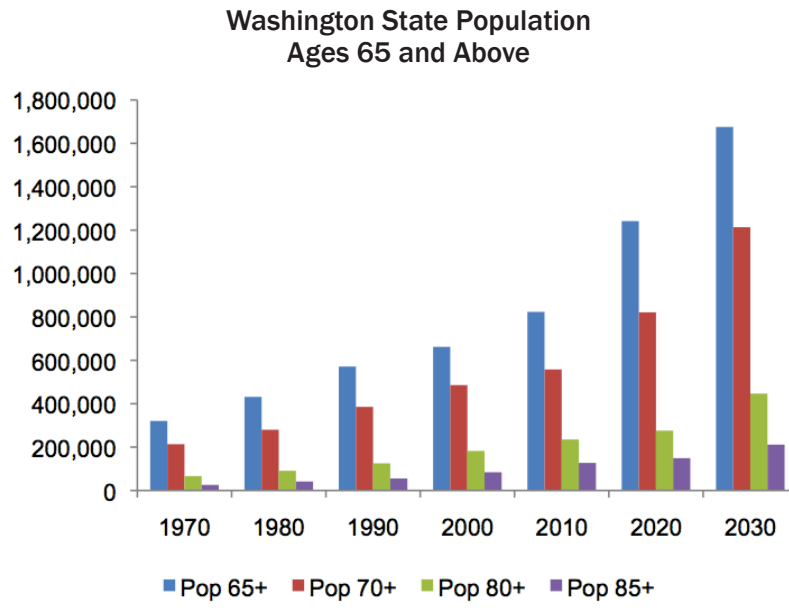


Figure 6 Washington State Population Ages 65 and Above

Source: State of Washington Office of Financial Management Forecasting Division November 2012 State Population Forecast

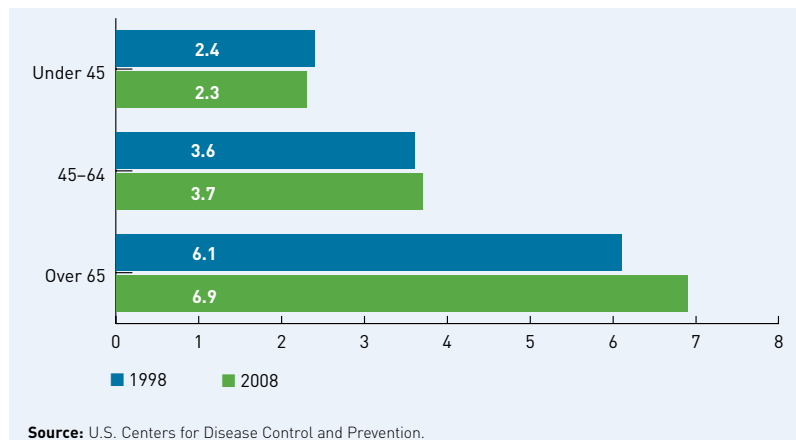


Figure 7 Annual Rate of Physician Office Visits by Age Group, 1998 versus 2008

Source: US centers for Disease Control and Prevention

Older adults use a higher percentage of health care services than younger, healthy adults, as they frequently have multiple chronic conditions that require testing, monitoring and treatment to maintain the best health possible. In 2005, 133 million American, almost 1 out of every 2 adults, had at least one chronic illness. One in five have multiple chronic conditions.⁶ The Centers for Disease Control and Prevention note that chronic diseases are the leading cause of disability and death in the United States. The Urban Land Institute states that “those over 65 years of age have three times as many office visits per year as people under 45.”⁷ Virginia Mason’s plans for the near future anticipate a significant increase in demand for specialty services, coupled with team-based, integrated care management to provide the best value for these older patients.

Decentralization and Regional Presence

Virginia Mason is reaching out to these growing, aging populations by expanding its primary care and specialty care services to its regional ring of clinic locations in Bellevue, Federal Way, Issaquah, Kirkland, Lynnwood, Northeast Seattle/Sand Point, and Winslow/Bainbridge Island. This regional growth needs to occur in conjunction with growth of Acute Care services at the First Hill campus, and with an expanded portfolio of skilled nursing and home health care.

Virginia Mason’s new alliance with Evergreen Health will leverage Evergreen’s capacity in Home Health care to augment Virginia Mason’s hospital services.

For parents who need to get to work but who have a mildly ill child who must be kept out of school or day care, Virginia Mason offers Tender Loving Care (TLC). TLC provides child care for children ranging in age from 1 year to 12 years old, offering parents the reassurance that their sick child will be well cared for while they work. TLC is located on the First Hill campus close to employers in downtown Seattle.

This regionalization of services is described in more detail in Section D.12, page 87.

⁶ (Gen Intern Med. 2007, December; 22 (Suppl 3): 391-395)

⁷ The Outlook for Health Care, by Gary Shilling, 2011

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Increasing Complexity of Care

Virginia Mason will continue to focus hospital care at the First Hill campus. The patients at the First Hill campus are being seen for more complex and invasive procedures that are in large part the drivers behind the need to replace the facilities at the First Hill campus. More complex care means more medical devices and more sophisticated monitoring, a heavier reliance on information systems infrastructure, and more heat from equipment requiring more air conditioning, more power and more space.

Team Medicine, as practiced by Virginia Mason, uses a concentrated team of specialists to act collaboratively to deliver optimal care. Higher acuity care requires larger, integrated teams composed of an array of specialists directed by a care manager. The care also includes more active participation in care by the patient and their families. These larger teams of caregivers are hard to support efficiently within the built constraints of the existing campus. Looking to the future, Virginia Mason is employing strategies to move the highest acuity care into the new Jones Pavilion and to rebuild its core hospital services on the 1000 Madison block.

Virginia Mason does not anticipate an increase in its Bed License under the State of Washington's Certificate of Need process at this time, although it may do so within the life of this Master Plan if the growth of such services requires it. If additional hospital beds are proposed in the future, they would replace outpatient services and not add to the area projections within this plan. They would therefore reduce the demand for parking, utilities, traffic, etc., as inpatient hospital services have lower demand for these than outpatient services. Virginia Mason is currently seeing its ability to provide more and more procedures in an outpatient setting, the increasing ability of telemedicine and remote monitoring to provide health care services closer to home, and reductions in average lengths of stays keeping pace with service growth.

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View of Madison from Broadway, 1889



View of First Hill from Denny Hill, 1882



View from Denny Hill, 1890

Historic photographs courtesy of The Seattle Public Library

B. EXISTING CAMPUS

The existing Virginia Mason Medical Center First Hill campus is a study in regional medical growth. The original hospital was built in 1920 as a six-story concrete frame building housing 65 hospital beds. The first addition was made to the hospital in 1928. Since the beginning in 1920, there have been 26 additions or new buildings constructed within the First Hill campus. The most recent, the Floyd & Delores Jones Pavilion, was completed in 2011.

This growth parallels the growth of Seattle. From its start as a rugged frontier town, First Hill has reinvented itself about every 20 to 30 years, from forests and farms to wood frame Victorian-era housing, to St. James Cathedral and Harborview Medical Center towering over the neighborhood to brick apartment buildings to postwar midrise apartment buildings. The most recent wave of new development is pushing First Hill skywards into an urban center of tall, densely developed high-rise apartments, Major Institution development and office buildings.

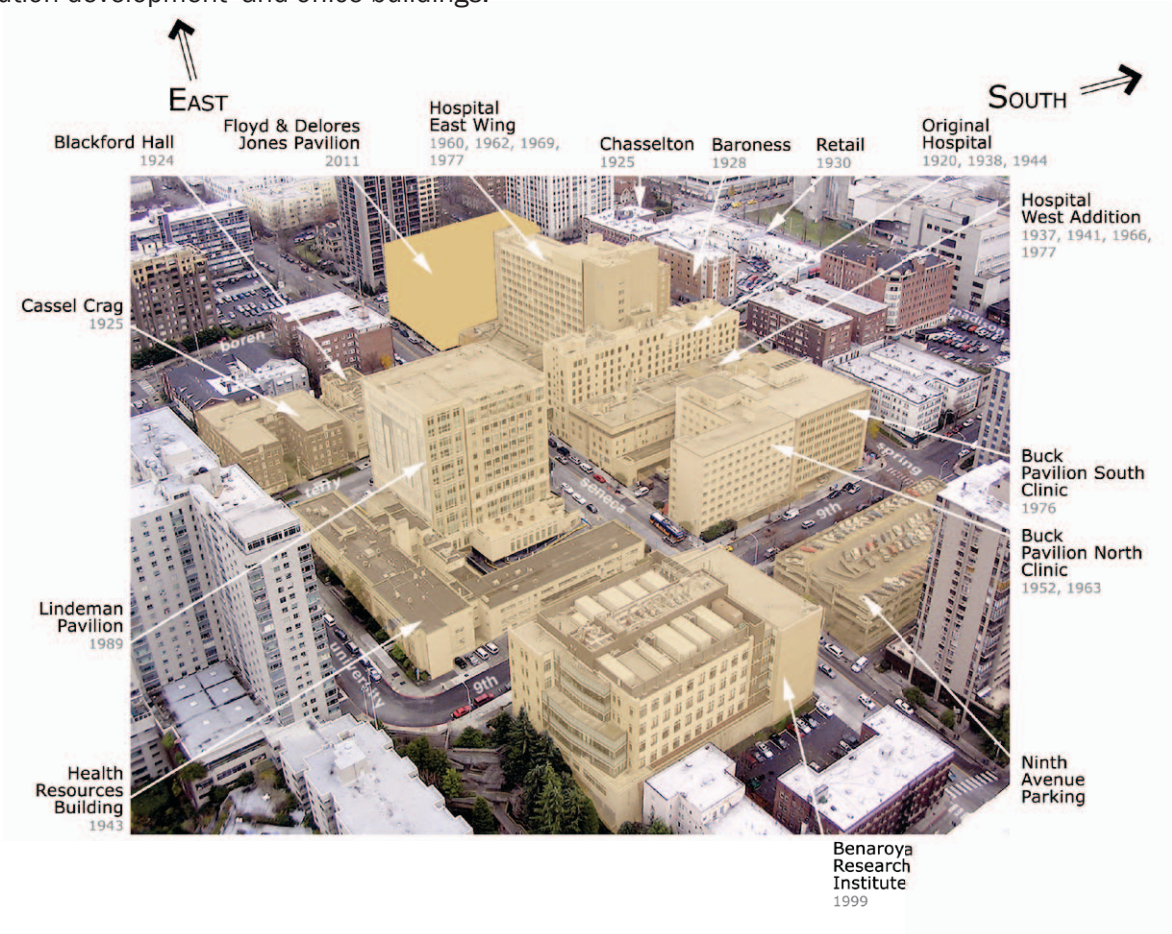


Figure 8 Virginia Mason Campus, Looking Southeast

Figure 8 depicts how the campus has grown, with a major building addition added every three to 10 years. Each year, a substantial number of smaller renovation projects are done to upgrade existing services, accommodate new technologies, provide routine maintenance or replacement of services, and keep pace with the changing needs of health care.

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1. Virginia Mason Property

Virginia Mason owns all of the property within the MIO district with the exception of the public rights-of-way. The total land area of the Virginia Mason First Hill campus is approximately 8.5 acres or 369,550 square feet over eight contiguous city blocks (including the 1000 Madison block and alley). See Appendix A for detailed property ownership and legal descriptions.

Existing/Approved Development

The existing Virginia Mason facilities of the First Hill campus include 12 buildings and total approximately 1.23 million building gross square feet (BGSF), as identified in Figure 8 on page 23 and detailed in Table 2 below. This includes the new Floyd & Delores Jones Pavilion but excludes properties on the 1000 Madison block and subterranean development. The 1992 MIMP allowed development of Virginia Mason facilities up to 1.66 BGSF.

Table 2 Existing Virginia Mason Development

Existing Facility	Description of General Uses	Total Above Grade Building Gross Square Feet (BGSF)
Cassel Crag / Blackford Hall / MRI Building	Offices, research	66,085
Lindeman Pavilion	Offices, clinic, support space	157,246
Health Resources Building	Offices, support space	59,405
Benaroya Research Institute	Offices, research	109,550
Ninth Avenue Parking Garage	Parking	69,786
Main Hospital / East Wing/ West Addition /Buck Pavilion Clinics	Inpatient, clinic, offices, support space	531,734
Inn at Virginia Mason	Hotel, restaurant, offices, support space	48,445
Jones Pavilion	Inpatient, support space	185,193
University/Terry Parking Lot	(Surface parking only)	0
Total Existing Virginia Mason Development		1,227,444

Approximately 95,870 BGSF of development currently exist on the 1000 Madison block, as detailed in Table 3 on page 25. Total existing development within the proposed MIO boundary therefore amounts to approximately 1.32 million BGSF, above grade.

Table 3 Existing Development Within 1000 Madison Block

Existing Facility	Description of General Uses	Total Above Grade Building Gross Square Feet (BGSF)
Baroness Apartment Hotel	Hotel, offices	34,070
Chasselton Court Apartments	Apartments	37,170
1000 Madison retail	Retail (multiple)	24,630
Total Existing Development on 1000 Madison Block		95,870

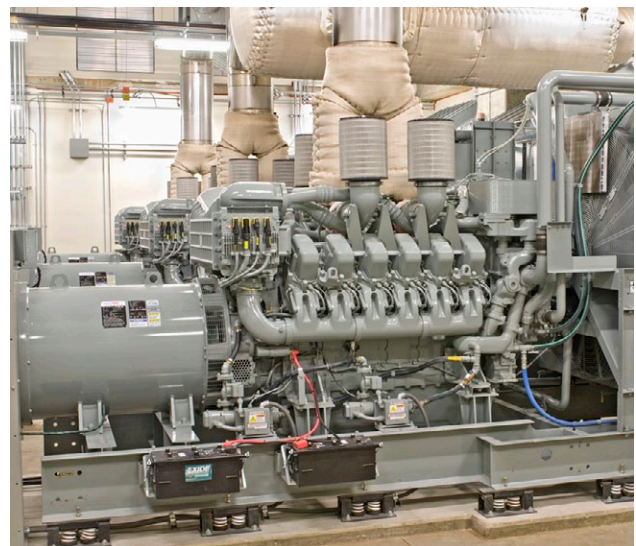
Aging Infrastructure

Hospital needs are constantly evolving. Much of Virginia Mason’s existing campus is aging and needs to be replaced to meet modern health care requirements. Here are some examples:

- Patient privacy and disease control require single-patient rooms. A significant percentage of Virginia Mason’s existing inpatient capacity is in double rooms.
- More and more complex equipment is brought to the bedside, for faster, more efficient and more convenient treatment, requiring additional utility support.
- Increased participation by family members brings them into the patient care areas.
- Larger care teams need more support space.
- Seismic, fire and life safety codes have expanded to better protect patients and staff.

There have been various assessments done identifying the near-term costs to upgrade to achieve new code requirements for health care occupancies. For many of the buildings, the cost to replace them with new is less than the cost to upgrade, especially taking into consideration the cost of disruption of patient care services.

In addition, the spaces needed to provide medical services continue to get larger. A typical hospital inpatient room in the 1980s was about 140 net square feet per bed, with some efficiency gained in multiple bed rooms. New, modern rooms can be two times as large. Toilet rooms have tripled in size; exam rooms have doubled in size. Some of this is due to the Americans With Disabilities Act (ADA), some due to the increasing size of the average American, some due to infection control concerns, and some due to patient preferences for single-patient rooms. Mechanical infrastructure needed to provide services to a medical facility also continues to increase in size and can now consume nearly 20% of a building’s total area.



One of four 1500 KVA generators in the Jones Pavilion

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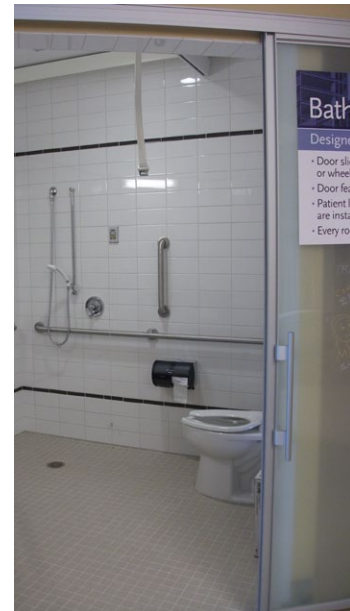
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Patient and medical treatment room sizes have increased to meet new standards:

- ADA-accessible bathroom sizes have increased from 20 square feet to 50 to 60 square feet.
- Clearances around hospital beds have increased from 3 feet to 5 feet.
- Operating rooms have increased in size from 300 square feet to over 600 square feet.
- Recent regional hospitals have a range of area needed per bed: Providence Everett Colby – 2,833 BGSF/bed; Swedish Issaquah Hospital – 3,142 BGSF/bed; Seattle Children’s expansion – 3,500 BGSF/bed
- We are projecting a need for approximately 2,492 BGSF/per bed for hospital replacement.



Jones Pavilion orthopedics room



The Jones Pavilion is an important first step in the replacement of the hospital core. The first floors opened in 2011, and when complete, approximately one-third of the existing inpatient beds will be replaced with new, state-of-the-art rooms and space designed for providing Virginia Mason’s unique production system of patient health care delivery. This still leaves two-thirds of the hospital inpatient capacity to be replaced elsewhere along with clinic, support and other space replacement and growth needs.

2. Programmatic Needs

Virginia Mason continues to be a leader in the innovation of health care services. This innovation is occurring on two fronts: first, Virginia Mason’s medical teams are pushing the boundaries of medical knowledge daily with innovative new techniques and procedures, and the rigorous pursuit of and application of best practices in medicine. Second, health care reform measures are demanding new service delivery methods that fundamentally change the incentives used to provide care. Bundled Payments, Medical Homes and other proposals will drive the realignment of services into new configurations that are as yet unknown.

Virginia Mason envisions its First Hill campus to be the location where the most acutely ill and most complex patients are seen. The expertise needed to treat this patient population requires a certain critical mass of facilities. Expert coverage is required on all shifts; and costs must be distributed to maintain significant infrastructure like food services, a full-service 24-hour laboratory and emergency back-up systems; and to provide efficient utilization of expensive technologies like magnetic resonance imaging (MRI) equipment and Linear Accelerators. While the regional presence for ambulatory services continues to expand, Virginia Mason expects that the most acutely ill patients will continue to be seen at the First Hill campus.

In order to fully implement the Virginia Mason Production System, spaces must be designed to help support the innovative care developed at Virginia Mason. The design of the new Floyd & Delores Jones Pavilion includes the following features that will become the model for the redeveloped First Hill campus:

- The latest life-saving medical technologies
- A new Emergency Department, Procedural and Operating Rooms that enhance flow
- Streamlined admissions
- Specially designed space for family members in each patient room
- Internet access, education rooms and refreshments
- Innovative floor designs that reduce walking for staff
- Enhanced infection control measures
- Quiet and calm patient care areas with “off-stage” staff workflows

All of these changes make defining specific building programs a challenging process. Virginia Mason will need a significant increase in area to just replace its existing buildings, without growth. The goal is to balance increases in efficiency and quality of care against this increase in area.

Certain core hospital functions need to be replaced as a group because of their need for immediate adjacency. The core functions require approximately 422,000 square feet of contiguous area. Other hospital functions do not require this immediate adjacency, and can be relocated elsewhere on campus.

- Seconds transporting patients save lives. The inpatient beds, operating rooms, Emergency Department and specialty diagnostic areas like Cardiac Catheterization need to be as close as possible to each other.
- Supporting services like laboratories, food services, inpatient pharmacy, loading docks and sterile instrument processing also need to be located as close to these functions as possible to provide the most efficient delivery to our patients.

There are very few locations on campus where the contiguous core functions can be replaced.

- Within the existing campus MIO, constructing 422,000 square feet of contiguous hospital space would require spanning over Terry Avenue.
- The 1000 Madison block, the area proposed for an expanded campus boundary, is the only site large enough to accommodate this area without crossing over a city street.

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Our increasing, aging population requires expanded clinic, specialty space and research facilities:

- Puget Sound Regional Council forecasts that population of the four-county region (King, Pierce, Snohomish and Kitsap) will grow 34% between 2010 and 2040.
- As Baby Boomers age, the demand for medical services will increase – Washington’s Office of Financial Management calculated the population of those aged 65 and older in 2010 at 823,357 and predicts this number to more than double by 2030 to approximately 1.7 million, as people live healthier lives extending their life spans, and as new cures are found for diseases.
- Clinic and specialty care space must grow to meet demand – we are projecting a 2.8% annual growth rate – requiring an additional 691,523 square feet over the next 30 years.
- Benaroya Research Institute at Virginia Mason continues to grow, bringing innovative treatment into clinical use through its translational research programs. Additional research space needs are projected to be approximately 177,000 square feet over the next 30 years.

A summary of the space needed to replace aging facilities and to respond to increased need for clinic, research and support needs is provided in Table 4 on page 29.

The existing campus and the 1000 Madison block contain 1,324,273 square feet. Redeveloping the campus would include:

- 35% of the existing space meets current guidelines and would be retained = 464,992 square feet
- The total projected need is approximately 3 million square feet:
 - 15% of the new total space (464,992 square feet) would be made up of existing space that meets current health care guidelines and would be retained
 - 38% of the projected total would be required to replace existing outdated facilities and to bring them to current health care guidelines
 - 47% of the projected total would be required to meet projected growth needs for clinic, specialty care and research

Additional growth in “Support and Miscellaneous” may include additional hotel, storage, office and other medical-related uses.

Table 4 Major Institution Master Plan Area Summaries

Use	Total Current Area (A)	Space to be Retained (B)	Area Needed to Replace Core Hospital Functions (C)	Total Area Needed to Replace Existing Aging Facilities(D)	Area Needed for Service Growth (E)	Total Area Needed by Year 2040 (B + D + E)
Hospital	525,757 SF	164,624 SF	422,000 SF ¹	672,589 SF		837,215 SF
Clinic	410,024 SF	125,797 SF		201,200 SF	691,523 SF	1,018,520 SF
Research	109,550 SF	109,550 SF			177,392 SF	286,942 SF
Support and Miscellaneous²	65,341 SF	30,250 SF		181,185 SF	471,160 SF	682,595 SF
Above-ground Parking	69,786 SF					0 SF (all parking to be located below ground)
Hotel	82,015 SF	33,570 SF		48,445 SF		82,015 SF
Housing	37,170 SF					0 SF (housing replacement to be located off campus)
Retail³	24,630 SF	1,200 SF		40,630 SF	80,450 SF	122,280 SF
TOTAL	1,324,273 SF	464,992 SF	422,000 SF	1,144,050 SF	1,420,525 SF	3,029,567 SF
Percentage of Total Area		15%		38%	47%	100%

- 1 The 422,000 SF of contiguous space needed to replace core hospital functions is included within the total of 889,143 SF needed to replace existing aging facilities.
- 2 “Support” includes office, food service, storage, maintenance area, physical plant, loading docks and similar uses.
- 3 “Retail” includes pharmacy, optical, coffee shops and similar uses on existing campus and neighborhood retail proposed for 1000 Madison block.

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3. Community-Campus Integration

Virginia Mason's campus is an integral part of the First Hill experience. Virginia Mason staff shop and do their banking in the neighborhood, obtain their health care, and frequent the many neighborhood restaurants, parks, churches and food service venues. Neighbors and hotel guests eat in Virginia Mason's inexpensive and high-quality cafeteria and restaurant. Neighbors and patients have visitors and family members sleep in the Virginia Mason hotels, frequent the restaurants and coffee bars and come to Virginia Mason's Emergency Department when they are in need. Nearly 300 Virginia Mason employees live within two miles of the First Hill campus, and over 2,100 live in Seattle. A significant percentage of Virginia Mason's patients live or work in downtown Seattle and select the First Hill location for its convenience and accessibility.

Virginia Mason recognizes that its campus functions both for its own purposes and as part of the fabric of the neighborhood and the connections within and beyond the neighborhood. The opportunities to rebuild Virginia Mason's facilities also create the ability to improve the quality of the streetscape and open spaces used by neighborhood residents and visitors as well as by Virginia Mason's patients and staff.

4. Future Evolution of First Hill

The planning for First Hill continues to evolve. The current community dialog includes debate on items such as: the location, nature and quantity of street-level retail uses; pedestrian-targeted street improvements (such as woonerfs and green streets); open space; transit development; bicycle routes; parking needs; and traffic management. As new plans are developed and adopted by the First Hill neighborhood and City Council, Virginia Mason may update the accompanying Design Guidelines over time to incorporate the new ideas and directions. Virginia Mason will use the Standing Citizens Advisory Committee and its public meetings to review proposed updates with the community.

C. DEVELOPMENT STANDARDS

1. Existing Underlying Zoning

Virginia Mason Medical Center’s existing First Hill campus includes one existing underlying zoning district: High-rise Multi-family Residential (HR). The base height limit is 160 feet with the ability to go to a maximum of 300 feet if the applicant satisfies conditions for extra floor area. The previous MIMP established a 240-foot maximum height limit overlay onto the entire campus, although recent buildings were not built to the full height allowed by the MIO. Figure 9 illustrates the existing zoning designations.

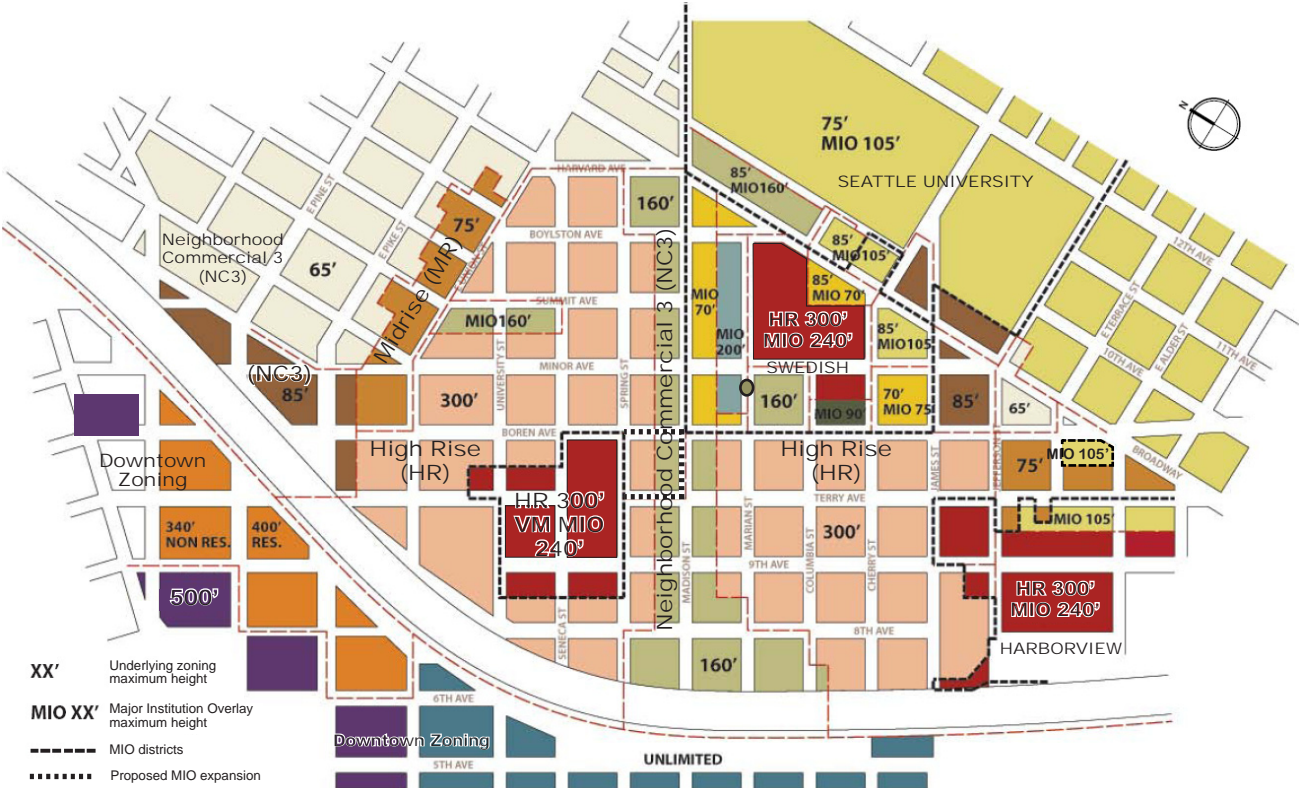


Figure 9 Existing Zoning

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2. Proposed Expansion Areas

Virginia Mason is proposing two expansions of the existing campus boundary:

- (1) An expansion of the existing campus is requested to include the block bordered by Boren Avenue on the east, Madison Street on the south, Terry Avenue on the west, and Spring Street on the north. This block, known as the 1000 Madison block, includes two existing underlying zoning districts: Neighborhood Commercial (NC-3P 160' base height limit) along the southeast half of the block fronting Madison Street, and HR on the northwest half of the block. The Madison Street corridor is a designated principal pedestrian street, and certain street level uses are required (SMC 23.47A.005).
- (2) An administrative correction is requested to be made to the existing MIO district boundary map to accurately reflect Virginia Mason property ownership. The parcel includes Lots 9 and 12 plus a 20 foot portion of Lot 8 of Block 112. This correction was approved in the previous MIMP and needs to be carried forward in this update. The portion of Lot 8 is not correctly shown graphically within the MIO boundary on the current city zoning maps. See Appendix A.

3. Proposed Structure Setbacks

Virginia Mason is proposing to meet or exceed underlying zoning setbacks from property lines in all areas of the campus for new construction.

Section 23.45.518 of the Seattle Land Use Code lists the required setbacks for development in HR zones:

- Along street frontages, the development standards require an average setback from the property line of 7 feet and a minimum setback of 5 feet for portions of building 45 feet or less in height, and a minimum of 10 feet in setback for building facades above 45 feet in height.
- Along alleys, no setback is required for portions of structures 45 feet or less in height, and a 10-foot minimum setback is required for structures above 45 feet.
- For lot lines that abut neither a street nor an alley, the development standards require an average setback from the property line of 7 feet and a minimum setback of 5 feet for portions of building 45 feet or less in height (except no setback is required for portions of buildings abutting an existing structure built to the abutting lot line, and a minimum of 20 feet in setback for building facades above 45 feet in height).

Along most street frontages, Virginia Mason is proposing to set buildings back 7 to 10 feet from the property line for the first 45 feet of elevation. Above that height, Virginia Mason is proposing an additional 10 feet in most locations, so the setback would be twice what would otherwise be required by the Land Use Code for a residential development. Along Madison, Virginia Mason is proposing to set the upper portion of the building (above approximately 45 feet) back an additional 30 feet, for a total of 40 feet from the property line (see Table 12 on page 45), and greater setbacks are proposed for portions of the central hospital block (see Tables 9, 10 and 11 on pages 41, 42 and 43).

The future building to be located on the Ninth Avenue Garage redevelopment site will have a maximum depth (east/west) of 93 feet. The east and west lower and upper level building setbacks shall be based on the merits of the building design and by balancing the needs of the residents to the west and the

needs of the pedestrian experience on 9th Avenue. A minimum setback of seven feet shall be required for portions of the building 45 feet or less in height and 12 feet for portions of the building above 45 feet in height.

Proposed setbacks are shown for each block in Figures 10 through 18 on pages 34 through 44 and summarized in Tables 5 through 12 on pages 36 through 45. See Figure 10 on the following page for a composite figure identifying all proposed setbacks for the campus.

Architectural features, structural projections, weather protection, window overhangs and similar elements may extend into the public right-of-way as long as safety clearances are maintained as determined by Seattle Department of Planning and Design during project permitting.

Setbacks and building massing for the future building that will replace the Health Resources Building will follow the setbacks specified in the agreement reached with Horizon House during the previous MIMP. No changes are proposed other than the potential reconfiguration of the open space on the northwest corner of the block, per Horizon House's request.

4. Width and Floor Size Limits

Virginia Mason is requesting a modification to the provisions in HR zones that limit building facade widths and floor size to allow major medical institution development to occur to the maximum space available with configurations found efficient for health care delivery within the above proposed setbacks.

The provisions that Virginia Mason is requesting to modify include the following:

- Elimination of the requirement in the HR zoning that portions of structures above a height of 45 feet are limited to a maximum facade width of 110 feet. (Virginia Mason is proposing that unmodulated facades be limited to a maximum facade width of 110 feet.)
- Elimination of the provision that the average gross floor area of all stories above 45 feet in height not exceed 10,000 square feet in order to reach or exceed a maximum facade width of 130 feet.
- Elimination of the building separation requirements specified in subsection 23.45.520. (Virginia Mason has included a goal of bringing daylight into staff working areas and public areas where feasible as a design strategy. See Design Guidelines. A. Context; 1. Natural Context and Environment; a. Design with natural systems in mind; Solar conditions.)

5. Existing and Proposed Height Limits (MIO Heights)

The existing MIO district for the entire Virginia Mason First Hill campus is designated as MIO-240, with a 240-foot height limit. It extends generally along Boren Avenue, Spring Street, University Street and Ninth Avenue, as shown in Figure 18 on page 44. The Virginia Mason-acquired 1000 Madison block is outside the existing MIO district. It is proposed to be included within the Virginia Mason MIO boundaries in the proposed MIMP (Alternative 6b) with a MIO-240 designation.

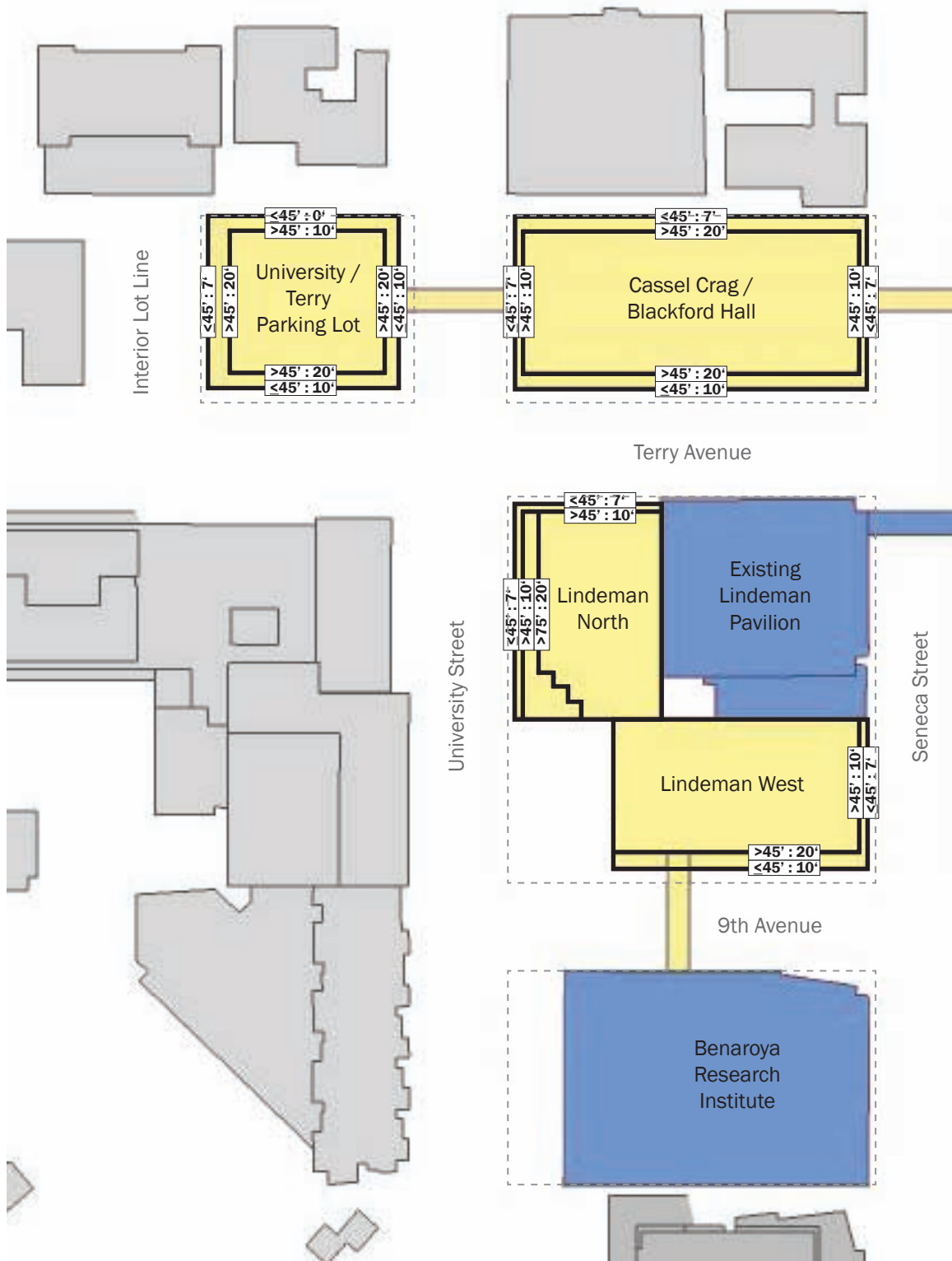
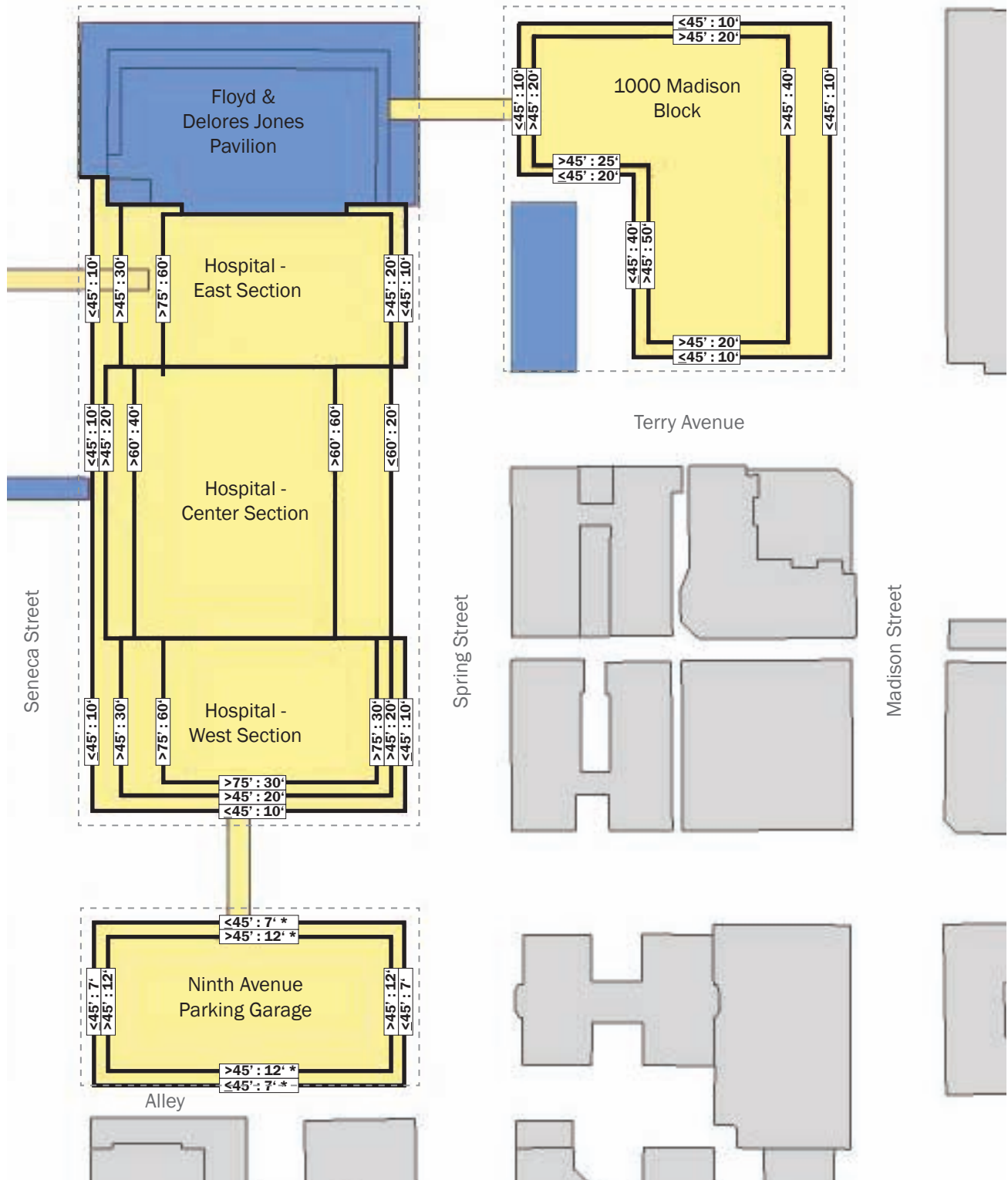


