

ORDINANCE

121965

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

8 WHEREAS, the Swedish Medical Center First Hill campus (Swedish) has an existing Major Institution
9 Master Plan (MIMP) which was adopted by the Council in November 1984 by Ordinance
10 111993; and

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

- 13 1. Swedish notification of the Department of Planning and Development (DPD) of its intent to
14 prepare a new MIMP on December 10, 2003;
- 15 2. Application to DPD for a renewed master plan on March 26, 2004;
- 16 3. Council approval of a Citizen Advisory Committee by Resolution 30687 on July 6, 2004;
- 17 4. Publication of a determination of significance by DPD on May 6, 2004;
- 18 5. Issuance of a draft MIMP and Draft Environmental Impact Statement (EIS) on November 15,
19 2004;
- 20 6. Publication of a final MIMP and Final EIS on March 14, 2005;
- 21 7. Issuance of the DPD Director's Recommendation on June 23, 2005;
- 22 8. An open record public hearing convened by the City Hearing Examiner on August 1, 2005;
- 23 9. Issuance of Findings and Recommendations by the City Hearing Examiner on August 31,
24 2005;
10. Review of the proposed MIMP including a determination of the sufficiency of the record by
the City Council's Urban Development and Planning Committee on September 28 and
October 12, 2005; and

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

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

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

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



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

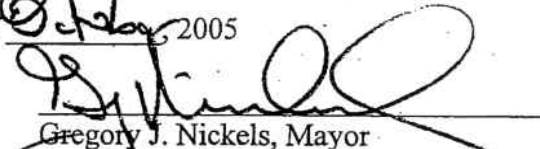
7 Section 2. The Official Land Use Map, Seattle Municipal Code Chapter 23.32, at page 111 is
8 amended to modify height limits in the Major Institution Overlay, as shown on Attachment A.

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

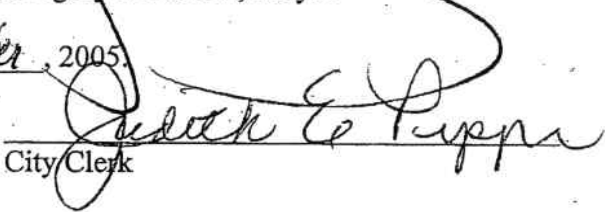
12
13 Passed by the City Council the 17th day of October, 2005, and signed by me in open session
14 in authentication of its passage this 17th day of October, 2005.

15
16 
President _____ of the City Council

17 Approved by me this 25th day of October, 2005

18 
Gregory J. Nickels, Mayor

19 Filed by me this 25 day of October, 2005.

20 
City Clerk

21
22 (Seal)

23 **Attachment A:** Rezone of Major Institution Overlay Height Limits
24

Attachment A - Rezone of Major Institution Overlay Height Limits



Swedish Major Institution Master Plan

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



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Prepared October 3, 2005
by DPD-GIS



**FINDINGS AND RECOMMENDATION
OF THE HEARING EXAMINER FOR THE CITY OF SEATTLE**

FILED
CITY OF SEATTLE
2005 AUG 31 PM 12: 21
CITY CLERK

In the Matter of the Petition of:

SWEDISH HEALTH SERVICES

For approval of a Major Institution Master Plan

Department Reference: 2400078

Introduction

Swedish Health Services ("Swedish or Applicant") has requested the approval of a new Final Major Institution Master Plan ("Master Plan" or "MIMP"). The public hearing on this matter was held before the undersigned Hearing Examiner ("Examiner") on August 1, 2005.

Represented at the hearing were the petitioner, Swedish Medical Center, by Thomas M. Walsh and Joseph A. Brogan, Attorneys at Law; the Director, Department of Planning and Development, by Michael Jenkins, Senior Land Use Planner; the Citizens Advisory Committee, by James Rothwell, Co-Chair, and Department of Neighborhoods, by Steve Sheppard. The record was held open after the hearing for the Examiner's site visit and the submission of proposed findings and conclusions by the applicant. The record was closed on August 12, 2005.

For purposes of this recommendation, all section numbers refer to the Seattle Municipal Code ("SMC or "Code"), as amended unless otherwise indicated.

After due consideration of the information presented by the Applicant and provided by the DPD Report, and all evidence from the public hearing, and as a result of personal inspection of the subject property and the surrounding area by the Examiner, the following shall constitute the Findings of Fact, Conclusions and Recommendation of the Hearing Examiner on this application.

Findings of Fact

Swedish Campus

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

2. The Major Institution Overlay (“MIO”) District that comprises the Swedish campus is bounded by James Street, Boren Avenue, Madison Street and Broadway. The campus includes a land area of about 14.92 acres, excluding public rights-of-way. The campus is located within the area of 11 city blocks. Swedish owns all property within the MIO district except two parcels. See Figure 5.1, p. 81 in the Final MIMP.

3. The total existing First Hill campus building area is about 2.3 million square feet. Of this, about 1.3 million square feet is hospital; 800,000 square feet medical office; and 200,000 square feet is for other support uses. Parking garages comprise approximately 1.2 million square feet of building area, plus more than 200 surface parking spaces exist on the campus. The existing building ages and area are identified in Figure 2.2, p. 14 of the Final MIMP.