Figure 10 Proposed Building Setbacks – Virginia Mason Campus



* 7' and 12' setbacks are the minimum required (See Council Condition 17 in Appendix F)

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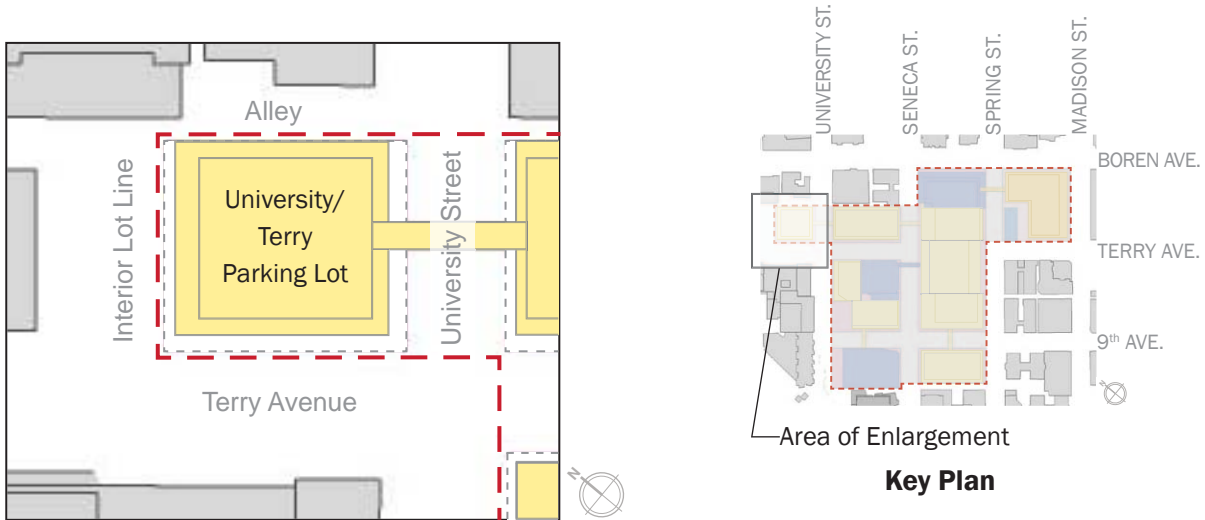


Figure 11 Proposed Building Setbacks – University/Terry Parking Lot Block

Table 5 Proposed Building Setbacks – University/Terry Parking Lot Block

Location	Street/ Avenue	Campus Location	Virginia Mason’s Proposal		Complies With Underlying Zoning Setback?	Modification Requested?
			Portions of structure ≤ 45’	Portions of structure > 45’		
Abutting a Street	<i>Land Use Code requires 7’ average/5’ minimum setback for portions of buildings <45’ in height and 10’ for portions of buildings >45’ in height</i>					
	University	University/Terry Parking Lot – north side of University between Terry and alley to the east	10 feet	20 feet	Yes	No
	Terry	University/Terry Parking Lot – east side of Terry north of University Street	10 feet	20 feet	Yes, exceeds	No
Abutting an Alley	<i>Land Use Code requires 0’ setback for portions of buildings <45’ in height and 10’ for portions of buildings >45’ in height</i>					
	Alley	University/Terry Parking Lot – east side of lot	0 feet	10 feet	Yes	No
Abutting an Interior Lot Line	<i>Land Use Code requires 7’ average/5’ minimum setback for portions of buildings <45’ in height and 20’ for portions of buildings >45’ in height</i>					
	Interior lot line	University/Terry Parking Lot – north side of lot	7 feet	20 feet	Yes	No

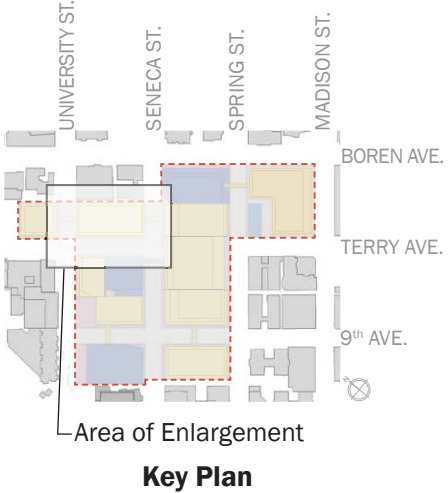
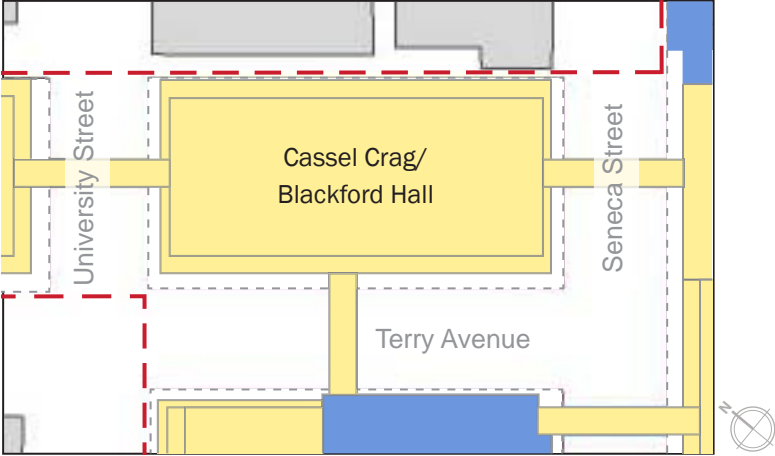


Figure 12 Proposed Building Setbacks – Cassel Crag/Blackford Hall Block

Table 6 Proposed Building Setbacks – Cassel Crag/Blackford Hall Block

Location	Street/ Avenue	Campus Location	Virginia Mason's Proposal		Complies With Underlying Zoning Setback?	Modification Requested?
			Portions of structure ≤ 45'	Portions of structure > 45'		
Abutting a Street	<i>Land Use Code requires 7' average/5' minimum setback for portions of buildings <45' in height and 10' for portions of buildings >45' in height</i>					
	University	Cassel Crag/Blackford Hall Block – south side of University	7 feet	10 feet	Yes	No
	Terry	Cassel Crag/Blackford Hall Block – east side of Terry	10 feet	20 feet	Yes, exceeds	No
	Seneca	Cassel Crag/Blackford Hall Block – north side of Seneca	7 feet	10 feet	Yes	No
Abutting an Interior Lot Line	<i>Land Use Code requires 7' average/5' minimum setback for portions of buildings <45' in height and 20' for portions of buildings >45' in height</i>					
	Interior Lot Line	Cassel Crag/Blackford Hall Block – between University and Seneca Streets	7 feet	20 feet	Yes	No

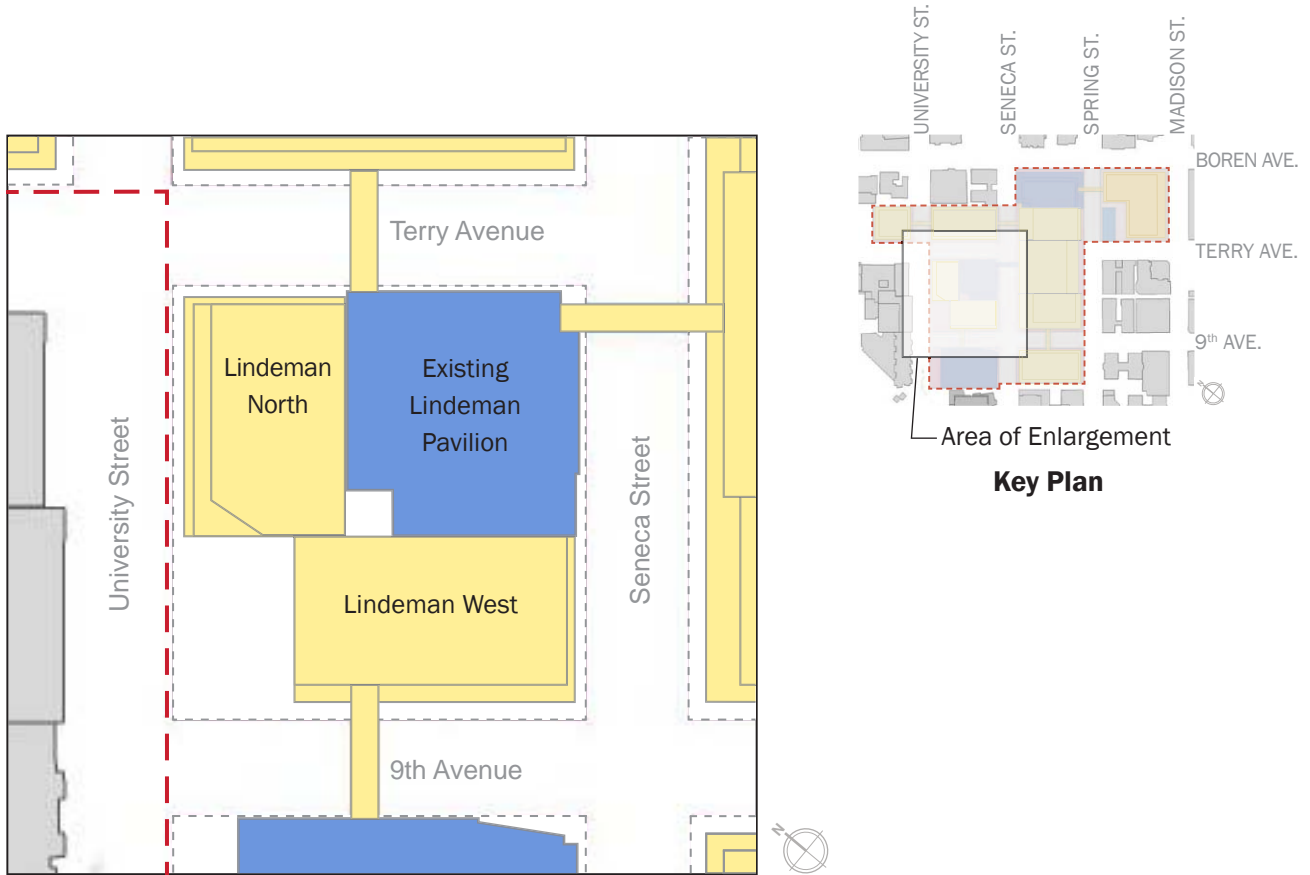


Figure 13 Proposed Building Setbacks - Lindeman Block

Table 7 Proposed Building Setbacks – Lindeman Block

Location	Street/ Avenue	Campus Location	Virginia Mason’s Proposal		Complies With Underlying Zoning Setback?	Modification Requested?
			Portions of structure ≤ 45’	Portions of structure > 45’		
Abutting a Street	<i>Land Use Code requires 7’ average/5’ minimum setback for portions of buildings <45’ in height and 10’ for portions of buildings >45’ in height</i>					
	Terry	Lindeman Block – west side of Terry between University and Seneca Streets	7 feet	10 feet	Yes	No
	University	Lindeman Block – south side of University	7 feet	10 feet 20 feet for structure >75’ in height	Yes, exceeds	No
	Ninth Avenue	Lindeman Block – east side of Ninth Avenue between University and Seneca Streets	10 feet	20 feet	Yes, exceeds	No
	Seneca	Lindeman Block – north side of Seneca between Ninth and Terry Avenues	7 feet	10 feet	Yes	No

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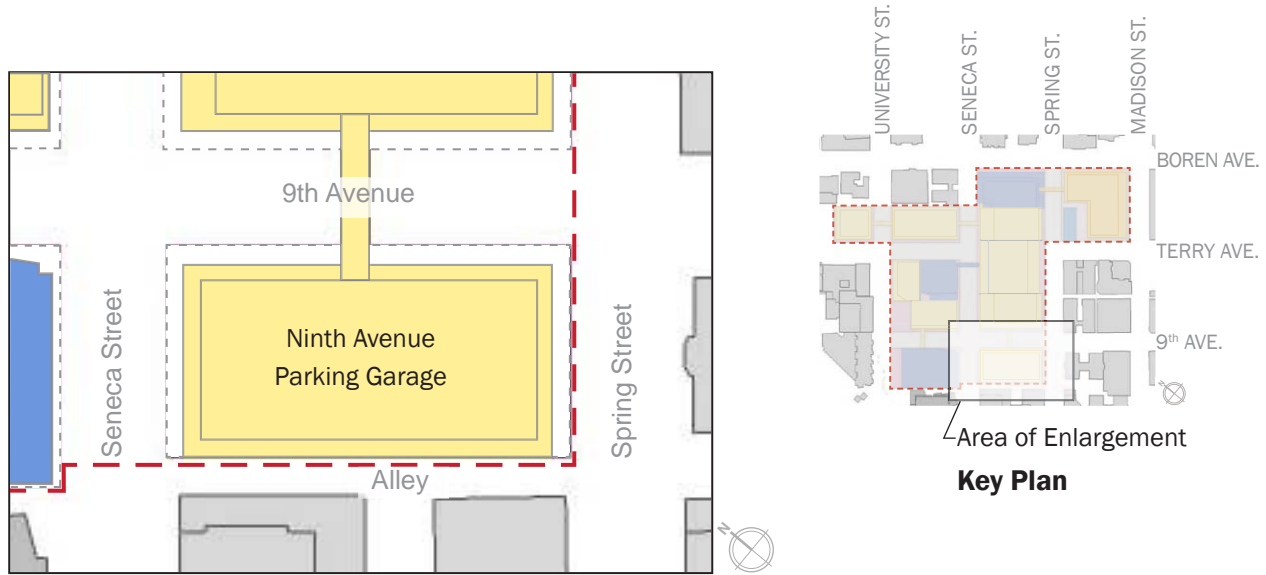


Figure 14 Proposed Building Setbacks – Ninth Avenue Garage Block

Table 8 Proposed Building Setbacks – Ninth Avenue Garage Block

Location	Street/ Avenue	Campus Location	Virginia Mason’s Proposal		Complies With Underlying Zoning Setback?	Modification Requested?
			Portions of structure ≤ 45’	Portions of structure > 45’		
Abutting a Street	<i>Land Use Code requires 7’ average/5’ minimum setback for portions of buildings <45’ in height and 10’ for portions of buildings >45’ in height</i>					
	Seneca	Ninth Avenue Garage Block – south side of Seneca west of Ninth Avenue	10 feet	20 feet	Yes, exceeds	No
	Ninth Avenue	Ninth Avenue Garage Block – west side of Ninth Avenue between Seneca and Spring Streets	7 feet *	12 feet *	Yes, exceeds	No
	Spring	Ninth Avenue Garage Block – north side of Spring west of Ninth Avenue	10 feet	20 feet	Yes, exceeds	No
Abutting an Alley	<i>Land Use Code requires 0’ setback for portions of buildings <45’ in height and 10’ for portions of buildings >45’ in height</i>					
	Alley	Ninth Avenue Garage Block – west side of site	7 feet *	12 feet *	Yes	No

* 7’ and 12’ setbacks are the minimum required (See Council Condition 17 in Appendix F)

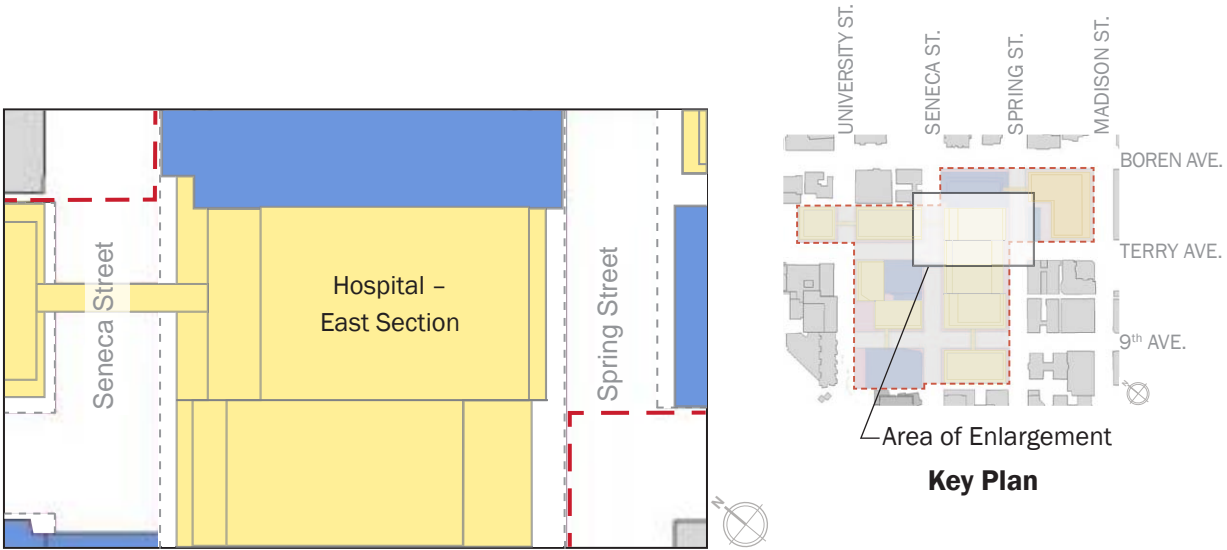


Figure 15 Proposed Building Setbacks – Central Hospital Block – East Section

Table 9 Proposed Building Setbacks – Central Hospital Block – East Section

Location	Street/ Avenue	Campus Location	Virginia Mason’s Proposal		Complies With Underlying Zoning Setback?	Modification Requested?
			Portions of structure ≤ 45’	Portions of structure > 45’		
Abutting a Street	<i>Land Use Code requires 7’ average/5’ minimum setback for portions of buildings <45’ in height and 10’ for portions of buildings >45’ in height</i>					
	Seneca	Central Hospital Block, East Section – south side of Seneca	10 feet	30 feet for structure > 45’ in height 60 feet for structure > 75” in height	Yes, exceeds	No
	Spring	Central Hospital Block, East Section – north side of Spring	10 feet	20 feet	Yes, exceeds	No

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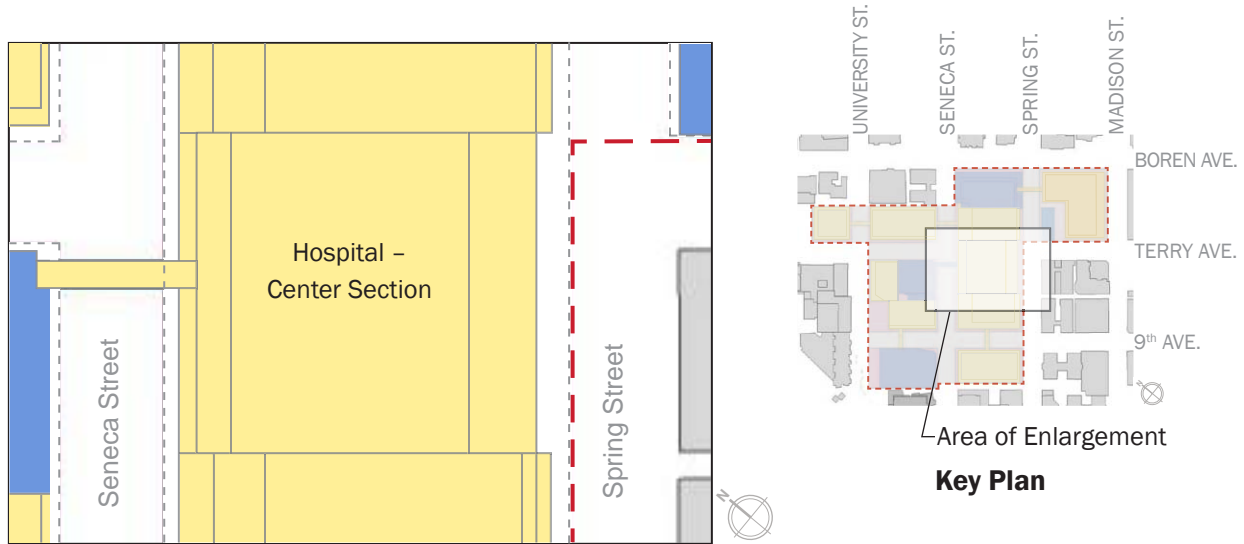


Figure 16 Proposed Building Setbacks – Central Hospital Block – Center Section

Table 10 Proposed Building Setbacks – Central Hospital Block – Center Section

Location	Street/ Avenue	Campus Location	Virginia Mason's Proposal		Complies With Underlying Zoning Setback?	Modification Requested?
			Portions of structure ≤ 45'	Portions of structure > 45'		
Abutting a Street	<i>Land Use Code requires 7' average/5' minimum setback for portions of buildings <45' in height and 10' for portions of buildings >45' in height</i>					
	Seneca	Central Hospital Block, Center Section – south side of Seneca	10 feet	20 feet for structure > 45' in height 40 feet for structure > 60' in height	Yes, exceeds	No
	Spring	Central Hospital Block, Center Section – north side of Spring	20 feet	20 feet for structure > 45' in height 60 feet for structure > 60' in height	Yes, exceeds	No

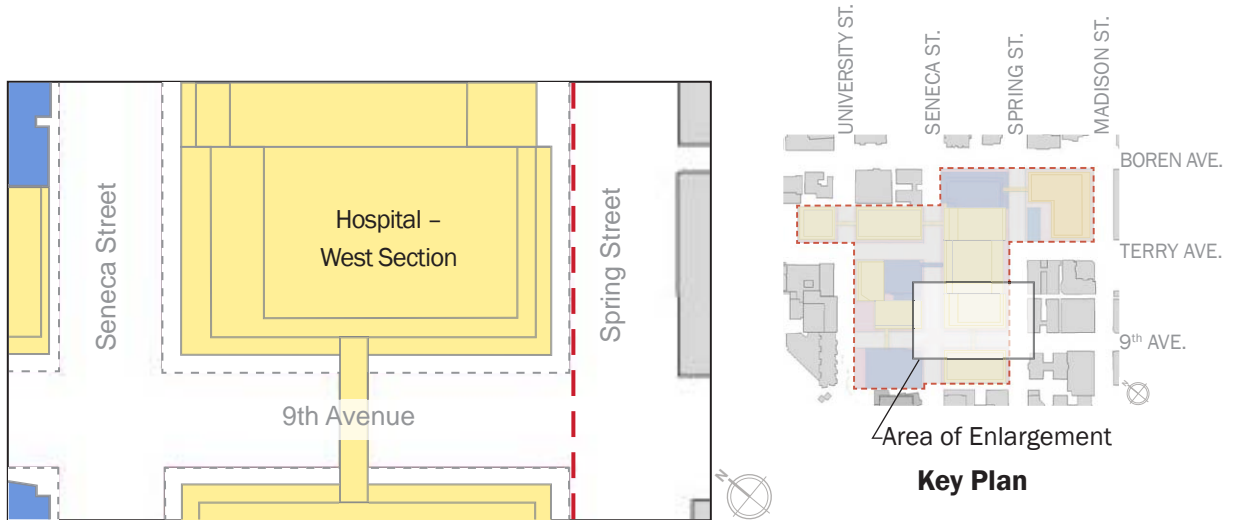


Figure 17 Proposed Building Setbacks – Central Hospital Block – West Section

Table 11 Proposed Building Setbacks – Central Hospital Block – West Section

Location	Street/ Avenue	Campus Location	Virginia Mason’s Proposal		Complies With Underlying Zoning Setback?	Modification Requested?
			Portions of structure ≤ 45’	Portions of structure > 45’		
Abutting a Street	<i>Land Use Code requires 7’ average/5’ minimum setback for portions of buildings <45’ in height and 10’ for portions of buildings >45’ in height</i>					
	Seneca	Central Hospital Block, West Section – south side of Seneca	10 feet	30 feet for structure > 45’ in height 60 feet for structure > 75’ in height	Yes, exceeds	No
	Ninth Avenue	Central Hospital Block, West Section – east side of Ninth Avenue between Seneca and Spring Streets	10 feet	20 feet for structure > 45’ in height 30’ for structure > 75’ in height	Yes, exceeds	No
	Spring	Central Hospital Block, West Section – north side of Spring	10 feet	20 feet for structure > 45’ in height 30 feet for structure > 75’ in height	Yes, exceeds	No



Figure 18 Proposed Building Setbacks – 1000 Madison Block

Table 12 Proposed Building Setbacks – 1000 Madison Block

Location	Street/ Avenue	Campus Location	Virginia Mason's Proposal		Complies With Underlying Zoning Setback?	Modification Requested?
			Portions of structure ≤ 45'	Portions of structure > 45'		
Abutting a Street	<i>Land Use Code requires 7' average/5' minimum setback for portions of buildings <45' in height and 10' for portions of buildings >45' in height</i>					
	Boren	1000 Madison Block – west side of Boren between Madison and Spring Streets	10 feet	20 feet	Yes, exceeds	No
	Madison	1000 Madison Block – north side of Madison between Boren and Terry Avenues	10 feet	40 feet	Yes, exceeds	No
	Terry	1000 Madison Block – east side of Terry between Madison and Spring Streets and north of University Street	10 feet	20 feet	Yes, exceeds	No
	Spring	1000 Madison Block – south side of Spring between Boren and Terry Avenues	10 feet	20 feet	Yes, exceeds	No
Abutting an Alley	<i>Land Use Code requires 0' setback for portions of buildings <45' in height and 10' for portions of buildings >45' in height</i>					
	Alley	1000 Madison Block – east side of Baroness Hotel	20-foot setback from Baroness	25 feet	Yes, exceeds alley setback requirements. Alley to be vacated	No
Abutting an Interior Lot Line	<i>Land Use Code requires 7' average/5' minimum setback for portions of buildings <45' in height and 20' for portions of buildings >45' in height</i>					
	Interior lot line	1000 Madison Block, building to be located south of Baroness	40-foot setback from Baroness (to allow for garage access)	50 feet	Yes, exceeds	No

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Figures 19 and 20 and Table 13 identify both the MIO height districts listed in SMC 23.69.004, and show in parenthesis lower heights that Virginia Mason has agreed to maintain for the duration of the MIMP. Those lower heights are denoted as “conditioned heights.” For the four existing buildings that will be retained (BRI, Lindeman, Jones Pavilion, and the Baroness) some existing mechanical equipment exceeds the “conditioned heights.” For new construction, Virginia Mason is proposing that rooftop mechanical space/penthouses will be included within and limited to the MIO height or conditioned height, whichever is lower.



Figure 19 Existing Major Institution Overlay Districts

*** Conditioned heights shown in parentheses**

The Seattle Municipal Code in Section 23.69.004 designates nine MIO districts and requires that all land within an MIO District Overlay be designated with one of those nine MIO height limits.⁸ As noted above, all land within Virginia Mason’s existing campus is designated as MIO-240. Virginia Mason is proposing to maintain the MIO-240. The proposed MIO districts are as shown on Table 13 on page 48 and illustrated on Figure 20. Virginia Mason is proposing that the significant mechanical equipment, penthouses and rooftop structures, with the exception of minor plumbing and ventilation stacks, all be located within the MIO height districts described in Table 13 on the following page.

⁸ The nine MIO height districts designated in SMC 23.69.004 are MIO-37 (37 feet), MIO-50 (50 feet), MIO-65 (65 feet), MIO-70 (70 feet), MIO-90 (90 feet), MIO-105 (105 feet), MIO-160 (160 feet), MIO-200 (200 feet) and MIO-240 (240 feet).

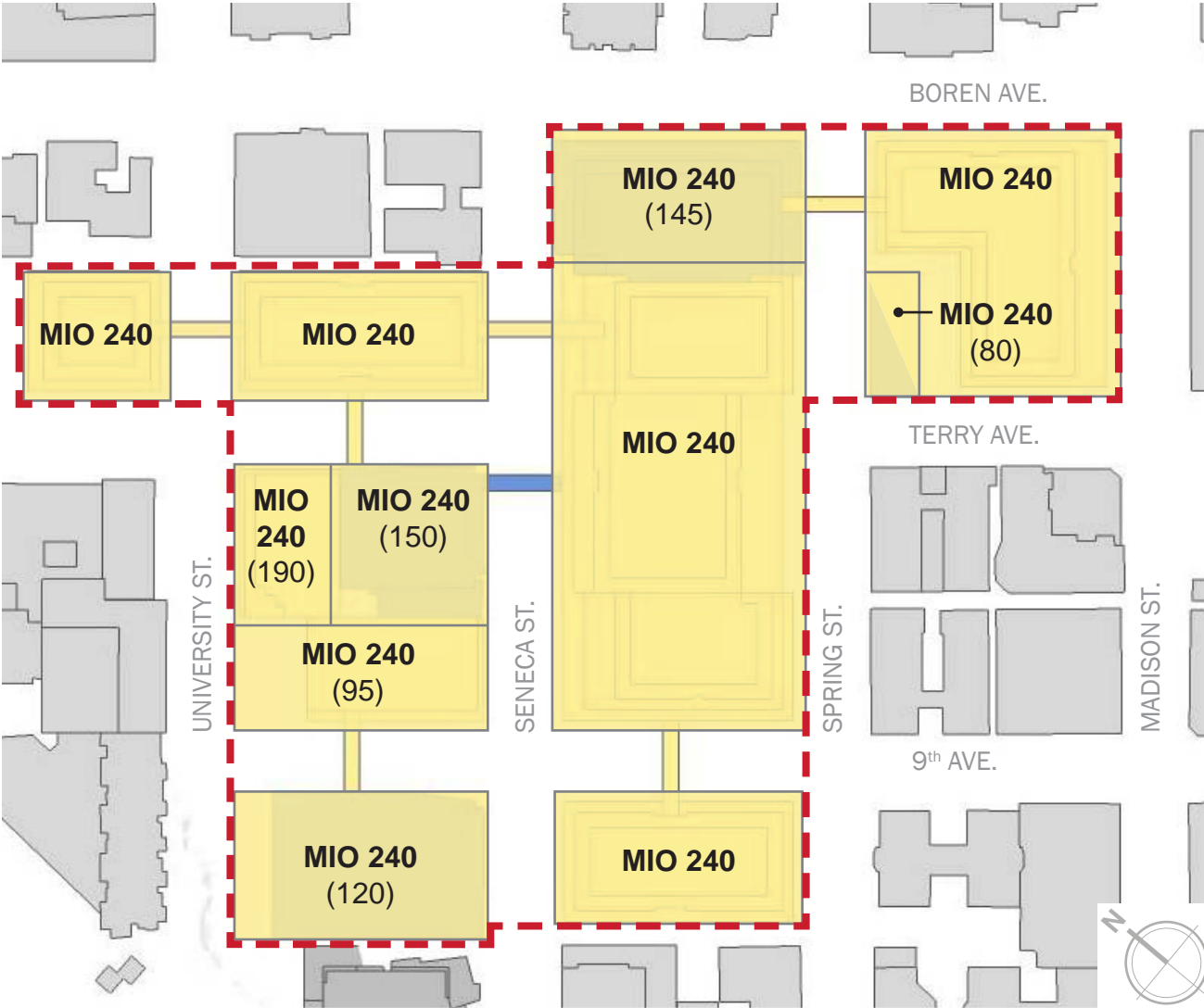


Figure 20 Proposed Major Institution Overlay Districts
 * Conditioned heights shown in parentheses

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Table 13 Existing and Proposed MIO Height Limits

Virginia Mason Campus Location	Underlying Zoning and Height Limit	Existing MIO Height	Proposed MIO Height District
University/Terry Parking Lot on northwest corner of University and Terry	HR 160-300'	MIO-240	MIO-240
Cassel Crag and Blackford Hall (half block on west side of Terry between University and Seneca)	HR 160-300'	MIO-240	MIO-240
Lindeman Block (full block between University, Ninth, Seneca and Terry)	HR 160-300'	MIO-240 (conditioned to 95', 150' and 190')	MIO-240 (conditioned to 95', 150' and 190')
BRI (half block west of Ninth and north of Seneca)	HR 160-300'	MIO-240 (conditioned to 120')	MIO-240 (conditioned to 120')
Jones Pavilion (half block west of Boren between Seneca and Spring)	HR 160-300'	MIO-240 (conditioned to 145')	MIO-240 (conditioned to 145')
Existing Hospital (super block west of Jones between Seneca and Spring, east of Ninth)	HR 160-300'	MIO-240	MIO-240
Ninth Avenue Garage (half block west of Ninth between Seneca and Spring)	HR 160-300'	MIO -240	MIO-240
1000 Madison Block	HR 160-300' NC-3 160'	N/A	MIO-240 (conditioned to 80' on the Baroness Hotel)

For new development, rooftop mechanical space/penthouses will be included within and limited to the MIO height limits or conditioned height, whichever is lower.

6. Exemptions from Gross Floor Area

The calculation of gross floor area considers exemptions and exclusions for calculating the FAR. Spaces that are entirely below grade and above and below grade parking are typically exempt from the calculation of gross floor area. Consistent with other Major Institution MIMPs, SMC 23.86.007 and SMC 23.45.510, Virginia Mason is requesting that the following spaces be exempt from the calculation of gross floor area:

- Above and below-grade parking
- Rooftop mechanical space/penthouses
- Interstitial space that is not occupiable (mechanical floors/levels)
- As an allowance for mechanical equipment, in any structure more than 85 feet in height, 3.5 percent of the gross floor area that is not exempt under subsection 23.45.510.E.
- Below-grade space
- Ground floor commercial uses meeting the requirements of 23.45.532, if the street level of the structure containing the commercial uses has a minimum floor to floor height of 13 feet and a minimum depth of 15 feet
- Skybridge and tunnel circulation space within the public right-of-way
- Other unoccupiable spaces similar to the uses identified in the list above as approved by the Director of the Department of Planning and Development.

Where rooftop mechanical equipment would be visible to high-rise viewers from outside the Virginia Mason campus, Virginia Mason will seek to locate the equipment and screen it from view to the extent that ventilation or exhaust would not be obstructed. The future designs of proposed projects presented to the Standing Citizen Advisory Committee will include mechanical equipment so that the committee can review and comment on its appearance and possible means of screening.

7. Existing and Proposed Lot Coverage for Entire Campus

The underlying zoning does not regulate lot coverage. The setbacks and open space proposed in the MIMP define the maximum building envelope that can be built on any site, and therefore the lot coverage. As with other Major Institutions, the maximum lot coverage standard is calculated against the entire campus rather than against individual project sites. The prior MIMP required a minimum of 1% of the campus to be set aside as open space, an area of approximately 3,081 square feet. The existing campus-wide lot coverage is approximately 98%, with approximately 1.9% of the campus in open space. Virginia Mason is proposing that a minimum of 4% of the campus be provided as dedicated open space, with a resulting lot coverage of 96%. See Section C.3 for proposed structure setbacks.

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8. Street-Level Uses and Facades in NC Zones

Virginia Mason is proposing to expand its MIO boundary to include the block bordered by Boren Avenue on the east, Madison Street on the north, Terry Avenue on the west, and Spring Street on the south. The southern half of this block is zoned NC-3. The Madison Street frontage and the portions of Boren and Terry Avenues within the NC zoning are designated pedestrian streets.

SMC 23.69.008C3 states where the underlying zoning is a pedestrian-designated zone, the provisions of Section 23.47A.005 governing street-level uses shall apply. Those standards require that one or more of the following uses are required along 80 percent of the street-level street-facing facade in accordance with the standards provided in subsection 23.47A.008.C: a. General sales and services; b. Major durables retail sales; c. Eating and drinking establishments; d. Lodging uses; e. Theaters and spectator sports facilities; f. Indoor sports and recreation; g. Medical services; h. Rail transit facilities; i. Museum; j. Community clubs or centers; k. Religious facility; l. Library; m. Elementary or secondary school; and n. Parks and open space. If the proposed expansion to include the 1000 Madison block is approved, Virginia Mason intends to consider any of the following uses for potential location at street level along Madison and the portions of Boren and Terry Avenues within the NC-3 zoning and would be in compliance with the underlying zoning: medical services such as optical, eating and drinking establishments, retail sales and services, indoor sports and recreation, or perhaps lodging uses or additional open space.

Section 23.47A.008A2 places limits on blank facades that would apply to future development by Virginia Mason. A facade segment is considered blank if it does not include at least one of the following: windows; entryways or doorways; stairs, stoops or porticos; decks or balconies; or screening and landscaping on the facade itself. Blank segments of the street-facing facade between 2 feet and 8 feet above the sidewalk may not exceed 20 feet in width. The total of all blank facade segments may not exceed 40% of the width of the facade of the structure along the street. Virginia Mason's proposed MIMP will comply with this development standard. Virginia Mason is proposing that the design of street-level facades along Madison Street and Boren Avenue be articulated in a way that can accommodate a variety of store sizes and entries, as retail use needs can change substantially over time.

9. Existing and Proposed Landscaping and Open Space

The focus of the open space and landscaping of the Virginia Mason Master Plan is to improve the quality of the urban streetscape connections within the public right-of-way surrounding the campus. The location benefits from the adjacent Freeway Park and the nearby First Hill Park (one block to the east).

The Seattle Land Use Code provides definitions for both "landscaping" and "open space."

"Landscaping" means live planting materials, including but not limited to trees, shrubs, vegetables, fruits, grass, vines, ground cover or other growing horticultural material. Landscaping may also include features intended to enhance a landscaped area, including water features, pathways or materials such

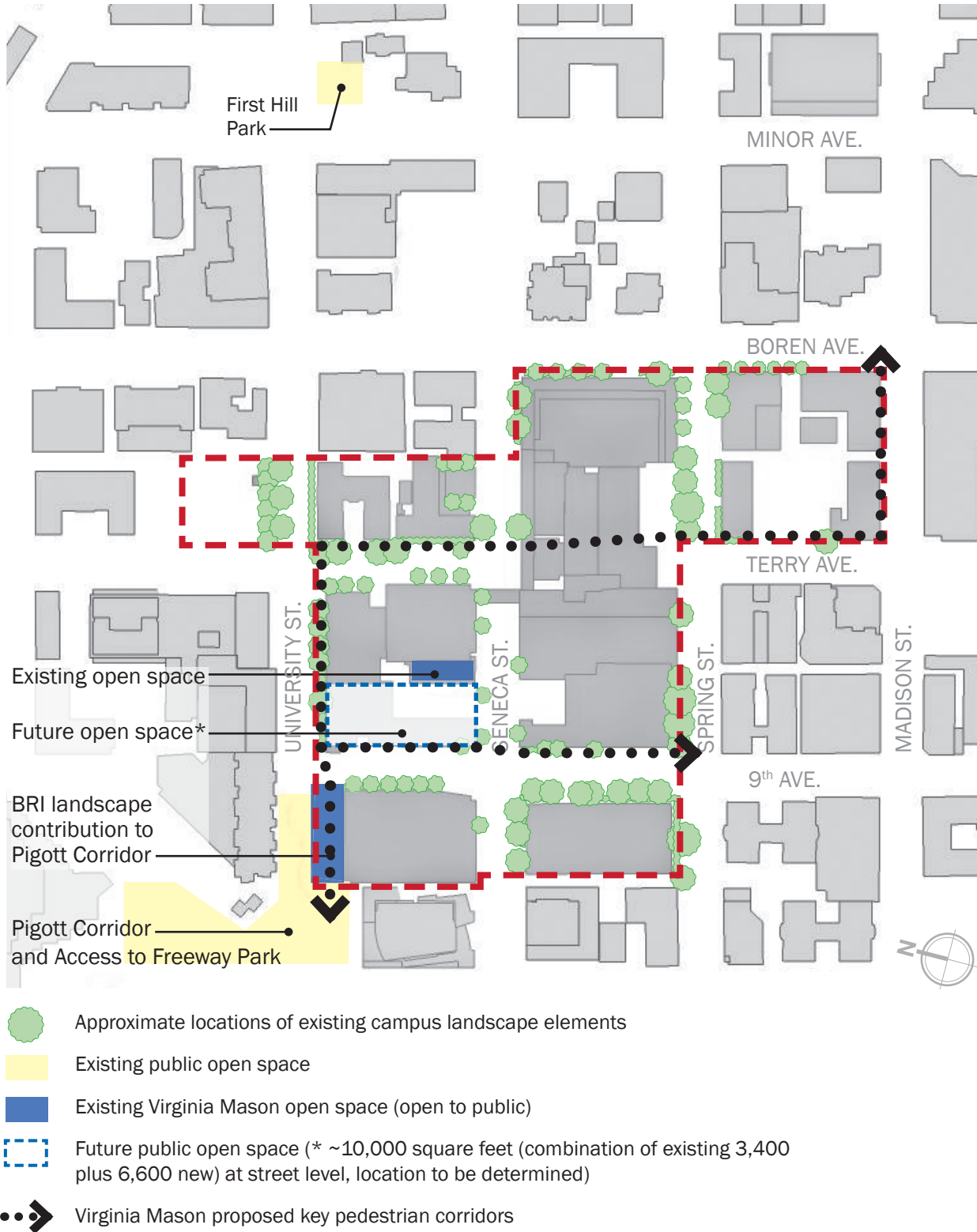


Figure 21 Existing and Future Landscape/Open Space Plan

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as wood chips, stone, permeable paving or decorative rock.

“Open space” means land and/or water area with its surface predominantly open to the sky or predominantly undeveloped, that is set aside to serve the purposes of providing park and recreation opportunities, conserving valuable natural resources, or structuring urban development and form. “Open space” is further defined as “landscaped,” and “usable.” An additional two definitions, “open space, common” and “private usable,” apply only to occupants of residential structures and would not pertain to Virginia Mason.

- “Open space, landscaped” means exterior space, at ground level, predominantly open to public view and used for the planting of trees, shrubs, ground cover and other natural vegetation.
- “Open space, usable” means an open space that is of appropriate size, shape, location and topographic siting so that it provides landscaping, pedestrian access or opportunity for outdoor recreational activity. Parking areas and driveways are not usable open spaces.

Virginia Mason is proposing three categories to describe planned landscaping, open space and public amenities:

- Existing and proposed landscaping within Virginia Mason’s boundaries
- Existing and proposed open space (including landscaped open space) within Virginia Mason’s boundaries
- Existing and proposed public amenities located within or adjacent to street rights-of-way

Figure 21 on page 51 locates the existing and future landscape and open space features on campus.

Existing and Proposed Landscaping Within Virginia Mason’s Boundaries

SMC 23.45.524 sets out the landscaping standards for the underlying HR zoning. Landscaping that achieves a Green Factor score of 0.5 or greater, as set forth in Section 23.86.019, is required for any lot with development containing more than one dwelling unit in HR zones. Virginia Mason would comply with this standard should housing be included in a future development within the MIO boundary.

The southern half of the 1000 Madison block is zoned NC-3. SMC 23.47A.016 sets out the landscaping standards for the underlying NC zoning. Landscaping that achieves a Green Factor score of 0.3 or greater, as set forth in Section 23.86.019, is required for any lot with development containing more than four dwelling units, development containing more than 4,000 square feet of new nonresidential use, or any parking lot containing more than 20 new parking spaces in NC zones. Virginia Mason is proposing to comply with the requirements for landscaping and pedestrian-designated street frontages, including limits on blank facades and the inclusion of street level uses.

Within the Virginia Mason boundaries, existing landscaping is located in planting areas adjacent to existing buildings, in the courtyard entrance to the Cassel Crag Building, and within the landscaped open space area adjacent to the Pigott Corridor. The landscaping includes a variety of shrubs, Pacific Northwest varieties such as azaleas, rhododendrons, roses, and other planting material.

Virginia Mason has just completed, via a partnership with Horizon House and Seattle Parks, a plan to reinvigorate and make safety improvements to the Pigott Corridor as recommended in the “New Vision for Freeway Park” (Project for Public Spaces, January 2005) and will participate as appropriate in plans

to improve and maintain the public amenity. Virginia Mason continues to jointly maintain the landscaping with Horizon House under an agreement with the City of Seattle Parks Department.

Virginia Mason is embarking upon a multiyear project to significantly upgrade its landscaping. The planning for these improvements is occurring in collaboration with regionally respected landscape architects and designers. Virginia Mason's goals are to create green spaces that use native noninvasive plants, reduce water and fertilizer consumption, align with good urban landscaping design practices and enliven the urban pedestrian experience. This design will be presented to the CAC for their input as it evolves. In addition to the planned upgrade of existing landscaping, future landscaping will be designed for locations within the building setback areas identified above in Section C.3 and considered for rooftops (green roofs) and building terraces where feasible. Unless designated as usable open space, access landscaped rooftops may be limited to coincide with the building hours of operation and/or due to security policies in effect at the time.

Existing and Proposed Open Space Within Virginia Mason's Boundaries

Virginia Mason's prior Master Plan required a minimum of 1% of the campus be set aside as open space. Based on the existing combined lot area of 308,110 square feet, the required open space would be 3,081 square feet, which can be provided at ground level or on upper level plazas. Virginia Mason exceeded this requirement through its participation in the creation of the Pigott Corridor to Freeway Park and the plaza on the west side of the Lindeman Pavilion. Over 6,000 square feet of the northern end of the BRI parcel contributes to the Pigott Corridor, which is a key route that links First Hill with downtown through Freeway Park. The setback area is defined as "dedicated open space" of the Virginia Mason MIO district and will be protected and preserved. The existing plaza on the west side of the Lindeman Pavilion contributes an additional 3,400 square feet of publicly accessible open space.

In the underlying HR zoning, open space is considered as part of an "amenity area." The HR zoning requires that a minimum of 5% of a structure in residential use shall be set aside as amenity area, defined to include space that provides opportunity for active or passive recreational activity for residents of a development or structure, including landscaped open spaces, decks and balconies, roof gardens, plazas, courtyards, play areas and sport courts. No more than 50% of the amenity area may be enclosed. Parking areas, vehicular access easements, and driveways do not qualify as amenity areas, except that a woonerf may provide a maximum of 50% of the amenity area if the design of the woonerf is approved through a design review process pursuant to Chapter 23.41. "Woonerf" means a common space shared by pedestrians, bicyclists and vehicles, used for vehicular access, in which amenities such as trees, planters, and seating serve to impede vehicular movement and provide opportunities for outdoor use by occupants of abutting structures. A woonerf is intended and designed to prioritize pedestrian movement and safety through features such as pavers and pervious ground surfaces that slow vehicular movement.

Virginia Mason is not proposing structures for residential use. The 5% requirement of the HR zoning for "amenity area" would only apply to residential development were it to occur.

Virginia Mason is proposing that a minimum of 4% of the area of the campus be provided as dedicated open space. This is an amount equal to approximately 16,000 square feet of the expanded MIO district at full build out of proposed Alternate 6b. The open space area includes the retention of the 6,000 square feet of landscaped open space and a new plaza proposed for either the north corner of Ninth

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Avenue and Seneca Street or a linear plaza along the east side of University Street when Phase 2 of Lindeman Pavilion is designed and constructed. Virginia Mason will provide a public open space plaza incorporating the existing 3,400 square feet just west of the Lindeman Pavilion with an additional 6,600 square feet for a total area of 10,000 square feet. The exact location and configuration of this space within the larger area shown on Figure 21 will depend upon decisions concerning parking entrances and other factors. Virginia Mason will work with both Horizon House and the Standing Advisory Committee to identify the location, design, and accessibility, of this important open space feature. See Figure 21 on page 51 Existing and Future Landscape/Open Space Plan.

In addition to these identified open space areas, as Virginia Mason develops designs for future buildings, they intend to identify opportunities for other open space plazas and rooftop gardens, but such improvements would be in addition to and beyond meeting the open space development standard of 4% of the campus area.

Virginia Mason will apply Crime Prevention Through Environmental Design (CPTED) principles to the development of its open space and public amenities to enhance the safety and security of the areas.

Existing and Proposed Public Amenities Located Within or Adjacent to Street Rights-of-way

A requirement within both SMC 23.45.524 (HR) and SMC 23.47A.016 (NC) is the provision and retention of street trees. Virginia Mason proposes to comply with those requirements. The existing street tree canopy on Virginia Mason's campus includes a variety of trees of varying ages and in varying degrees of health. Virginia Mason is committed to maintaining mature street trees where possible and replacing trees as needed over time. Virginia Mason intends to maintain the street trees that are healthy and do not pose safety hazards. The institution will replace trees when they are removed and as developments require their relocation. Where rows of trees create an identifiable streetscape, that identity will be maintained where feasible.

As described in Section C.13, Virginia Mason is proposing two pedestrian corridors through the campus, both connecting to the Pigott Corridor and Freeway Park located on the west edge of the Virginia Mason MIO boundaries. The intent of the pedestrian corridors is to provide pedestrian-oriented street-level connections from the First Hill neighborhood through the Virginia Mason campus to downtown Seattle.

One corridor would connect the east end of the Pigott Corridor (at the corner of University Street and Ninth Avenue) with the corner of Madison Street and Boren Avenue. The corridor would extend east along University Street to Terry Avenue, south along Terry Avenue, through a breezeway or other pedestrian connection across the central hospital block, and then continue along Terry Avenue to Madison Street, and then east along Madison Street to the corner of Madison Street and Boren Avenue. The second corridor would connect the east end of the Pigott Corridor along Ninth Avenue to Madison Street. Both pedestrian corridors are shown on Figure 21 on page 51 Existing and Future Landscape/Open Space Plan.

Both Terry Avenue and University Street are classified as "Neighborhood Green Streets." Within these pedestrian corridors, Virginia Mason is proposing wide sidewalks and planting strips created by setting the buildings back ten feet from the property line, street trees and other landscaping, pedestrian-scaled lighting, street furniture, awnings or other forms of weather protection, special paving, art and wayfinding (signage). Curb bulbs will be provided where there is on-street parking. While driveways are

not encouraged along Neighborhood Green Streets in order to create a continuous sidewalk, it may not be possible to avoid driveways on Terry Avenue and Ninth Avenue due to limitations on other street frontages. Where driveways are necessary, they will be designed to minimize impacts to pedestrians to the extent feasible. The corridor amenities would be provided along street frontages with new project development, or when opportunities arise with existing landscape or sidewalk replacement.

In addition, Virginia Mason proposes to improve other streetscapes, including along Seneca Street, Spring Street and Ninth Avenue, with street trees and other pedestrian amenities when adjacent property redevelopments occur.

All open space and public amenity improvements will be designed to accommodate the special user needs of the physically frail, medically challenged/handicapped, elderly and less mobile populations. Features will seek to reduce barriers and make the amenities truly accessible and usable to all, including application of ADA requirements, whichever version is current at the time of development.

10. Loading and Service Facilities

Seattle Municipal Code 23.54.035 describes the required number of loading berths based on the size of a facility and its demand. Hospitals are considered to be “high demand” uses (see Table 23.54.035A), whereas medical services and offices are considered to be “low demand” uses. At full 3 million square feet build out of the proposed MIMP (Alternative 6b), the Land Use Code would require more than 22 loading berths of 35 to 55 feet in length unless the requirement is waived or modified.

Virginia Mason currently has four loading areas: (1) a loading dock at the hospital on the south side of Seneca, (2) Lindeman Pavilion, (3) Spring Street and (4) BRI. There are four berths at the loading dock on Seneca, and two of them are used for a compactor and a dumpster, respectively. The loading dock at Lindeman Pavilion has two truck bays, which are limited in length and can accommodate trucks up to 30 feet in length. The Spring Street dock is used for food delivery and can accommodate one truck. The loading dock serving the BRI is on Seneca Street adjacent to the garage access. It can accommodate one truck.

Virginia Mason has engaged in numerous studies and improvement events to streamline and maximize the flows of delivery of materials across its docks. These “Lean” events using VMPS have significantly reduced batching of large deliveries of materials, employing Just In Time delivery principles and contracts with key supplier partners to optimize the number of docking berths needed to supply the campus. The existing docks are sufficient to meet the current campus demand, and additional improvements in materials flow and waste management may reduce this demand even further.

The Director of DPD can waive or modify loading berth requirements during specific project reviews when multiple buildings share a central loading facility, the loading is proposed to occur on site, and goods can be distributed to other buildings on site without disrupting pedestrian circulation or traffic. As provided for in SMC 23.54.035, a modification to loading berth requirements and space standards is requested by Virginia Mason. Multiple campus buildings share common central loading/supply/waste facilities. Virginia Mason is proposing that these be intertwined with below-grade service/tunnel connections for efficient distribution and delivery to point of use.

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Materials management and physical plant activity for hospitals require 24-hour operation. The Land Use Code-required number of berths may not apply due to the extended operations and efficiently scheduled distribution of activity. The VMPS prepackaging of regularly used “kits” eliminates multiple vendor deliveries of separate items and reduces on-site materials handling. 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.

Installing additional loading berths would not be required until new projects are designed and permit applications are submitted. Loading and unloading for businesses on the 1000 Madison block will occur from an internal loading dock, and not from any adjacent street. With each project, an analysis of loading needs will be performed, including potential traffic impacts, and the location and number of loading berths required to adequately serve that building’s uses. If appropriate, a waiver request will be made for a specified number of berths. It would be at the discretion of the DPD director, in consultation with the director of the Seattle Department of Transportation, as to whether the waiver would be granted.

11. Preservation of Historic Structures

The existing Virginia Mason campus is composed predominantly of buildings that are more than 25 years in age, and that therefore will be reviewed for landmark status under current statutes (see SMC 25.12.350 Standards for Designation). Should these change during the period of the MIMP, Virginia Mason will comply with current requirements at the time of development.

An object, site or improvement which is more than twenty-five (25) years old may be designated for preservation as a landmark site or landmark if it has significant character, interest or value as part of the development, heritage or cultural characteristics of the city, state, or nation, if it has integrity or the ability to convey its significance, and if it falls into one (1) of the following categories:

- A. It is the location of, or is associated in a significant way with, an historic event with a significant effect upon the community, city, state, or nation; or
- B. It is associated in a significant way with the life of a person important in the history of the city, state, or nation; or
- C. It is associated in a significant way with a significant aspect of the cultural, political, or economic heritage of the community, city, state or nation; or
- D. It embodies the distinctive visible characteristics of an architectural style, or period, or of a method of construction; or
- E. It is an outstanding work of a designer or builder; or
- F. Because of its prominence of spatial location, contrasts of siting, age, or scale, it is an easily identifiable visual feature of its neighborhood or the City and contributes to the distinctive quality or identity of such neighborhood or the City.

The Baroness Apartment Hotel (1930) was nominated and the exterior of the building is now designated

a Seattle landmark as of December 7, 2010, per the City of Seattle website showing the ordinance's signature date by the Mayor (Ordinance No. 123487). The nearby Cassel Crag Apartments (1925), Chasselton Court Apartments (1925) and the Rhododendron Restaurant/Inn at Virginia Mason (1928) were also nominated to determine their status but were determined to not be landmarks on February 6, 2008, August 19, 2009, and October 7, 2009, respectively. The following adopted controls and incentives apply only to the Baroness Apartments.

Controls

The following controls are imposed on the features and characteristics of the Baroness Apartment Hotel that were designated by the Board for preservation: the owner must obtain a Certificate of Approval issued by the Board pursuant to SMC chapter 25.12, or the time for denying a Certificate of Approval must have expired, before the owner may make alterations or significant changes to the following specific features or characteristics: the exterior of the building.

No Certificate of Approval or approval by the City Historic Preservation Officer (CHPO) is required for the following: Any in-kind maintenance or repairs to the exterior of the building; and the installation of exterior security lighting, video cameras and security system equipment.

CHPO review is available for the following: the addition or elimination of duct conduits, HVAC vents, grilles, fire escapes, pipes, and other similar wiring or mechanical elements necessary for the normal operation of the building; signage; exterior painting; installation of exterior light fixtures not already excluded from the Certificate of Approval process; and alterations to the canopies on the south elevation.

The historic facades of the Baroness would be retained per City Ordinance requirements. Virginia Mason is proposing to set new development away from the Baroness by a minimum of 20 feet on the east side and 40 feet on the south side, with additional setbacks proposed for upper levels of the new development. The alley facade or the southeast side of the south facade, may offer opportunities to add pedestrian entrances to provide access between the Baroness and the new structure on the 1000 Madison block, subject to the controls of the historic designation. Any proposal to make a connection or modification to the building would be subject to approval by the Landmarks Board.

The Baroness Hotel provides a significant benefit to Virginia Mason patients and is currently aligned with the hospital's business interests. If, in the future, conditions change that alter this relationship, Virginia Mason may replace the use with other functions.

12. View Corridors

For view impact analysis in Seattle, five considerations apply pertaining to impacts on City-designated viewpoints and parks, designated scenic routes, designated downtown view corridors, designated Space Needle viewpoints and views of historic structures.

Development associated with Virginia Mason Medical Center's proposed MIMP would not affect territorial views from designated viewpoints or parks with the exception of potential impacts to views from First Hill Park - a small park, located on the southeast corner of Minor Avenue and University Street one block east of the MIO - that provides corridor views along Minor Avenue toward Lake Union and corridor views

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along University Street of the downtown skyline and Elliott Bay.

There are two designated scenic routes in the vicinity of the Virginia Mason Medical Center campus - Boren Avenue and Interstate 5. Boren Avenue affords views looking north toward Lake Union and west toward Elliott Bay. Proposed development on the 1000 Madison block would not extend into the Boren Avenue right-of-way, nor would it affect northerly views. The north and south facades of the future buildings are proposed to be set back from the property lines by 7 to 10 feet at ground level (depending on location) and 20 feet above a height of 45 feet. No building facades would extend into the westerly view corridors from Boren Avenue. There is an existing skybridge across Seneca Street and additional skybridges are proposed to connect future development. The EIS includes visual simulations of the potential skybridges. With each future skybridge permit application, a more detailed analysis of whether Elliott Bay views from Boren would be diminished and mitigation measures proposed if needed such as increasing the transparency, increasing the height above the street, or moving the location farther up or down the hillside. Interstate 5's view corridor looks west and south. Virginia Mason Medical Center's campus is located to the east of this route.

Resolution No. 30297 (adopted in 2001) addresses the City's Street Vacation Policies and identifies certain downtown street rights-of-way in which westerly views are to be protected. While all the identified view corridors are located west of Interstate 5, the importance of these viewing corridors is also a consideration for development east of Interstate 5. Proximate to the Virginia Mason Medical Center campus, four streets are designated view corridors west of Interstate 5: University, Seneca, Spring and Madison Streets. To preserve and enhance westerly views from Boren through the Virginia Mason campus, Virginia Mason is proposing to comply with or exceed the underlying HR and NC-3 building setback requirements along the streets of Madison, Spring, Seneca and University east of Terry Avenue (see Figures 10 through 18 and Tables 5 through 12 on pages 36 through 45 for setback information on a block-by-block basis).

There are 10 designated viewpoints associated with the Space Needle. Only one of the viewpoints, however, is located on Capitol Hill - Volunteer Park, which is approximately 1.25 miles north of the Virginia Mason Medical Center campus. As such, Virginia Mason Medical Center is outside the designated view corridors from Volunteer Park to the Space Needle.

Preliminary analysis indicates that there are four designated landmark structures in the general vicinity of Virginia Mason Medical Center's existing campus: the Baroness Apartment Hotel, the Sorrento Hotel, the Dearborn House and the Stimson Green Mansion. Both the Dearborn House and the Stimson Green Mansion are located on Minor Avenue roughly one block east of the Virginia Mason Medical Center campus. As such, views of these two buildings would not be affected by development alternatives associated with Virginia Mason Medical Center's proposed MIMP. New development on the 1000 Madison block is proposed to be set back from the Baroness Hotel (20 feet on the east side and 40 feet on the south side) and set back from the abutting streets by a minimum of 10 feet with additional setbacks proposed at upper building levels. Street level views of the Baroness and the Sorrento Hotel would not be affected. However, existing upper-level views of the Baroness and the Sorrento Hotel over the existing one-story development could be affected by the proposed MIMP development.

The Final Environmental Impact Statement (FEIS) includes an analysis of potential impacts on the identified views.

13. Pedestrian and Bicycle Circulation Within and Through the Campus

The conditions of the bicycle and pedestrian facilities in the vicinity of the Virginia Mason Campus are well-documented in the Seattle Pedestrian Master Plan of 2009 and the 2007 Seattle Bicycle Master Plan. The Master Plan addresses its compliance with these plans in Appendix C to this MIMP.

The First Hill Neighborhood Plan identifies “Key Pedestrian Streets” in the vicinity of Virginia Mason as shown on Figure 1 on page 4. Within Virginia Mason’s existing and proposed expanded boundaries, University, Seneca and Madison Streets are shown as providing east-west pedestrian connections, and Ninth Avenue provides a north-south connection from the Pigott Corridor to Madison Street. Terry Avenue also extends through the Virginia Mason central hospital as a public pedestrian pathway known as the Breezeway, connecting the Pigott Corridor to the Madison Street commercial corridor. The City of Seattle’s Blue Ring Center City Open Space Plan also identifies Eighth Avenue to serve as a First Hill pedestrian connector.

First Hill is divided from the downtown core by Interstate 5. The few connections across Interstate 5 include the Pigott Corridor/Freeway Park; overpasses on Pike, Seneca, Spring and Madison Streets; and underpasses farther south connecting with Cherry and James Streets, and to Boren Avenue to the north. Traffic entering the community from Interstate 5 or the downtown is channeled to these few paths, creating local congestion. With the exception of Freeway Park, the connections are uncomfortable places for pedestrians and need enhancing to improve the pedestrian linkages to downtown and to overcome their psychological sense of separation.

Bicyclists are required to walk their bikes when using the Pigott Corridor. The Seattle Bicycle Plan identifies the need for improvements for bicyclists on Seneca and Spring Street within the boundaries of the Virginia Mason MIO, including the placement of sharrow markings. Sharrow markings have recently been applied to Spring Street. The extreme elevation change along Spring Street east of Ninth Avenue limits its usefulness for bicyclists traveling in an easterly direction through the campus boundaries.

To the north, east and south the steep slopes of the hill interrupt the pattern of the street grid, offering challenging transitions for pedestrian and bicycle access, and constricting arterial traffic to Boren and Broadway Avenues and Yesler Way. The Seattle University campus creates a porous transitional edge on the west side of its campus where the street grid intersects Broadway, and some streets are replaced with pedestrian pathways through its campus.

To improve connections for pedestrians, Virginia Mason is proposing to strengthen existing pedestrian connections at street level through the campus with focus on two pedestrian corridors between the corner of the Pigott Corridor at the corner of University/Ninth Avenue and Madison/Boren, and between the Pigott Corridor along Ninth Avenue to Madison Street as shown in Figure 21 on page 51. As individual blocks or frontages develop along any of the streets within the MIO, any pedestrian facilities (sidewalk plus planting strips) that do not meet established city standards that exist at the time of redevelopment will be brought up to those standards. An evaluation of accessibility will be performed as part of this analysis and measures included for ADA accessibility where feasible.

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One pedestrian corridor would extend from the east end of the Pigott Corridor west to east along University, north to south along Terry to Madison (through an interior connection in the redeveloped central block, similar to the current breezeway, and then east along the face of Madison to Boren. A second pedestrian corridor would be north-south along Ninth Avenue between the east end of the Pigott Corridor and Madison Street.

The Breezeway (pedestrian corridor) between Seneca and Spring Streets is open 24 hours per day, 7 days a week, 365 days per year at Terry Avenue, per “Covenant with Respect to Pedestrian Pass-Through and Walkway” referenced in the Terry Avenue Street Vacation Ordinance (Ordinance 101874). Other future internal passages will be subject to the hours of operation of the buildings in which they are located. The other pedestrian corridors shown on the map are exterior and located on public sidewalks not subject to hours of closure.

The intent of the pedestrian corridors is to provide pedestrian-oriented street-level connections from the First Hill neighborhood through the Virginia Mason campus to downtown Seattle. Within these proposed pedestrian corridors, Virginia Mason is proposing street trees and other landscaping, pedestrian-oriented lighting, street furniture, special paving, art and wayfinding (signage).

Virginia Mason offers a combination of amenities for bicyclists. For the public, there are bicycle racks at each major entrance.

Virginia Mason’s existing and proposed Transportation Management Plans include the following measures to support bicycle use among its staff:

- Locked bike cages with weather protection located in three of the parking garages on campus
- A minimum capacity of 75 bicycle parking spaces
- Shower facilities and lockers in multiple locations on campus and in each major building for staff who commute by bicycle
- Support for the Virginia Mason Bicycle Club to improve bike storage, security, shower facilities, and benefits for frequent riders and to encourage ridership.

As each new building is added, the need for additional bicycle amenities and bicycle access will be considered as part of the programming effort.

14. Transit Access

Virginia Mason is served by a variety of transit options. Buses traveling along Madison Street, Seneca Street, Ninth Avenue and Boren Avenue provide links to downtown, Seattle neighborhoods and suburban cities. The transit stops within or adjacent to Virginia Mason’s property are shown on Figure 22 on page 61. Virginia Mason intends to work with Metro Transit to identify ways in which Virginia Mason could improve landscaping, lighting, wayfinding or other pedestrian-scale amenities around the bus stops within the boundaries of Virginia Mason property to enhance the transit rider’s experience. These improvements would be implemented as street frontages are redeveloped, or as routine landscaping or sidewalk maintenance is performed.

Madison Street is identified in SDOT’s Right of Way Manual as a “Major Transit Street.” To provide for high pedestrian volumes, Virginia Mason is proposing to set the building back 10 feet from the property line. Combined with the existing 8.5-foot sidewalk, this will create a new 18.5-wide space between the building face and the curb. As described on page 54 in “Existing and Proposed Public Amenities Located Within or Adjacent to Street Rights-of-way”, Virginia Mason is proposing to include street trees, landscaping, pedestrian-scaled lighting, street furniture, awnings or other forms of weather protection, special paving, art and wayfinding. Bike parking will be provided at major building entrances. Virginia Mason is proposing to vacate the alley on the 1000 Madison block and to locate driveway access on Terry Avenue and Spring Street. This would eliminate vehicular crossings of the sidewalk at mid-block.

A streetcar line is under construction along Broadway connecting the light rail station on Capitol Hill near Seattle Central Community College on the north end to the Yesler Terrace/International District on the south end with downtown Seattle. The nearest stop to Virginia Mason would be at Broadway Avenue and Marion Street, approximately four blocks southeast of Virginia Mason. A Bus Rapid Transit line is proposed on Madison Street, which was identified as a high-priority transit corridor in the City of Seattle’s recently adopted 2012 Seattle Department of Transportation Transit Master Plan.



Figure 22 Existing Metro Bus and Virginia Mason Shuttle Bus Stop Locations

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D. DEVELOPMENT PROGRAM

1. MIMP Alternatives

Virginia Mason has evaluated several configurations of how to potentially distribute the area needed for its future growth on the First Hill campus with its Citizens Advisory Committee (CAC) and neighbors, and has held a workshop to set the criteria and preferences for how to best manage its growth, while balancing its needs with the needs of the neighborhood.

The preferred option, Alternative 6b, is now being carried forward in this Master Plan. This option proposes to expand Virginia Mason's MIO boundaries to include the 1000 Madison block, located to the south of the campus and bordered by Boren and Terry Avenues on the east and west, and Spring and Madison Streets on the north and south. The CAC's preference was to shift the area toward the Madison Street commercial corridor and to have increased setbacks and improved pedestrian-focused streetscapes throughout the campus.

The 1992 MIMP provided for an open space at the northeast corner of Ninth Avenue and Seneca Street. The CAC preferred to shift this to the north and extend Freeway Park and the Pigott Corridor. Two potential configurations of this open space are shown - one concentrating it at the intersection of University Street and Ninth Avenue, and one widening the setback along Ninth Avenue. Both of these options are proposed to be carried forward into the Final Master Plan as an allowance for open space on this block, with the final configuration to be developed at the time the block is developed with community input.

The proposed MIO boundaries and MIO height districts are shown on Figure 20 on page 47 in Section C.5. The Land Use Code stipulates that the Major Institution will prepare a Major Institution Overlay and then condition down to its proposed heights where applicable. Therefore, the Major Institution Overlay is to be 240 feet, with specific conditions set as shown for each site. Figure 23 on page 64 shows the proposed heights of existing, planned and potential development. Where heights shown in Figure 23 are less than 240 feet, they are proposed to be conditioned down to the heights shown.

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Figure 23 Alternative 6b – Proposed Building Heights

The amount of building area is described under development density as floor area ratio (FAR). Alternative 6b would include approximately 3 million square feet at full build out and would result in an FAR of 8.1. The Master Plan is proposing that this FAR is a campus FAR, with the setbacks describing the maximum allowable building envelope proposed on any site.

The Seattle Land Use Code defines gross floor area (GFA) to mean the number of square feet of total floor area bordered by the inside surface of the exterior wall of the structure as measured at the floor line. Areas that are entirely below existing grade and above and below-grade parking are typically excluded from the calculation of GFA for Major Institutions. Please refer to page 47, Section C.6 for what is included and excluded.

The total above-ground building area of the existing Virginia Mason buildings measures approximately 1.23 million square feet, as measured to the outside surface of the exterior wall. Existing development on the 1000 Madison block contains approximately 95,370 square feet, also measured to the outside surface of the exterior wall. Together with the Virginia Mason-owned 1000 Madison block, the existing development totals approximately 1.32 million square feet.

Virginia Mason refined the alternates considered to two alternatives that are carried forward into the Environmental Impact Statement:

- Alternative 5a - a City of Seattle-required “no boundary expansion” alternate, which adds approximately 1.7 million square feet, for a total GFA of approximately 3 million
- Alternative 6b - the proposed alternative, which expands the MIO boundary to include 1000 Madison block and adds approximately 1.7 million square feet, for a total GFA of approximately 3 million

One of Virginia Mason’s key goals in updating its Master Plan is to plan for the replacement of the existing hospital inpatient core. The buildings that comprise the core include the original Main Wing, the west additions to it, the East Hospital tower and the numerous small additions to these structures. A careful evaluation of this core area revealed four criteria that drove the development of the Master Plan options:

- The core hospital services include approximately 422,000 SF of area that needs to be contiguous
- This contiguous core hospital area needs to be located as close as possible to the Floyd & Delores Jones Pavilion, which now houses the Emergency Department.
- The existing hospital core areas need to remain fully functional while the replacement hospital is being built.
- An inpatient bed floor requires approximately 22,000 SF for optimum efficiency.

There are no sites on the existing Virginia Mason campus large enough to accommodate all four criteria. Alternative 5a was explored as a no boundary expansion way to enlarge the needed footprint by bridging over Terry Avenue to connect the Lindeman and Cassel Crag/Blackford Hall sites to create enough contiguous area to replace the core hospital functions. It would require building up to 300 feet in height on the central hospital block and would require more intense development on the Lindeman block than the previous Master Plan allowed with a potential 9.74 FAR.

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This solution was not preferred by the CAC or Virginia Mason. A comparison of the features and potential environmental impacts of Alternative 5a with Alternative 6b is provided in the Final EIS.

Alternative 6b – Boundary Expansion to 1000 Madison, Develop to MIO 240'

Alternative 6b would:

- Expand the existing campus MIO boundaries to include the 1000 Madison block.
- Correct the MIO district boundary map to accurately reflect Virginia Mason property ownership by moving the boundary 20 feet to the north. See Appendix A.
- Maintain the MIO district heights at the existing MIO-240 and place a MIO-240 on the 1000 Madison block as shown on Table 13 in Section C.5 on page 48.
- Further condition heights below the MIO height districts as shown on Figure 23 on page 64 for the Jones Pavilion (145 feet), BRI (120 feet), and Lindeman block per the Horizon House Agreement, as adjusted to reflect the changed open space location.
- Maintain the historic-designated features of the Baroness Hotel.
- Demolish the Chasselton Court Apartments and existing retail on the 1000 Madison block for redevelopment into medical and retail use.
- Demolish and replace the hospital buildings except for the Floyd & Delores Jones Pavilion.
- Demolish the Health Resources Building and Buck Pavilion buildings, and expand the Lindeman Pavilion.
- Demolish and redevelop the site of Cassel Crag, Blackford Hall and the MRI building.
- Develop the parking lot at University Street and Terry Avenue.
- Demolish and redevelop the Ninth Avenue Garage with major medical or medical research use.
- Vacate the alley on the 1000 Madison block to enable new development to be placed midblock for efficient use of space and reduction in potential massing at the edges of the block.
- Connect new development with tunnels and skybridges as shown in Figure 29 on page 77.
- Add approximately 1.7 million square feet.
- Result in a total GFA of approximately 3 million.

Alternative 6b, because it includes the expansion to the 1000 Madison block, would likely create more intense development on the south and east sides of the campus and lessen the intensity of development on the north and west sides of the campus. Alternative 6b is illustrated in Figure 23 on page 64.

Section Views of Alternative 6b

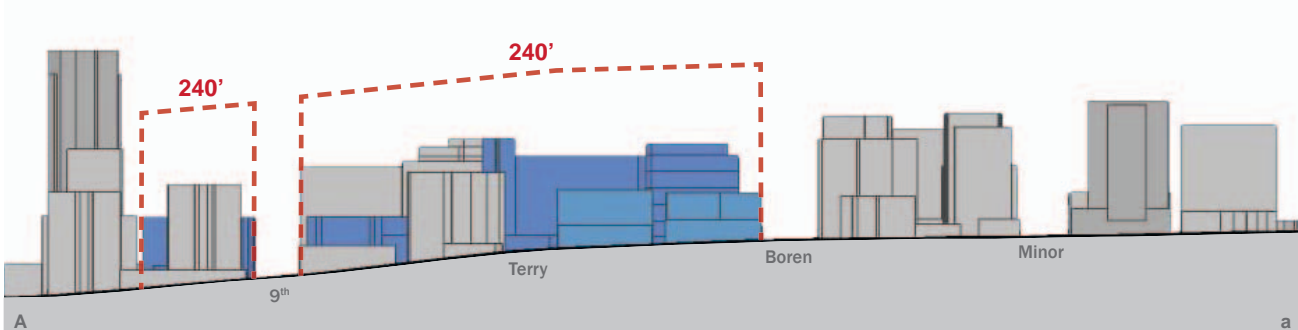
On the following pages, Figures 24 and 25 on pages 67 and 68 provide the height of Alternative 6b when viewed in section. Figure 24 shows the heights of proposed Alternative 6b development when viewed from Madison Street, looking north.

Figure 25 shows the potential heights of the proposed Alternative 6b development when viewed from Boren Avenue, looking west. Theoretical Virginia Mason massing is illustrated in context with potential maximum heights of adjacent neighboring properties (shown in grey).

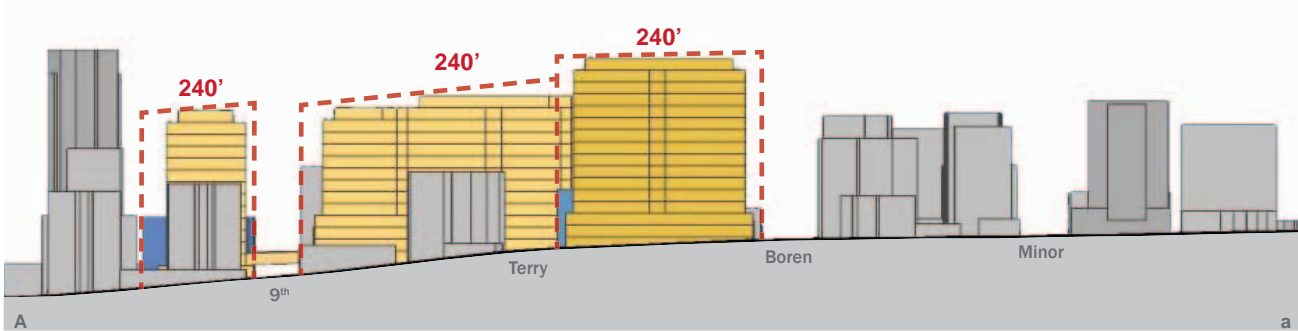
The heights shown in these sections are relative to the individual buildings noted from street to top of building and take into consideration the slope of the hill.



Alternative 4: Existing Conditions

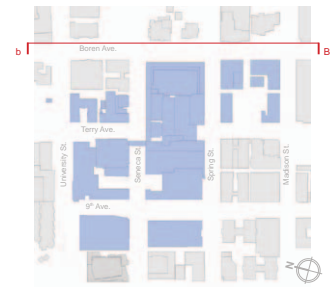


Alternative 6b: Boundary Expansion



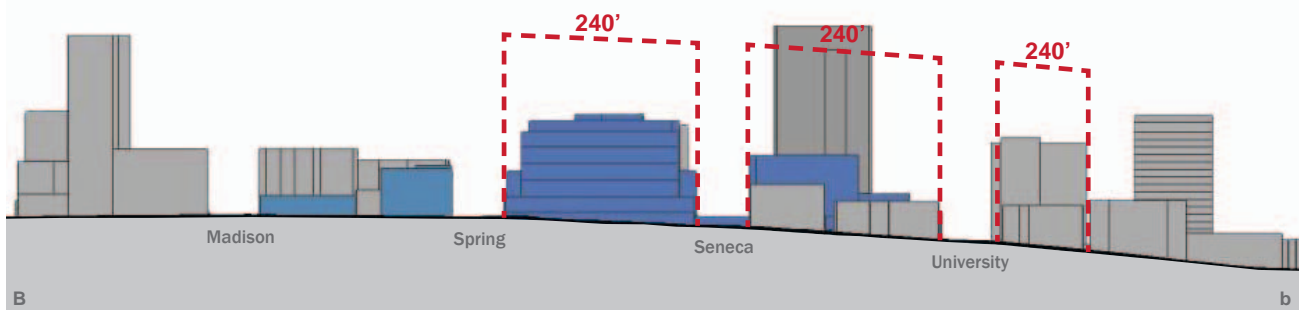
Existing buildings
 VM theoretical massing
 Maximum MIO height
 (Note: Height measurements taken at designated development site locations.)

Figure 24 – Comparative Sections, Madison Street Looking North

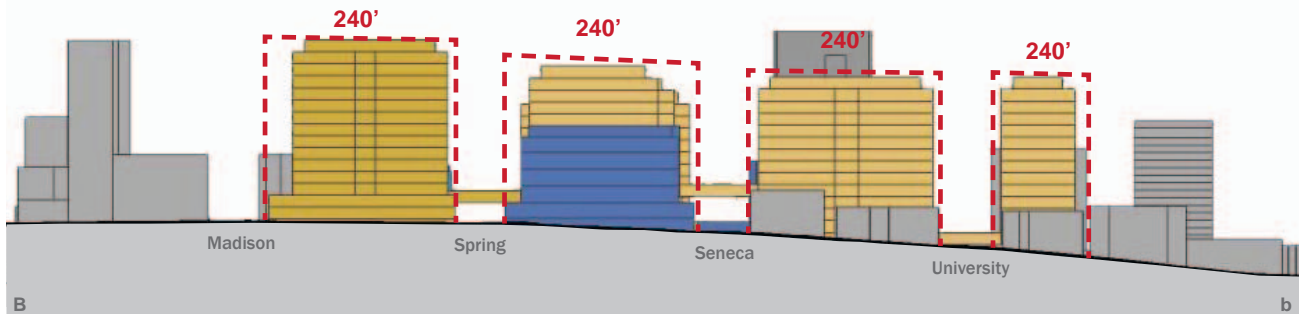


Location Plan

Alternative 4: Existing Conditions



Alternative 6b: Boundary Expansion



Existing buildings
 VM theoretical massing
 Maximum MIO height
 (Note: Height measurements taken at designated development site locations.)

Figure 25 Comparative Sections, Boren Avenue Looking West

2. Density, Development Capacity and Floor Area Ratio (FAR)

The 1992 MIMP allowed development to 1.66 million square feet, or an effective FAR of 4.3 across the 7.07-acre campus. Alternative 6b proposes the addition of the 1000 Madison block, so the land basis would become 369,550 or 8.48 acres, including the alley. The development total and corresponding FAR for Alternative 6b is listed in Table 14 below.

Table 14 Development Capacity and FAR

	Land Basis	Total Gross Square Feet (GSF)	Floor Area Ratio (FAR)
Existing Development	308,110 GSF 7.07 acres	1.23 million existing	3.99 existing 4.3 allowed by expired MIMP
Underlying NC3-160 zoning (applies only to south half of 1000 Madison block)			Maximum of 5 for single use
Underlying HR zoning (applies to entire campus with the exception of south half of 1000 Madison block)			Base of 7 – 8 depending on lot size Maximum of 13 for structures 240’ or less in height; 14 for structures over 240’ with provision of incentives
Alternative 6b	369,550 GSF 8.48 acres	3.0 million proposed	8.1 proposed

The development program building area that is defined for the entire Virginia Mason campus MIO district may be located or transferred to any on-campus site as long as all applicable development standards are satisfied. Total development capacity and FAR applies to the entire MIO district and not to individual land parcels or sub-areas (SMC 23.69.030 E2). No differences in impact would occur since the maximum building envelope “worst case” condition was evaluated in the Final EIS, and appropriate mitigation was identified. There are no project area limitations or use or function restrictions by individual site other than the height limits and setbacks prescribed by each alternative and analyzed in the Final EIS.

Please see Section C.6 on page 49 for a discussion regarding space that is exempt from gross floor area calculations.