4. The existing MIO District contains four MIO zones (MIO 70, 90, 200 and 240). The underlying zoning on the campus includes Highrise (HR), Neighborhood Commercial 3-160 (NC3-160), Neighborhood Commercial 3-85 (NC3-85), and Midrise (MR). A Pedestrian 1 Overlay District runs along Madison Street, extending around the corner to mid-block on Broadway. The MIO District and underlying zoning are shown in the Final MIMP, at Figure 3.1, p. 56.

Vicinity

5. Swedish Medical Center is located in the First Hill neighborhood of Seattle. The neighborhood is adjacent to the downtown Seattle core and is characterized by a mixture of residential, retail/commercial, and institutional activities. The area is designated as the First Hill/Capitol Hill Urban Center and the First Hill Urban Center Village in the Seattle Comprehensive Plan.

6. The neighborhood is home to four of Seattle’s major institutions; Virginia Mason Medical Center, Seattle University, and the Harborview Medical Center, are all located within a two-block radius of Swedish. (Figure 2.1 on p. 12 of the Final MIMP shows the vicinity and nearby major institutions.)

7. The existing land uses in the vicinity include a wide mix of residential, retail/commercial and institutional uses, and the character of development is also varied (see Final MIMP at page 11).

8. Swedish owns some 11 city blocks of property that comprise the First Hill campus. Swedish owns all properties except for:

- The block bounded by Marion-Minor-Columbia-Boren (Seattle Life Sciences Center);
- The property at 910 Boylston (small medical office);
- The Medical Office Buildings (“MOBs”) which were recently sold (Swedish retains ownership of the land beneath the MOBs); and
- Public rights-of-way.

9. Swedish owns a parcel of land east of Broadway outside of the MIO District, addressed as 600 Broadway (Swedish owns only the land, having sold the building and garage). Swedish also owns property at the Providence Campus (500 17th Ave.). Swedish leases approximately 60,000 square feet of space at the Metropolitan Park Office in downtown for administrative functions, and approximately 12,600 square feet of clinic space downtown (1001 Fourth Avenue), which is used by the Swedish physicians division. Swedish does not own or lease other property or facilities within 2,500 feet of its First Hill campus.

Current MIMP

10. The existing MIMP was approved by the City Council in November 1984. The development program of the existing MIMP includes building space for hospitals, research use, outpatient and family housing, medical office space, subsequent office development and commercial space. Two phases of development were included; an initial phase from 1983 to 1988, and a 2003 conceptual phase. The total hospital expansion above the level existing in 1983 was limited to 256,000 square feet. This development has been completed.

11. The approved research space was limited to a maximum of 494,000 square feet plus parking for 610 spaces. This development did not occur, primarily because it was intended for expansion of the Fred Hutchinson Cancer Research Center, which has moved off the Swedish campus. The approved outpatient and patient family housing amounted to a maximum of 150 units outside the MIO campus, but within 1 mile and no limit to such housing beyond the 1-mile. This development did not occur.

12. Approved medical office space totaled 450,000 square feet, plus parking as required by the Code. This development was proposed in two phases, and has been completed. Commercial development was also required at street level along parking garages that fronted Madison, Boren and Broadway. This commercial development has been mostly completed, except at the Broadway/Madison and Broadway/James corners of the campus, where garage development has not occurred.

Procedural Background

13. Swedish's Notice of Intent to Prepare a New Master Plan was submitted to the City of Seattle on December 10, 2003. The MIMP application was submitted to DPD on March 26, 2004. Swedish also worked with the Department of Neighborhoods ("DON") at that time to assist with the formation of a new Citizens' Advisory Committee ("CAC").

14. The environmental review process was initiated with DPD publishing the State Environmental Policy Act ("SEPA") Determination of Significance (DS) (or Threshold Determination) on May 6, 2004. The first CAC meeting was held on May 24, 2004 for orientation, to review the MIMP Application concept plan, and to provide input to the environmental analysis scoping. Public scoping of the Environmental Impact Statement ("EIS") occurred during May and June, and included a public scoping meeting held on May 26, 2004. Additional CAC meetings on June 16, 2004, and July 14, 2004, were held to further discuss the Swedish proposal.

15. Preliminary versions of the Draft MIMP and Draft EIS were reviewed by the CAC in August and September 2004. The review led to changes in the Master Plan proposal and the documents. The revised Draft MIMP and revised Draft EIS were reviewed and discussed by the CAC in October 2004, resulting in further changes.

16. The Draft MIMP and Draft EIS were issued on November 15, 2004. A public hearing was held on December 15, 2004, at which one person testified. The CAC held additional meetings on November 10, 2004 and December 8, 2004 to review and comment on the Draft MIMP and Draft EIS. The following agencies and organizations submitted comments on the Draft EIS, and responses to their comments were included in the Final EIS:

- Seattle Department of Transportation
- State of Washington Office of Archaeology and Historic Preservation
- First Hill Dental Healthcare
- Orthopedic Physician Associates
- Seattle & King County Public Health Department, Environmental Health Services Division
- Puget Sound Clear Air Agency
- City of Seattle Department of Planning and Development
- City of Seattle Historic Preservation Program

17. Preliminary copies of the Final MIMP and Final EIS were prepared and submitted to DPD and the CAC on January 31, 2005. Additional CAC meetings were held on January 12, 2005, February 9, 2005, and March 9, 2005.

18. The Final Environmental Impact Statement ("FEIS") was issued on March 14, 2005. The Final MIMP was also issued March 14, 2005.