3. Maximum Number of Allowed Parking Spaces

Virginia Mason today provides approximately 1,426 parking spaces, including 884 spaces on campus, 175 spaces at Tate Mason, 60 spaces on the Virginia Mason-owned 1000 Madison block and 307 spaces that are leased from nearby property owners. The number of leased spaces fluctuates over time based on the availability of parking from neighboring parking garages. Three hundred seven spaces (307) was the count in 2010. A significant percentage of Virginia Mason patients and visitors arrive at the campus by using public transit or walking. As shown on Table 16 on page 97 in Section E.1, the existing number of parking spaces is below the Land Use Code minimum for major institutions of 1,667 spaces.

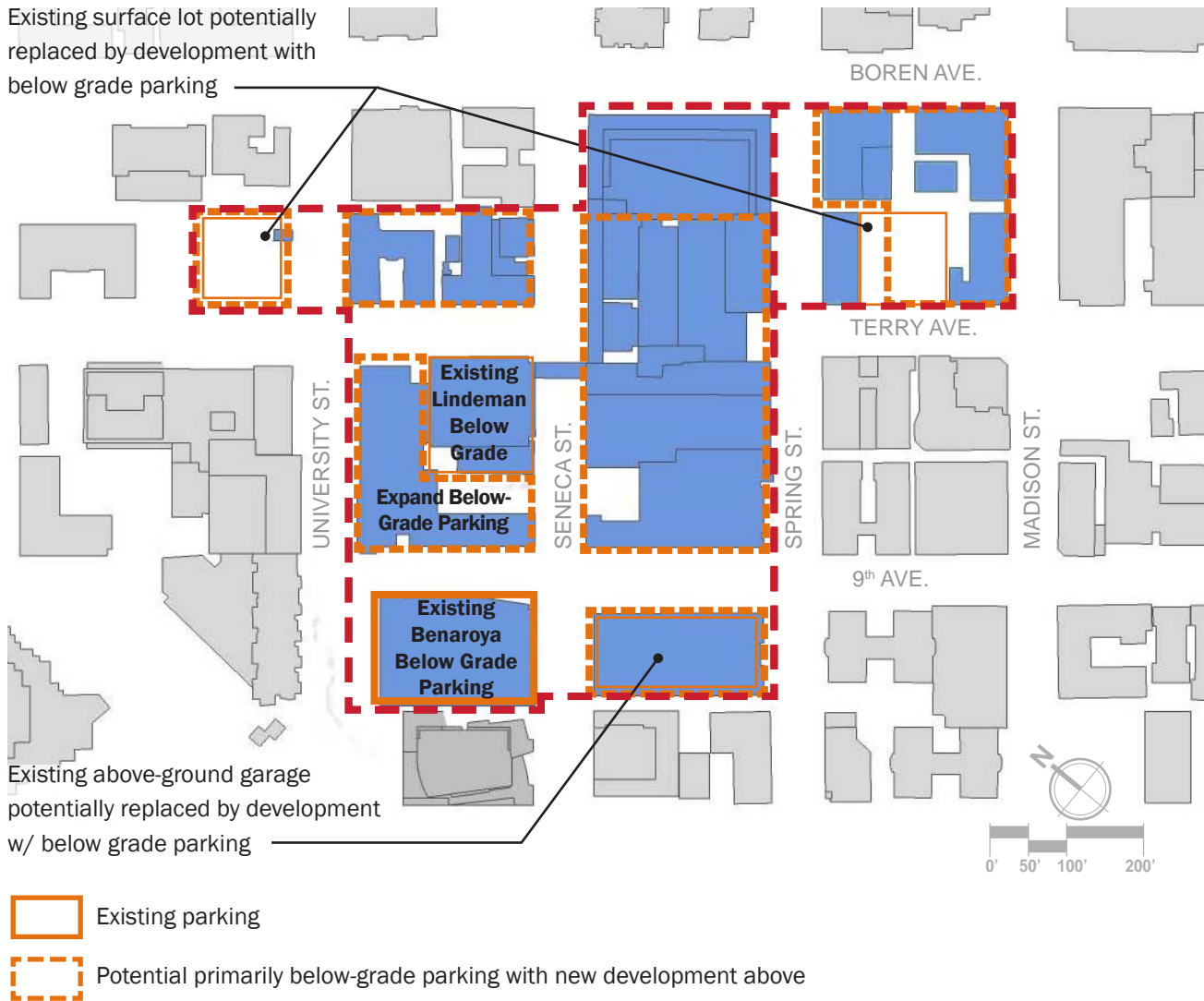


Figure 26 Existing and Planned Parking Areas

Existing and proposed planned campus parking areas are shown on Figure 26 on page 70. In addition, see Section D.5 below and Figure 27 on page 72 for the location of leased parking.

A parking calculation has been performed for Alternative 6b, as shown on Table 17 on page 98 in Section E.1. Based on calculated demand, the estimated number of recommended parking spaces for Alternative 6b is below the Land Use Code maximum allowable parking supply by 41 spaces. These demand numbers are being refined and are anticipated to be reduced, and Virginia Mason is not requesting a modification of the parking standards at this time. As each project is programmed and developed, a separate traffic study will be performed as part of SEPA to revalidate the parking demand, and will adjust the parking needed to reflect then-current conditions, codes and transportation patterns.

4. Existing and Planned Future Development

With regard to future development, the development program component shall describe planned physical development, defined as development that the Major Institution has definite plans to construct. The development program may describe potential physical development or uses for which the Major Institution's plans are less definite. The development program may be amended according to the provisions of Section 23.69.035 without requiring amendment of the development standards component.

At this time, Virginia Mason is proposing "planned development" on the Cassel Crag/Blackford Hall site (medical office and clinic), the Ninth Avenue Parking Garage site (medical research), the Lindeman 2 site (medical office and clinic), and 1000 Madison (hospital). Replacement of the core hospital building and the Terry and University parking lot site (office/medical) may come later, and the exact use will be dependent on future demand. These two sites are considered "potential development."

The range of planned and potential future development including street configuration is illustrated in Figure 23 on page 64. Existing development is shown in Figure 8 on page 23 in Section B.

Figure 21 on page 51 in Section C.9 locates existing landscaping and open space as well as potential areas that would be added with adjacent building construction.

Please see Figure 26 on page 70 illustrating the location of existing and planned parking areas and structures.

5. MIO District Properties and Leased/Owned Properties Within 2,500 Feet

Virginia Mason owns all of the property within its existing MIO boundary and all of the property within both areas proposed for the expansion of the MIO boundaries (a 20-foot portion of Lot 8 of Block 112 and all of the property on the 1000 Madison block).

Virginia Mason leases parking at the following garages: Tate Mason, Avanti Apartments, Cabrini Towers, Cassel Crag, Copperfield, Exeter House, Horizon House, Landes, M Street Garage, Panorama House,

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Sorrento Hotel and Stimson Green Mansion, as shown in Figure 27 below.

Metropolitan Park North and West facilities also provide leased space and parking to Virginia Mason. (Metropolitan Park is in a downtown zone. Space leased by a Major Institution in a downtown zone is exempt from the 2,500-foot concerns regarding parking or leasing, per SMC 23.69.022, section C.)

Virginia Mason also leases space from the First Baptist church at 1111 Harvard Avenue for the Bright Horizons Child Care Center, and leases space from Polyclinic for their playground on Spring Street between Boylston Avenue and Harvard Avenue. Bright Horizons runs a day care program for the children of Virginia Mason employees at this location.

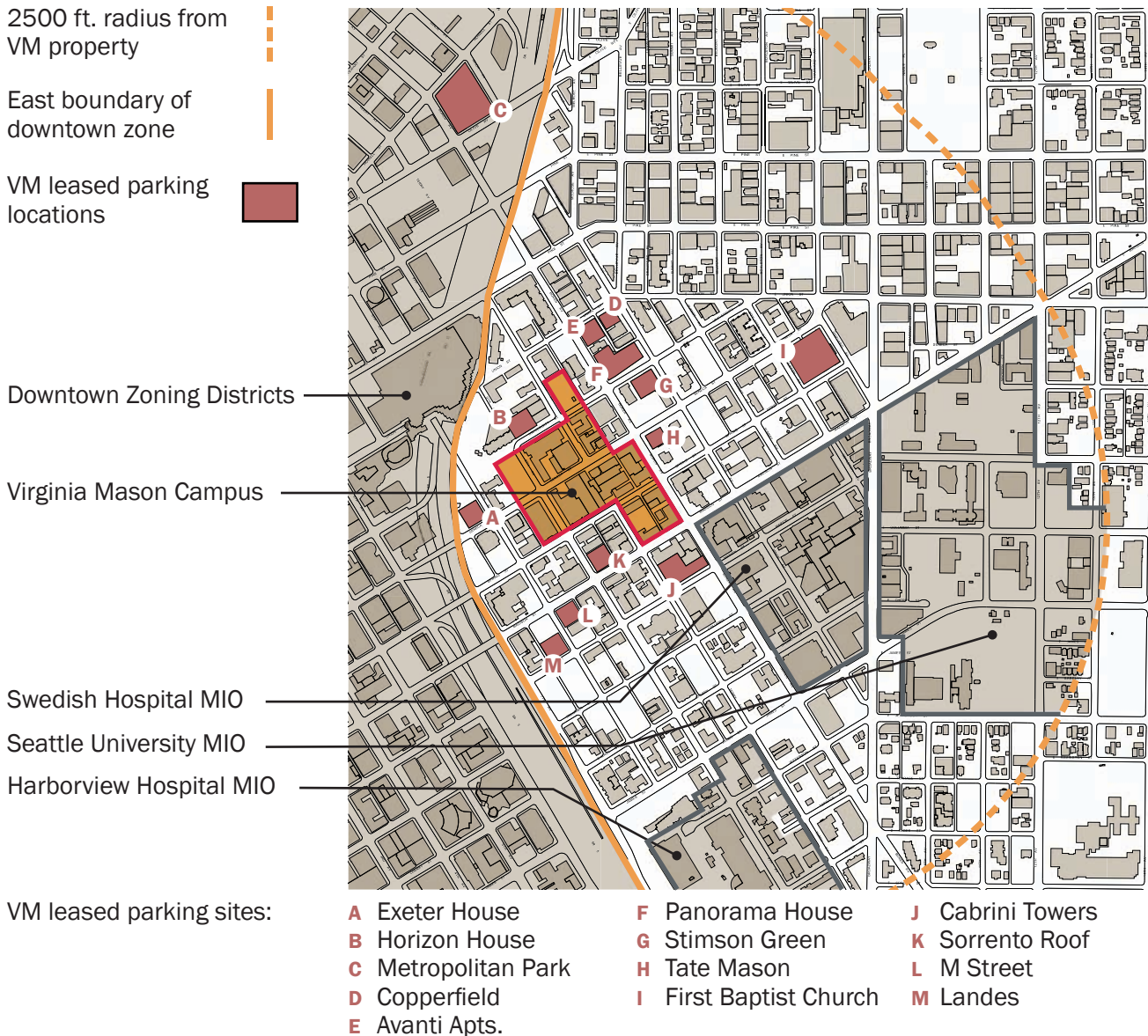


Figure 27 Location of Leased Parking

6. Height, Bulk and Form of Existing and Planned Physical Development

Potential project heights are indicated on Figure 23 on page 64 for both planned and potential development.

7. Planned Infrastructure Improvements

There are no planned infrastructure improvements at this time. Existing utilities appear to have the capacity needed to provide services to the campus. However, the adequacy of utilities will also be re-evaluated as part of the SEPA review process for each individual project as it is brought forward.

8. Planned Development Phases and Plans

Planned and potential projects would occur throughout the life of the Master Plan. No Master Plan term is proposed and timing is only an estimate. The planned uses include hospital replacement, clinic replacement, research, infrastructure, parking and other mixed uses related to Virginia Mason's campus functions.

The Virginia Mason MIMP proposal includes multiple projects that may evolve as programming and planning are developed. It is possible that the planned projects could be completed by 2025, and the proposed projects could be completed by 2035.

Phasing of Planned Development

Alternative 6b includes expansion to the 1000 Madison block. There are two major development sequences and some minor projects that may occur with Alternative 6b, with one sequence focused first on replacing hospital space, and the second sequence focused first on replacing clinic space. For these, the planned and potential development sequencing would be as follows and illustrated on Figure 28 on page 74.

Construction of the buildings shown on Figure 28 on the perimeter of the campus (1H-1000 Madison block, 1C-Cassel Crag and Blackford Hall, and possibly the R-Ninth Avenue Garage site and the M-University/Terry Parking Lot site), could potentially begin within the first ten years after adoption of the Master Plan. Development of buildings designated as 2C or 2H would likely occur in the second ten years, and the redevelopment of the central hospital core (3C, 4C and 3H) would occur within the later phase of the Master Plan.

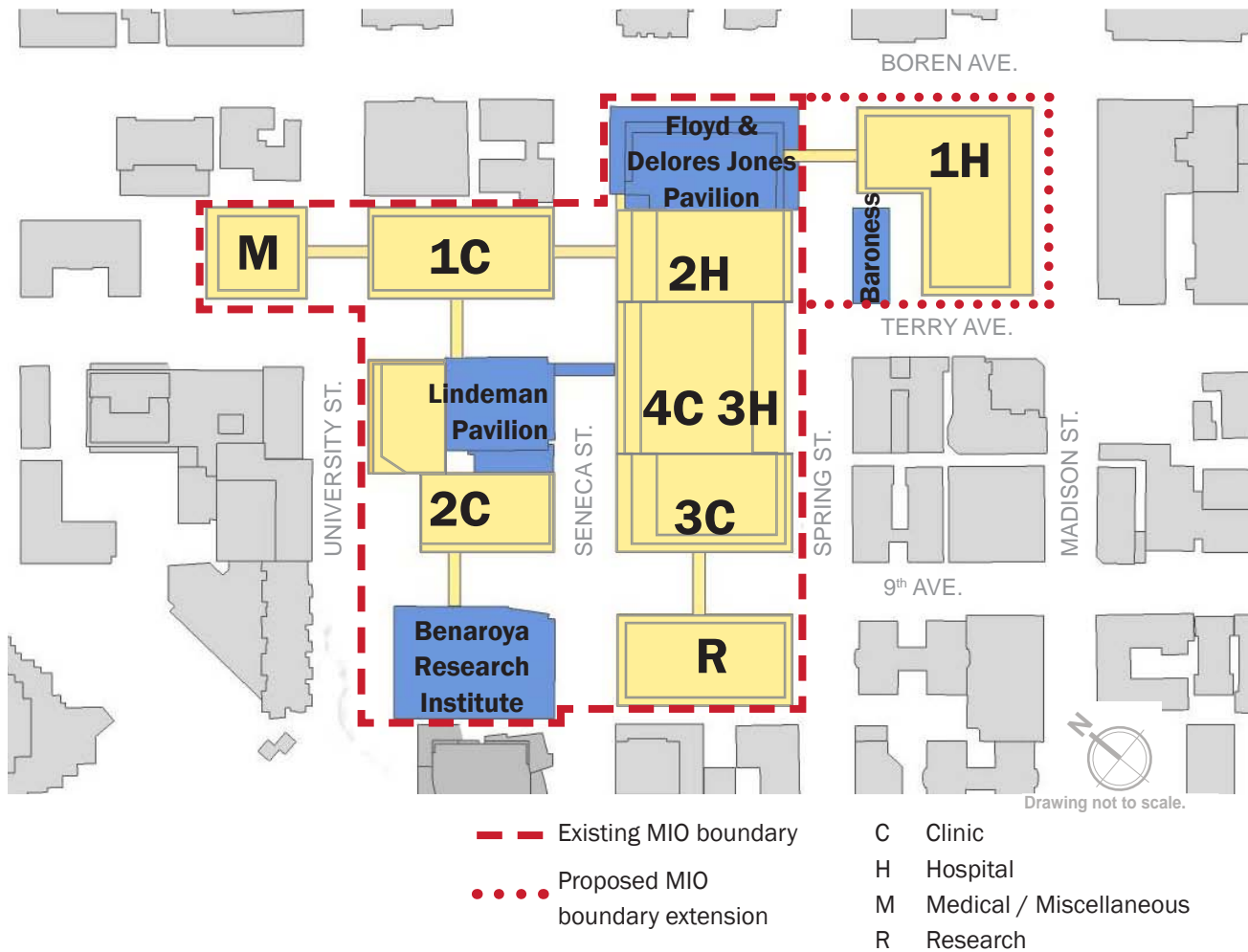


Figure 28 Alternative 6b – Potential Construction Sequences

1. A development sequence focused on replacing hospital space would start on the 1000 Madison block, bordered by Boren and Terry Avenues and Madison and Spring Streets, delineated as “1H” on Figure 28 above.
 - Redevelopment of this block retains the existing Baroness Apartment Hotel at the corner of Terry Avenue and Spring Street.
 - A skybridge and tunnel would connect the block to the new Floyd & Delores Jones Pavilion.
 - The Chasselton Court Apartments would be replaced through housing mitigation, and the retail businesses would be relocated. Development on this site would allow Virginia Mason to move inpatient services from the existing hospital buildings into the new facility so the older structures could be renovated and/or replaced.

2. A development sequence focused on replacing clinic space would start with the redevelopment of the half block between University and Seneca Streets, east of Terry Avenue and south of the alley.
 - Existing functions would be relocated to off-site rental space or within the rest of the First Hill facilities, and the Cassel Crag, Blackford Hall and MRI buildings would be demolished to allow for redevelopment (delineated as “1C” on Figure 28 on page 74).
 - Displaced functions, some clinic growth and parking would be relocated in the new development and consolidated with the medical and office functions currently housed in the Health Resources Building.
 - The Health Resources Building would be demolished to allow the planned project known as the North Pavilion Phase 2 building to occur (delineated as “2C” on Figure 28 on page 74). The Lindeman Pavilion would remain.
 - Tunnels and/or skybridges may connect the new buildings together as shown on Figure 29 on page 77 in Section D.9.
 - Completion of the North Pavilion Phase 2 would create new space for the clinics currently located in the Buck Pavilion, which would relocate into the North Pavilion Phase 2 building.
 - The Buck Pavilion buildings would then be renovated or replaced with additional clinic space (delineated as “3C” on Figure 28).
3. Once sufficient parking has been created, the planned project to redevelop the Ninth Avenue Parking Garage could occur. The project would replace the existing garage with underground parking, add medical research space and medical/office space on top of the garage, and connect to the existing BRI and Buck Pavilion buildings with skybridges and/or tunnels. This development is delineated as “R” on Figure 28.

Phasing of Potential Development Projects

The Terry and University parking lot site and the existing core hospital site are considered “potential development” as their redevelopment will likely occur after the other development takes place.

4. Development of the core hospital block cannot occur until the hospital space is replaced on the 1000 Madison block (see “1H”) and the existing clinic space in the Buck Pavilion is moved to the Lindeman Pavilion block (see “2C”). The core hospital block would likely be developed in three phases, beginning either with the demolition and redevelopment of the building immediately west of the Jones Pavilion for hospital use (shown as “2H” on Figure 28 on page 74), or the renovation or replacement of the Buck Pavilion for clinic use (shown as “3C” on Figure 28). The center portion of the block would likely be developed for either hospital or clinic use (depending on the need at that time), or a combination of both. That development is shown as “4C” and “3H” on Figure 28.
5. The block at the intersection of Terry Avenue with University Street also could be developed once sufficient parking has been created. Its use would be dependent on what use may be needed at the time of development. This site is shown as “M” for “Medical/Miscellaneous” on Figure 28.

Maintenance and Minor Projects

Some minor projects are being considered that would slightly alter the total campus area and may occur at any time. Projects to replace the existing Seneca Street entrance and to reconfigure the old existing Emergency Department entrance on Spring Street are being considered.

Lastly, the existing buildings require maintenance, including window replacements and exterior wall repairs, awning and canopy renovations, and other minor modifications that have the potential to alter the measured areas of existing structures. These projects could occur at any time.

9. Planned Alley Vacations, Skybridges and Tunnels

No street vacations are proposed. The 1000 Madison block alley is proposed for vacation. The north-south alley now extends between Spring and Madison Streets. Vacating the alley would enable hospital and mixed use development on that block, as hospital inpatient bed floors require a certain amount of area for efficient operations. A half-block is insufficient to provide enough area.

The vacation of the alley at 1000 Madison is triggered by the development of the 1000 Madison block. The Master Plan has defined massing limits within which a future building could be developed, and setbacks that offer certain opportunities for mitigation. Features that are proposed by this massing and setbacks include:

- An open buffer between the new development and the Baroness Hotel that could serve as an entry and access point for both buildings
- A minimum 15.5' wide sidewalks and landscaping on the Madison and Boren sides of the block, and 10' wide sidewalks and landscaping on the Terry and Spring Street sides, with a sensitive transition to the narrower sidewalk widths in front of the Baroness⁹
- Improved wayfinding throughout the MIO expansion area, consistent with the wayfinding provided elsewhere on campus
- Improved pedestrian lighting, transit stops, bicycle facilities, pedestrian crossings and the opportunity for public art within the MIO expansion area
- Access for the provision of services into the future building from an entirely off-street loading dock facility within the new development
- Development consistent with the Design Guidelines

Since this building is still very conceptual in nature, Virginia Mason is proposing that the details of the development of the site, and the specific public benefits associated with the alley vacation be proposed at the time the detailed design commences, and that the benefits be concentrated on this block. Specific mitigation will need to be negotiated separately from the MIMP approval with the alley vacation process.

⁹ The building face would be set back a minimum 15.5 feet from the curb on Madison if the City proceeds with street widening. If the widening does not occur, the distance from the curb to the face of the building would be 18.5 feet. On Boren, the building face would be set back a minimum 15.5 feet from the curb if the City proceeds with street widening. If the widening does not occur, the distance from the curb to the face of the building would be 20 feet.

Virginia Mason is not seeking approval for specific skybridges or tunnels at this time. Skybridges and tunnels will be needed to connect patient and materials circulation between the new and existing Virginia Mason facilities. If deemed needed at the time of new development, Virginia Mason will submit applications for skybridges and/or tunnels in conformance with SMC 15.64 Skybridge Term Permits, SDOT Director’s Rule 2-06 Skybridge Permits, Client Assistance Memo 2207 Skybridge Permitting Process and Client Assistance Memo 2207 Term Permit Fee Methodology, or as those documents may be amended or superseded in the future.

The regulatory compliance agencies governing healthcare services hold medical environments and pathways to very high standards, including controlling airflow direction and air changes, prevention of patient exposure to airborne contaminants, and separation of clean and soiled flows of materials and patients. There are

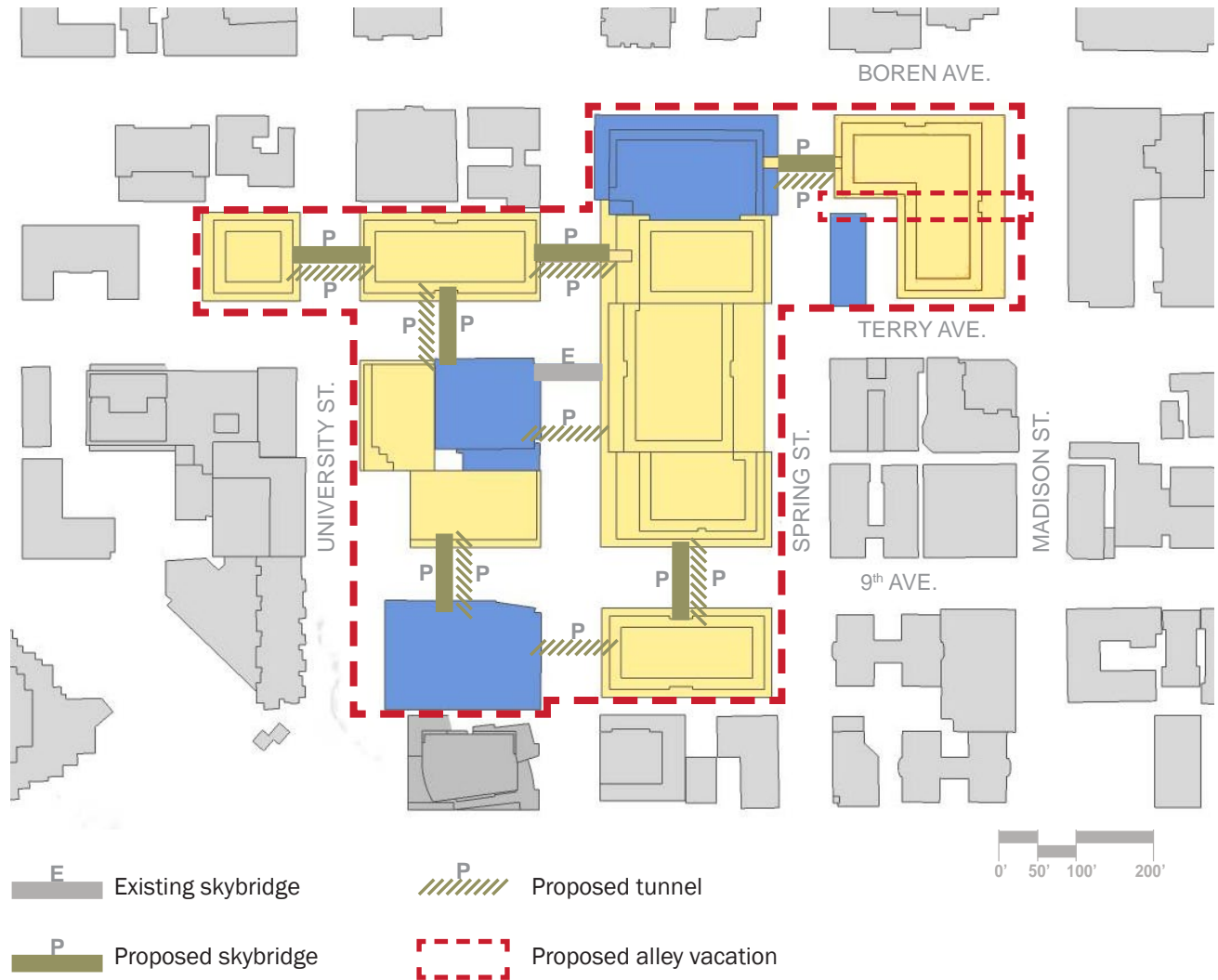


Figure 29 Street and Alley Vacations

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numerous codes defining these relationships, including the Washington State Department of Health WACs, the NFPA fire codes, the ASHRAE mechanical system requirements, City of Seattle building codes, and others.

The concept of controlled environment also extends to the various items that potentially could come in contact with the patient, like a medical provider's clothing, medical supplies and equipment. These items also need to be managed to minimize potential contamination from environmental hazards, or the risk of theft or tampering. Numerous regulations, policies, procedures and guidelines govern the flows of medical staff and supplies. This work is grounded in epidemiologic studies and incident investigations that have tracked infections and adverse outcomes back to their source, and once found, have recommended revisions in the environment of care to eliminate the risk.

Some examples of these practices include: Staff who works in Operating Rooms cannot go outside in their surgical attire, or must change their attire prior to re-entering the Operating Room suite to reduce post-surgical infections. Supplies that have been unpacked at the loading dock to prevent their external wrappings from bringing contaminants into the care environment cannot be re-exposed to environmental contaminants by being moved back outside to be transported across a city street or alley. Pharmaceuticals must have a strictly controlled path of delivery from initial receipt to final dosing. Laboratory samples must be appropriately handled and transported to prevent degradation or contamination of the specimens and to provide a rapid diagnosis.

One of the goals of the Master Plan is to improve the environment of care by replacing older buildings that are no longer compliant with current codes or best practices where upgrades are not feasible. Current work-arounds to accommodate these grandfathered environments include transporting inpatients or clean supplies across city streets in ambulances or trucks where no skybridge or tunnel exist, rewrapping or repackaging materials for secondary transport, multiple apparel changes or additional removable layers of protective clothing. Virginia Mason is also relocating higher-acuity services into newer buildings to improve the environment of care and reduce the waste of rework and work-arounds.

Since these codes, policies and practices are continuously being updated, it will be necessary at the point in time that the skybridge or tunnel permits are requested to provide an analysis of the codes in effect as part of the justification.

Many patients have diverse multiple comorbidities.¹⁰ It is not efficient/cost-effective to duplicate all patient care services, like operating rooms, MRIs and Radiologic treatment in every building on every block. This medical building archetype therefore either generates very large contiguous buildings that cover several city blocks (such as UW Medical Center, Harborview, Swedish Cherry Hill and Virginia Mason's existing hospital) or buildings that maintain the pedestrian passage and city streetscape by spanning across it with skybridges (such as Harborview, Swedish First Hill, and Virginia Mason's existing skybridge across Seneca Street).

The skybridges also link the neighborhood by increasing the porosity of the campus, as many are open to the public during business hours and offer an out of the weather path through the city. They also create a path that is accessible for people with disabilities, enabling them to climb otherwise impassable

¹⁰ Comorbidities are diseases or conditions that coexist with a primary disease but they also stand on their own as specific diseases.

hillsides. The path from the Convention Center through Freeway Park, Pigott Corridor, HRB, the Lindeman Pavilion, the Central Hospital and the Terry Avenue breezeway creates an ADA-accessible link from the heart of downtown Seattle to Madison Street's commercial core.

Virginia Mason is proposing a combination of these two strategies (patient protection and neighborhood connections) in our MIMP. Their potential locations are shown in Figure 29 on page 77. Approval for future skybridges and tunnels will be secured through term permits that will be obtained at the time a potential project requiring such a connection is developed. The skybridge review and approval process the City of Seattle requires is robust and detailed, and includes both a review by local neighbors and a review by the Seattle Design Commission.

The existing skybridge over Seneca Street just west of Terry Avenue would be maintained. Virginia Mason has identified all potential locations where a future skybridge or tunnel may be needed. Not all of the planned skybridges and tunnels may be executed, depending on the sequencing of projects and their eventual occupants and amenities. The decision as to whether to request permit approval for individual skybridges or tunnels cannot be made until decisions are made by the City Council on the proposed expansion of the MIO boundaries and the approval of the requested areas and height limits.

The following criteria has been identified as an initial screening as to whether a future skybridge or tunnel would be needed:

- Would a skybridge or tunnel connect patient services requiring controlled environments that are separated from each other by a city street?
- If yes, which connections are most appropriate to facilitate the planned movement? (Both may be required, as the campus is vertically complex and certain flows cannot be commingled.)
- Would a skybridge increase the campus porosity and ADA accessibility for the public traveling between downtown Seattle and the Madison Street commercial area?
- Would a tunnel reduce or eliminate the need for multiple loading docks, thereby reducing traffic?

10. Housing Demolition and Replacement

Virginia Mason acquired the Chasselton Court Apartments as part of its purchase of the 1000 Madison block. In order to efficiently develop the 1000 Madison block for major medical use and to connect a future medical building on the 1000 Madison block with the Jones Pavilion, it will be necessary to demolish this building. The Seattle Landmarks Preservation Board voted to deny the motion designating the Chasselton Court Apartments as a Seattle landmark.

If the boundary expansion proposed within this MIMP is adopted, Virginia Mason will provide for housing replacement in conformance with the Seattle's Land Use Code.

The Chasselton Court Apartments consist of 62 apartments. The majority of the apartments are studio apartments (55 units), with seven one-bedroom apartments. There is a small parking garage structure on the south side of the building. There are no Section 8 or other subsidized housing units in the building. The average rent for a studio unit in March 2012 was \$799 per month, and the average rent for a one-bedroom unit was \$1,173 per month, which is comparable to rental rates for other similar

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apartment buildings of its era on First Hill. There are approximately 1,615 apartments on First Hill of similar age and size to the Chasselton Court Apartments, per a 2011 market survey by Dupre + Scott Apartment Advisors, Inc., and 3,351 rental apartments on First Hill of varying age and cost.

Virginia Mason's housing replacement shall:

- Providing a minimum number of units equal to the number of units in the Chasselton Court apartments (62 units)
- Provide no fewer than seven one-bedroom units and no units smaller than the size of the studio units in the Chasselton Court apartments
- Include a minimum of 31,868 net rentable square feet, equivalent to that in the Chasselton Court apartments
- Be of a construction quality equal to or greater than that in the Chasselton Court apartment units
- Be located within the greater First Hill neighborhood, defined as the area between Interstate Highway 5 on the west, Pike Street on the north, 12th Avenue and Boren Avenue on the east, and the south boundary of Yesler Terrace on the south, as shown outlined in a broken black line on Figure 1 at page four of the MIMP

11. MIMP Consistency with Seattle Land Use Code (23.69.006)

SMC 23.69.006 Application of regulations requires:

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.

Virginia Mason has proposed compliance with all of the development standards of the underlying HR and NC-3 zoning, with the exception of floor area ratios (FAR), tower separation maximum floor-plate size and maximum facade width required to enable construction and operation of a hospital, design review (to be performed by SAC), and parking access. The adopted MIMP will become the regulations under which Virginia Mason's development will be allowed.

Table 15 Consistency With Applicable Land Use Code Standards

Underlying Zoning Standard (SMC Section)	Is Virginia Mason's Proposal Consistent?	Is a Modification to the Zoning Standard Requested?
The following zoning code standards apply to HR-zoned lands and are applicable to all blocks within Virginia Mason's existing campus and to the north half of the 1000 Madison block proposed for expansion.		
23.45.508 General Provisions – HR	Yes, consistent	No modification requested
23.45.510 Floor Area Ratios – HR Base FAR: 8 on lots 15,000 square feet or less in size; 7 on lots larger than 15,000 square feet. Maximum FAR with provision of incentives: 13 for structures 240' or less in height; 14 for structures over 240'.	No	Yes, <i>Virginia Mason has a need of up to 3 million square feet and is proposing expansion to acquire additional land on the 1000 Madison block. Virginia Mason is requesting that their proposed FAR of 8.1 be applied across the campus.</i>
23.45.514 Structure Height – HR Base height of 160' Maximum height limit if extra residential height is gained – 240' to 300' Development standard is superseded by 23.69.020.C Structure Height – Major Institutions Maximum structure heights for structures containing Major Institution uses may be allowed up to the limits established pursuant to Section 23.69.040 through the adoption of a master plan for the Major Institution. A rezone shall be required to increase maximum structure height limits above levels established pursuant to Section 23.69.040.	Yes, <i>Virginia Mason will comply with the 240' MIO heights established in the adopted Master Plan.</i>	No modification requested
23.45.518 Setbacks – HR For lot lines abutting a street in the HR Zone: For portions of a structure 45 feet or less in height: 7-foot average setback; 5-foot minimum setback, except that no setback is required for frontages occupied by street level uses or dwelling units with a direct entry from the street. Greater than 45 feet in height: 10-foot minimum setback.	Yes, consistent	No modification requested

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Underlying Zoning Standard (SMC Section)	Is Virginia Mason's Proposal Consistent?	Is a Modification to the Zoning Standard Requested?
<p>23.45.518 Setbacks – HR For lot lines abutting a street in an NC zone: Street-level street-facing facades shall be located within 10 feet of the street lot line, unless wider sidewalks, plazas or other approved landscaped or open spaces are provided.</p>	Yes, consistent	No modification requested
<p>23.45.518 Setbacks – HR For lot lines abutting an alley in an HR zone: For portions of a structure 45 feet or less in height, no setback is required. For portions of a structure greater than 45 feet in height, a 10-foot setback is required.</p>	Yes, consistent	No modification requested
<p>23.45.518 Setbacks and Separations – HR For lots lines that abut neither a street nor an alley in an HR zone: For portions of a structure 45 feet or less in height: 7-foot average setback; 5-foot minimum setback, except that no setback is required for portions abutting an existing structure built to the abutting lot line. For portions of a structure greater than 45 feet in height: 20-foot minimum setback.</p>	Yes, consistent	No modification requested
<p>23.45.518 Separations – HR HR zones. Where two or more structures or portions of a structure above 85 feet in height are located on one lot, the minimum horizontal separation between interior facades in each height range is as provided in Table D for 23.45.518: 0 – 45’ No separation required >45’ – 160’ 30-foot separation >160’ 40-foot separation</p>	No	Yes, Virginia Mason is requesting a modification to remove the required horizontal separation on interior facades to allow for efficient hospital design.

Underlying Zoning Standard (SMC Section)	Is Virginia Mason's Proposal Consistent?	Is a Modification to the Zoning Standard Requested?
<p>SMC 23.45.520 Width and Floor Size Limits – HR Portions of structures above a height of 45 feet are limited to a maximum facade width of 110 feet. A maximum facade width of 130 feet is permitted, provided that the average gross floor area of all stories above 45 feet in height does not exceed 10,000 square feet.</p>	<p>No, Virginia Mason is proposing that future hospital and medical buildings may have facade widths in excess of 110 feet, and may also have in excess of 10,000 square feet per story.</p>	<p>Yes, Virginia Mason is requesting a modification to remove the limitation on facade width in order to allow for the floor plates needed for modern hospital layouts. Virginia Mason is proposing that unmodulated facades be limited to a maximum facade width of 110 feet.</p>
<p>23.45.524 Landscaping Standards – HR</p>	<p>Yes, consistent</p>	<p>No modification requested</p>
<p>23.45.529 Design Standards – HR</p>	<p>No</p>	<p>Yes, Virginia Mason is requesting that this requirement be replaced with the design guidelines developed as part of the Master Plan. A proposed set of Design Guidelines is included as Appendix E to this MIMP.</p>
<p>23.45.532 Standards for Ground Floor Commercial Uses in MR and HR Zones Commercial uses are limited to ground floor, and limited in size to 4,000 square feet, or up to 10,000 square feet for multipurpose commercial uses.</p>	<p>Yes. Institutional commercial uses such as cafeteria, optical shop or other related uses may be located on floors other than the ground floor and be greater than the sizes shown. Any non-institutional-related commercial uses would be located in compliance with the code requirements.</p>	<p>No modification requested</p>

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Underlying Zoning Standard (SMC Section)	Is Virginia Mason's Proposal Consistent?	Is a Modification to the Zoning Standard Requested?
<p>23.45.534 Light and Glare Standards – HR A. Exterior lighting shall be shielded and directed away from adjacent properties. B. Interior lighting in parking garages shall be shielded to minimize nighttime glare on adjacent properties. C. To prevent vehicle lights from affecting adjacent properties, driveways and parking areas for more than two vehicles shall be screened from abutting properties by a fence or wall between 5 feet and 6 feet in height, or a solid evergreen hedge or landscaped berm at least 5 feet in height.</p>	<p>Yes, consistent</p>	<p>No modification requested</p>
<p>23.45.536 Parking Location, Access and Screening - HR</p>	<p>Partially, Virginia Mason is proposing to comply with all parking location, access and screening requirements under HR zoning with the exception of: C. Access to parking. 1. Alley access required. Except as otherwise expressly required or permitted in subsections C or D of this Section 23.45.536, access to parking shall be from the alley if the lot abuts an alley and one of the conditions in this subsection 23.45.536.C.1 is met.</p>	<p>Yes, Parking studies done for the MIMP have proposed access locations and are reviewing these locations with the CAC and community via the EIS accompanying the MIMP. Virginia Mason is requesting that parking access be as shown in the MIMP, or as determined by DPD and SDOT during subsequent review of each specific building design.</p>
<p>The following zoning code standards apply to NC-zoned lands and are applicable to only the south half of the 1000 Madison block proposed for expansion.</p>		

Underlying Zoning Standard (SMC Section)	Is Virginia Mason's Proposal Consistent?	Is a Modification to the Zoning Standard Requested?
<p>23.47A.005 Street-level Uses One or more of the following uses are required along 80% of the street-level street-facing facade in accordance with the standards provided in subsection 23.47A.008.C: a. General sales and services; b. Major durables retail sales; c. Eating and drinking establishments; d. Lodging uses; e. Theaters and spectator sports facilities; f. Indoor sports and recreation; g. Medical services; h. Rail transit facilities; i. Museum; j. Community clubs or centers; k. Religious facility; l. Library; m. Elementary or secondary school; and n. Parks and open space.</p>	Yes, consistent	No modification requested
<p>23.47A.008 Street-level Development Standards – NC A.2. Blank facades. a. For purposes of this section, facade segments are considered blank if they do not include at least one of the following: (1) Windows; (2) Entryways or doorways; (3) Stairs, stoops or porticos; (4) Decks or balconies; or (5) Screening and landscaping on the facade itself. b. Blank segments of the street-facing facade between 2 feet and 8 feet above the sidewalk may not exceed 20 feet in width. c. The total of all blank facade segments may not exceed 40% of the width of the facade of the structure along the street.</p>	Yes, consistent	No modification requested
<p>23.47A.008 Street-level Development Standards – NC A.3 Street-level street-facing facades shall be located within 10 feet of the street lot line, unless wider sidewalks, plazas, or other approved landscaped or open spaces are provided.</p>	Yes, consistent	No modification requested
<p>23.47A.008 Street-level Development Standards – NC B.2. Transparency. a. 60% of the street-facing facade between 2 feet and 8 feet above the sidewalk shall be transparent.</p>	Yes, consistent	No modification requested

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Underlying Zoning Standard (SMC Section)	Is Virginia Mason's Proposal Consistent?	Is a Modification to the Zoning Standard Requested?
<p>23.47A.008 Street-level Development Standards – NC B. 3. b. Nonresidential uses at street level shall have a floor-to-floor height of at least 13 feet.</p>	<p>Yes, consistent</p>	<p>No modification requested</p>
<p>23.47A.008 Street-level Development Standards – NC C. In pedestrian-designated zones, the provisions of subsections 23.47A008.A and 23.47A.008.B and the following apply: 1. A minimum of 80% of the width of a structure's street-level street-facing facade that faces a principal pedestrian street shall be occupied by uses listed in 23.47A.005.D.1. The remaining 20% of the street frontage may contain other permitted uses and/or pedestrian entrances.</p>	<p>Yes, consistent</p>	<p>No modification requested</p>
<p>23.47A.012 Structure Height – NC-3 160 A. The height limit for structures in the NC-3 zone is 160 feet, as designated on the Official Land Use Map, Chapter 23.32. Structures may not exceed the applicable height limit, except as otherwise provided in this Section 23.47A.012. Development standard is superseded by 23.69.020.C Structure Height – MI Maximum structure heights for structures containing Major Institution uses may be allowed up to the limits established pursuant to Section 23.69.040 through the adoption of a master plan for the Major Institution. A rezone shall be required to increase maximum structure height limits above levels established pursuant to Section 23.69.040.</p>	<p>Yes, <i>Virginia Mason is proposing to extend MIO-240' to the 1000 Madison block.</i></p>	<p>No modification requested</p>

Underlying Zoning Standard (SMC Section)	Is Virginia Mason's Proposal Consistent?	Is a Modification to the Zoning Standard Requested?
<p>SMC 23.47A.013 Floor Area Ratio – NC-3 160 A. Floor area ratio (FAR) limits apply to all structures and lots in all NC zones and C zones. B. Except as provided in subsections C, D and E of this section, maximum FAR allowed in C zones and NC zones is shown in Table A for 23.47A.013. 1. Total permitted for a single-purpose structure containing only residential or nonresidential use for 160' height is a 5 FAR.</p>	<p>No, Virginia Mason is proposing a FAR of 8.1 for its proposed development (Alternative 6b)</p>	<p>Yes, Virginia Mason has a need of up to 3 million square feet and is proposing expansion to acquire additional land on the 1000 Madison block. Virginia Mason is requesting that their proposed FAR of 8.1 be applied across the campus.</p>
<p>23.47A.014 Setback Requirements – NC Setbacks are required for NC-zoned lots abutting or across the alley from residential zones. For Virginia Mason, the only location that this would be applicable to would be the 1000 Madison block where NC-3 zoning on the south half of the block abuts HR zoning on the north half of the block.</p>	<p>No</p>	<p>Yes, Virginia Mason is requesting that the setback requirements of 23.47.014 be waived in order to allow development of single structures to occur across the block if the requested MIO expansion is approved.</p>
<p>23.47A.016 Landscaping Standards – NC</p>	<p>Yes, consistent</p>	<p>No modification requested</p>
<p>23.47A.022 Light and Glare Standards – NC</p>	<p>Yes, consistent</p>	<p>No modification requested</p>
<p>23.47A.030 Required Parking and Loading – NC A. Off-street parking spaces may be required as provided in Section 23.54.015, required parking. B. Loading berths are required for certain commercial uses according to the requirements of Section 23.54.035. Section 23.54.035 allows the Director of DPD to waive or modify loading berth requirements during specific project review when multiple buildings share a central loading facility, the loading facility is proposed to occur on site, and goods can be distributed to other buildings on site without disrupting pedestrian circulation or traffic.</p>	<p>Yes, pursuant to 23.54.035, Virginia Mason is requesting that the loading berth requirements be established by the Director of DPD during specific project review and that the code required number of loading berths per project be waived.</p>	<p>Virginia Mason provides loading facilities that are shared for multiple buildings.</p>

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Underlying Zoning Standard (SMC Section)	Is Virginia Mason's Proposal Consistent?	Is a Modification to the Zoning Standard Requested?
<p>23.47A.032 Parking Location and Access – NC A.1.c. If access is not provided from an alley and the lot abuts two or more streets, access is permitted across one of the side street lot lines as determined through 23.47A.032.C, and curb cuts are permitted pursuant to Section 23.54.030.F.2.a.1).</p>	Yes, consistent	No modification requested
<p>23.47A.032 Parking Location and Access – NC A.2. In addition to the provisions governing NC zones in 23.47A.032.A.1, the following rules apply in pedestrian-designated zones, except as may be permitted under subsection 23.47A.032.D: a. If access is not provided from an alley and the lot abuts two or more streets, access to parking shall be from a street that is not a principal pedestrian street.</p>	Yes, consistent	No modification requested
<p>23.47A.032 Parking Location and Access – NC B. Location of parking. 1. The following rules apply in NC zones, except as provided in subsection 23.47A.032.D. a. Parking shall not be located between a structure and a street lot line (Exhibit A for 23.47A.032). b. Within a structure, street-level parking shall be separated from street-level street-facing facades by another permitted use. This requirement does not apply to access to parking meeting the standards of subsection 23.47A.032.A.</p>	Yes, consistent	No modification requested
<p>23.47A.032 Parking Location and Access – NC B. Location of parking. 2. In pedestrian designated zones, surface parking is prohibited abutting the street lot line along a principal pedestrian street.</p>	Yes, consistent	No modification requested

12. Virginia Mason Decentralization Plans

Virginia Mason embarked upon a regionalization of its services in the 1980s with the acquisition of sites in Federal Way and Lynnwood. The Federal Way site was built first and contains a full range of outpatient treatment services including an outpatient day surgery facility that meets hospital licensing requirements.

These two buildings were the first in a series of expanded clinics that now include seven outpatient treatment facilities throughout Puget Sound. They are:

- Federal Way Clinic
- Issaquah Clinic
- Bellevue Clinic
- Kirkland Clinic
- Lynnwood Clinic
- Sand Point Pediatric Clinic
- Bainbridge Island – Winslow Clinic

Virginia Mason has also decentralized some of its supporting services, including a significant portion of its computing, purchasing, training and financial staff to Metropolitan Park West office tower in Seattle, its medical records facility to Georgetown and its call center to Canyon Park in Bothell.

The goal of these decentralizations has been to make primary care and certain specialty services more convenient to our patients. Higher acuity services continue to be centralized on First Hill, including specialty services and inpatient hospitalizations greater than 24 hours.

Virginia Mason operates the Bailey-Boushay House on the east side of Capitol Hill in Madison Park, approximately two miles east of the First Hill campus. Bailey-Boushay House is a nationally recognized facility offering residential care and chronic care management programs for people living with AIDS and to those living with other life-threatening illnesses. These are patients who are not sick enough to be hospitalized, but who require 24/7 nursing care or hospice care.

The Adult Day Health program at Bailey-Boushay House is an internationally acclaimed role model for managing the complex physical, social, spiritual and psychological issues that accompany a diagnosis

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of HIV. The Adult Day Health program patients are provided a bundle of services that help them manage their health in ways that keep them in their homes, out of the hospital, and in good health and good spirits.

Virginia Mason also provides services on the First Hill campus with Group Health Cooperative of Puget Sound and Pacific Medical Centers, who refer patients to the First Hill campus from their locations throughout the region for specialty or inpatient care. Group Health and Pacific Medical Centers staff are members of Virginia Mason's hospital medical staff, work at the First Hill campus and are integrated into Virginia Mason's program of services.

Also located on the First Hill campus is Tender Loving Care (TLC). TLC provides child care for mildly ill children ranging in age from 1 year to 12 years old, offering parents the reassurance that their sick child will be well cared for while they work.

Virginia Mason owns all of the property in the 1000 Madison block and is currently leasing the property to a variety of commercial and residential tenants. At this time, Virginia Mason is not proposing to lease space or otherwise locate a use at street level in a commercial zone, outside of, but within 2,500 feet of the MIO boundary, with the exception of the continuation of the leased parking shown on Figure 26 on page 70, and for the Bright Horizons Child Care Center. Virginia Mason leases space from the Polyclinic First Baptist Church at 1111 Harvard Avenue for the Bright Horizons Child Care Center and leases space for their playground on Spring Street between Boylston Avenue and Harvard Avenue. Bright Horizons runs a day care program for the children of Virginia Mason employees at this location.

13. Applicable Goals, Policies and Public Benefits

See Appendix B for information on how Virginia Mason will address goals and applicable policies under Education and Employability and Health in the Human Development Element of the Comprehensive Plan.

Community Contributions

Development enabled by this MIMP will allow Virginia Mason to continue to provide exceptional care to the region and to grow its services to meet the anticipated increase in regional demand.

Virginia Mason's contribution to the community extends well beyond patient care. Virginia Mason believes it is essential to contribute at many levels to the communities where patients and staff members work and live. The organization has acted on that belief by contributing time, energy and money to efforts that benefit the region in the areas of improving health, offering free and subsidized care, and providing health professional education and research.

As a nonprofit organization, Virginia Mason uses its income to support the delivery of high-quality, safe care, investing in charitable care, equipment, facilities, electronic medical records and other innovations. Virginia Mason is committed, as its mission statement puts it, to improving "the health and well-being of the patients we serve." The organization does not have owners or shareholders who receive earnings from operations. Everything Virginia Mason earns over and above its costs goes back into the organization, and a portion is used to provide services that benefit the community.

Uncompensated Care

As a nonprofit organization, Virginia Mason is committed to serving patients who are uninsured, underinsured or otherwise unable to pay for their medical care. The Uncompensated Care program assists thousands of uninsured and underinsured members of the community every year.

Under Virginia Mason's Uncompensated Care policy, free or reduced-cost medically necessary care (after all health insurance has been exhausted) is provided to individuals making up to 300% of the federal poverty level in keeping with the Washington State Hospital Association voluntary guidelines on billing the uninsured.

Subsidized Health Services

Every community needs certain health care services that typically cost more to deliver than the provider of these services receives. These "subsidized health services" are part of Virginia Mason's mission because they are needed in the community and otherwise would not be available to meet patient needs. They include:

- Emergency room care that is provided to all, irrespective of their ability to pay.
- Bailey-Boushay House, where a significant percentage of the residents are unable to fully pay for the care they receive and receive subsidized health services.
- Partnership with Public Health – Seattle & King County Health Care for the Homeless Network and other area hospitals who provide a respite expansion program for homeless adults in King County.

Community Health Improvement Services

Improving health and quality of life extends beyond diagnosis and treatment. It also requires community health education and outreach services. Health improvement and outreach services provided by Virginia Mason include the following:

- Community health education, such as classes in the Buse Diabetes Teaching Center
- Free health screenings in the community including skin cancer screening and the YWCA Health Fair, where over 1,000 people were screened
- Free flu shots and health screenings for the homeless in conjunction with United Way of King County's Community Resource Exchange
- Sponsorship of many professionally facilitated support groups, including brain tumor, Parkinson's disease, breast cancer, gastric bypass surgery and prostate cancer groups
- Bereavement support through its Separation and Loss Services
- Leadership roles in several community organizations that focus on health care
- The Day of Caring at Visions House, the Wintonia, the Franciscan and the Seattle Science Materials Center

Virginia Mason sponsors numerous community activities that support healthy lifestyles and that gener-

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ate donations for its research efforts including the Seafair Benaroya Triathlon, the Seattle Marathon, the Boeing Classic Golf Tournament and other community activities.

Education

Virginia Mason strongly supports medical education to ensure its patients and the community benefit from advances in medical care and in the development of future providers:

- Virginia Mason is a premier teaching hospital that offers postgraduate education programs through its Graduate Medical Education (GME) Department. All GME postgraduate training programs are fully approved by the Accreditation Council on Graduate Medical Education (ACGME). Virginia Mason trains more than 110 residents and fellows annually.
- Numerous Virginia Mason Medical Center physicians have faculty appointments at the University of Washington, publish original research and speak at conferences nationally and internationally on their areas of expertise.
- Virginia Mason serves as an internship site for students in a variety of other health programs, such as nursing, pharmacy, respiratory therapy and laboratory technology.
- Virginia Mason's GME program is partnered with Public Health – Seattle & King County Health Services Division, providing 12 residents for the Eastgate Public Health Center, as well as providing residents at the Carolyn Downs Family Medical Center, Pike Market Medical Clinic and North Public Health Center.
- Virginia Mason provides a 0.5 FTE faculty member every fall, winter and spring quarter for undergraduate clinical nursing instruction for the University of Washington School of Nursing.
- Virginia Mason Institute, or VMI, provides education and training in the Virginia Mason management method, known as the Virginia Mason Production System (VMPS), to other health care providers and organizations. VMI's aim is to advance quality, safety and value by sharing VM's knowledge and experience in VMPS. VMI's education and training services cover a wide range of needs, from a basic understanding of the principles and practices that underlie VMPS, to in-depth education and hands-on work in applying VMPS methods that can transform an organization. VMI services include site visits to Virginia Mason, training in tools and methods, on-site assessments and education, and short term and in-depth engagements.

Research

Virginia Mason also conducts medical research through its affiliate, the Benaroya Research Institute at Virginia Mason (BRI). BRI is a nonprofit biomedical research institute that works to unlock the mysteries of the immune system. Its team of world-renowned scientists is focused on identifying causes and cures for devastating diseases including diabetes, arthritis, heart disease and cancer. The research institute houses more than 200 researchers and staff. BRI provides a full range of research and development services from "wet bench" research to clinical trials and translational research at the First Hill campus and regional satellites, and through other community outreach programs.

Environmental Efforts

In 2007, Virginia Mason broadened its efforts to be more environmentally friendly by focusing on recycling initiatives, waste reduction, energy conservation and organizational sustainability through its environmental stewardship initiative called EnviroMason. EnviroMason provides the framework for making unique energy and waste management decisions such as setting policies on reliability and use, making efficiency improvements, supporting capital planning and infrastructure design, and encouraging employee participation and innovation. EnviroMason focuses on seven principles:

- Leadership alignment and commitment
- Compliance assurance and pollution prevention
- System integration
- Public communication and public involvement
- Measurement and continuous improvement
- Industry leadership
- Environmental stewardship

Virginia Mason has realized hundreds of thousands of dollars in cost savings and revenue generation through energy conservation, waste reduction and innovative recycling efforts. EnviroMason programs and successes include expanding our recycling efforts to our parking lots, eliminating Styrofoam and reducing water use in the cafeteria, recycling construction waste, reducing mail center junk mail, enhancing our green commuting options for Virginia Mason staff (see Section E, TMP), recycling operating room plastics, recycling hazardous waste, providing Zipcars and electric car charging stations, and establishing community partnerships for long-term resource management solutions.

Since EnviroMason was implemented, Virginia Mason has accomplished:

- Virginia Mason's Boeing Classic event was awarded the 2011 Recycler of the Year, with 98% of all waste generated during the event being recycled
- Piloted Styrofoam recycling in 2011
- Initiated programs to recycle most of its pharmaceutical and laboratory waste, including solvents

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- Developed a program to reuse and recycle computer components and salvage precious metals
- Recycled more than 679 tons of materials on the First Hill campus, including 60 tons of construction materials
- Reduced food service waste by 75% and water use by 72% in the kitchen
- Saved 160,000 gallons of water each year through composting, and an additional 2 million gallons of water a year by upgrading more than 1,200 plumbing fixtures on the First Hill campus
- Diverted 144 tons of food waste from public sewer systems by avoiding use of garbage disposals, and pulping compost waste to reduce the size of material needing to be hauled, with an additional savings of \$24,000 from pulping
- Saved \$72,000 in three years through increased recycling at the main First Hill campus
- Reduced trash hauling from six to five days a week
- Increased cardboard recycling by 300%
- Invested more than \$3 million in energy conservation measures including efficient lighting, advanced chiller plant installations and upgrades, and extensive water and energy conservation measures

Virginia Mason was the title sponsor for the Go Green 2011 and 2012 Seattle conferences and continues to pursue innovations at all levels of environmental stewardship. Virginia Mason's campus today is the assembly of decades of incremental physical plant additions and multiple sets of building systems. Redevelopment of the campus under the Master Plan offers the opportunity to streamline, upgrade and replace this aging and piecemeal infrastructure with new consolidated physical plant systems that are significantly more energy efficient and reliable. This process has already commenced with the relocation of the main generators serving the hospital core to the Floyd & Delores Jones Pavilion. Additional improvements are being investigated through the recently completed Wood Harbinger Utilities survey and master plan.

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Sarah Patterson, Executive Vice President, Chief Operating Officer and avid bicyclist on the May 20, 2011 Bike to Work Day

E. TRANSPORTATION MANAGEMENT PROGRAM

1. Transportation Systems

Existing and Planned Parking

Virginia Mason encourages multiple modes of travel to its First Hill campus facilities. Campus parking is predominantly intended for Virginia Mason patients and their families with daytime limitations for employee use. With few exceptions, employee-driven single-occupancy vehicles (SOVs) are not allowed to park on site during periods of peak demand (typically 9 am to 4 pm) to encourage use of other travel modes and ensure adequate parking for patients. Shuttle service is provided between Virginia Mason and Metropolitan Park, where some employee parking is provided, and to transport staff to and from the buildings for business purposes. Virginia Mason participates in a collaborative agreement with Metro to subsidize bus service from the King Street train station and the ferry terminal to its campus. Virginia Mason strives to maintain the minimum parking supply necessary to support operations while minimizing impacts to the surrounding community.

Existing Parking

The existing parking supply consists of 1,426 stalls distributed between 23 parking lots and structures. The utilization of this supply is high, with more than 90% of the stalls being occupied during the late morning when parking demand is at its peak.

City code requirements for Major Institutions establish the minimum and maximum number of parking stalls allowed based on selected factors. The following table summarizes the parking requirements based on 2010 staff population and patient visits. The current supply of 1,426 spaces is approximately 240 spaces below the minimum required by the zoning code. It is also approximately 100 spaces below what is needed to accommodate the calculated peak demand.

Table 16 Parking Requirements Based on 2010 Staff and Patient Visits

Zoning Code Category	Unit	Unit Factor	Stall Requirement
Long-term Parking			
Peak hospital based doctors	228	.8	182
Peak staff doctors	66	.25	16
Peak # of other employees	3,035	.3	911
Short-term Parking			
# of hospital beds	272	.17	46
Average daily outpatients	2,246	.2	485
Fixed seats in auditorium	268	.1	27
Minimum Required Parking Spaces			1,667
Maximum Allowed Parking Spaces (1.35 x Minimum)			2,250
Existing Parking Supply			1,426

Planned Parking

Analysis of existing parking utilization and proposed Master Plan Alternative 6b indicates that the proposed parking supply of approximately 4,000 stalls would be sufficient to meet Virginia Mason’s operational requirements to ensure patient access to facilities and still minimize the amount of parking provided for employees.

The potential access locations to future parking supplies are illustrated in Figure 30. These locations are conceptual at this level of planning and reflect the current understanding of vehicular circulation patterns and potential safety issues. Some of the accesses are located on streets where alley access is also available. Current code requires alley access, with certain exceptions. As projects are developed, parking structures and the location of accesses will be evaluated for operational performance, safety, and consistency with code requirements in place at the time of project review.

Changes in transportation travel modes due to light rail access, implementation of services that allow improved electronic communication between patients and physicians, and increases in the cost to operate a vehicle may reduce the number of parking stalls needed to serve the increased demand resulting from Master Plan projects. Provision of new parking stalls associated with the development of any proposed or potential projects will be assessed during the project planning, programming and design phases.

City code requirements for future parking supplies for Alternative 6b are summarized in Table 17.

Table 17 Future Parking Requirements – Alternative 6b

Zoning Code Category Unit	Unit	Unit Factor	Stall Requirement
Long-term Parking			
Peak hospital based doctors	400	.8	320
Peak staff doctors	75	.25	19
Peak # of other employees	5,400	.3	1,620
Short-term Parking			
# of hospital beds	336	.17	57
Average daily outpatients	4,750	.2	950
Fixed seats in auditorium	268	.1	27
Minimum Required Parking Spaces			2,993
Maximum Allowed Parking Spaces (1.35 x Minimum)			4,041
Recommended Parking Supply			4,000

The recommended parking supply fits within the minimum and maximum code requirements.

Bicycle

Virginia Mason provides bicycle racks for visitors and secure bicycle storage for employees in multiple locations throughout campus, as well as showering and locker facilities for staff. Virginia Mason promotes bicycling through their Bicycle Club, participating in regional activities like Cascade Bicycle Club's ride to work days, and through subsidized locks. Virginia Mason also offers incentives to employees to engage in healthy behaviors like bicycling to work through its Personal Health Assessment rewards program, which pays rewards to employees for healthy behaviors. Additional bicycle features are described in Section C.13 on page 59.

Pedestrian

The pedestrian features of the Master Plan are described in Section C.13 on page 59.

Local Circulation

Virginia Mason's First Hill location to the east of downtown is highly accessible from the surrounding street network. Interstate 5 provides nearby access from the west at interchange ramps at James Street, Madison Street, Seneca Street and Olive Way, which in turn feed Spring Street, Seneca Street and Boren Avenue. Boren Avenue and Madison Street are principal arterials and Seneca Street and Ninth Avenue are minor arterials (Comprehensive Plan – Seattle Arterial Classification). Other local streets complete the circulation network.

Site Access

Local access to Virginia Mason is from arterials and local streets. Boren Avenue and Madison Street have some restricted left turns and limitations on driveways. Virginia Mason existing and proposed parking access/egress, patient drop-off/pick-up, and emergency access/egress locations are shown on Figure 30 on page 100. Entries to parking facilities are distributed around the campus to disperse traffic and avoid conflicts with major traffic flows. The most likely vehicle access/egress locations are identified on the diagram, but other locations may be developed without Master Plan amendment. Additional environmental impact review may be necessary with specific project permitting.

Please see Section C.10 for a description of service access and loading.

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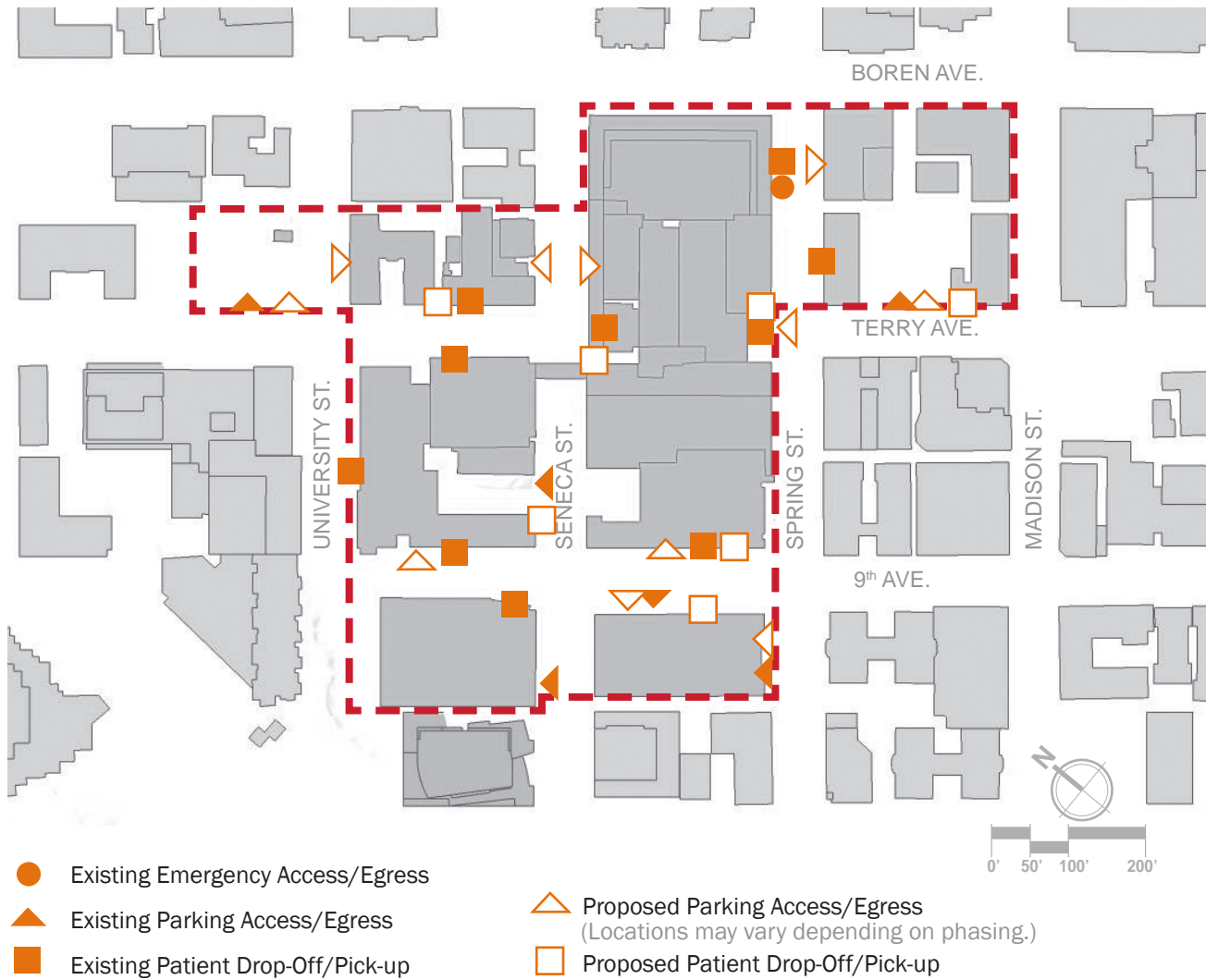


Figure 30 Existing and Proposed Access and Circulation

Impacts on Traffic and Parking in the Surrounding Area

See Section 3.9 of the Final EIS for a discussion of impacts on traffic and parking in the surrounding area for Alternative 6b.

As traffic congestion increases on First Hill, the time it takes for First Responders to bring ill or injured patients in ambulances to the Emergency Department continues to deteriorate. It will be important for Virginia Mason and the other Emergency Medical Providers on First Hill that any traffic plans for First Hill consider improvements that can speed the flow of traffic for First Responders, including Signal Priority systems or other means.

2. Existing Transportation Management Plan (TMP)

The stated goal of the Virginia Mason TMP as adopted from Seattle’s Major Institutional Code is to “reduce the percentage of employees of the Major Institution who commute to work by SOV to 50 percent, excluding employees whose work requires the use of the private automobile during working hours.” Virginia Mason’s program has consistently surpassed that goal as demonstrated by past biennial Commute Trip Reduction (CTR) survey reports, summarized in Table 18 below. Currently 27% of those surveyed commute by SOV and 46% use transit or rail.

Table 18 Virginia Mason Commute Mode Performance by Percentage (2001-2011)

Commute Mode	Year					
	2001	2003	2005	2007	2009	2011
Drove alone	28%	29%	28%	25%	23%	27%
Carpool (2-6)	17%	13%	15%	15%	12%	10%
Vanpool (4-6)	0%	2%	1%	1%	2%	2%
Vanpool 7+	1%	1%	1%	1%	-	-
Bus	42%	43%	41%	43%	46%	43%
Rail	1%	1%	1%	2%	3%	3%
Bicycled	1%	1%	2%	3%	2%	4%
Walked	5%	5%	5%	4%	6%	6%
Teleworked	0%	0%	0%	0%	1%	<1%
Compressed work week	0%	0%	0%	0%	0%	<1%
Did not work	3%	3%	3%	4%	-	-
Other	2%	3%	2%	3%	1%	2%
Motorcycle	0%	0%	0%	0%	1%	1%
Ferry (car/van/bus)	0%	0%	0%	0%	1%	<1%
Ferry (walk-on)	0%	0%	0%	0%	2%	2%

As part of its TMP for the 1992 Master Plan, Virginia Mason committed to a wide range of incentives to encourage commuters to use travel modes other than the SOV. The program elements identified in the 1992 Master Plan included the following:

- A Building Transportation Coordinator to implement and administer the TMP
- Commuter Information Centers in building lobbies and other public areas
- A travel subsidy equal to 75% of the face value of Metro Transit passes to all Virginia Mason Medical Center campus employees commuting to work by transit or vanpool
- Carpool certification
- Carpool parking spaces
- Carpool parking discount of at least 40% of the prevailing SOV monthly parking rate

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- Weather protected and secure bicycle parking spaces and access to showers
- Free parking for vanpools consisting of at least seven employees
- Free covered and secure parking for motorcyclists
- TMP monitoring using a biennial survey

Since 1992, the Virginia Mason Medical Center TMP has expanded significantly with increased subsidies for transit users and the addition of new program elements.

Proposed TMP

The proposed TMP incorporates most of the current program elements and includes an aggressive goal of maintaining the SOV rate below 30%. Table 19 summarizes the current program and the enhancements that are proposed as part of this Master Plan.

Virginia Mason has recently increased its services to include surgeries and expanded clinic hours on the weekends, when the availability of transit is more limited and there are fewer commute choices. Virginia Mason has also added more staff, which has increased the total number of staff using SOVs. In addition, the recent regional increase in use of transit, and reduction in some routes, has had the negative effect of crowding some staff off some transit routes and back into SOVs.

Virginia Mason is assessing its recent staff survey results to determine what new efforts can be done to encourage staff using SOVs to choose other, preferred transportation options. Virginia Mason is also encouraging the shift from carpools to vanpools, to encourage higher ridership in fewer vehicles.

Table 19 Proposed/Current TMP Comparison

Element	Current TMP	Proposed TMP
<p>Transit</p> <p><i>Goal: Increase transit ridership through subsidies, improved access and the marketing of program benefits.</i></p>	<ol style="list-style-type: none"> 1. Lower the cost of transit commutes: <ol style="list-style-type: none"> a. Virginia Mason offers 75% transit subsidy for bus, ferry and trains b. Guaranteed ride home program c. Zipcar is available for employees for personal and business use (5 hours each per month) d. Company fleet vehicles available through the parking office for business use 2. Improve transit access and utilization: <ol style="list-style-type: none"> a. Financial support for Metro Bus route 211 b. Participation in Transit Now agreement along with Swedish and Harborview Medical Centers to increase service to the King Street Station and the ferry terminal c. Attend First Hill transportation meetings to work with Swedish, Harborview and Seattle University on common projects such as transit routes d. Work with First Hill institutions to extend bus routes to King Street Station and ferry access e. One after-hour taxi leaves the hospital turnaround at 7:40 pm nightly to cover gaps in transit service due to limited hours of operation 3. Moved to ORCA pass system in 2010 4. Link Light Rail honors Virginia Mason Puget Passes (not vanpool passes) 	<ol style="list-style-type: none"> 1. Lower the cost of transit commutes: <ol style="list-style-type: none"> a. Provide 75% transit subsidy for bus, ferry and trains through the ORCA program b. Provide a guaranteed ride home in case of family emergency c. Provide Zipcar access to employees for personal and business use (5 hours each per month) d. Provide fleet vehicles for business use 2. Improve transit access and utilization: <ol style="list-style-type: none"> a. Continue financial support for Metro Bus routes where they benefit Virginia Mason employees b. Continue participation in Transit Now agreement along with Swedish and Harborview Medical Centers to increase service to the King Street Station and the ferry terminal c. Participate in First Hill transportation meetings to work with Swedish, Harborview and Seattle University on common projects such as transit routes d. Continue offering ORCA passes to employees through Wageworks, which automatically deducts costs from staff paychecks and applies the appropriate fare reductions stated above to staff purchases for multiple transportation choices

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Element	Current TMP	Proposed TMP
<p>High Occupancy Vehicle (HOV)</p> <p><i>Goal: Increase HOV program participation by maintaining subsidies and marketing program benefits and opportunities.</i></p>	<p>1. Cost of HOV commutes is maintained below the cost of SOV commutes:</p> <ul style="list-style-type: none"> a. Monthly carpool parking is priced at \$102.50 for a three-person carpool and \$128 for a two-person carpool b. Free vanpool parking c. Vanpool passes are 75% subsidized <p>2. Vanshare: One vehicle that operates between King Street station, ferry terminal, etc.</p> <p>3. Increase ridership:</p> <ul style="list-style-type: none"> a. Virginia Mason provides own program for carpool/vanpool matching service (“Going My Way” carpool registration service) b. Promotes Regional Ride Match System and Rideshare 	<p>1. Maintain the cost of HOV commutes below the cost of SOV commutes:</p> <ul style="list-style-type: none"> a. Maintain carpool parking rates at no more than 75% of equivalent SOV rates b. Provide free parking for vanpools c. Provide vanpool riders with at least a 75% subsidy of the full cost of ridership <p>2. Increase ridership by:</p> <ul style="list-style-type: none"> a. Continuing an internal program for carpool/vanpool matching service (“Going My Way” carpool registration service) b. Promoting the Regional Ride Match System and Rideshare
<p>Bicycle</p> <p><i>Goal: Increase bicycle ridership by providing support services and establishing marketing and incentive program.</i></p>	<p>1. Support services include:</p> <ul style="list-style-type: none"> a. Three locked bike cages located at the Ninth Avenue Garage, Benaroya Garage, and the Lindeman Garage (total capacity of 75) b. Shower facilities available in HRB, Buck Pavilion and the Inn at Virginia Mason, with towels provided c. Virginia Mason Bicycle Club started in March 2010 to improve bike storage, security, shower facilities, subsidies for frequent riders, etc. 	<p>1. Continue providing support services that include:</p> <ul style="list-style-type: none"> a. Locked bike cages with weather protection and a minimum capacity of 75 parking spaces b. Shower facilities and lockers in multiple locations c. Support for the Virginia Mason Bicycle Club to improve bike storage, security, shower facilities, and benefits for frequent riders and to encourage ridership
<p>Pedestrian</p> <p><i>Goal: Increase pedestrian commutes by providing support services and establishing an incentive program.</i></p>	<p>Pedestrian elements are not included in current TMP.</p>	<p>1. Develop new programs and incentives to encourage employees to walk to work or to walk during their breaks</p> <p>2. Offer incentives for these activities through the Personal Health Assessment rewards program</p> <p>3. Program benefits will equal those provided to bicycle commuters..</p>

Element	Current TMP	Proposed TMP
<p>Marketing</p> <p><i>Goal: Increase the campus population's awareness of program opportunities and benefits.</i></p>	<ol style="list-style-type: none"> 1. "V-Net" Parking and Commuter Services website provides information for publicizing events, issuing street closure notices, and providing training and reminders on the CTR program 2. Two commuter boards located in the lobby of Buck Pavilion and in the lobby of the hospital hallway by Tully's are updated with transit information 3. Commute-trip regulations provided twice per year in brochure and emailed to all employees 4. Parking department prepares emails to all employees advertising program elements and providing link to website. 5. Conduct a transportation fair in January and August of each year. 6. Hold transportation contest twice a year with information and registration provided by King County Metro 	<ol style="list-style-type: none"> 1. Maintain "V-Net" Parking and Commuter Services website to provide information for publicizing events, issuing street closure notices, and providing training and reminders on the CTR program 2. Either maintain the two commuter boards located in the lobby of Buck Pavilion and in the lobby of the hospital, or replace with computer terminals that access Metro trip planning and current traffic conditions as well as marketing features to reduce SOV trips 3. Provide commuter program policy information, program news and updates at least two times per year in emails to all employees and links to the Virginia Mason website describing the policies 4. Conduct a campus-wide transportation fair twice each year
<p>Institutional Policies</p> <p><i>Goal: Establish policies that address trip reduction in the context of Virginia Mason sustainability initiatives.</i></p>	<ol style="list-style-type: none"> 1. Attend First Hill transportation meetings once a quarter to work with Swedish, Harborview and Seattle University on common projects 2. Other Virginia Mason locations each have their own Employee Transportation Coordinator (ETC), though Virginia Mason's First Hill campus ETC is relied upon for guidance 	<ol style="list-style-type: none"> 1. Continue participation in First Hill transportation meetings to work with Swedish, Harborview and Seattle University on common projects 2. Participate in city or community-led transportation initiatives or planning that affects Virginia Mason 3. Investigate and, when appropriate, implement health care delivery tools to reduce patient trips (potential tools include increased use of electronic communications between patients and physicians and the use of shuttle services or other subsidized transportation for specific patient groups)

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Element	Current TMP	Proposed TMP
<p>Parking</p> <p><i>Goal: Manage parking supplies to minimize the need for additional parking.</i></p>	<ol style="list-style-type: none"> 1. Minimize employee on-site parking: <ol style="list-style-type: none"> a. Only limited monthly parking is available at costs comparable to downtown Seattle parking rates. Costs range from \$179.00 to \$230.00/month for parking, depending on garage. b. Staff must park in designated levels at Benaroya garage c. No employee parking on campus Monday through Friday, between 9 am and 3:45 pm d. Early staff entries must be out of garage by 9 am e. On-call and day parking is located off-campus in the Tate Mason Garage at 1100 Minor Avenue for \$12/day f. Staff parking in Benaroya, Ninth Avenue and Lindeman Garages allowed only after 3:45 pm and on weekends by a red decal and keycard access g. Saturday staff are directed to use the Benaroya garage as a first option and are only allowed to park in Lindeman garage after 1 pm h. Staff working overtime are directed to park in Benaroya, with parking allowed in Lindeman and Ninth Avenue Garages only if Benaroya is full i. Main campus-Metropolitan Park shuttle offers free rides between Virginia Mason and Metropolitan Park 	<ol style="list-style-type: none"> 1. Restrict employee SOV parking on-site during periods of peak demand to encourage use of non-SOV travel modes 2. Provide shuttle service between Virginia Mason and Metropolitan Park facilities 3. Unbundle parking from tenant lease agreements 4. Maintain the minimum parking supply necessary to support operations while minimizing impacts to the surrounding community

Element	Current TMP	Proposed TMP
Parking continued	<p>2. Offer incentives for alternative methods:</p> <ul style="list-style-type: none"> a. Provide parking stalls for carpool and vanpool parking b. Provide free motorcycle parking c. Provide bicycle parking <p>3. Minimize patient on-site parking:</p> <ul style="list-style-type: none"> a. No free parking for patients b. Parking discount of 10% to 25% off the regular parking rate depending on the time in the garage c. Discount is not valid for valet parking at the Buck Pavilion <p>4. Minimize vendor or business parking:</p> <ul style="list-style-type: none"> a. Vendor parking is limited in amount and available only at the Benaroya Garage or Terry/University lot, and registration must be made in advance with the parking office b. Business parking is limited to the Benaroya Garage and limited to use twice per month c. Satellite staff on business at main campus are directed to use the Benaroya Garage, and use is limited to twice per week 	

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Element	Current TMP	Proposed TMP
<p>TMP Regulation and Monitoring</p> <p><i>Goal: Establish an SOV goal and monitoring program that meets City requirements.</i></p>	<ol style="list-style-type: none"> 1. The goal for the TMP is adopted from Seattle’s Major Institution code: “Reduce the percentage of employees of the Major Institution who commute by single occupant vehicle (SOV) to 50%, excluding employees whose work requires the use of the private automobile during working hours.” 2. Survey campus employees every two years to determine commute patterns. 3. Submit quarterly reports to the City summarizing parking fees, permits, transit passes sold and actions to promote TMP. 	<ol style="list-style-type: none"> 1. The goal for the TMP shall be to maintain an SOV commute rate of less than 30% as calculated using the CTR survey methodology for affected employees 2. Conduct a biennial survey of employee travel mode choices in partnership with King County Metro 3. Provide annual program reports to the City of Seattle Department of Transportation, Department of Planning and Development, and the Standing Advisory Committee.