19. The CAC issued its draft report in April 2005. The CAC issued its final report in June 2005. A number of changes were made to both the Draft EIS and Final MIMP as a result of input from the CAC.

Proposed MIMP

20. The proposed MIMP (Exhibit 2) updates the campus vision, development program, development standards, and the Transportation Management Program ("TMP"). The MIMP identifies goals and objectives and includes a development program including planned and potential projects, development standards, and a transportation management program.

Goals and objectives

21. The goal of the Master Plan is to direct continued improvement of the Swedish campus to fulfill the institution's mission. An assessment of the existing medical center shows that a number of buildings are nearing the end of their useful life, with structural, mechanical and functional limitations. Necessary improvements include floor plates that are sized and structured

to create unobstructed areas necessary for long-term functionality; adequate floor-to-floor height; replacement of aging mechanical and electrical systems; and improved infection control capabilities and emergency preparedness.

22. The projects included in the proposed Master Plan are deemed necessary by Swedish to achieve its goals with regard to biomedical science and healthcare services, and to continue to provide healthcare services to the community. The need to respond to evolving community healthcare needs, new medical technologies, changes in clinical practice, and demographic and population changes, requires flexibility in the facility construction.

Master plan components

23. Swedish's Final MIMP includes the three components required by SMC 23.69.030: (1) a development program; (2) development standards; and (3) a transportation management program.

24. Details of Swedish's proposed development program are contained on pp. 43-53 of the proposed final MIMP. The proposed action includes planned projects and potential projects. The actual projects are conceptual at this time, and no development timeline has been identified.

25. As noted earlier, the total existing Swedish First Hill campus chargeable development totals approximately 2.3 million square feet. Parking is additional, amounting to approximately 1.2 million square feet of parking garage area for about 3,500 spaces (plus about 200 surface parking spaces.) The proposed Planned Projects would amount to about 950,000 square feet net new of chargeable space (about 1.47 million square feet of new construction less demolition of about 520,000 square feet). Proposed parking would add from 1,400 to 1,500 net new spaces.

26. The required Master Plan building areas for Swedish address healthcare needs for increased functional space. The proposed projects include replacement of hospital and hospital-related functions such as clinics, medical offices, research, support facilities (physical plant, materials management, etc.). Swedish has 697 licensed beds for the First Hill campus. The proposed Master Plan projects would not change this number, but the current number of 566 set-up beds might increase to the licensed bed limit of 697.

27. There are six Planned Projects:

- 1) Demolition of the existing Arnold Annex, a one story structure on Madison at Minor for construction of a new Medical Office Building with below grade parking (Project A);
- 2) Demolition of existing buildings comprising the North and Northwest Wing of the existing hospital at Marion and Minor to be replaced by a new multi story hospital base and tower with emergency entrance (Project B);
- 3) Demolition of existing buildings comprising the NE wing of the existing hospital at the corner of Marion and Boylston to be replaced with a new multi story hospital base and tower (Project C);

- 4) Demolition of an existing four story office building at the corner of James and Broadway for construction of a new multi story hospital inpatient wing, connected to existing hospital wings by a proposed skybridge (Project D);
- 5) Demolition of two three story office buildings, a three story former apartment building, and separate garage structure at the block bounded by Columbia, Cherry, Boren and Minor for the creation of a new multi story Central Support Facility (Project E); and
- 6) Demolition of the existing Columbia Building and related Eklind Hall for construction of a new addition to the Hospital, connected to the main hospital by an existing tunnel and a proposed sky bridge crossing Minor Avenue (Project G).

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

29. There are three Potential Projects:

- 1) The demolition of an existing three story office building at the corner of Madison and Broadway to construct a new Medical Office Building (Project F);
- 2) Addition of a patient tower to the proposed hospital expansion at the northeast corner of the campus (Project C-1); and
- 3) Addition of a medical office tower and research facility to the proposed Central Support Facility (Project E-1).

30. Three Master Plan alternatives, in addition to the proposed action, are described and seek to approximate development objectives and satisfy environmental requirements. The alternatives are:

- Changes to Planned & Potential Projects;
- No Alley Vacation; and
- No Action.

31. The first alternative, Changes to Planned and Potential Projects, proposes to maximize allowable development envelopes including changes to project location, building form heights, development sequencing/timing, and site-specific density. Changes may also include redevelopment of other portions of the hospital. Additional or different street or alley vacations and skybridges/tunnels would be proposed. This alternative is described in detail on p. 42 in the Final MIMP.

32. The second alternative, No Alley Vacation, is required as the proposal to vacate an alley requires environmental analysis that would include the proposal with the proposed vacation eliminated. In this alternative, the alley on the block bounded by Boren-Minor-Columbia-Cherry would remain, and the proposed Central Services Building, parking and upper-level medical office and research, would have to be redesigned to function on two half city blocks.

33. The third alternative, No Action, is required as a baseline for comparing impacts. No new development would occur. The distribution and location of existing uses may change and

involve renovations, but no net increase in space would be developed. There would be no expanded physical development.

Development Standards

34. Details of Swedish's proposed development standards are contained in pages 55-63 of the Final MIMP. The development standards would modify and supercede the underlying zoning standards for setbacks, height, lot coverage, landscaping, and open space. Two changes (rezones) are proposed to the MIO height districts and are described in detail below.