Appendix A LEGAL DESCRIPTION OF MIO DISTRICT PROPERTIES

Table A.1 Virginia Mason First Hill Campus Properties

Reference	Legal	Address(es)	Land Area (SF)	Land Area (Acres)	King County Tax ID
1 Terry Lot	Block 112, Lots 8,9,12	1300 Terry	16,800	0.39	1978200351
2 Cassel Crag	Block 111, Lots 1,4	1218 Terry	15,360	0.35	1978200285
3 MRI, Blackford	Block 111, Lots 5,8	1200 Terry 1000 Seneca 1204 Terry	15,360	0.35	1978200305
4 North Pavilion	Block 110, Lots 1-8	901 University	61,440	1.41	1978200280
5 BRI	Block 105, Lots 2,3,6,7	1201 Ninth	35,470	0.81	1978200010
6 Ninth Garage	Block 74, Lots 2,3,6,7	1101 Ninth	28,800	0.66	1979200170
7 Buck	Block 75, Lot 1	901 Seneca	3,600	0.08	1979200206
8 Buck	Block 75, Lot 1	911 Seneca	4,080	0.09	1979200205
9 Buck	Block 75, Lots 5,8	1100 Ninth	15,360	0.35	1979200225
10 Buck	Block 75, Lot 4	1120 Seneca	7,680	0.18	1979200220
11 Hospital core	Block 75, Lots 2,3,6,7	925 Seneca	38,640	0.89	1979200210
12 Hospital core	Block 104, Lots 1,4,5	1111 Terry	27,540	0.63	8590901070
13 Inn at VM	Block 104, Lot 8	1006 Spring	9,180	0.21	8590901105
14 East Hospital	Block 104, Lots 2,3	1117 Boren 1119 Boren	14,400	0.33	8590901075
15 East Hospital	Block 104, Lots 6,7	1111 Boren	14,400	0.33	8590901095
Total Ownership Within Existing MIO District			308,110	7.07	

*Legal plat names are:

- Dennys AA Broadway Addition for Blocks 112, 111, 110, 105; and
- Dennys AA Extension, Terrys 1st for Blocks 74, 75.

Table A.2 Virginia Mason First Hill Campus Properties 1000 - Madison Block

Reference	Legal	Address(es)	Land Area (SF)	Land Area (Acres)	King County Tax ID
16 Chasselton	Block 103, Lots 2,3	1017 Boren 1019 Boren	14,400	0.33	8590901035 8590901040
17 Baroness	Block 103, Lot 1	1005 Spring 1001 Spring 1007 Spring	7,200	0.17	8590901030
18 Madison block	Block 103, Lot 4	None assigned (associated with Baroness)	7,200	0.17	8590901045
19 Madison block	Block 103, Lots 5,6,7,8	1000 Madison	28,800	0.66	8590901050
20 Madison block alley	Block 103 (north-south alley)	N/A	3,840	0.088	N/A
Total Ownership Within 1000 Madison Block			57,600	1.41	
Total Ownership Within Expanded MIO District			365,710	8.48	

*Legal plat names are:

-Terrys 2nd Addition for Blocks 104, 103.

Figure A.1 on the following page includes the requested administrative correction to the existing MIO district boundary map to include a 20-foot portion of Lot 8 of Block 112. This correction was approved in the previous MIMP but is not correctly shown within MIO boundaries on the current city maps. The area is shown with cross marks at the north end of the Terry Lot parcel numbered “1” on Figure A.1.



Figure A.1 Parcel Key

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Appendix B CONSISTENCY WITH CITY'S COMPREHENSIVE PLAN GOALS AND POLICIES

SMC 23.69.030 Contents of a Master Plan, Section E, components of the development program, in subsection 13.a, requests a description of the ways in which the institution will address goals and applicable policies under Education and Employability and Health in the Human Development Element of the Comprehensive Plan. The description is to be provided for informational purposes only. The Citizens Advisory Committee, pursuant to SMC 23.69.032.D.1, may comment on the information but may not subject these elements to negotiation nor shall such review delay consideration of the Master Plan or the final recommendation to Council.

The Human Development Element of the Comprehensive Plan has six sections. The two that are applicable to this analysis include goals and policies contained in the following two sections.

- C Education and Job Skills to Lead an Independent Life
- D Effective Disease Prevention, Access to Health Care, Physical and Mental Fitness for Everyone

Only goals that are directly applicable to major institutions are included. A number of the goals in C are specific to Seattle Public Schools and are not included.

Certain policies pertaining to employment and training are also found in Section A. Labor Force Education, Development and Training in the Economic Development Element of the Comprehensive Plan. A description of the ways Virginia Mason will address the applicable goals and policies of this portion of the Comprehensive Plan is included below following the discussion of applicable goals and policies of the Human Development Element.

Table B.1 Consistency of Virginia Mason's MIMP

Major Institution Goals and Policies	Consistency of Virginia Mason's Master Plan
Human Development Goals and Policies	
<p>Vision Statement</p> <p>The City of Seattle invests in people so that all families and individuals can meet their basic needs, share in our economic prosperity, and participate in building a safe, healthy, educated, just and caring community.</p>	<p>Virginia Mason is unswerving in its focus to improve the health and well-being of the patients it serves. This focus on improving the health of the community is directly aligned with the City of Seattle's goal of investing in the community.</p> <p>Virginia Mason's employment of Seattle's residents, its revenue contribution to the community, its role as an educator and its provision of benefits to the community through numerous activities and reduced or uncompensated care directly support the City of Seattle's Human Development goals.</p>

Major Institution Goals and Policies		Consistency of Virginia Mason’s Master Plan	
C Education and Job Skills to Lead an Independent Life			
Goal			
HDG4 Promote an excellent education system and opportunities for life-long learning for all Seattle residents.	<p>The First Hill Major Institutions, including Virginia Mason, train a significant percentage of the health care and research practitioners in the Puget Sound and WAMI (Washington, Alaska, Montana, Idaho) region. In their partnerships with the University of Washington, Seattle Pacific University, Seattle University and Seattle Community College, they provide a substantial role in the development and retention of the intellectual capital of the region. This focus on education has generated a workforce that is very highly educated, with nearly 30% of downtown residents having attained a bachelor’s degree or higher.¹</p> <p>The Major Institution’s ability to attract national and international talent, grants, research funding and venture capital places Seattle at the top of regional centers of innovation in the nation. Seattle was named Fast Company Magazine’s “City of the Year” based on its high rate of creativity and innovation.³</p>		
Policy			
HD15 Strive to support families so their children can be ready to learn as they enter school. Help coordinate service delivery to families and their children through school-linked programs and support services.	<p>Tender Loving Care, or TLC, is located on Virginia Mason’s First Hill campus. TLC provides child care for children ranging in age from 1 year to 12 years old, offering parents the reassurance that their sick child will be well cared for while they work if the child is too ill to attend school. Virginia Mason provides child care for its employees at off-site locations operated by Bright Horizons.</p>		

¹ Downtown Seattle Association 2012 State of Downtown Economic Report
² Downtown Seattle Association 2012 State of Downtown Economic Report
³ Fast Company, 2009

Major Institution Goals and Policies	Consistency of Virginia Mason’s Master Plan
<p>HD20</p> <p>Work with schools and other educational institutions, community-based organizations, businesses and other governments to develop strong linkages between education and training programs and employability development resources.</p>	<p>Virginia Mason strongly supports medical education to ensure its patients and the community benefit from advances in medical care and in the development of future providers:</p> <ul style="list-style-type: none"> • Virginia Mason is a premier teaching hospital that offers postgraduate education programs through its Graduate Medical Education (GME) Department. All GME postgraduate training programs are fully approved by the Accreditation Council on Graduate Medical Education (ACGME). Virginia Mason trains more than 100 residents and fellows annually. • Numerous Virginia Mason Medical Center physicians have faculty appointments at the University of Washington, publish original research and speak at conferences nationally and internationally on their areas of expertise. • Virginia Mason serves as an internship site for students in a variety of other health programs, such as nursing, pharmacy, respiratory therapy and laboratory technology. • Virginia Mason’s GME program is partnered with Public Health – Seattle & King County Health Services Division, providing 12 residents for the Eastgate Public Health Center, as well as providing residents at the Carolyn Downs Family Medical Center, Pike Market Medical Clinic and North Public Health Center. • Virginia Mason provides a 0.5 FTE faculty member every fall, winter and spring quarter for undergraduate clinical nursing instruction for the University of Washington School of Nursing. • Virginia Mason Institute, or VMI, provides education and training in the Virginia Mason management method – known as the Virginia Mason Production System (VMPS) – to other health care providers and organizations. VMI’s aim is to advance quality, safety and value by sharing VM’s knowledge and experience in VMPS. VMI’s education and training services cover a wide range of needs, from a basic understanding of the principles and practices that underlie VMPS, to in-depth education and hands-on work in applying VMPS methods that can transform an organization. VMI services include site visits to Virginia Mason, training in tools and methods, on-site assessments and education, and short-term and in-depth engagements.

Major Institution Goals and Policies		Consistency of Virginia Mason’s Master Plan	
D Effective Disease Prevention, Access to Health Care, Physical and Mental Fitness for Everyone			
Goal			
HDG6 Create a healthy environment where community members are able to practice healthy living, are well nourished, and have good access to affordable health care.	<p>Virginia Mason’s First Hill campus contributes to the health of the community by providing a vital pedestrian-accessible health care resource in the heart of First Hill’s residential core, and within easy walking or transit distance of the downtown employment core. It also provides a rare, ADA-accessible pedestrian link up First Hill from downtown through the Pigott Corridor and the Terry Avenue breezeway. The Virginia Mason campus is frequented by community neighbors, visitors and workers who enjoy the variety of retail and public amenities on the campus and in the Pigott Corridor.</p> <p>Virginia Mason’s restaurant, the Rhododendron, and its cafeteria are frequented by people looking for quality, well-prepared, healthy low-cost food. Virginia Mason’s recent opening of the Friday Farmers Market brings fresh, healthy food into the heart of the First Hill community.</p> <p>Virginia Mason’s focus on community health extends past the campus to providing classes and services through numerous outreach activities, and through providing students and staff to numerous community health care organizations.</p>		
Policies			
HD21 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.	<p>Virginia Mason sponsors numerous community activities that support healthy lifestyles and that generate donations for their research efforts including sponsoring the Seafair Benaroya Triathlon, the Seattle Marathon, the Boeing Classic Golf Tournament and other community activities through the Development Office.</p> <p>Virginia Mason’s open spaces, including the Pigott Corridor and the Lindeman patio which hosts the Friday Farmers Market, are enjoyed by thousands of people each year.</p> <p>Virginia Mason’s Transportation Demand Management program encourages staff to commute by bicycle or to walk by providing secure storage and showing facilities.</p>		

Major Institution Goals and Policies	Consistency of Virginia Mason’s Master Plan
<p>HD22</p> <p>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.</p>	<p>Virginia Mason conducts medical research through its affiliate, Benaroya Research Institute at Virginia Mason (BRI), that is directly targeted at bringing innovations in medicine to the Seattle community and the world. BRI is focused on identifying causes and cures for devastating diseases affecting the immune system including diabetes, arthritis, heart disease and cancer, and through its translational research activities at the Virginia Mason hospital and clinics is bringing these research activities into clinical use. This ability to go from bench to bed is a crucial aspect of BRI’s presence on Virginia Mason’s First Hill campus and ties the hospital, clinics and laboratories together into a continuum of innovation.</p> <p>Virginia Mason also is a pioneer in the development of treatment options for persons living with HIV and AIDS, and other complex life-threatening illnesses like ALS and Huntington’s disease. Its Bailey-Boushay House is a facility centered on providing exceptional care for the needs of this complex and challenging population. Its services range from supportive day health programs through chronic care management, hospitalizations, skilled nursing and hospice care. One-half of all of the people who die of AIDS in King County do so at Bailey-Boushay House.</p> <p>Bailey-Boushay also spearheads a host of programs targeted at reducing the transmission of HIV and increasing community awareness of this devastating illness.</p>

Virginia Mason Medical Center
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Major Institution Goals and Policies	Consistency of Virginia Mason’s Master Plan
<p>HD23</p> <p>Work to reduce environmental threats and hazards to health.</p> <p>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.</p> <p>Collaborate through joint efforts among City agencies, such as fire, police, and construction and land use to address health and safety issues in a more efficient manner.</p>	<p>Virginia Mason is an integral part of the regional disaster-response team. VM practices a variety of disaster drills, participates in larger community drills and stands ready to respond to regional needs, in collaboration with regional first responders.</p> <p>Virginia Mason has been undergoing a multiyear cleanup of contaminated soils on the 1000 Madison site. These efforts have stabilized the contaminants to the degree possible without removing the existing structures and soil. The redevelopment of this site will offer the opportunity to complete the remediation.</p> <p>The majority of Virginia Mason’s existing buildings proposed to be redeveloped within this Master Plan no longer meet evolving seismic and other building codes. The cost to upgrade exceeds the cost to replace.</p> <p>This aging infrastructure will soon be unable to meet the significant technical requirements for the provision of health care services, or more efficient care delivery models, and will need to be replaced.</p> <p>Virginia Mason is a smoke-free campus and offers smoking cessation programs to all employees.</p>

Major Institution Goals and Policies	Consistency of Virginia Mason’s Master Plan
<p>HD24</p> <p>Seek to improve the quality of, and access to, health care, including physical and mental health, emergency medical and addiction services.</p> <p>Collaborate with community organizations and health providers to advocate for quality health care and broader accessibility to services.</p> <p>Pursue co-location of programs and services, particularly in under-served areas and in urban village areas.</p>	<p>Virginia Mason contributes to the quality of health care in Puget Sound through a wide range of services at its First Hill and regional satellite facilities. Virginia Mason has one of Seattle’s largest full-service emergency rooms.</p> <p>Virginia Mason provides a range of mental health and addiction treatment programs at its facilities and at the Bailey-Boushay House.</p> <p>Virginia Mason’s main campus is in the urban village of First Hill. It also improves community access to services by reaching out into vulnerable communities through its Graduate Medical Education program, which provides services in collaboration with Public Health – Seattle & King County Health Services Division in under-served areas, such as Carolyn Downs Family Medical Center, the Pike Market Medical Clinic and North Public Health Center.</p> <p>Virginia Mason is actively involved in health care reform activities and has recently been in the national spotlight for innovations in care that improve quality and lower cost. Virginia Mason is now teaching these innovative techniques through its Virginia Mason Institute (VMI) to other health care systems and community groups.</p> <p>Improving health and quality of life extends beyond diagnosis and treatment. It also requires community health education and outreach services. Health improvement and outreach services provided by Virginia Mason include the following:</p> <ul style="list-style-type: none"> • Community health education, such as classes in the Buse Diabetes Teaching Center • Free health screenings in the community • Free flu shots and health screenings for the homeless in conjunction with United Way of King County’s Community Resource Exchange • Sponsorship of many professionally facilitated support groups, including brain tumor, Parkinson’s disease, breast cancer, gastric bypass surgery and prostate cancer groups • Bereavement support through its Separation and Loss Services • Leadership roles in several community organizations that focus on health care

Major Institution Goals and Policies	Consistency of Virginia Mason’s Master Plan
<p>HD24 continued</p>	<p>Virginia Mason strongly supports medical education to ensure its patients and the community benefit from advances in medical care and in the development of future providers:</p> <ul style="list-style-type: none"> • Virginia Mason is a premier teaching hospital that offers postgraduate education programs through its Graduate Medical Education Department (GME). All GME postgraduate training programs are fully approved by the Accreditation Council on Graduate Medical Education (ACGME). Virginia Mason trains more than 100 residents and fellows annually. • Numerous Virginia Mason Medical Center physicians have faculty appointments at the University of Washington, publish original research and speak at conferences nationally and internationally on their areas of expertise. • Virginia Mason serves as an internship site for students in a variety of other health programs, such as nursing, pharmacy, respiratory therapy and laboratory technology. • Virginia Mason provides a 0.5 FTE faculty member every fall, winter and spring quarter for undergraduate clinical nursing instruction for the University of Washington School of Nursing.
<p>HD25</p> <p>Work with other jurisdictions, institutions and community organizations to develop a strong continuum of community-based long-term care services.</p>	<p>Virginia Mason shares its services on the First Hill campus with Group Health Cooperative of Puget Sound, Evergreen Medical Center, and Pacific Medical Center, who refer patients to the First Hill campus from their locations throughout the region for specialty or inpatient care. Group Health, Evergreen, and Pacific Medical Center staff work at the First Hill campus and are integrated into Virginia Mason’s program of services.</p> <p>Virginia Mason’s recent strategic partnership with Evergreen Medical Center – which serves County Public Hospital District number 2 – joins the largest providers of home care and hospice services in the Puget Sound region, seamlessly extending the continuum of community-based long-term care services to all of Virginia Mason’s patients.</p>

Major Institution Goals and Policies	Consistency of Virginia Mason’s Master Plan
Economic Development Goals and Policies	
Goals	
<p>EDG1</p> <p>Add approximately 84,000 jobs in the city over the 20-year period covered by this Plan, in order to ensure long-term economic security and social equity to all Seattle residents.</p>	<p>Virginia Mason employs more than 5,500 people at eight regional medical sites and at three sites in Bothell, Georgetown and Metropolitan Park in Seattle, where administrative support services are decentralized. More than 460 physicians are employed by Virginia Mason, and many provide services at more than one location. Applying normal metrics of 3x the benefit, Virginia Mason Medical Center is indirectly responsible for the creation of over 15,000 jobs in the Puget Sound region.</p> <p>Benaroya Research Institute at Virginia Mason (BRI) houses an additional 200 researchers and staff, who indirectly generate another 600 jobs in the Puget Sound region. The Major Institutions continue to grow at an average rate of 5% a year and include within their employees staff at all income levels, cultures, languages and educational status.</p>
<p>EDG2</p> <p>Recognize that Seattle’s high quality of life is one of its competitive advantages and promote economic growth that maintains and enhances this quality of life.</p>	<p>Virginia Mason pays a living wage to its employees and offers generous benefits, including health coverage, retirement options and significant transit subsidy.</p> <p>Virginia Mason is a community asset that supports economic growth and enhances the quality of life in Seattle and the Puget Sound area. Employers want to locate in communities with first-class health care. Seattle’s reputation as a leading force in biotechnology attracts the world’s best physicians and scientists and enhances our international reputation as innovators in health care research, treatment and delivery.</p> <p>Seattle is one of the best cities for young professionals (Forbes.com, May 2010), young adults (The Business Journals, 2011) and families (Parenting magazine, 2011). Seattle is “the No. 1 post-recession mecca for young skilled workers” (The Wall Street Journal, October 2009).⁴</p> <p>This focus on knowledge-based employment has created a “wealth island” for Seattle, attracting businesses, talent and wealthier residents, largely attributed to “its diversified new-age corporate base” and “the strength of the high-tech sector.”⁵</p>

⁴ Downtown Seattle Association 2012 State of Downtown Economic Report

⁵ Seattle Times, October 25, 2011

Major Institution Goals and Policies	Consistency of Virginia Mason’s Master Plan
<p>EDG3</p> <p>Support the Urban Village Strategy by encouraging the growth of jobs in Urban Centers and Hub Urban Villages and by promoting the health of neighborhood commercial districts.</p>	<p>Virginia Mason is located adjacent to downtown Seattle and is within the First Hill/Capitol Hill urban center, one of the densest residential and employment areas in the state. Virginia Mason’s Master Plan will maintain and encourage the growth of jobs in this urban center. Virginia Mason has proposed to expand its MIO to include the 1000 Madison block. The block currently contains small one-story retail and restaurant uses along Madison Street, the landmarked Baroness Hotel and the 62-unit Chasselton Court Apartments. All properties within the block are owned by Virginia Mason. Virginia Mason is proposing to redevelop the block with major medical institution uses and to comply with the requirements of the NC-3 zoning along Madison Street, Boren Avenue and portions of Terry Avenue, which require street-level uses.</p> <p>If the proposed expansion to include the 1000 Madison block is approved, Virginia Mason intends to consider any of the following uses for potential location at street level along Madison and the portions of Boren and Terry within the NC3 zoning: medical services such as optical, eating and drinking establishments, retail sales and services, indoor sports and recreation, or perhaps lodging uses or additional open space.</p> <p>This change will offer both new retail jobs in the street-level retail development proposed along Madison Street and a significant growth short-term in construction jobs and longer term in health care employment.</p> <p>The neighborhood commercial area would be disrupted during the construction period. Some or all of those businesses may choose to move elsewhere on a temporary (during construction) or permanent basis and may be replaced with other similar uses in the long-term from uses listed above.</p> <p>Redevelopment of the block will increase the population in the immediate area and bring new patients and hospital staff to the street frontage of Madison Street between Boren and Terry Avenues. It will offer opportunities to remediate the contaminated soils in the 1000 Madison site and upgrade the buildings to be fully compliant with ADA and current code standards.</p>

Major Institution Goals and Policies	Consistency of Virginia Mason’s Master Plan
<p>EDG4</p> <p>Accommodate a broad mix of jobs, while actively seeking a greater proportion of living wage jobs that will have greater benefits to a broad cross-section of the people of the City and region.</p>	<p>See response to EDG1. Virginia Mason is a microcosm of a city and employs a broad mix of jobs ranging from medical professionals to food service, technology and education and pays a competitive compensation package to employees in all jobs.</p>
<p>EDG5</p> <p>Encourage the growth of key economic sectors that build on Seattle’s competitive advantages to provide sustained growth in the future.</p>	<p>Health care and education are key economic sectors in Seattle, providing one out of every six jobs.⁶ Virginia Mason’s continued growth in Seattle and the region will not only make the education and health care sectors more robust, but also will benefit manufacturing, real estate, government, professional, scientific, technical services and other sectors of the regional economy by providing their employees the quality affordable health care they need. Also, see response to EDG2 above.</p>
<p>EDG6</p> <p>Develop a highly trained local workforce that effectively competes for meaningful and productive employment, earns a living wage and meets the needs of business.</p>	<p>See response to EDG1 and EDG4 above.</p>
Policies	
<p>ED2</p> <p>Pursue opportunities for growth and strategic development, where appropriate, in urban centers and hub urban villages, which are planned for the greatest concentrations of jobs and job growth outside of downtown.</p>	<p>Virginia Mason is proposing to redevelop its campus to a higher density that reflects the underlying urban center zoning in order to be responsible stewards of its scarce land resources, contain sprawl and concentrate health care services where needed.</p> <p>Also see response to EDG3 above.</p>

⁶ Downtown Seattle Association 2012 State of Downtown Economic Report

Major Institution Goals and Policies	Consistency of Virginia Mason’s Master Plan
<p>ED10</p> <p>Encourage key sectors of Seattle’s economy that provide opportunities for long-term growth. Criteria for identifying sectors to support include the following:</p> <ul style="list-style-type: none"> • Pay higher-than-average wage levels; • Bring new capital into the economy, reflecting multiplier effects other than high wage; • Have reasonably good future growth prospects; • Involve a cluster of businesses engaging in similar activities; • Use quality environmental practices; or • Diversify the regional economic base. 	<p>Through the hospital, research facilities and outpatient clinics, Virginia Mason provides opportunities for long-term growth in the health care and other sectors of the economy.</p> <p>Virginia Mason employs many staff in high-wage-earning jobs. The demand for health care services is expected to steadily grow both to serve an expanding regional population and to serve the needs of an aging population.</p> <p>Virginia Mason’s location on First Hill with Swedish Medical Center, Harborview Medical Center and other health care providers creates a cluster of businesses engaging in similar activities.</p> <p>Virginia Mason’s EnviroMason program is a regional model for environmental stewardship, and its transportation demand management program is one of the most successful programs in the region at encouraging employees to use non-SOV travel in their commutes. Also see EDG5 above.</p>

Major Institution Goals and Policies	Consistency of Virginia Mason’s Master Plan
<p>ED12</p> <p>Seek ways to create a local business environment that promotes the establishment, retention and expansion of high-technology industries in the city. Where possible, look for opportunities to link these businesses to existing research institutions, hospitals, educational institutions and other technology business.</p>	<p>First Hill has the unique benefit of hosting four of the region’s 10 Major Institutions, which includes Virginia Mason, inferring upon the hill a center of emphasis on the health care, life sciences and education that is unique in the Pacific Northwest. These institutions are bolstered by and have been foundational incubators to other internationally acclaimed organizations like the Fred Hutchinson Cancer Research Center and the University of Washington Global Health program, and are a training and proving ground for developing regional and global expertise fueling the economic engines of research and development in organizations like Amgen, Zymogenetics, the Bill & Melinda Gates Foundation, the Seattle Biomedical Research Institute, Cell Therapeutics, Seattle Science Foundation, Dendreon, Seattle Genetics and many others.</p> <p>The First Hill institutions train a significant percentage of the health care and research practitioners in the Puget Sound region. In their partnerships with the University of Washington, Seattle Pacific University, Seattle University and Seattle Community College, they provide a substantial role in the development and retention of the intellectual capital of the region. Their ability to attract national and international talent, grants, research funding and venture capital places Seattle within the top five regional centers of innovation in the nation.</p>



Virginia Mason's Bicycle Club members man the Bike Station in front of Benaroya Research Institute at 9th Avenue and Seneca Street on May 20, 2012, Bike to Work day.

Appendix C CONSISTENCY WITH CITY'S TRANSPORTATION STRATEGIC PLAN, TRANSIT PLAN, PEDESTRIAN PLAN AND BICYCLE PLAN

The City of Seattle has four transportation-related plans that are intended to form the long-range planning and short-range work programs of the City's Department of Transportation:

- Transportation Strategic Plan (adopted 2005)
- Transit Master Plan (adopted 2012)
- Seattle Pedestrian Master Plan. The Seattle Pedestrian Master Plan is a long-term action plan to make Seattle the most walkable city in the nation. The plan establishes the policies, programs, design criteria and projects that will further enhance pedestrian safety, comfort and access in all of Seattle's neighborhoods. Through the Pedestrian Master Plan, Seattle will make its transportation system more environmentally, economically and socially sustainable (adopted 2009).
- Seattle Bicycle Master Plan (adopted 2007). The Seattle Bicycle Master Plan defines a set of actions, to be completed within 10 years, to make Seattle the best community for bicycling in the United States. By increasing support for bicycling, the city will make its transportation system more environmentally, economically and socially sustainable.

Only plan elements that are directly applicable to Major Institutions or to Virginia Mason's location on First Hill are included in the consistency analysis below.

C.1 Transportation Strategic Plan

The Transportation Strategic Plan (TSP) is the 20-year functional work plan for the Seattle Department of Transportation (SDOT). The TSP describes the actions SDOT will take to accomplish the goals and policies in the Comprehensive Plan over the next twenty years.

Chapter 3 of the Transportation Strategic Plan includes seven plan elements: 3.1 Building Urban Villages; 3.2 Make the Best Use of the Streets We Have to Move People, Goods and Services; 3.3 Increase Transportation Choices; 3.4 Promoting the Economy: Moving Goods and Services; 3.5 Improving the Environment; 3.6 Connecting to the Region; and 3.7 Protect Our Infrastructure – Operations and Maintenance. Plan elements that are applicable to the Virginia Mason Master Plan are found in elements 3.2 and 3.3.

Table C.1 Consistency of Virginia Mason’s MIMP With Transportation Strategic Plan

Transportation Strategic Plan Goals and Policies	Consistency of Virginia Mason’s Master Plan
3.2 Make the Best Use of the Streets We Have to Move People, Goods and Services	
Applicable Goals	
TG3 Promote safe and convenient bicycle and pedestrian access throughout the transportation system.	Virginia Mason is proposing two pedestrian corridors through the campus to connect the east end of the Pigott Corridor (at the corner of University Street and Ninth Avenue) to Ninth Avenue/Madison Street and Madison Street/Boren Avenue. The corridors would be lighted and signed to promote safe and convenient access for both bicyclists and pedestrians between First Hill and downtown Seattle.
Applicable Policies	
T16 Recognize the important function of alleys in the transportation network. Consider alleys, especially continuous alleys, a valuable resource for access to abutting properties to load/unload, locate utilities and dispose of waste.	Virginia Mason is proposing to vacate the alley on the 1000 Madison block to allow for redevelopment of the block for major medical services. The alley is not continuous, as the alleys on the blocks north and south of this site were previously vacated and are now built over. Madison Street borders the alley on the south, and the four lanes of traffic present a barrier to continuous travel by alley to the south. Virginia Mason owns all of the property on the 1000 Madison block, so no impacts will occur to other property owners. As part of redevelopment of the block, Virginia Mason will provide areas for loading and unloading, the collection of waste and location of utilities.

Transportation Strategic Plan Goals and Policies	Consistency of Virginia Mason’s Master Plan
3.3 Increase Transportation Choices	
Applicable Goals	
<p>TG9</p> <p>Provide programs and services to promote transit, bicycling, walking and carpooling to help reduce car use and SOV trips.</p>	<p>Virginia Mason has an aggressive Transportation Management Plan (TMP) and has proposed enhancements. See Section 5, Table 19 on page 103 of the Master Plan.</p>
<p>TG11</p> <p>Strive to achieve the following mode choice goals for use of travel modes through the City’s land use strategies and transportation programs:</p> <p>Proportion of work trips made using non-SOV modes</p> <p>First Hill/Capitol Hill 2020 Goal: 50% SOV</p>	<p>The stated goal of the Virginia Mason TMP as adopted from Seattle’s Major Institutional code is to “reduce the percentage of employees of the Major Institution who commute to work by SOV to 50%, excluding employees whose work requires the use of the private automobile during working hours.” The Land Use Code requires a reduction of SOV use to 50%. Virginia Mason’s program has consistently surpassed that goal as demonstrated by past biennial Commute Trip Reduction (CTR) survey reports, summarized in Table 18 in Section E of the Master Plan. Currently 27% of those surveyed commute by SOV and 46% use transit or rail.</p>
<p>TG14</p> <p>Increase transit ridership and thereby reduce use of single-occupant vehicles to reduce environmental degradation and the societal costs associated with their use.</p>	<p>See response to TG11.</p>

Transportation Strategic Plan Goals and Policies	Consistency of Virginia Mason’s Master Plan
<p>TG16</p> <p>Create and enhance safe, accessible, attractive and convenient street and trail networks that are desirable for walking and bicycling.</p>	<p>To improve connections for pedestrians, Virginia Mason is proposing to strengthen existing pedestrian connections at street level through the campus with focus on two pedestrian corridors</p> <p>One pedestrian corridor would extend from the east end of the Pigott Corridor north-south along University, east-west along Terry to Madison (through an interior connection in the redeveloped central block, similar to the current breezeway, and then along the north side of Madison to Boren. A second pedestrian corridor would extend north-south along Ninth Avenue between the east end of the Pigott Corridor and Madison Street. This is shown graphically in Figure 21 on page 51 in Section C of the Master Plan.</p> <p>The intent of the pedestrian corridors are to provide pedestrian-oriented street-level connections from the First Hill neighborhood through the Virginia Mason campus to downtown Seattle. Within these designated pedestrian corridors, Virginia Mason is proposing street trees and other landscaping, pedestrian-oriented lighting, street furniture, special paving, art and wayfinding (signage). Where appropriate, some of these measures will be included in the package of public benefits developed in support of the proposed alley vacation of the 1000 Madison block.</p>

Transportation Strategic Plan Goals and Policies	Consistency of Virginia Mason’s Master Plan
<p>TG17</p> <p>Manage the parking supply to achieve vitality of urban centers and villages, auto trip reduction and improved air quality.</p>	<p>Analysis of existing parking utilization and proposed Master Plan Alternative 6b indicates that the proposed parking supply of approximately 4,000 stalls would be sufficient to meet Virginia Mason’s operational requirements to ensure patient access to facilities and still minimize the amount of parking provided for employees.</p> <p>Changes in transportation travel modes due to light rail access, implementation of services that allow improved electronic communication between patients and physicians, and increases in the cost to operate a vehicle may reduce the number of parking stalls needed to serve the increased demand resulting from Master Plan projects. Provision of new parking stalls associated with the development of any proposed or potential projects will be assessed during the project planning, programming and design phases.</p>
Applicable Policies	
<p>T17</p> <p>Provide, support and promote programs and strategies aimed at reducing the number of car trips and miles driven (for work and nonwork purposes) to increase the efficiency of the transportation system.</p>	See response to TG11.
<p>T20</p> <p>Work with transit providers to provide transit service that is accessible to most of the city’s residences and businesses. Pursue strategies that make transit safe, secure, comfortable and affordable.</p>	See response to TG11. Virginia Mason provides financial support for Metro Bus route 211 and participates in the Transit Now agreement along with Swedish and Harborview Medical Centers to increase service to the King Street Station and the ferry terminal.

Transportation Strategic Plan Goals and Policies	Consistency of Virginia Mason’s Master Plan
<p>T24</p> <p>Work with transit providers to design and operate transit facilities and services to make connections within the transit system and other modes safe and convenient. Integrate transit stops, stations and hubs into existing communities and business districts to make it easy for people to ride transit and reach local businesses. Minimize negative environmental and economic impacts of transit service and facilities on surrounding areas.</p>	<p>Virginia Mason is served by a variety of transit options. Buses traveling along Madison Street, Seneca Street, Ninth Avenue and Boren Avenue provide links to downtown, Seattle neighborhoods and suburban cities. The transit stops within or adjacent to Virginia Mason’s property are shown on Figure 22 in Section C of the Master Plan. Virginia Mason intends to work with Metro Transit to identify ways in which Virginia Mason could improve landscaping, lighting, wayfinding or other pedestrian-scale amenities around the bus stops within the boundaries of Virginia Mason property to enhance the transit rider’s experience. These improvements would be implemented as street frontages are redeveloped, or as routine landscaping or sidewalk maintenance is performed.</p> <p>A streetcar line is under construction along Broadway connecting the light-rail station on Capitol Hill near Seattle Central Community College on the north end to the Yesler Terrace/International District on the south end with downtown Seattle. The nearest stop to Virginia Mason would be at Broadway Avenue and Marion Street, approximately four blocks southeast of Virginia Mason.</p> <p>Bus Rapid Transit and significant transit improvements are planned along Madison Street per the City of Seattle Department of Transportation’s recently adopted 2012 Transit Master Plan. Virginia Mason will work closely with the City to implement the recommendations within the plan as the 1000 Madison block is redeveloped. This planned redevelopment offers the opportunity to realize the vision of this plan.</p>
<p>T25</p> <p>Work with transit providers to ensure that the design of stations and alignments will improve how people move through and perceive the city, contribute positively to Seattle’s civic identity and reflect the cultural identity of the communities in which they are located.</p>	<p>See response to T24.</p>

Transportation Strategic Plan Goals and Policies	Consistency of Virginia Mason’s Master Plan
<p>T30</p> <p>Improve mobility and safe access for walking and bicycling, and create incentives to promote non-motorized travel to employment centers, commercial districts, transit stations, schools and major institutions, and recreational destinations.</p>	<p>As described in Table 19 of Section E of the Master Plan (TMP), Virginia Mason provides 75% transit subsidy for bus, ferry and trains through the ORCA program; provides a guaranteed ride home in case of family emergency; provides Zipcar access to employees for personal and business use (five hours each per month); and provides fleet vehicles for business use. All are intended as incentives to promote nonmotorized travel to work.</p>
<p>T33</p> <p>Accelerate the maintenance, development and improvement of existing pedestrian facilities, including public stairways. Give special consideration to access to recommended school walking routes; access to transit, public facilities, social services and community centers; and access within and between urban villages for people with disabilities and special needs.</p>	<p>See response to TG16 and T24.</p>

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Transportation Strategic Plan Goals and Policies	Consistency of Virginia Mason’s Master Plan
<p>S7.</p> <p>Encourage the retention of alleys for service and access to property.</p> <p>Improved alleys are an important part of Seattle’s street network. The primary purpose of alleys is to provide for access to adjacent properties, utilities and service functions. Wherever possible, it is important that service and utility functions be located in alleys to protect the character of the adjacent streets that serve a broader purpose, such as access to property by pedestrians, bicyclists, transit patrons as well as for street trees and landscaping and other amenities. In neighborhood business districts, SDOT may allow adjacent property owners to provide pedestrian-oriented design features in the alley. SDOT makes these decisions on a case by case basis and requires that the alley’s primary purpose is met, public safety issues are addressed and the property owner agrees to maintain the improvements. SDOT will continue to work with City Council, the Seattle Design Commission, property owners and community groups to retain alleys for their primary purpose through project review for alley vacations and improvements.</p>	<p>See response to T16.</p>

C.2 Transit Master Plan

The City of Seattle Transit Master Plan is a 20-year plan that identifies the types of transit facilities, services, programs and system features that will be required to meet Seattle's transit needs through 2030. The Transit Master Plan identifies capital investment priorities needed to establish a network of top quality, frequent transit services that meets the travel needs of most Seattle residents and workers. The TMP evaluates and recommends preferred transit modes for high priority corridors and sets a framework for implementing corridor-based transit improvements in close coordination with other modal needs.

Consistent with broader transportation system goals, the Transit Master Plan will guide the City of Seattle in developing a complete transit system that:

- Makes riding transit easier and more desirable, bringing more people to transit for more types of trips
- Uses transit to create a transportation system responsive to the needs of people for whom transit is a necessity (e.g., youth, seniors, people with disabilities, low-income populations, people without autos)
- Uses transit as a tool to meet Seattle's sustainability, growth management and economic development goals
- Creates great places at locations in neighborhoods where modes connect to facilitate seamless integration of the pedestrian, bicycle and transit networks
- Balances system implementation with fiscal, operational and policy constraints
- The TMP directs the SDOT to make capital and service investments to help achieve this vision and goals. A strong set of policies will ensure that capital investments are optimized to create a more sustainable, economically resilient and equitable city.

The Virginia Mason Master Plan is supportive of a number of strategies found in Chapter 2 of the Transit Master Plan as described in Table C.2. Only those strategies that are applicable to Virginia Mason or its location on First Hill are included in Table C.2 on page 136.

Table C.2 Consistency of Virginia Mason’s MIMP With Transit Master Plan Strategies

Transit Master Plan Strategies	Consistency of Virginia Mason’s Master Plan
Strategy: Invest in Programs That Build Transit Ridership	
<p>Develop a Safe Routes to Transit (SR2T) Program:</p> <p>The goal of an SR2T program is to reduce physical barriers to transit use, making access to public transit easier and more convenient. The program should be designed to improve pedestrian, bicycle and motor vehicle movement around high-volume transit stops and stations. SR2T could also provide an opportunity for neighborhoods to submit projects for funding consideration each year. Funding for an SR2T program could leverage local match funds from neighborhood groups or private developers interested in improving transit access around station areas or in priority bus corridors. An SR2T program could be structured to complement development incentives in transit station areas or priority corridors. Activities could include the following:</p> <ul style="list-style-type: none"> • Secure bicycle storage at transit stations and stops • Safety enhancements for pedestrian and bicycle access to transit hubs, stations and stops 	<p>Virginia Mason’s existing and proposed Transportation Management Plans include the following measures to support bicycle use:</p> <ul style="list-style-type: none"> • Locked bike cages with weather protection and a minimum capacity of 75 parking spaces • Shower facilities and lockers in multiple locations • Support for the Virginia Mason Bicycle Club to encourage ridership and improve bike storage, security, shower facilities and benefits for frequent riders.

Transit Master Plan Strategies	Consistency of Virginia Mason’s Master Plan
<p>Develop Transit Information and Wayfinding Standards:</p> <p>Challenging topography, multiple transit providers and recently introduced rail transit modes have created significant variability in public information for accessing transit and navigating a complex network of services in Seattle. The TMP (see Chapter 5) identifies guidelines and design standards for enhancing public information and wayfinding. SDOT should build on the work of the TMP and develop a detailed set of standards to govern transit wayfinding in Seattle and to coordinate with other modal and neighborhood-specific wayfinding programs. This effort would:</p> <ul style="list-style-type: none"> • Develop design standards and specifications for wayfinding improvements, including simplified maps and signs to help orient transit users and others toward facilities in specific areas (e.g., Center City, near a rail station, in an urban village commercial district) • Facilitate coordination between Sound Transit, Metro and other transit operators regarding public information provided at intermodal hubs such as King Street Station, downtown Seattle transit tunnel stations and transfer points • Develop standards for coordination of pedestrian and bicycle wayfinding • Develop standards to ensure transit information is included in neighborhood wayfinding programs 	<p>To improve connections for pedestrians and bicyclists, Virginia Mason is proposing to strengthen existing pedestrian connections at street level through the campus with focus on two pedestrian corridors: between the corner of the Pigott Corridor at the corner of University/Ninth Avenue and Madison/Boren, and between the Pigott Corridor along Ninth Avenue to Madison Street as shown in Figure 21 on page 51 in Section C of the Master Plan.</p> <p>One pedestrian corridor would extend from the east end of the Pigott Corridor north-south along University, east-west along Terry to Madison (through an interior connection in the redeveloped central block, similar to the current breezeway, and then along the north side of Madison to Boren. A second pedestrian corridor would extend north-south along Ninth Avenue between the east end of the Pigott Corridor and Madison Street.</p> <p>The intent of the pedestrian corridors is to provide pedestrian-oriented street-level connections from the First Hill neighborhood through the Virginia Mason campus to downtown Seattle. Within these designated pedestrian corridors, Virginia Mason is proposing street trees and other landscaping, pedestrian-oriented lighting, street furniture, special paving, art and wayfinding (signage). Where appropriate, some of these measures will be included in the package of public benefits developed in support of the proposed alley vacation of the 1000 Madison block.</p>

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Transit Master Plan Strategies	Consistency of Virginia Mason’s Master Plan
<p>Invest in Transportation Demand Management Programs That Increase Transit Use:</p> <p>The City of Seattle, King County, and Seattle businesses and institutions already support a strong suite of transportation demand management (TDM) programs. Still, further investment in TDM remains among the most cost-effective ways to support growth in transit ridership and encourage Seattle residents and workers to get out of their cars and try walking, biking and transit. TDM programs that could be particularly effective in Seattle and would add to the suite of programs already in place include the following:</p> <p>Develop programs that help employees realize the true cost of parking by making transit more price-competitive with driving: Parking cash out is an effective employer-based strategy that allows an employer to charge employees for parking while giving employees a bonus or pay increase to offset the cost of parking. Employees may use this increase to pay for parking or may choose an alternative mode and “pocket” the difference. Other similar employer-based financial incentive programs include: allowing employees to purchase individual days of parking on a prorated basis comparable to monthly rates; providing a few free days of parking each month for employees who usually commute using a non-SOV mode; offering lower parking rates to carpools and vanpools; and offering cash in lieu of free parking to provide a choice for employees.</p>	<p>Virginia Mason is within the center city area and the MIMP provides for growth in facilities and patients, while encouraging transit use and discouraging vehicle use through the elements of the proposed Transportation Management Program. See Table 19 in Section E of the Master Plan, which describes the existing and proposed enhancements to Virginia Mason’s TMP.</p> <p>As a major employer in Seattle, Virginia Mason contributes to the funding of transit improvements through taxes, subsidy of transit routes and subsidy of employee transit passes.</p> <p>Virginia Mason also participates in a group that coordinates with Metro and SDOT to support First Hill transit planning.</p>

Transit Master Plan Strategies	Consistency of Virginia Mason’s Master Plan
<p>Develop Transit Corridor Zoning Overlays:</p> <p>Transit-supportive overlay zoning should be expanded beyond light-rail station areas to transit-supported urban villages, urban centers and commercial corridors. This expansion could be coordinated with regional efforts being led by Puget Sound Regional Council (PSRC) to develop model transit overlay ordinance language. Recommended elements of an effective overlay zone ordinance could include expansion of policies that require or incentivize:</p> <ul style="list-style-type: none"> • Increased development capacity • Zoning setbacks in redevelopment corridors where additional right of way may be needed to support transit, bicycle or pedestrian facilities (e.g., Fifth Avenue near Seattle Center) • Improved building frontages at transit stations or stops on High Capacity Transit or Priority Bus Corridors, including promoting the active use of building frontages for passenger shelter and providing ground floor windows • Allowing outdoor seating for restaurants and pedestrian-oriented accessory uses, such as flower, food or drink stands • Requirements that paved areas contain pedestrian amenities such as benches, drinking fountains, and other design elements (e.g., public art, planters, kiosks, overhead weather protection) and provide physical separation from driving lanes with landscaping or planters • Limitations on driveways that cross sidewalks where pedestrians access transit • Review and enhance existing requirements for bicycle parking • Requirements for bicycle parking 	<p>The TMP identifies Madison Street as a future transit corridor. The MIMP provides additional setback and wider-than-required sidewalks on Madison Street to support pedestrian circulation, transit stops and small businesses, and to enhance the streetscape.</p> <p>The proposed MIMP provides for enhancements to streetscapes within the Master Plan boundary to encourage pedestrian travel, provide bicycle facilities and create stronger links to transit stops.</p>

C.3 Seattle Pedestrian Master Plan

The Seattle Pedestrian Master Plan is a long-term action plan to make Seattle the most walkable city in the nation. The plan establishes the policies, programs, design criteria and projects that will further enhance pedestrian safety, comfort and access in all of Seattle’s neighborhoods. Through the Pedestrian Master Plan, Seattle will make its transportation system more environmentally, economically and socially sustainable.

In order to do this, the plan identifies actions, projects and programs to achieve the goals of safety, equity, vibrancy and health. These four goals and their relationship to the MIMP are described below.

Table C.3 Consistency of Virginia Mason’s MIMP With Seattle Pedestrian Master Plan Strategies

Pedestrian Master Plan Strategies	Consistency of Virginia Mason’s Master Plan
<p>Safety: Reduce the number and severity of crashes involving pedestrians</p>	<p>To improve connections for pedestrians, Virginia Mason is proposing to strengthen existing pedestrian connections at street level through the campus with focus on two pedestrian corridors: between the corner of the Pigott Corridor at the corner of University/ Ninth Avenue and Madison/Boren, and between the Pigott Corridor along Ninth Avenue to Madison Street as shown in Figure 21 on page 51 in Section C of the Master Plan.</p> <p>One pedestrian corridor would extend from the east end of the Pigott Corridor north-south along University, east-west along Terry to Madison (through an interior connection in the redeveloped central block, similar to the current breezeway, and then along the face of Madison to Boren. A second pedestrian corridor would extend north-south along Ninth Avenue between the east end of the Pigott Corridor and Madison Street.</p> <p>The intent of the pedestrian corridors are to provide pedestrian-oriented street-level connections from the First Hill neighborhood through the Virginia Mason campus to downtown Seattle. Within these designated pedestrian corridors, Virginia Mason is proposing street trees and other landscaping, pedestrian-oriented lighting, street furniture, special paving, art and wayfinding (signage). Where appropriate, some of these measures will be included in the package of public benefits developed in support of the proposed alley vacation of the 1000 Madison block.</p>

Pedestrian Master Plan Strategies	Consistency of Virginia Mason’s Master Plan
Safety (continued)	See Section 3.9 of the MIMP EIS for a discussion of pedestrian-related collisions in the vicinity of Virginia Mason. It is anticipated that Master Plan projects would include improvements to adjacent sidewalks and street crossings within the Master Plan boundary to enhance pedestrian circulation and safety.
Equity: Make Seattle a more walkable city for all through equity in public engagement, service delivery, accessibility and capital investments	Section D.13 of the MIMP describes how Virginia Mason, through its community outreach and education programs, serves the community in this area.
Vibrancy: Develop a pedestrian environment that sustains healthy communities and supports a vibrant economy	It is anticipated that Master Plan projects would include improvements to adjacent sidewalks and street crossings within the Master Plan boundary to enhance pedestrian circulation and safety. The portion of the Master Plan area along Madison Street will be redeveloped and include a wider sidewalk and provisions for pedestrian amenities that will support pedestrian circulation and local businesses.
Health: Raise awareness of the important role of walking in promoting health and preventing disease	Virginia Mason, through its community outreach and education programs, provides services to the community that encourage healthy living and general wellness in the First Hill neighborhood. These programs include the Personal Health assessment program for employees, which rewards employees for healthy behaviors including walking with financial and other incentives; the Farmers Market in the warmer months on the Lindeman Pavilion patio, which encourages neighbors, patients, visitors and staff to come out for healthy foods; the multitude of classes and therapies stressing walking as a critical component of a patient’s lifestyle; and the focus on walking for patients as a critical step in transitioning from hospital to home.

C.4 Seattle Bicycle Master Plan

Adopted in 2007, the Seattle Bicycle Master Plan defines a set of actions, to be completed within 10 years, to make Seattle the best community for bicycling in the United States. By increasing support for bicycling, the city will make its transportation system more environmentally, economically and socially sustainable. Those actions that are applicable to Virginia Mason are included in C.4.

Table C.4 Consistency of Virginia Mason’s MIMP With Seattle Bicycle Master Plan Strategies

Bicycle Master Plan Strategies	Consistency of Virginia Mason’s Master Plan
<p>Goal 1: Increase use of bicycling in Seattle for all trip purposes.</p>	<p>The Transportation Management Program as described in Section E of the MIMP contains elements to subsidize and encourage bicycle use by Virginia Mason employees. Virginia Mason also supports the Virginia Mason Bicycle Club, which provides support to bicyclists and evaluates program components.</p>
<p>Goal 2: Improve safety of bicyclists throughout Seattle. Reduce the rate of bicycle crashes by one-third between 2007 and 2017.</p>	<p>Virginia Mason provides support for bicycle use as a commuting mode, and this support includes information on bicycle safety.</p>
<p>Goal 2: Objective 2: Provide supporting facilities to make bicycle transportation more convenient. In order for bicycling to be a fully viable form of transportation in Seattle, other programs and facilities are needed to complement the Bicycle Facility Network. This includes integrated bicycle and transit services, adequate bicycle parking at all destinations, showers at employment centers, convenient repair services, and coordination with a variety of other essential components of a multimodal transportation system.</p>	<p>Virginia Mason’s existing and proposed Transportation Management Plans include the following measures to support bicycle use:</p> <ul style="list-style-type: none"> • Locked bike cages with weather protection and a minimum capacity of 75 parking spaces • Shower facilities and lockers in multiple locations • Support for the Virginia Mason Bicycle Club to encourage ridership and to improve bike storage, security, shower facilities, and benefits for frequent riders.

Appendix D PUBLIC MEETINGS ON THE VIRGINIA MASON MEDICAL CENTER MAJOR INSTITUTION MASTER PLAN

D.1 List of Public Meetings Held on the Virginia Mason Medical Center

8/23/2010	Virginia Mason Filed Notice of Intent with the City of Seattle
11/1/2010	Citizens Advisory Committee selected
12/2/2010	Citizens Advisory Committee forming meeting
12/8/2010	Virginia Mason filed the Concept Plan with the City of Seattle
12/8/2010	Meeting with DPD
12/16/2010	Citizens Advisory Committee meeting #1
1/3/2011	City initiates the SEPA process, signs go up notifying the neighborhood
1/26/2011	Citizens Advisory Committee Meeting - SEPA scoping meeting #2
2/8/2011	Meeting with City of Seattle Office of Housing
2/17/2011	Meeting with City of Seattle DPD on SEPA scoping
3/1/2011	Start tours of existing Virginia Mason campus for CAC members - occur over next 3 months
4/7/2011	Meeting with SDOT to discuss street impacts of concept plan
4/27/2011	Citizens Advisory Committee meeting on Preliminary Draft Master Plan #3
5/25/2011	Citizens Advisory Committee meeting on Preliminary Draft Master Plan #4
6/22/11	Citizens Advisory Committee meeting on Preliminary Draft - working session #5
7/12/2011	Presentation to the First Hill Improvement Association on Preliminary Draft Master Plan
7/27/2011	Citizens Advisory Committee meeting on Preliminary Draft Master Plan #6
8/6/2011	Presentation to the Parkview condominium Homeowners Association
8/24/2011	Citizens Advisory Committee meeting #7 on PDMIMP and PDEIS CAC letter
9/27/2011	Meeting with DPD and EIS consulting team to discuss schedule changes
10/26/2011	Citizens Advisory Committee meeting #8 to review path forward
11/19/2011	Community Workshop held on Vision for VM campus - meeting #9
12/7/2011	Citizens Advisory Committee meeting #10 to review workshop findings
1/11/2012	Citizens Advisory Committee meeting #11 reviews draft Goals and Objectives
1/25/2012	Citizens Advisory Committee meeting #12 cancelled due to snowstorm impacts
2/22/2012	Citizens Advisory Committee meeting #12 held on massing options
3/14/2012	Citizens Advisory Committee meeting #13 held on height, bulk and scale - concept 6b approved by the members present

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5/23/2012	Citizens Advisory Committee meeting #14 held on Design Guidelines
6/27/2012	Citizens Advisory Committee meeting #15 held on Draft EIS contents
7/19/2012	DPD published Notice of Availability of Draft EIS, Draft MIMP & Draft Design Guidelines
7/25/2012	Citizens Advisory Committee meeting #16 held to begin developing comments on Draft MIMP and Design Guidelines
8/8/2012	Citizens Advisory Committee meeting #17 held to continue developing comments on Draft MIMP and Design Guidelines
8/22/2012	Public Meeting to receive comments on Draft EIS, Draft MIMP and Design Guidelines
8/22/2012	Citizens Advisory Committee meeting #18 held to develop comments on Draft EIS
9/20/2012	Meeting with SDOT on Design Guidelines
9/24/2012	Meeting with Office of Housing on housing replacement
9/26/2012	Citizens Advisory Committee meeting #19 held to discuss VM and DPD responses to CAC comments on DEIS and Draft MIMP

Appendix E DESIGN GUIDELINES
(Under Separate Cover)

**Appendix F SEATTLE CITY COUNCIL FINDINGS,
CONCLUSIONS AND DECISION
(Attached)**

SEATTLE CITY COUNCIL

FINDINGS, CONCLUSION AND DECISION

VIRGINIA MASON MEDICAL CENTER MAJOR INSTITUTION MASTER PLAN

CLERK FILE 311081

December 6, 2013

Introduction

This matter involves the petition of Virginia Mason Medical Center (VM) to establish a new Major Institution Master Plan ("MIMP") and rezones to expand the boundary of the major institution overlay (MIO) and correct a mapping error in the First Hill neighborhood (Clerk File 311081).

The proposed MIMP includes the approval of a physical development plan, a new Transportation Management Plan regulating commuting and parking, development standards governing new construction, and a rezone to expand the existing boundaries of the (MIO) District. The rezone would extend the MIO boundary into two areas and increase the MIO from 7.7 acres to 8.1 acres.

One part of the proposed expansion is simply the correction of a mapping error to correctly show the existing MIO boundary as approved in 1994. The other expansion of the boundary encompasses the block bordered by Madison Street, Terry Avenue, Spring Street and Boren Avenue. Attachment A shows the proposed MIO expansion and the existing MIO boundary and zoning.

In late 2010, VM began the process of establishing a new MIMP. In December 2010, a Citizens Advisory Committee (CAC) began its review of the proposed MIMP. The CAC held a total of 23 meetings over two years to review various plans, reports, studies and technical information concerning VM's planned growth. A significant element of these meetings included the consideration of public comment on a variety of issues, both for and against the various alternative development proposals detailed in the MIMP.

On March 7, 2013, the Department of Planning and Development (DPD) issued the Analysis, Recommendation and Determination of the DPD Director, recommending that the MIMP be approved subject to conditions. On March 26, 2013, the CAC issued its Final Report and Recommendation, recommending that the MIMP be approved subject to conditions.

One CAC member, Dr. Sharon Sutton, abstained from voting on the approval of the MIMP and authored a minority report. In her report, she stated that she abstained because she disagreed with the Seattle Municipal Code provision that prevents the CAC from negotiating an institution's determination of its need for growth. The minority report also argues that the housing VM must construct or fund to replace housing units lost in the 1000 Madison block

should be "equal in all respects" to the units demolished, and thus, affordable to those making 50% or less of the median income.

On April 22, 2013, the Hearing Examiner held a public hearing on MIMP and rezone. On May 20, 2013, the Hearing Examiner issued a recommendation that the Council approve the MIMP, with 63 conditions in support of this recommendation.

Council review

The City Council's Planning Land Use and Sustainability Committee (PLUS) began consideration of the proposed MIMP at its September 25, 2013 meeting. PLUS continued its discussion of the proposed MIMP at subsequent meetings.

At the October 30, 2013 meeting, PLUS invited the parties of record to respond to options for housing replacement conditions for the proposed MIMP. Council staff described these options, different in certain respects from those recommended by the Hearing Examiner, in the memorandum to PLUS dated October 25, 2013. At the November 22, 2013 PLUS meeting, parties of record responded to the options.

On November 25, 2013, Council introduced a bill for the MIMP and MIO rezone, subject to Council's Findings, Conclusions and Decision, and referred the bill to the PLUS Committee for consideration and potential approval.

On December 11, 2013, PLUS voted to recommend adoption of the bill as referred, subject to the conditions of the FCD. The conditions in the FCD are the same as those recommended by the Hearing Examiner, except for the following adjustments:

- formatting and re-organization for ease of reading and clarity;
- defining the area of "greater First Hill neighborhood" consistently throughout the conditions;
- making DPD responsible for submitting proposals for replacement housing to the Standing Advisory Committee for review and comment; and
- requiring the same specifications for replacement housing for both the build and pay options.

The Council hereby adopts the following Findings, Conclusions and Decision.

Findings of Fact

Background

1. Virginia Mason is a nonprofit regional health care system that includes 460 primary and specialty care physicians and a 336-bed acute-care teaching hospital. It employs approximately 5,500 people.

2. Virginia Mason is located just east of downtown, on the west slope of First Hill and within the First Hill Urban Center Village. It has been in this location since 1920. The campus slopes down from southeast to northwest and is bounded generally by University Street on the north, Spring Street on the south, Boren Avenue on the east, and the alley west of 9th Avenue on the west.

3. The surrounding neighborhood is a mix of medium- to high-density residential uses, medical and educational institutions, a few single-family residences, and commercial uses centered on Madison Street. To the north, across University Street, are Horizon House, a continuing care retirement community, and Kindred Hospital. To the east are several multifamily residential buildings and a private fraternal club. To the west, across the alley from the 9th Avenue Parking Garage, are several multifamily residential buildings. North of the Garage and adjacent to the Virginia Mason's Benaroya Research Institute, is a new multifamily residential building under construction. To the south is the "1000 Madison Block," which Virginia Mason owns and proposes to incorporate into its major institution overlay (MIO).

4. The 1000 Madison Block is comprised of a multifamily residential complex (the Chasselton Court Apartments), a designated landmark (the Baroness Hotel), a small accessory structure, and approximately 25,000 square feet of small scale retail uses fronting Boren Avenue and Madison Street. Further south, across Madison Street, is the Cabrini First Hill Senior Apartment structure. Diagonally across Madison is the Swedish First Hill Medical Center MIO. West of the 1000 Madison Block and south of the main Virginia Mason hospital are the Sorrento Hotel, also a historic landmark, and several multifamily residential buildings.

5. The neighborhood is home to four of the City's major institutions: Swedish Medical Center; Harborview Medical Center; Seattle University; and Virginia Mason. See Exhibit 8¹, FEIS, Figure 3.4-3 at 3.4-9; Exhibit 9, Final Major Institution Master Plan (MIMP), Figure 9 at 31.

6. In addition to its main campus and the 1000 Madison block on First Hill, Virginia Mason owns a network of seven satellite medical facilities; support facilities located in Georgetown, Bothell, and the Metropolitan Park West building in downtown Seattle; and the Bailey-Boushay House, a skilled-nursing facility and chronic care management program for people with HIV/AIDS and others suffering from life-threatening illnesses, which is located approximately 2 miles outside the Virginia Mason MIO. Virginia Mason leases space at 1111 Harvard Avenue for its employee day care program and space on Spring Street, between Boylston and Harvard Avenues, for a playground.

Prior Major Institution Master Plan

7. Virginia Mason's last major institution master plan was adopted in 1994 and expired in 2004. It includes a single height district, MIO 240, which is higher than the 160-foot base height of the underlying Highrise Residential zoning but lower than that zone's maximum height of 300-feet. Pursuant to an agreement with Horizon House, also expired, several locations within the MIO were conditioned to heights between 95 feet and 190 feet. See MIMP Figure 19 at 46.

¹ Exhibits as numbered in the Hearing Examiner's record.

8. The existing major institution master plan allowed construction of 1.66 million gross square feet. The existing MIO includes 12 buildings with a total of approximately 1.23 million gross square feet spread over approximately 7.1 acres. See MIMP Table 2 at 24.

9. Virginia Mason owns all of the land within the MIO except the public rights of way. The MIO includes portions of Terry and 9th Avenues, and Seneca, Spring, and University Streets.

10. The Land Use Code prescribes a minimum of 1,667 parking stalls to serve the existing development, but Virginia Mason provides 1,426 parking stalls, including 884 stalls on campus and 542 stalls leased at several nearby properties within 2,500 feet of the MIO boundary. MIMP Figure 27 at page 72 shows the location of all Virginia Mason leased parking.

Procedural Background and Environmental Review

11. Virginia Mason submitted a Notice of Intent to Prepare a New Master Plan on August 23, 2010 and began work with the Department of Neighborhoods toward formation of a Citizens Advisory Committee (CAC). The CAC held a total of 23 meetings over a period of two-plus years. Public correspondence and comments received by the CAC are included with its Final Report, Exhibit 13.

12. Virginia Mason submitted a Concept Plan to the Director on December 8, 2010. Exhibit 2. The Concept Plan included several alternatives for discussion, and the first CAC meeting occurred on December 16, 2010.

13. The Director began the environmental review process with publication of a SEPA determination of significance on January 6, 2011. Public scoping of the requisite environmental impact statement occurred from January 6, through February 3, 2011. From public comments and CAC input, the Director determined the issues and alternatives to be analyzed in the draft environmental impact statement (DEIS) and final environmental impact statement (FEIS). The comments are summarized in the Director's Report, Exhibit 11, at 6-8.

14. Virginia Mason submitted a Preliminary Draft Master Plan to the Director on August 11, 2011. On November 19, 2011, Virginia Mason, the CAC and neighboring residents met in an all-day design charrette and workshop to begin development of a set shared goals and objectives for development of Virginia Mason within the neighborhood. These goals and objectives formed the basis for development of design guidelines that would implement them. The Final Design Guidelines include a table that ties each guideline to the corresponding goal and objective. MIMP Appendix E at 49-65. The Standing Advisory Committee (SAC) will use the Design Guidelines to review projects implementing the MIMP and to monitor construction and construction impacts.

15. Virginia Mason submitted a second Preliminary Draft Master Plan on May 11, 2012. On July 19, 2012, the Director published a notice of the availability of the Draft MIMP and DEIS. Exhibits 4, 5 and 6. The Director held a public hearing on the draft documents on August 22, 2012, and the written comment period ended on September 3, 2012. A total of 12 comment

letters were received, and four people testified at the hearing. The FEIS includes a transcript of the hearing, all written comments on the DEIS and the Director's responses to the public testimony and written comments. Exhibit 8 at 4-1 through 4-71 and 5-1 through 5-25.

16. A Final Master Plan was submitted to the Director and the CAC in December of 2012, and the Director published a notice of availability of the FEIS and Final Master Plan on December 13, 2012. Exhibits 7, 8 and 9.

17. The FEIS examines two alternatives in addition to the no action alternative: The preferred action (also referred to as Alternative 6b), which would involve adding approximately 1.7 million square feet of gross floor area to an expanded MIO that encompasses the 1000 Madison block; and a "no boundary expansion alternative" that would add the same amount of gross floor area but locate it within the existing MIO boundary through increased heights and bulk.

18. The FEIS reviews the impacts to the affected environment in Section III. The land use impacts of the preferred action and alternatives are reviewed at pages 3.4-12 through 3.4-22. Height, bulk and scale impacts are analyzed at pages 3.6.2-1 through 3.6.2-16, and impacts to viewsheds are considered at pages 3.6.1-1 through 3.6.1-19. The FEIS concludes that the preferred action would have no significant unavoidable adverse land use or height, bulk and scale impacts. Exhibit 8 at 3.4-22 and 3.6.2-16. As to views, the FEIS concludes that potential skybridges included in both action alternatives would alter identified view corridors. Exhibit 8 at 3.6.1-19.

19. The FEIS also evaluates the preferred action's impact on housing, including loss of the 62 units in the Chassleton Court Apartments. Exhibit 8 at 3.5-1 to 3.5-14. The 55 studio units are affordable to those with incomes at 50% to 55% of the median area income, and the seven one-bedroom units are affordable to those earning 65% to 76% of the median area income. Both groups would be considered "low-income" under HUD Guidelines for the metro area. Exhibit 8 at 3.5-3 to 3.5-4. The FEIS includes a discussion of the factors that could be considered in determining what would be "comparable" housing for replacement of the Chassleton Court units. Exhibit 8 at 3.5-12.

20. Transportation impacts are analyzed at pages 3.9-1 through 3.9-75 of the FEIS and include an analysis of peak hour levels of service at 33 intersections in the vicinity and at nine parking garage access points within the MIO boundary. In 2042, five signalized intersections are forecast to operate at LOS E with the MIMP whereas three would operate at that level with the no action alternative. Further, three intersections would operate at LOS F with the MIMP compared to one intersection in the no action alternative. Congestion on 9th Avenue, and the potential for vehicle/pedestrian/bicycle conflicts at road crossings and mid-block locations, are also noted. The FEIS observes that the key factor that will drive increases in campus-generated trips (and parking demand) is anticipated increases in out-patient services to an aging population that will frequently need to travel by car. Mitigation strategies are suggested, but long-term solutions are left to citywide planning efforts that would address congestion through trip reduction and corridor improvement strategies. Exhibit 8 at 3.9-75.

21. The FEIS includes an evaluation of the alternatives' relationship to the City's plans, policies and regulations, including major institution policies, the First Hill Neighborhood Plan, and the Swedish Medical Center and Seattle University MIMPs. Exhibit 8 at 3.4-23 to 3.4-44.

22. The CAC received the draft Director's Report on January 23, 2013 and discussed the report at its final two meetings. The final CAC report was issued on March 26, 2013 and recommended adoption of the MIMP with conditions. Exhibit 13 at 3. A minority report was prepared by one CAC member, who also testified at the Examiner's hearing. The minority report disagrees with the Code provision that prevents the CAC from negotiating an institution's determination of its need for growth. The report also argues that the housing Virginia Mason must construct or fund to replace housing units lost in the 1000 Madison block should be "equal in all respects" to the units demolished, and thus, affordable to those making 50% or less of the median income. See Exhibit 13 at 123-125.

23. Most of the CAC's recommendations were incorporated into the recommendations included in the final Director's Report. In its prehearing brief and at hearing, Virginia Mason expressed agreement with the recommendations included in the final Director's Report and with all but one of the recommendations included in the CAC report. Virginia Mason opposes the CAC's recommendation that Virginia Mason increase to 25% its voluntary goal of making 10% of replacement housing units affordable to persons making less than 80% of the median area income (low income under HUD Guidelines).

24. The Examiner received no written comments on the MIMP. Five members of the public testified at the Examiner's public hearing: two former Virginia Mason patients, a housing advocate from Bellwether Housing, a businessman who is a member of the Virginia Mason Board of Directors, and a member of the CAC who signed the majority report. All testimony was supportive of the proposed MIMP. However, the CAC member, who lives in the neighborhood, made three related points in his testimony: 1) the First Hill Neighborhood Plan is greatly outdated and needs to be updated soon to address the issue of the combined neighborhood impacts of all four major institutions and the Yesler Terrence redevelopment; 2) successful retail in the NC3 zone along Madison Street has always been dependent upon on-street parking, which is to be eliminated; and 3) pedestrian safety at the intersection of Terry Avenue and Spring Street is an urgent problem that should be addressed before redevelopment of the 1000 Madison block is complete.

Proposed MIMP

25. Under the Code, a master plan is a conceptual plan for a major institution that consists of a development program component; a development standards component; and a transportation management program. SMC 23.69.030.A. The MIMP includes all three components.

Goals and Objectives

26. Virginia Mason states the core goals of the MIMP process as, "to fully understand the capacities and constraints inherent in the redevelopment of the existing properties, to collaborate

with the surrounding neighborhood on how to best accommodate this growth and to smooth the development process." MIMP at 6.

27. The detailed goals and objectives of the MIMP, as developed with the CAC and neighbors, are set forth in Table 1 and address campus buildings; landscaping and open space; campus mobility; neighborhood vitality and character; environmental stewardship; transit, traffic and parking; and construction impacts. MIMP at 8-12.

28. Virginia Mason has determined that its core hospital functions require approximately 422,000 square feet of contiguous area that must be located as close as possible to the Jones Pavilion, which houses the Emergency Department. Additional space is required for associated expanded clinical care, specialty care, and research facilities. Virginia Mason projects an annual growth rate of 2.8% for clinic and specialty care demand. It estimates that the total area needed by 2040 will be 3,029,567 gross square feet. See MIMP Table 4 at 29.

29. Virginia Mason bases its estimated growth needs on regional population growth, an aging population that requires increasing levels of care, its own aging infrastructure, and changes in modern health care requirements. It cites code changes, such as seismic, fire and life safety, and updated health standards, such as the need for larger single-patient rooms for privacy and disease control and to accommodate complex equipment at the bedside, as well as the fact that the cost of upgrading existing facilities to meet current standards often exceeds the cost of replacing them. See MIMP at 17-19, 25-29.

Development Program

30. Planned and Future Development. Details of the proposed development program are found at pages 63 through 94 of the MIMP.

31. No changes are proposed to Virginia Mason's existing MIO height limits. Properties conditioned to heights lower than 240 feet, in accordance with the expired agreement between Virginia Mason and Horizon House, retain those heights in the MIMP. See MIMP Figures 19 and 20 at 46 and 47, respectively. MIMP Figure 23 at page 64 is a three-dimensional representation of proposed building heights.

32. Virginia Mason proposes expansion of the MIO boundary by 1.41 acres, for a total of 8.48, acres, through the addition of the 1000 Madison block. The northern half of this block is currently zoned HR, and the southern half is zoned Neighborhood Commercial-3 with a 160-foot base height limit and a pedestrian overlay. The MIMP proposes MIO-240 for the entire block, with the height of the existing Baroness Hotel conditioned to 80 feet. Virginia Mason seeks a rezone for this expansion and height increase.

33. Virginia Mason also seeks a rezone to correct the existing MIO district boundary map to accurately reflect Virginia Mason's ownership of property currently developed as a parking lot at the intersection of University Street and Terry Avenue. The legal description for the parcel under Virginia Mason ownership includes lots 9 and 12 plus the south 20 feet of Lot 8 of block 112. However, when the original MIO boundary was mapped, the line was drawn at the boundary line

between lots 8 and 9. The mapping error was not corrected when the 1992 MIMP was adopted. Virginia Mason is also requesting that the existing MIO 240 overlay on lots 9 and 12 be extended to encompass the south 20 feet of Lot 8.

34. The MIMP includes no expiration date. The projects are conceptual, and the MIMP would remain in place until the allowed square footage was constructed. Planned uses include hospital replacement, clinic replacement, research, infrastructure, parking, and other uses related to Virginia Mason's functions.

35. There are four planned projects, which could be completed by 2025: 1) demolition of all structures on the 1000 Madison block except the Baroness Hotel and construction of a replacement hospital facility; 2) demolition of the Cassel Crag/Blackford buildings¹ and construction of medical office and clinic facilities on the site; 3) demolition of the buildings on the Lindeman 2 site and construction of medical office and clinic facilities; and 4) demolition of the Ninth Avenue Parking Garage and construction of medical research facilities and underground parking.

36. There are two potential projects, which could be completed by 2035: 1) demolition of the core hospital building and construction of office and/or medical facilities on the site; and 2) replacement of the parking lot on the northeast corner of the intersection of Terry Avenue and University Street with new office and/or medical facilities.

37. The MIMP shows two major development sequences and some minor projects, with one sequence focused first on replacing hospital space, and the other sequence focused first on replacing clinic space. MIMP Figure 28 at page 74 illustrates the sequences, and they are described on pages 74-76. The details of development under the MIMP are listed on page 66.

38. The hospital replacement sequence would begin with demolition of the Chassleton Court Apartments and the retail structures on the 1000 Madison block. Phase 1 of the hospital replacement would require construction of a new hospital on the 1000 Madison block with a connection to emergency services in the recently constructed Jones Pavilion (on Boren Avenue) via a tunnel or skybridge. Phase 2 would replace the portion of the hospital located between Spring and Seneca Streets and east of Terry Avenue. The central portion of the existing hospital located west of Terry would either be replaced as a third phase of hospital development, or as a fourth phase of clinic development, depending upon future need.

39. Phase 1 of the clinic replacement sequence would begin with development of the half block between University and Seneca Streets, east of Terry Avenue. Cassel Crag and Blackford Hall would be demolished to allow construction of new clinical facilities. Phase 2 would involve demolition and new construction on property located east of the Lindeman Pavilion, at the northeast corner of the intersection of Seneca and 9th Avenue. Demolition and construction at the southeast corner of the intersection of Seneca and 9th Avenue and just to the east on Seneca Street would follow.

40. Once sufficient parking was created under either sequence, the Ninth Avenue Parking Garage would be demolished and replaced with underground parking topped with medical

research and medical/office spaces. The parking lot located on the northeast corner of the intersection of University Street and Terry Avenue could also be developed once sufficient replacement parking was available.

41. Density. Under SMC 23.69.030.E.2, density for a major institution is calculated across the entire campus using floor area ratio (FAR). Virginia Mason's current FAR is 3.99, lower than the 4.3 FAR allowed by the expired MIMP. At full buildout of all planned and potential projects under the MIMP, the campus FAR would be 8.1, which is consistent with the maximum FAR allowed in the underlying HR zone. The following spaces are excluded from FAR calculation: above and below-grade parking; below-grade space; rooftop mechanical space/penthouses; in buildings over 85 feet in height, an equipment allowance of 3.5% of non-exempt gross floor area; ground floor commercial uses meeting the requirements of SMC 23.45.532, if the street level of the structure containing the commercial uses has a minimum floor to floor height of 13 feet and a minimum depth of 15 feet; skybridge and tunnel circulation space within the public right-of-way; interstitial space that cannot be occupied (mechanical floors/levels); and other similar spaces that cannot be occupied, as approved by the Director.

42. Alley Vacation, Skybridges and Tunnels. The MIMP proposes a future application to vacate the alley in the 1000 Madison block to allow hospital and commercial development on the block. The MIMP also anticipates a future need for skybridges and/or tunnels for circulation above or below Terry and 9th Avenues and Spring, Seneca, and University Streets. See MIMP Figure 29 at 77. The MIMP includes a list of initial screening questions for use in determining whether a future sky bridge or tunnel would be needed. MIMP at 79.

43. Housing. The MIMP calls for demolition of the Chasselton Court Apartments and a small garage structure on the 1000 Madison block to allow construction of a replacement hospital. The Chasselton is an 85-year-old, unreinforced masonry structure which has an assessed valuation of \$2.6 million and has not been upgraded to meet current seismic or construction code standards. A 2009 seismic evaluation of the building concluded that it has substantial deficiencies and that structurally upgrading it would cost between \$7.5 and \$12.5 million. Exhibit 17. The 55 studio and seven one- bedroom apartments are rented at market rates. However, as noted in the FEIS, they are considered affordable for those earning between 50 and 76 percent of the median income, and would be considered affordable to "low income" households under established HUD guidelines for the area. Virginia Mason proposes to provide comparable replacement housing, and has agreed to a replacement housing condition recommended by the Director. See Exhibit 11 at 70-73.

44. Maximum Number of Parking Spaces. As noted, Virginia Mason presently provides 1,426 parking stalls, which is fewer than the Code- prescribed minimum of 1,667 stalls. The maximum number of parking stalls allowed by Code for the proposed action is 4,041. The MIMP proposes a parking supply of approximately 4,000 stalls but recognizes that changes in transportation travel modes and medical service delivery modes, as well as increases in vehicle operation costs, may reduce the number of stalls needed. A recommended condition requires that SEPA analysis of each proposed development under the MIMP include a traffic study and review of then-current parking demand.

45. Consistency with Purpose and Intent of Chapter 23.69 SMC. The MIMP's analysis of this factor is contained in the discussions under the following sections: MIMP goals, objectives and intent; Virginia Mason's mission; regional growth and health care needs; the existing campus, including programmatic needs and community-campus integration; applicable goals, policies and public benefits of the development program; and portions of the text in each MIMP element.

Development Standards

46. The development standards component of the MIMP is found at pages 31 through 61. The MIMP's consistency with applicable sections of the City's Land Use Code is analyzed in MIMP Table 15 at pages 80-88.

47. Height. As noted, no change is proposed to the height districts within Virginia Mason's existing MIO. MIO-240 is proposed for the entire 1000 Madison block expansion area, with the Baroness Hotel conditioned to MIO-80.

48. Setbacks. The MIMP proposes to meet or exceed setbacks for the underlying zone with one exception. SMC 23.47A.014.B requires a setback for development on an NC-zoned lot that abuts a residential zone. The north half of the 1000 Madison block is zoned HR, and the south half is zoned NC. Virginia Mason is seeking a waiver of the setback requirement in this location to allow development of a hospital structure across the block. See MIMP Figure 20 at 47.

49. MIMP Tables 5 through 12 at pages 36-45 summarize the setbacks for each block within the proposed MIO, and Figures 10 through 18 at pages 34-44 depict them. Along most street frontages, the MIMP proposes ground level setbacks of seven to 10 feet, with an additional 10-foot upper-level setback for heights above 45 feet. Along Madison Street, the upper-level setback would be 40 feet. The MIMP proposes setbacks from the Baroness Hotel of 20 feet on the east side and 40 feet on the south side. In accordance with the Code, the MIMP shows no ground level structure setback from the alley west of 9th Avenue, and shows an upper-level setback of 10 feet above 45 feet in height. However, Virginia Mason has agreed to a CAC recommendation that would increase those setbacks to seven and 12 feet, respectively.

50. Facade Width, Floor Size and Building Separation. Because hospital functions normally require larger floor plates than those typically found in high rise residential structures, the MIMP proposes elimination of Code-imposed limits on building facade width, floor size, and building separation in the HR zones. Virginia Mason intends to rely on setbacks, modulation requirements, and the Design Guidelines to mitigate height, bulk and scale impacts.

51. Street-Level Uses and Facades in the NC Zone. Within the underlying NC3/P zone along Madison Street and Boren and Terry Avenues, the MIMP proposes to meet Code-required standards for street level uses and facades.

52. Lot Coverage. The underlying HR and NC3 zones do not regulate lot coverage. The MIMP defines the maximum available building envelope on any single site through identified setbacks and open space. The existing campus-wide lot coverage is approximately 98%, with 1.9

percent of the campus in open space. The MIMP proposes that a minimum of 4% of the campus be dedicated open space, which would result in a campus-wide lot coverage of 96%.

53. Landscaping and Open Space. The MIMP proposes to add 6,600 square feet of open space to the existing 9,400 square feet of campus open space. The existing 3,400 square feet of public open space just west of the Lindeman Pavilion will be expanded to a public open space plaza of approximately 10,000 square feet. See MIMP Figure 21 at 51. Virginia Mason will work with both Horizon House and the SAC to identify the location, design, and accessibility of the space. Landscaping standards for the underlying HR zone require a Green Factor score of .5 or greater for residential development of more than one dwelling unit. The MIMP proposes that Virginia Mason not be required to comply with this Green Factor unless it develops housing. However, Virginia Mason would comply with Green Factor requirements for new commercial uses in the NC3/P zone along the southern half of the 1000 Madison block.

54. Landscaping within the existing MIO is located in planting areas adjacent to buildings, courtyard entrances, and within the landscaped open space area adjacent to the Pigott Corridor, which connects Freeway Park to University Street and 9th Avenue. Virginia Mason and Horizon House will continue to maintain this landscaped area under an agreement with the City's Park and Recreation Department. Virginia Mason has also embarked on a multiyear project to upgrade its landscaping and will involve the SAC in this effort. Virginia Mason proposes to incorporate landscaping within building setback areas and will consider green roofs and building terraces where feasible. MIMP Figure 21 at page 51 shows Virginia Mason's existing and future landscape and open space plans and also includes key pedestrian corridors.

55. Pedestrian and Bicycle Circulation. Pedestrian and bicycle circulation are addressed at page 59 of the MIMP. Some "Key Pedestrian Streets" identified in the First Hill Neighborhood Plan are included within the existing and proposed MIO boundaries. The MIMP notes the few connections across Interstate 5 between First Hill and downtown, the steep slopes that limit the usefulness of some streets for bicyclists, and the need for pedestrian and bicycle improvements on others. The MIMP proposes to strengthen pedestrian connections at street level with a focus on the connection between the Pigott Corridor and the intersection of Madison Street and Boren Avenue to the southeast, and the intersection of Madison Street and 9th Avenue to the south. A recommended condition requires that pedestrian facilities be upgraded to existing City standards as individual blocks or frontages are developed along any street within the MIO. Accessibility will also be evaluated and ADA accessibility measures included where feasible. The existing "Breezeway," which connects Spring and Seneca Streets at Terry Avenue, will remain open to pedestrians at all times.

56. Virginia Mason's Transportation Management Program supports bicycle use by employees, and a large percentage of them commute by bike. Virginia Mason also offers bicycle parking at each major building entrance. The need for additional bicycle amenities and bicycle access will be considered in the programming for each new building under the MIMP.

57. View Corridors. Boren Avenue and Interstate 5 are both SEPA- designated scenic routes in the vicinity of the MIO. Development under the MIMP would not impact westerly views from Interstate 5 because of its elevation relative to Virginia Mason. Setbacks provided in the MIMP

would protect westerly views from Boren Avenue along University, Seneca, Spring, and Madison Streets. There is an existing skybridge across Seneca Street. As noted above, the MIMP anticipates other potential skybridges, and the FEIS includes visual simulations of them. A more detailed analysis of their visual impact would be part of each project level review.