35. Density. The density standard (expressed as floor area ratio (FAR)) is a maximum of 5.5 FAR. The standard applies to the entire MIO District and not to specific sites. This number does not include parking, mechanical space, interstitial levels, below-grade areas, and other customary exclusions from FAR.

36. Setbacks. SMC 23.69.030 C.3.a. requires setbacks along public rights-of-way. This Code section requires that setbacks be no less than is required in the underlying zone or by setback requirements applicable to structures on abutting lots or structures directly across a street or alley from a structure in the MIO District, whichever is greater. The MIMP and the DPD report propose setbacks on the campus perimeter and certain upper level setbacks that would vary from the existing Code requirement, if authorized in the future either through Code changes or conditional use approval. The revised setbacks proposed by Swedish and DPD are supported by the CAC as providing a reasonable transition between hospital development and adjoining uses and as mitigation for the bulk and scale of hospital development.

37. Specifically, Swedish and DPD propose that the different setbacks be authorized if and when: (a) SMC 23.69.030 is amended to delete the minimum setback requirement along public rights-of-way; or (b) the City Council authorizes different setback requirements via a Conditional Use Permit approved as part of the Master Plan; or (c) DPD authorizes different setback requirements via an Administrative Conditional Use Permit approved as part of a Master Use Permit for a project. During the hearing, Swedish indicated that it was pursuing an amendment to SMC 23.69.030, and would not seek Conditional Use approval as part of the Master Plan; in the alternative, Swedish indicated it would seek administrative conditional use approval from DPD in the future.

38. Lot Coverage. Maximum structure lot coverage for the entire MIO district is 80%. Existing lot coverage is approximately 66%, and future lot coverage is estimated to be approximately 73%.

39. Open Space. The minimum campus open space requirement will be 9.5 percent of total campus land area (approximately 62,000 square feet). Open space will include setbacks, designated open space, and pocket parks and plazas. The minimum open space standard of 9.5 percent represents an increase from the original proposal as discussed and negotiated between Swedish, the CAC, and DPD. Existing campus open spaces are identified in Figure 2.16 on p. 51 of the final MIMP. Exhibit 7 shows reflects the future open space that is now proposed, as a result of the recommendations of the CAC and DPD.

40. Structure Width & Depth. No specific standards are required for structure width and depth. DPD conditions address massing at specific project locations.

41. Transitions. No standards are provided in the MIMP, because compatibility of height and scale is effectively addressed by the location of the MIO Districts, with the greatest development intensity located in the central campus and reduced heights at the campus edges. The four major arterials surrounding the campus also provide transition.

42. Structure Height. The existing MIO District height districts (MIO-70', 90', 200', and 240') would be retained. One new MIO-105' district is proposed. The proposed rezones are discussed below.

Historic Structures

43. No historically significant buildings or designated landmarks were identified on the Swedish campus. As part of the development of the MIMP EIS, the City's Historic Preservation Officer reviewed a detailed analysis of buildings in excess of 50 years old pursuant to SMC 25.05. Following review and analysis of buildings proposed for demolition that were in excess of 50 years old, it was determined that none of the structures met the criteria for nomination under the city's Historic Preservation Ordinance in SMC 25.12.

View Corridors

44. There are no designated view corridors on or in the immediate vicinity of the campus. No view corridor standards are proposed in the MIMP. The limited views that do occur along public right of ways would not be affected by the Final MIMP.

Alley Vacation/Skybridges/Tunnel

45. Swedish is proposing the vacation of an existing alley on the block designated for the Central Support Facility. The 16-foot-wide alley currently runs north/south between Cherry and Columbia Streets. The alley would be vacated to allow for the footprint anticipated for the Central Support Facility.

46. Several new skybridges and a proposed tunnel would also be anticipated to support new hospital facilities. A proposed skybridge would be created between the existing South wing of the hospital to connect with the proposed new hospital inpatient wing at James and Broadway. A Skybridge would also be created between the proposed North/Northwest campus hospital facilities on the site of the existing Columbia Building. An existing skybridge at the Arnold Medical Pavilion would be reconfigured and moved approximately 30 feet to the east and aligned and reduced to fit the proposed new hospital facilities at the main portion of the campus. A new tunnel would be created under the Minor Avenue right-of-way to link the hospital with the proposed Central Support Facility. Permitting for these elements will be made through Seattle Department of Transportation and require approval of the City Council.

Major Institution Overlay/Rezone

47. No changes are proposed to the area covered by the existing MIO bounded by Madison to the North, Boren to the west, Broadway to the east and James to the south. However, Swedish seeks two MIO rezones as part of the MIMP approval. Swedish views the existing zoning as preventing the development of functional and feasible hospital projects.

48. The Columbia Building Block, bounded by Marion to the north, Columbia to the south, Boren to the west and Minor to the east, would be rezoned from the existing MIO-90 on the west half of the block and MIO 240 on the east half of the block, to MIO-160 over the entire block. Swedish believes that the existing height limits are too low on the west half-block and too high on the east half-block to allow Swedish to accomplish its future plans for the block, including a functional hospital building. The change matches the underlying zoning height.

49. The other rezone involves the Broadway Annex site at Broadway and James, from MIO-70 to MIO-105. This change would accommodate a functional hospital base building and patient bed tower, as necessary floor to floor heights and hospital functions cannot be feasibly or functionally accommodated in the lower height. This height change to the existing MIO district is also intended to allow development intensification without geographic expansion.