58. Development under the MIMP would not affect street-level views of any of the four historic landmarks in the vicinity, but views of the upper floors of both the Baroness and Sorrento Hotels would be affected. The FEIS includes an analysis of these impacts, but a more detailed review would be done at the project level. The FEIS notes that westerly views from First Hill Park toward downtown and Elliott Bay along University Street would be affected by development under the MIMP. FEIS at 3.6.1-4.

59. Preservation of Historic Structures. Of all the buildings on the Virginia Mason Campus that are over 25 years old, only the Baroness Hotel has been designated a historic landmark. The Cassel Crag Apartments and the Inn at Virginia Mason/Rhododendron Restaurant have been nominated, but were not designated. Existing controls and incentives address alterations or significant changes to the exterior of the Baroness Hotel, and adjacent development will be reviewed by the Landmarks Preservation Board. The landmark status of other buildings would be reviewed as each site within the MIO is proposed for redevelopment.

60. Loading and Service Facilities. Under Table A for SMC 23.54.035, the 3 million gross square feet proposed by the MIMP at buildout would require 22 offstreet loading berths. Because Virginia Mason has worked to maximize delivery flows, and multiple campus buildings share four common central loading areas, Virginia Mason has asked the Director to waive loading berth formulas and require only capacity sufficient to meet actual need as established during project review.

61. Transit Access. Virginia Mason is served by multiple buses on Madison and Seneca Streets and 9th and Boren Avenues, and a stop for the First Hill streetcar line will be located nearby, at Broadway Avenue and Marion Street. Existing Metro transit stops adjacent to Virginia Mason property are shown on MIMP Figure 22 at page 61. The MIMP states that Virginia Mason will work with Metro Transit concerning potential improvements that could be implemented as street frontages are developed. Madison Street is designated as a Major Transit Street for which a bus rapid transit line is proposed. To provide for high pedestrian volume, the MIMP proposes 10-foot setbacks along Madison, which will yield an 18.5-foot space between the building façade and curb. The MIMP also proposes public amenities within the space, such as street trees, landscaping, pedestrian-scale lighting, street furniture, weather protection, special paving, art, and wayfinding.

Transportation Management Program

62. The Transportation Management Program (TMP) is found at MIMP pages 101 through 108. Virginia Mason's 1994 TMP achieved a single occupancy vehicle rate of 27%, with 46% of employees using the bus or rail to get to work, and 10% bicycling or walking. The proposed TMP is a continuation of the 1994 TMP with enhancements. A comparison of the TMP elements is found at MIMP pages 103 through 108.

Conclusions

1. The Hearing Examiner has jurisdiction over this matter pursuant to Chapters 23.69 and 23.76 SMC.
2. The Director's report, Exhibit 11, includes a detailed analysis of the proposed MIMP in accordance with the criteria included in SMC 23.69.032.E, and of the proposed rezones pursuant to SMC 23.34.008 and .124. Except as otherwise indicated, the Director's analyses are adopted.
3. The intent of the Comprehensive Plan's Major Institution Goals and Policies, and the Major Institution Code, Chapter 23.69 SMC, is to balance public benefits of a major institution's growth and change with the need to protect the livability and vitality of adjacent neighborhoods.
4. Virginia Mason's assessment of its need for growth is reasonable in light of the age of its existing facilities, regional growth, the increasing health care needs of an aging population, and the physical space demands associated with current health care delivery. A peer review of Virginia Mason's expansion program by an architecture and planning firm and a consulting firm specializing in healthcare planning determined that the MIMP was within the range of acceptable planning for similar replacement hospitals, but was planning at the low end of current standards for hospital programming. See Exhibit 14.
5. The public benefits of Virginia Mason's proposed growth and expansion are described in the record and include: increased employment opportunities; continued provision of uncompensated care, community health improvement services, subsidized health care services, a comprehensive environmental stewardship program; expanded facilities for medical research; continued support for medical education; an enhanced TMP; and enhanced open spaces, landscaping, and pedestrian amenities throughout the campus, which will be available to the public.
6. The proposed boundary expansion to the 1000 Madison block has drawbacks. For example, it would increase the MIO by 1.41 acres, result in the demolition of 62 units of housing affordable to low-income individuals, impact views of two landmarks, and bring the Virginia Mason campus to Madison Street, a key commercial corridor for the neighborhood, where it would face the Swedish Medical Center MIO diagonally across the street. However, Virginia Mason's existing campus is relatively small and compact. Further, the evidence supports Virginia Mason's assertion that it needs space outside its existing campus on which to construct a replacement hospital, adjacent to emergency services in the Jones Pavilion, before it can demolish the existing hospital and repurpose that space. The record shows that Virginia Mason could achieve its institutional goals and development needs within its existing boundaries only through additional heights and bulk that were not acceptable to the CAC or the community.
7. The proposed rezones should be approved. One would correct the mapping error in the boundary line of the Terry Avenue/University Street parking lot and expand the MIO 240 height to the 20-foot strip of Lot 8 under Virginia Mason ownership. The other would expand the MIO to incorporate the 1000 Madison block (bounded by Boren and Terry Avenues and Madison and

Spring Streets) and extend the MIO 240 height to that block, with the Baroness Hotel conditioned to 80 feet. The rezone of the 1000 Madison block was shown to be consistent with applicable rezone criteria. It could have bulk and scale impacts, but those will be mitigated by the setbacks proposed for the Baroness Hotel and Madison Street, by the Design Guidelines, by attention to edge conditions as prescribed in the MIMP, and by the conditions recommended below.

8. To maintain the housing stock of the City, the Code prohibits new or expanded MIO boundaries that would result in the demolition of residential structures unless comparable replacement housing is proposed. The Director's Report analyzes the issue of "comparability" and suggests a condition addressing it. The CAC expressed a strong preference that replacement housing be "affordable" and asked for a voluntary goal that 15 units, or 25 percent of all housing constructed as replacement, would be affordable to those making less than 80% of the median area income. As noted, the minority report expressed the opinion that all replacement housing should be as affordable as the existing units in the Chasselton Court Apartments.

9. Maintenance of the City's low-income housing stock is a complex issue. The Chasselton Court units are market-rate apartments that are affordable to low-income individuals only because of their location in a privately owned, substandard building and the availability of similar housing in the neighborhood. Further, existing codes would not allow construction of units that were truly "comparable" to those in the Chasselton Court. Consequently, replacement units will inevitably exceed the existing units in structural integrity, quality of construction, desirability, and construction cost.

10. The recommended housing condition accommodates the CAC's strong preference that all replacement housing be located on First Hill. The language also allows, but does not require, a voluntary goal that 25% of the replacement housing be affordable to those earning less than 80% of the area median income. The recommended condition is similar to those imposed on two recently approved master plans, and it represents an appropriate balance of the factors included in the concept of "comparable" replacement housing.

11. The MIMP is consistent with the Comprehensive Plan, and the proposed development is consistent with the Goals and Policies under the Education and Employability and Health in the Human Development Element. These, as well as economic development goals and policies, are discussed in MIMP Appendix B, and in the Director's Report at pages 37-38.

12. The MIMP components comply with the Code and should be approved subject to the recommended conditions. The development program is consistent with SMC 23.69.030. The development standards further the goals and objectives of the MIMP and the Major Institution Policies. The TMP includes the required elements and satisfies SMC 23.54.016. The Design Guidelines, which were very important to the CAC and the community, will guide SAC review of development under the MIMP.

13. All environmental issues have been adequately addressed in the MIMP and the Director's recommended conditions.

14. With the recommended conditions, the proposed MIMP fulfills the intent and requirements of the Major Institution Code and should be approved.

DECISION

The Council hereby **approves** the proposed MIMP for Virginia Mason Medical Center, Clerk File 311081, subject to the following conditions:

Master Plan

1. The Standing Advisory Committee (SAC) will review and comment during the schematic and design stage of all proposed and potential projects intended for submission of applications to the City as follows: Any proposal for a new structure greater than 4,000 square feet or building addition greater than 4,000 square feet; proposed alley vacation petitions; and proposed street use term permits for skybridges. Design and schematics shall include future mechanical rooftop screening. The SAC will use the Design Guidelines checklist (Appendix E) for evaluation of all planned and potential projects outlined in the MIMP.

2. The goal for the TMP is to maintain the employee SOV rate below 30 percent.

3. Prior to Master Use Permit submittal of the Madison block redevelopment, submit to SDOT for review and acceptance a concept streetscape design plan for the north side of Madison Street between Boren and Terry Avenues. Virginia Mason shall submit a draft of the Plan to the SAC for its review and comment concurrent with review by SDOT.

The plan shall be consistent with the provisions of the Seattle Right-of-Way Improvements Manual. Elements of the plan must include, but are not limited to: a minimum 18-foot-wide sidewalk; street trees and landscaping; continuous facade-mounted overhead weather protection; seating and leaning rails; pedestrian scaled lighting; transit patron amenities, such as real-time bus arrival displays; and wayfinding that directs pedestrians to campus uses and the Bus Rapid Transit on Madison, as well as other transit options, such as the First Hill Street Car and transit connections to Sound Transit light rail.

4. Prior to approval of the first Master Use Permit for development under the final MIMP, submit to DPD for review and approval a comprehensive wayfinding plan incorporating entry points to and through the campus for pedestrians, bicyclists and motorists. DPD shall consult with SDOT in its review. Virginia Mason shall submit a draft of the Plan to the SAC for its review and comment concurrent with review by SDOT.

5. Virginia Mason shall coordinate with King County Metro to ensure existing transit stops are not impacted by development.

6. Current transit stops shall be incorporated into street improvement plans that are submitted with development. Amenities, such as benches and landscaping, should be provided and maintained by Virginia Mason.

7. Virginia Mason shall provide and maintain recycling and trash receptacles at any bus stop directly abutting Virginia Mason development.
8. Prior to issuance of a Master Use Permit for redevelopment of the Lindeman block, Virginia Mason shall present the open space plan to the SAC and Horizon House for review and comment and obtain DPD approval of the plan. Provision of a total of 10,000 square feet of open space on this block is a requirement of development approval of the plan.
9. In the event a development footprint on the Lindeman block would preclude 10,000 square feet of public open space on that block, Virginia Mason shall submit a plan for review and comment by the SAC that shows Virginia Mason's actual open space plan for this site and where the remaining open space requirement would be provided. Prior to issuance of a Master Use Permit for the Lindeman block site, or for any development or addition exceeding 4,000 square feet on the site, Virginia Mason shall present the open space plan to the SAC for review and comment and obtain DPD approval of the plan. Provision of this open space shall be a requirement of development approval of the plan. Relocation of open space from the Lindeman Pavilion block to another location within the campus shall include an open space concept plan, including a Shadow Study, for the new location and will be reviewed as a minor amendment to the Master Plan.
10. No un-modulated facade shall exceed 110 feet in length. Modulation shall be achieved by stepping back or projecting forward sections of building facades. Modulation shall be perceivable at the building block scale, which is identified in the Design Guidelines as 200-400 feet.
11. With each Master Use Permit application, and each skybridge term permit application, Virginia Mason shall provide an updated view corridor analysis for that specific project.
12. Specific buildings have been conditioned to have lower height limits than MIO 240 (Benaroya Institute, Lindeman, Jones Pavilion and the Baroness Hotel). Conditioned heights are shown on page 47 of the MIMP. Existing buildings, and any future buildings that have not been identified in the MIMP, may not exceed the conditioned height limits on these sites. Any request to change the conditioned heights shall require a major amendment to the MIMP.
13. No new surface parking lots are included in the MIMP. Any change of use within the MIO to surface parking for up to six months shall be considered a minor amendment to the MIMP. Such a change of use for a period greater than six months shall be considered a major amendment.
14. For new construction, the mechanical equipment, screening, and penthouses, with the exception of minor plumbing and ventilation stacks, may not exceed the MIO height limit of 240 feet or the conditioned height, whichever is lower.
15. With each subsequent Master Use Permit application, Virginia Mason shall provide an analysis of the impacts of parking driveways, loading and service area drives, and pick-up/drop-off areas on pedestrian and vehicular flow on the surrounding sidewalks and streets. Appropriate

design measures shall be identified and implemented to avoid adverse impacts to pedestrians, bicyclists and motorists.

16. Five years after the effective date of the MIMP, and every five years thereafter, Virginia Mason shall hold a public meeting to review its annual report and other information intended to illustrate the status of MIMP implementation. The meeting shall be held in conjunction with a meeting of the SAC, and shall be widely advertised to the surrounding community and include the opportunity for public comment.

Revisions to MIMP Text

17. Revise page 32, text under Proposed Structure Setbacks, Figures 10 and 14 and Table 8 of the Final MIMP to state and show graphically that the future building located on the Ninth Avenue Garage redevelopment site will have a maximum depth (east/west) of 93 feet. The east and west lower and upper level building setbacks shall be based on the merits of the building design and by balancing the needs of the residents to the west and the needs of the pedestrian experience on 9th Avenue. A minimum setback of seven feet shall be required for portions of the building 45 feet or less in height and 12 feet for portions of the building above 45 feet in height.

18. Revise Figure 10 (page 34 of MIMP) to remove the area that appears to be an alley but is actually an existing driveway, and correct the setbacks shown on the east side of the Cassel Crag/Blackford Hall site to 7' for portions of building <45' and 20' for portions of building >45'.

19. Revise Figure 12 (page 37 of MIMP) to remove the notation of "alley" on the east side of the Cassel Crag/Blackford Hall site. The area is an existing driveway.

20. Revise Table 6 (page 37 of MIMP) Proposed Building Setbacks - Cassel Crag/Blackford Hall Block, row labeled "Abutting an Alley". Replace this label with "Abutting an Interior Lot Line". The Code language shall read "Land Use Code requires 7' average/5' minimum setback for portions of buildings <45' in height and 20' for portions of buildings >45' in height". The "Street/Avenue" column shall be changed from "Alley" to "Interior Lot Line". In the columns under Virginia Mason's proposal, change "0" to "7" feet for portions of structure <45' and change "10" to "20" feet for portions >45'.

21. On page 50 of the MIMP under Street-Level Uses and Facades in NC zones, the last sentence of the second paragraph shall be amended as follows:

"If the proposed expansion to include the 1000 Madison block is approved, Virginia Mason intends to consider any of the following uses for potential location at street level along Madison Street and the portions of Boren and Terry Avenues within the NC-3 zoning and would be in compliance with the underlying zoning: medical services such as optical, eating and drinking establishments, retail sales and services, indoor sports and recreation, or perhaps lodging uses or additional open space."

22. On page 54, the fourth sentence of the third full paragraph shall be amended as follows:

~~"The average life of a street tree in Seattle is approximately 15 years, demonstrating an ongoing need for Virginia Mason to be committed to maintaining mature street trees where possible and replacing trees as needed over time.~~

23. On page 79, the second sentence of the last paragraph in the description of the Chasselton Court Apartments shall be corrected as follows:

"The majority of the apartments are studio apartments (55 units) with ~~six~~ seven one-bedroom apartments."

24. On page 80, the description of Virginia Mason's housing replacement proposal shall be replaced with the following:

Virginia Mason's housing replacement shall:

- Provide a minimum number of units equal to the number of units in the Chasselton Court apartments (62 units);
- Provide no fewer than seven one-bedroom units and no units smaller than the size of the studio units in the Chasselton Court apartments;
- Include a minimum of 31,868 net rentable square feet, equivalent to that in the Chasselton Court apartments;
- Be of a construction quality equal to or greater than that in the Chasselton Court apartment units; and
- Be located within the greater First Hill neighborhood, defined as the area between Interstate Highway 5 on the west, Pike Street on the north, 12th Avenue and Boren Avenue on the east, and the south boundary of Yesler Terrace on the south, as shown outlined in a broken black line on Figure 1 at page four of the MIMP.

Revisions to Design Guidelines (Appendix E)

25. On page 44, the following sentence shall be added at the beginning of the first paragraph on the right side of the graphic: "The views of upper level facades are of great importance to residents in surrounding highrise buildings."

26. On page 45, amend 2.b "Multiple Views," as follows:

Design buildings, including rooftops, street level facades, and upper level facades with consideration of how they will appear to viewers from surrounding residential buildings, non-motorized travelers at street level, and motorized travelers.

27. On page 74, under 5.a, "Consider the building from multiple vantage points," add "Views of Upper Level Facades".

28. The underlying street-level development standards for commercial zones shall apply, per SMC 23.47A.008, to all street-facing facades in the underlying NC3-160 Pedestrian designated zones including Madison Street and portions of Boren and Terry Avenues.

29. In the event that development occurs along Madison Street, all existing businesses facing termination of leases and relocation shall: 1) be provided assistance from both the City of Seattle Office of Economic Development and Virginia Mason to identify available spaces in the surrounding areas for permanent or interim relocation; and 2) receive advance notice of the availability of lease space in the completed development. Virginia Mason is encouraged to continue leasing the existing commercial structures on the 1000 Madison Block until they are demolished for new construction.

30. Before Virginia Mason may receive a permit to demolish the Chasselton or change the use of the Chasselton to a non-residential major institution use, DPD must find that Virginia Mason has performed either of the following two options:

- a. Virginia Mason has submitted or caused to be submitted a building permit application or applications for the construction of comparable housing to replace the housing in the Chasselton. The building permit application(s) for the replacement housing project(s) may not include projects that were the subject of a MUP application submitted to DPD prior to Council approval of the MIMP. Minor involvement by Virginia Mason in the housing project, such as merely adding Virginia Mason's name to a permit application for a housing project, does not satisfy Virginia Mason's obligation under this option. If Virginia Mason chooses performance option a, it is encouraged to:
 - Contribute to the housing replacement project in a manner that will assure that at least 10% of the units (i.e., a number equal to 10% of the demolished units, or a total of 7 units) will be rented for at least 10 years at rates affordable to persons earning less than 80% of the median area income; and
 - Utilize a design that allows the project to compete effectively for public and private affordable housing grants and loans. This design provision is not intended to discourage creative solutions, such as siting affordable units in high-rise buildings otherwise containing market rate housing. Virginia Mason may not receive credit in fulfillment of the housing replacement requirement for any portion of the housing replacement cost that is financed by City funds. However, any City funds spent in excess of construction costs to provide affordability in what would otherwise be market-rate replacement units (i.e., to "buy down" rents in the completed building), shall not disqualify units as replacement housing under this condition.
- b. Virginia Mason has paid the City of Seattle to finance the construction of comparable replacement housing. Payment to the City under this option b shall be subject to the

provisions of the City's Consolidated Plan for Housing and Community Development and the City's Housing Levy Administrative and Financial Plan in existence at the time the City assists in financing the replacement housing. The Office of Housing shall devote all funds provided by Virginia Mason under this option b to a project or projects within the greater First Hill Neighborhood. Under this option b, Virginia Mason may elect either:

- Within two years of MIMP approval, to pay the City of Seattle \$4,460,000 to help fund the construction of comparable replacement housing; or
- More than two years after final MIMP approval, to pay the City of Seattle 35% of the estimated cost of constructing the comparable replacement housing. The estimated cost shall be determined by DPD and the Office of Housing based on at least two development pro formas prepared by an individual(s) with demonstrated expertise in real estate financing or development. The determination of the estimated cost by DPD and the Office of Housing is final and not subject to appeal.

For purposes of performance option a and of performance option b, the replacement housing must:

- a. Provide a minimum number of units equal to the number of units in the Chasselton Court apartments (62 units);
- b. Provide no fewer than seven one-bedroom units and no units smaller than the size of the studio units in the Chasselton Court apartments;
- c. Include a minimum of 31,868 net rentable square feet, equivalent to that in the Chasselton Court apartments;
- d. Be of a construction quality equal to or greater than that in the Chasselton Court apartment units; and
- e. Be located within the greater First Hill neighborhood, defined as the area between Interstate Highway 5 on the west, Pike Street on the north, 12th Avenue and Boren Avenue on the east, and the south boundary of Yesler Terrace on the south, as shown outlined in a broken black line on Figure 1 at page four of the MIMP.

DPD shall submit all proposals for replacement housing to the Standing Advisory Committee for review and comment. At the discretion of the City, the submittal may exclude financing details and related information.

During Construction for Future Development - Air Quality

31. Site development would adhere to Puget Sound Clean Air Agency's regulations and the City's construction best practices regarding demolition activity and fugitive dust emissions, including the following:

- a. As necessary during demolition, excavation, and construction, sprinkle debris and exposed areas to control dust;

- b. As necessary, cover or wet transported earth material;
- c. Provide quarry spill areas on-site prior to construction vehicles exiting the site;
- d. Wash truck tires and undercarriages prior to trucks traveling on City streets;
- e. Promptly sweep earth tracked or spilled onto City streets;
- f. monitor truck loads and routes to minimize dust-related impacts;
- g. Use well-maintained construction equipment and vehicles to reduce emissions from such equipment and construction-related trucks;
- h. Avoid prolonged periods of vehicle idling; and,
- i. Schedule the delivery and removal of construction materials and heavy equipment to minimize congestion during peak travel time associated with adjacent streets.

During Construction for Future Development - Noise

32. A Construction Management Plan (CMP) shall be provided with each development proposal. The CMP would be coordinated with the DPD Noise Abatement Office (DPD), SDOT and VMMC. The Construction Management Plan shall be included in any information provided to the SAC for any new structure greater than 4,000 square feet or building addition greater than 4,000 square feet. The following elements shall be included in the CMP if applicable. The plan would include the following elements:

- a. Construction Communication Plan - Prior to the initiation of the first major project under the Plan, Virginia Mason, in close coordination with the Standing Advisory Committee, shall develop an overall construction communication plan. This plan shall include a Contact person and Community Liaison. The Chair of the Standing Advisory Committee will also be included in the Construction Communication Plan associated with site-specific development along with the Contact person and Community Liaison.
- b. Construction Hours and Sensitive Receivers - identify demolition and construction activities within permissible construction hours.
- c. Construction Noise Requirements - all demolition and construction activities shall conform to the Noise Ordinance, except as approved through the variance process.
- d. Measures to Minimize Noise Impacts - list of measures to be implemented to reduce or prevent noise impacts during demolition and construction activities during standard and non-standard working hours.

- e. Construction Milestones - a description of the various phases of demolition and construction, including a description of noise and traffic generators, and anticipated construction hours for each phase.
- f. Construction Noise Management - identify techniques to minimize demolition and construction noise including: timing restrictions, noise reduction construction technologies, process modifications. These techniques may go beyond code requirements and could include the following:
 - Using properly sized and maintained mufflers, engine intake silencers, engine enclosures, and turning off idle equipment. Construction contracts can specify that mufflers be in good working order and that engine enclosures be used on equipment when the engine is the dominant source of noise.
 - Stationary equipment could be placed as far away from sensitive receiving locations as possible. Where this is infeasible, or where noise impacts are still significant, portable noise barriers could be placed around the equipment with the opening directed away from the sensitive receiving property. These measures are especially effective for engines used in pumps, compressors, welding machines, and similar equipment that operate continuously and contribute to high, steady background noise levels. In addition to providing about a 10-dBA reduction in equivalent sound levels, the portable barriers demonstrate to the public the contractor's commitment to minimizing noise impacts during construction.
 - Substituting hydraulic or electric models for welding and impact tools such as jack hammers, rock drills and pavement breakers where feasible could reduce construction and demolition noise. Electric pumps could be specified if pumps are required.
 - Although, as safety warning devices back-up alarms are exempt from noise ordinances, these devices emit some of the most annoying sounds from a construction site. One potential mitigation measure would be to ensure that all equipment required to use backup alarms utilize ambient-sensing alarms that broadcast a warning sound loud enough to be heard over background noise -- but without having to use a preset, maximum volume. An even better alternative would be to use fixed volume or ambient-sensing broadband backup alarms instead of typical pure tone alarms. Broadband alarms have been found to be very effective in reducing annoying noise from construction sites. Requiring operators to lift rather than drag materials wherever feasible can also minimize noise from material handling.
 - Construction staging areas expected to be in use for more than a few weeks should be placed as far as possible from sensitive receivers, particularly residences. Likewise, in areas where construction would occur within about 200 ft. of existing uses (such as residences, schools/classrooms, and noise-

sensitive businesses), effective noise control measures (possibly outlined in a construction noise management plan) should be employed to minimize the potential for noise impacts. In addition to placing noise-producing equipment as far as possible from homes and businesses, such control could include using quiet equipment and temporary noise barriers to shield sensitive uses, and orienting the work areas to minimize noise transmission to sensitive off-site locations. Although the overall construction sound levels will vary with the type of equipment used, common sense distance attenuation should be applied. Additionally, effort could be made by VMMC to plan the construction schedule to the extent feasible with nearby sensitive receivers to avoid the loudest activities (e.g., demolition or jack-hammering) during the most sensitive time periods (10 PM to 7 AM weekdays, 10 PM to 9 AM weekends). A construction noise management plan would again be an appropriate location to identify these types of conflicts and establish less-intrusive construction schedules.

During Construction for Future Development - Historic Resource

33. Care should be taken in order to avoid structural damage to nearby buildings that could occur due to construction-related vibrations and/or earthwork. Excavation, earthwork, pile driving etc. should be designed and/or monitored to minimize and/or immediately address any such impacts to historic properties. Monitoring could include crack monitors, periodic observation, and photography to document the structural integrity of historic buildings and determine whether there was resulting damage of interior or exterior finishes, or exterior masonry and/or framing. If such damage occurred, repairs should be made to the affected buildings.

34. Care should be taken in order to avoid or limit the introduction of atmospheric elements that could alter and/or potentially damage historic building fabric or architectural features of historic resources. Construction activity could be monitored in order to prevent and address any such impacts to historic properties. Dust control measures would be implemented.

During Construction for Future Development - Traffic and Parking

35. Development and Implementation of a Construction Management Plan (CMP) for proposals that require demolition and/or construction that affects on or off site parking, existing pedestrian, bicycle, and vehicular circulation patterns or transit routes or stops. The CMP would be coordinated with DPD, SDOT and VMMC. The following elements shall be included in the CMP, if applicable:

- a. Construction Parking Management - Implementation of a construction parking management program to identify off-site parking supplies for construction workers and minimize impacts to VMMC parking supplies and surrounding public parking supplies.

b. Construction Traffic/Street and Sidewalk Closures - demolition, earthwork excavating, concrete and other truck routing plans will be developed and submitted for approval through SDOT for site-specific development. Truck routing plans may include limitations on hauling of debris, earth and construction materials during peak hours. Traffic and pedestrian control signage and flaggers will be used as necessary to facilitate traffic and pedestrian flow per the requirements of any street use permit issued by SDOT. Sidewalk closures maybe required to protect the public or provide site access during construction. If such closures are necessary, a plan specifying phasing and timing will be submitted to SDOT for approval. Other mitigation measures could include:

- Coordinate with Metro transit relative to construction activity that could affect transit service proximate to the project site.
- Where existing sidewalks or walkways are temporarily closed during construction, develop alternative routes to maintain pedestrian circulation patterns.
- Enclose construction sites with a cyclone fence and cover walkways with staging for pedestrian safety.
- Include a parking provision in construction contracts between VMMC and the general contractor and between the general contractor and subcontractors, such as specifying where construction workers should park, shuttles, etc.
- Minimize any lane closures on Madison, Boren, and Seneca.
- To the extent possible, schedule deliveries at off peak times to avoid congestion.
- Develop a parking phasing plan to minimize disruptions to the parking supply serving VMMC patients and visitors.
- Restrict peak period truck traffic.

During Construction for Future Development - Public Services

36. The portions of the site that are under construction during phased redevelopment could be fenced and lit, as well as monitored by surveillance cameras to help prevent construction site theft and vandalism.

37. During demolition and construction, recycle construction and debris waste to the extent feasible, based on the existence of hazardous materials.

During Operation

Noise

38. Potential noise impacts from emergency vehicle sirens are exempt from the City noise limits. However, VMMC, commercial ambulance companies, Medic One and the City should work jointly to address ambulance-related noise impacts between midnight and 6 AM.

39. Potential noise impacts could also result from new HVAC equipment and other mechanical equipment associated with new or renovated facilities and from loading docks and any refuse-hauling sites near off-site receivers. The following processes could be implemented to reduce the potential for noise impacts from these sources and activities.

- a. Select and position HVAC and air handling equipment to minimize noise impacts and maximize noise reduction to the extent possible. When conducting analyses to ensure compliance with the Seattle noise limits, assess sound levels as they relate to the nearest residential uses and any adjacent commercial locations.
- b. Locate and control exhaust vents for all underground parking facilities to reduce noise at both on- and off-site residential uses and to ensure compliance with the City noise limits.
- c. Design and site loading docks with consideration of nearby sensitive receivers and to ensure that noise from truck traffic to and from the docks and from loading activities would comply with the City noise limits. In locations where loading docks are located near on- and off-site sensitive receivers, evaluate the feasibility of mitigation measures such as implementing restrictions to limit noisy activities associated with deliveries to daytime hours.
- d. To the extent feasible, design garbage and recycling collection to minimize or eliminate line-of-sight to nearby sensitive receivers. In addition, work with the collection vendors to schedule collections at appropriate (i.e., least intrusive) times. For example, garbage and recycle hauling contracts could specifically limit pickups to daytime hours so as to avoid potential noise impacts from such activities at night.

40. Minimize the potential for noise impacts resulting from regular testing of emergency generators by locating the equipment away from sensitive receptors, and equipping the generators with noise controls, including installation of a silencer on the power source and mounting the generator on an isolation system to control ground borne vibration.

41. Minimize the potential for noise impacts related to outdoor maintenance activities by ensuring outdoor maintenance is restricted to daytime hours, whenever possible. In addition, minimize the impacts of any noisy outdoor work, such as lawn mowing and leaf blowing, by using the quietest available power equipment and limiting its duration when working near (e.g., within 200 feet) sensitive receivers. Finally, as redevelopment occurs, install exterior electrical outlets at appropriate locations on campus to enable the use of electric power maintenance tools when possible.

Aesthetics

42. Potential skybridges will be designed and constructed with materials that would contribute to transparency of the skybridge to the extent possible in order to minimize potential impacts to view corridors on campus. Height and width of skybridges will be limited to accommodate the passage of people and supplies between buildings. Approval of the location and final design of any skybridges will occur through the City's Term Permit process.

Light and Glare

43. Control light spillage and light trespass, including direct glare, through lighting design measures, such as luminaire locations, light distributions, aiming angles, mounting heights, and shielding. Direct the light from exterior lighting fixtures downward and/or upward and away from off-site residential land uses.

44. Design new buildings with low reflective glass, window recesses and overhangs, and facade modulation to limit light and glare impacts to pedestrians, motorists and nearby residents.

45. Use street trees, landscaping and screening at ground level to obstruct reflected glare from impacting off-site receptors.

46. Include landscaping or screens at the edges of parking lots and parking structures to obstruct light and glare caused by vehicle headlights.

47. Design street-level retail activities to shield light to minimize spilling over onto adjacent residential areas.

48. Equip interior lighting with automatic shut-off devices consistent with code, function and safety requirements.

49. Provide pedestrian-scale lighting consistent with code, function and safety requirements.

50. Where feasible, limit the amount of reflective surfaces.

Shadows

51. To the extent feasible, orient the massing of the new buildings on adjacent campus open spaces and offsite residential uses to minimize the potential shadow impacts to these campus resources and offsite uses.

Historic Resources

52. Prior to the approval of a demolition permit for a building that was constructed 50 years ago or earlier, an historical analysis will be required to be submitted to the City. An analysis of potential impacts caused by new buildings constructed adjacent or across the street from a designated historic Landmark is also required at the time of Master Use Permit submittal, and will be referred to DON for review and approval.

Transportation

53. As part of each project, ensure that pedestrian and vehicular circulation needs are addressed in a manner consistent with the campus wayfinding plan.
54. As part of each project, provide frontage improvements to ensure that pedestrian facilities meet established city standards at the time of redevelopment. The extent of such improvements should take into account 'priority design features' as described in the SDOT Right of Way Manual and the intent of the VMMC Master Plan Design Guidelines.
55. The redevelopment of the 1000 Madison Block under the Proposed Action is of particular significance to the Madison Street corridor and should take into account the need for frontage improvements that would support the planned 'High Capacity Transit Corridor' as well as providing amenities that exceed code requirements that would enhance the pedestrian experience along this segment of Madison Street. Such amenities could include seating areas, more extensive landscaping than required by code, a transit stop shelter that is integrated with the building design, retail uses that help activate the frontage, and weather protection.
56. As part of the review process for master plan projects:
- a. Apply updated TMP elements and assess TMP performance
 - b. Update MIMP parking requirements and reassess long-term campus parking supply recommendations
 - c. Assess operational and safety conditions for proposed garage accesses and loading areas
 - d. Assess pedestrian, truck, and vehicular circulation conditions, and identify safety deficiencies that could be remedied as part of the project under review.
 - e. Assess loading berth requirements and where possible consolidate facilities so that the number of berths campus wide is less than the code requirement.
 - f. Assess truck delivery routes between VMMC and I-5 and along Boren Street and other arterials to identify potential impacts to roadways along those routes.
 - g. Reduce the impact of truck movements on local streets and potential conflicts with pedestrians by consolidating loading facilities and managing delivery schedules.
 - h. Evaluate proposed bicycle parking facilities through the following design elements :
 - Bicycle parking access should be ramped and well lit.
 - Bicycle parking should be located close to building entrances or elevators if in a parking structure.

- Short-term general bicycle parking areas should be sheltered and secure
- Long-term staff bicycle parking should be located in enclosures with secure access.
- Staff lockers for bicycle equipment should be provided in long-term bicycle parking areas.
- Bicycle racks should be designed to allow a U-lock to secure the frame and wheels to the rack.
- Bicycle parking should be separated from motor vehicle parking.
- Shower facilities and locker rooms should be close to the bicycle parking area.

57. As part of the project level environmental review, evaluate the potential for increased vehicular traffic and, if warranted by anticipated project impacts, implement the following roadway improvements to mitigate impacts.

a. On 9th Ave from Madison to University Streets:

- Add northbound and southbound left turn pockets at Madison Street/9th Ave within the existing road width.
- Signalize the intersection of Spring Street/9th Avenue and add a southbound left turn pocket and northbound right turn pocket on 9th Avenue. As part of the redesign of the intersection to add the turn pockets, work with King County Metro to evaluate the relocation of the existing transit stop to optimize commuter use and connections and avoid conflicts with access to Virginia Mason facilities. Maintain pedestrian safety by including pedestrian crossing beacons and controls and curb bulbs on Spring Street and on 9th Avenue if there is adequate road width. Add northbound and southbound left turn pockets at Seneca Street/ 9th Ave within the existing road width.
- Improve sidewalks and roadway crossings to enhance pedestrian safety as part of frontage improvements when the 9th Avenue Garage and Buck Pavilion sites are redeveloped.

b. On Seneca Street:

- Signalize the intersection of Seneca Street/ Terry Ave when the hospital core is redeveloped and the south leg of the intersection is constructed as a garage access.
- Remove the Lindeman Garage access on Seneca Street and provide a new access on 9th Avenue when the Lindeman Pavilion is expanded.

- c. At Spring Street/ 8th Ave, provide a northbound right turn lane within the existing road width or shift the stop control to the northbound/southbound movements.

Public Services - Police

58. Include permanent site design features to help reduce criminal activity and calls for service, including: orienting buildings towards sidewalks, streets and/or public open spaces; providing convenient public connections between buildings onsite and to the surrounding area; and, providing adequate lighting and visibility onsite, including pedestrian lighting.

59. Apply Crime Prevention Through Environmental Design (CPTED) principles to the development of its open space and public amenities to enhance the safety and security of the areas.

Public Services - Water/Sewer/Stormwater

60. Evaluate the impact of development on the sewer infrastructure from the development site to where SPU's collection system connects to King County interceptors (approximately 4,500 LF downstream).

61. Consider the installation of low impact development measures such as bioretention cells or bioretention planters to reduce the demand on stormwater infrastructure.

62. Continue implementation of EnviroMason measures and other measures to reduce the demand on water and sewer.

63. Implement the VMMC's Goal and Objective - To build facilities that are resource-efficient - Participate in the Seattle 2030 District challenge. Public Services - Solid Waste Continue implementation of EnviroMason measures, VMMC's environmental stewardship initiative, to include waste reduction programs, such as recycling operating room plastics, food waste composting, hazardous waste recycling, and general office recycling.

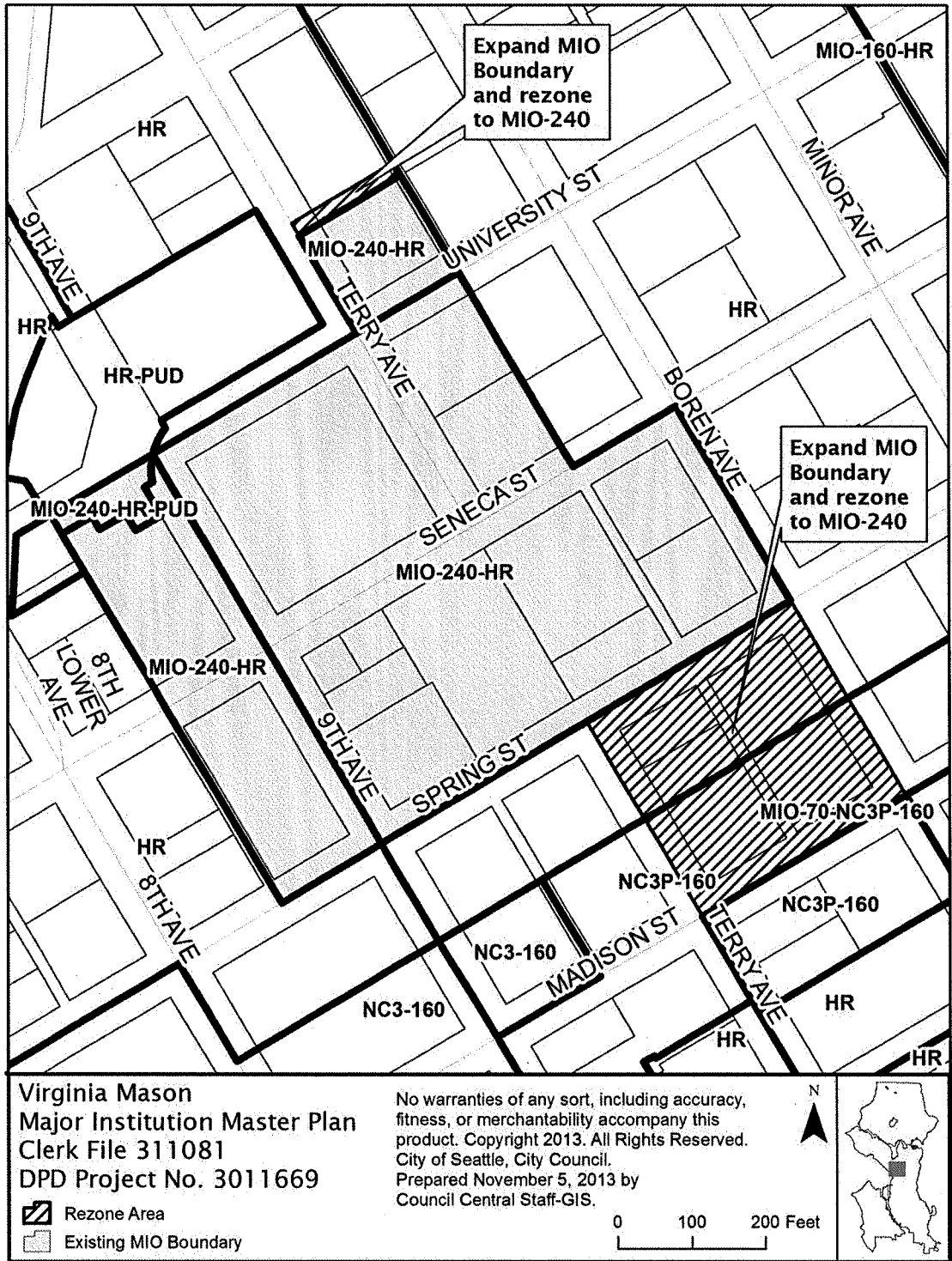
Public Services -- Solid Waste

64. Continue implementation of EnviroMason measures, VMMC's environmental stewardship initiative, to include waste reduction programs, such as recycling operating room plastics, food waste composting, hazardous waste recycling, and general office recycling.

Entered this 16 th day of December, 2013.



President, Seattle City Council



December 6, 2013
CF 311081 – Virginia Mason Medical Center MIMP
Council Findings, Conclusion and Decision

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