Citizens Advisory Committee

50. The Citizen's Advisory Committee, appointed by the Mayor and City Council, was created after significant outreach to the surrounding business and residential community. The Notice of Intent, required under the Land Use Code to form the CAC, was published in the city's Land Use Information Bulletin. In addition, outreach to stakeholders in the residential and business community occurred to develop potential members. The following is the list of all CAC members appointed, including City Staff:

Beverly Baker	Nurse, Swedish Medical Center
Beverly Mickel	Facility Administrator, N.W. Kidney Center
James Rothwell	Resident/Architect – CAC Chair
Greg Harris	Resident/Attorney
Jeff Myrter	Manager, Nordstrom Medical Tower
Jerry O'Leary	Resident/Attorney
Eric Bultemeier	Resident/Civil Engineer
Robert Fenn	Facilities Director, Seattle University
Deborah Gibby	Resident, Chair- First Hill Community Council – CAC Vice-Chair
Kristi Debrick-Brown	Manager, Alexandria Real Estate/Seattle Life Sciences
Dr Stephen Jones	Pastor, Seattle First Baptist Church
Bill Clancy	Resident/Banker
Anne Parry	Resident
Hal Steiner	Resident/Manager, Baroness Hotel

Donald Moody	Resident
Steve Sheppard	Department of Neighborhoods
Michael Jenkins	Department of Planning and Development
Lauren Hirt	Department of Planning and Development

51. Prior to the development of the draft report, 11 meetings were held by the CAC to review and comment on the development of several discussion drafts. Development and details of the documents supporting this Director's Report are found in Pages 82-85 of the MIMP.

Parking and Traffic

52. The MIMP includes an analysis of parking to be included in both planned and potential projects. A total of 5,146 parking spaces are proposed for the planned additional development with this figure rising to 5,180 spaces if all planned and potential development is constructed. These figures also assume the removal of some existing surface and structured parking that will be displaced as a result of construction. Under both scenarios, the amount of parking to be provided meets requirements for short- and long-term parking. Mitigation measures to be implemented at the time of planned and potential projects appear at the end of this recommendation and in the Appendix.

53. The preferred alternative analyzed in the Draft and Final EIS includes an analysis of both AM and PM peak hour level of service at intersections within the vicinity of the campus. The analysis looked at timeframes up to year 2020, under no action and preferred alternative scenarios. The analysis included a review of impacts of adjacent sites and institutions on trip generation.

54. Under the preferred alternative, the Level of Service (LOS) at several intersections would be degraded during the AM peak hour. Specifically, the intersections of Marion and Boren and James and 9th would change from LOS A to B, and B to C, respectively. In addition, several intersections, including James and Boren, Madison and Minor, and James and 6th would have a decrease of up to 1-second additional delays that would reduce times within their existing LOS. At PM peak hour, significant reductions in LOS would occur at Marion and Boren, reducing the LOS from B to C, James and 6th from D to E along with up to 20-second additional delays at 7th and James, already at LOS F. This increase would also affect compliance with SMC 23.52.006, which limits the Volume to Capacity ratio (V/C). The LOS standard east of the CBD is 1.20. As a result of the development under this FEIS, the 6th and James intersection would have a 1.22 (V/C). This projected degrading in traffic in and near the project site provided a basis for the Determination of Significance for this project. Mitigation actions are identified below.

Transportation Management Plan (TMP)

55. SMC 23.54.016 requires the development and implementation of a TMP if the proposed parking exceeds 135% of minimum parking requirements. Although the amount of parking, including all planned and potential parking spaces, is 5,180 spaces, Swedish proposes a maximum MIMP limit of 6,000 spaces. This would provide Swedish with the flexibility to request DPD approval of additional short-term spaces if necessary. A proposed TMP is included

in the MIMP with specific analysis in the FEIS, based on the existing program. DPD has determined that the TMP is satisfactory to address traffic impacts as well as any parking-related impacts.

Emergency Vehicles

56. As part of the proposal, a new Emergency Room with related emergency vehicle access would be located in the proposed replacement Hospital wing located at the North/Northwest portion of the campus. As designed, the facility and its location will not meet underlying zoning requirements for Institutions where the underlying zoning is residential. Specifically, SMC 23.45.100 indicates that "Institutions which are the origin or destination of emergency vehicles which emit noise specifically exempted by Chapter 25.08 shall be located only on an arterial street as designated in Chapter 11.18 of the Seattle Municipal Code (Traffic Code). Access to emergency entrances for such institutions shall also be located on the arterial." However, the location of the emergency access may be and is approved with this MIMP, as allowed under SMC 23.69.028A1.

Vehicular and Pedestrian Circulation

57. Vehicular circulation to and within the Swedish campus has been and continues to be a central concern of the CAC and Swedish. Pedestrian circulation across the site is also an important consideration due to the relationship with differing institutions, surrounding neighborhoods, as well as within the institutional MIO. Pages 18-28 of the MIMP provide discussion and analysis of locations for both pedestrian and vehicular access to existing, planned and potential projects. Swedish will prepare a Wayfinding Plan to address vehicular and pedestrian traffic.

DPD and CAC Reports

58. The DPD report contains a summary and analysis of the proposed MIMP, as required by SMC 23.69.032(E), a rezone analysis for the changes to MIO heights within the major institution boundaries, a SEPA analysis, and proposed conditions. The DPD conditions, as modified by the Examiner, appear at the end of this recommendation in the Appendix.

59. The Citizens Advisory Committee (CAC) issued its final report with recommendations in June 2005. While recommending certain modifications, some of which are discussed below, the overall thrust of the CAC report is that the proposed Master Plan should be adopted along the lines proposed by Swedish.

Conclusions

1. The jurisdiction of the Hearing Examiner in this matter is pursuant to SMC Chapters 23.69 and 23.76 SMC.

2. The Director's report contains an extensive analysis of the proposed MIMP in light of the applicable criteria contained in SMC 23.69.032.E. Except as otherwise indicated below, the Director's analysis and conclusions are adopted herein.
3. There are no elements or environmental issues that have not been adequately addressed by the proposed MIMP and recommended conditions, all of which have been agreed to by the applicant, CAC and Director.
4. The two proposed rezones (for height) that have been proposed as part of the MIMP should be approved. (See Director's analysis at pages 21-34). The split zoning designation (MIO 90' and 240') that currently exists on the Columbia Building Block would adversely affect the future planned hospital replacement on this block (Project G). The other proposed rezone, of the Broadway Annex site, from MIO-70 to MIO-105, appears necessary in order for Swedish to construct the hospital replacement building and patient bed tower (Project D). Both proposed rezones would be consistent with the applicable rezone criteria. While the rezones could result in potential impacts related to bulk and scale, the impacts would be mitigated by the recommended MIMP conditions and rezone conditions, the existing platting pattern in the vicinity, and the width of arterials on the MIO boundaries.
5. Swedish's proposed MIMP is reasonable in light of the age of its existing facilities, the greater physical space demands associated with current health care delivery, and growing healthcare needs of our region's population.
6. The intent of the Seattle Comprehensive Plan Major Institution Goals and Policies is to balance the public benefits of growth and change of major institutions with the need to maintain livability and vitality of adjacent neighborhoods. Specific policies apply to issues such as expansion of MIO boundaries, development standards, rezones, on-going community involvement, and the ability of an institution to change with resulting public benefit. The Final MIMP sufficiently addresses these policies at pages 29-36.
7. The planned development and changes on the Swedish campus are consistent with the City's Comprehensive Plan. Swedish's proposed development is consistent with the Goals and Policies under Education and Employability and Health in the Human Development Element of the Comprehensive Plan. The mission of Swedish is to provide comprehensive health care to all segments of the region and to do so based on the latest needs of the population. Specific Comprehensive Plan Policies apply to issues such as development of a coordinated and efficient system of healthcare services, reduction of health risks caused by infectious diseases, with particular emphasis on populations disproportionately affected by these conditions such as infants, and development of a more flexible system of health care services that addresses the public's needs. The Final MIMP sufficiently addresses these policies at pages 37-40.
8. The proposed MIMP, as conditioned, appropriately mitigates impacts of the proposal. Approval will foster a reasonable balance of public benefits of development and change, with the need to maintain livability and vitality of adjacent uses and neighborhoods. Mitigation is summarized at the conclusion of this document in the form of recommended conditions to be attached to the approval of the final MIMP.

9. Swedish provides public benefits, and the proposed development would enhance its delivery of these public benefits consistent with its mission. Growth and change to the physical campus and facility improvements as directed by the master plan will allow Swedish to meet the existing and future healthcare demands of the region.

Master Plan Elements

10. The Master Plan elements (the Development Program, Development Standards, and Transportation Management Plan) comply with the Major Institution Code (SMC Chapter 23.69), and should be approved.

11. The development program, as set forth in pages 11-53 of the MIMP, is consistent with SMC 23.69.030. Although the planned and potential projects are at this time somewhat conceptual in nature, they would be subject to applicable City Codes and requirements, as would the skybridges, tunnels and alley vacation.

12. Development Standards. The development standards further the goals of the Master Plan and the Major institution Policies and should be approved subject to the recommended conditions. Specific aspects of development standards that were discussed at the hearing are discussed below:

13. Setbacks. Setbacks are discussed at pages 60-62 of the Final MIMP and in the recommended conditions. These setbacks, which include street-level setbacks at the campus perimeters and upper-level setbacks throughout the campus, are adequate to address transitions and the impacts of height, bulk and scale of planned and potential projects. The approach to providing upper-level setbacks described in the DPD Report reasonably mitigates bulk and scale impacts, while at the same time affording the institution minimum floorplates necessary to meet its operational needs.

As discussed in the findings above and as set forth in the recommended conditions below, these setbacks will apply to Swedish development if either: (1) SMC 23.69.030 is amended to delete the minimum setback requirement along public rights of way, in which case the amendment will be applied to the Swedish Final MIMP retroactively; or (2) DPD authorizes the recommended setback requirements via an Administrative Conditional Use Permit approved as part of the Master Use Permit for a planned or potential project.

14. Landscaping and Open Space. Landscaping is addressed in the Final MIMP at pages 61-62. The Final MIMP includes areas for landscaping within designated setbacks along Broadway, James and Boren Street. Street trees are provided for along all arterials as well as streets internal to the campus. Swedish shall meet or exceed the landscaping requirements of the underlying zoning at SMC 23.45.096(E)(1)(a-b). Figure 2.16 and Exhibit 7 show the location of existing open space areas and future open spaces. Due to the conceptual nature of planned and potential projects disclosed in the Final MIMP, some flexibility should be allowed in terms of future location of open space and the characteristics of open spaces provided. The Final MIMP should include a minimum open space requirement of 9.5% of total campus land area.

15. To reduce the impacts associated with the increase in traffic, conditions are required to ensure that the impacts on the street system are adequately mitigated. The mitigation measures, detailed in the EIS, would help in improving and maintaining the street system at optimal levels for traffic flow. The proposed transportation management plan (described in the Final MIMP at pages 67-71, is consistent with Director's Rule 14-2002, provides mitigation for traffic congestion as well as parking-related impacts, and should be approved.

16. Parking. The analysis in the FEIS supports the amount of parking to be provided. The amount of parking to be provided is also within code allowances detailed in SMC 23.54.016. Mitigation measures to be implemented at the time of planned and potential projects appear at the end of this recommendation in the Appendix.

17. Wayfinding is a central concern of the CAC. The issue of wayfinding was also the subject of public testimony at the hearing. Swedish will prepare a Wayfinding Plan to address vehicular and pedestrian traffic traveling in and around the Swedish First Hill Campus.

18. Swedish does not have public view places protected under SEPA policies (25.05.675P and Attachment 1). Because views in the area are generally limited and localized with some distant mountain and water views to the West and East from higher elevations/upper floors, and there are no designated view corridors in the area, view impacts will be negligible. The limited views that do occur along public right of ways will not be impacted by the Final MIMP. No view corridor standards apply.

19. The Design Guidelines included at Attachment A to the CAC report are to be included as an appendix to the MIMP. These guidelines include provisions relating to site planning, relief from bulk and scale, access, landscape/hardscape/open space features, and building materials. The Design Guidelines will be used by a standing CAC for evaluation and concurrence of all planned and potential projects outlined in the MIMP prior to the submission of an application for a Master Use Permit.

20. The Final MIMP proposed by Swedish sets forth a reasonable program to guide Swedish's future development. To the extent that the development contemplated and identified would have impacts on the surrounding neighborhood, the recommended conditions would mitigate the impacts of Swedish's projects, without unnecessarily constricting its ability to meet its vision and goals.

Recommendation

The Examiner recommends that the proposed Major Institution Master Plan for Swedish Health Services, including the proposed rezones, be **APPROVED** with the following conditions:

Recommended Conditions – Major Institution Master Plan

General

1. Adoption and implementation of all FEIS conditions and mitigating measures set forth in the Appendix.
2. The creation of a Standing Advisory Committee to review and evaluate all proposed and potential projects prior to submission of a Master Use Permit application.
3. Prior to the approval of any Master Use Permit for construction of a Planned or Potential project as outlined in the MIMP, the review of a proposed Wayfinding Plan by the standing CAC and approval of the Plan by DPD shall occur, to include the following elements:
 - Signage and other measures to direct motor vehicles to parking locations in ways that minimize adverse impacts on the surrounding neighborhood
 - Increase pedestrian safety and convenience
 - Traffic Management plan for the existing parking facilities, in particular to the Nordstrom Garage
 - Improvements that promote better distribution and circulation to existing parking facilities
 - How the location of the emergency access will impact traffic circulation
 - Parking demand management programs to improve on access and supply of parking throughout the campus
 - Proposed improvements to rights of way that support better access to and within the campus
 - An analysis of current and proposed parking including the location of short and long term parking for visitors and staff
4. The Design Guidelines included at Attachment A to the CAC report shall be an appendix to the MIMP. The Design Guidelines will be used by the standing CAC for evaluation and concurrence of all planned and potential projects outlined in the MIMP prior to the submission of an application for a Master Use Permit. In addition, the site-specific design guidelines recommended on pp. 8-12 of the CAC report shall be considered by the standing CAC in its review and comments on planned and potential projects.
5. The creation of a Construction Management Plan to be reviewed and approved by the CAC prior to the approval of any planned or potential project discussed in the MIMP. This Plan should be designed to mitigate impacts of all planned and potential projects, to include mitigating measures to address the following:

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

Development Standards

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

- a) SMC 23.69.030 is amended to delete the minimum setback requirement along public rights-of-way, in which case the amendment will be applied to the Swedish Master Plan retroactively; or
- b) DPD authorizes different setback requirements via an Administrative Conditional Use Permit approved as part of the Master Use Permit for a planned or potential project in the approved Master Plan.

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

- I. Street-level setbacks shall be provided as shown in the approved Master Plan in Section 3 and Figure 3.2 (i.e., 10' or 5' setbacks on all MIO boundaries and no setbacks internal to the MIO District);
- II. As generally depicted in Figures 2.13 and 2.17 of the MIMP, upper-level setbacks shall be provided for the tower portion of projects (above base structures) in MIO zones with height limits greater than 70' as determined by DPD in consultation with Swedish and the Standing Advisory Committee; provided that no setbacks shall preclude Swedish from achieving the minimum tower floor plates shown in Table A below in the absence of substantial and compelling reasons to protect the health and safety of the public.

Table A

Minimum Required Floorplates for Tower Structures

Project A	14,000 GSF
Project B	45,000 GSF
Project C	45,000 GSF
Project D	35,000 GSF
Project E	30,000 GSF

Project F 25,000 GSF
Project G 30,000 GSF

7. Landscaped Areas and Plazas designated on the Open Space inventory on Page 51 of the MIMP shall be amended to require Landscaped Areas and Plazas as follows:

- Increase required Open Space from 5% to 9.5%, or approximately 62,000 square feet
- Open Space areas shall include existing and proposed setback areas identified in the MIMP, to the extent that they meet the criteria in the proposed Design Guidelines
- Open Space should be provided in locations at ground level or, where feasible, in other spaces that are accessible to the general public
- The MIMP should be amended to include Exhibit 7, a map of future open spaces, which may be modified as long as the 9.5% figure is maintained.
- To ensure that the 9.5% open space standard is implemented with the MIMP, each planned or potential project should identify an area that qualifies as Open Space as defined in this MIMP.
- Open Space that is specifically designed for uses other than landscape or building setback area, such as plazas, patios or other similar functions, should include improvements to ensure that the space contains Usable Open Space as defined under SMC 23.84.028.

Recommended Conditions – Rezone

The following conditions are recommended as part of the requested rezone:

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

Recommended Conditions - SEPA

10. Additional environmental review may be required for individual Master Use Permits per SMC 25.05.600 to disclose and mitigate site specific impacts of planned and potential projects.
11. An update to the wind study appendix should be provided for all planned and potential structures under the MIMP located along Minor, to determine what if any mitigation for wind impacts on pedestrians is required.

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

13. Implementation of all FEIS conditions concurrent with adjacent development (See Appendix).

Entered this 31st day of August, 2005.



Anne Watanabe
Deputy Hearing Examiner

APPENDIX

FINAL ENVIRONMENTAL IMPACT STATEMENT (FEIS) CONDITIONS

Mitigation of Long-Term Impacts

EIS-1 Earth

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

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

- Replacing higher seismic risk structures with buildings built to current standards.
- Replacing structures that can not support the weight of modern diagnostic equipment and file storage systems.
- Replacing structures that do not have efficient floor plans for modern patient services.

- Develop a central plant and utility service tunnel that will be designed to the highest seismic safety level (operational level) to reduce loss of services during an earthquake. Since utilities are vital to continuing service in many of the structures and emergency services they will be designed as an essential facility. This level of design criteria is more stringent than building code requirements but for the reasons given above is thought to be an important improvement at minimal added construction costs.
- Older utility systems will be replaced with new services that are secured by better seismic bracing. This will reduce disruption to hospital services caused by breakage of piping. Reports from recent California earthquakes have shown that water damage alone has shut down and caused evacuation of major hospitals even in a moderate earthquake, at a time of great need.

EIS-2 Air

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

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

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

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

- When making construction contracts, require that contractors are at the least using ultra-low-sulfur-diesel (available in Puget Sound—"biodiesel"), and ideally have equipment that has been retrofitted with diesel control technology.
- Ongoing anti-idling measures (with applications as simple as posted signboards) can be taken to reduce diesel particulate matter (DPM) near the loading docks.
- Maintaining contracts with operators who practice regular fleet maintenance will likely help to reduce DPM in the area.

EIS-3 Water

See Utilities.

EIS-4 Energy

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

EIS-5 Natural Resources

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

EIS-6 Environmental Health/Noise

Hazardous Materials and Waste

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

Asbestos

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

Noise/Building Operation

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

- Acoustical reprints will be completed with permit applications if any major noise operations are proposed.

EIS-7 Land Use/Plans

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

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

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

EIS-8 Population/Employment

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

EIS-9 Housing

Impacts to neighboring residents could be mitigated by including retail amenities on the ground floor of new, non-hospital projects particularly along Madison Street. This would address the goals of the neighborhood plan, encourage pedestrian traffic and provide new retail options for local residents. The P1 pedestrian overlay zone along Madison requires street-level uses including retail, eating/drinking, customer service office, entertainment, etc. Swedish proposes to meet the P1 zone requirements to mitigate impacts and reinforce the intended pedestrian oriented streetscape.

EIS-10 Light Glare Shadows

- Shield exterior lighting fixtures and direct site security lighting away from any nearby residential or other sensitive receivers.
- Utilize low-reflectivity building glazing and building materials throughout the campus
- Install screening or shielding to minimize spillover lighting impacts, particularly across from sensitive receivers
- Provide landscape features and street trees to diffuse or obscure direct light and glare impacts
- Use materials and surface design details to minimize glare impacts, including skybridges crossing over streets

- Consider timers and other lighting controls to minimize spillover illumination impacts and generally reduce ambient light levels
- Include pedestrian oriented lighting for safety along sidewalks, parking areas, street crossings, and building access points

EIS-11 Aesthetics

Proposed mitigation may include:

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

EIS-12 Historic Preservation

None proposed

EIS-13 Transportation and Parking

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

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

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

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

- Remove on-street parking on one side of Marion Street and Minor Avenue within the project site.
- Limiting on-street parking to one side of the street will provide adequate lane widths for opposing vehicles to pass within the existing 30-foot street widths. The proposed parking garages would have sufficient capacity to accommodate the displaced parking.
- Improve operations at the Nordstrom Garage access on Madison Street to avoid impacting traffic flow at the Madison Street / Summit Avenue intersection. Potential improvements include: Enhanced way-finding signing to other on-site garage locations to reduce demand at the Nordstrom Garage including directing hospital visitors to the Broadway garage; Allow pre-paying parking tickets before returning to cars in the garage to enable faster exiting; Provide an express exit for valet operations so they would not be subject to waiting in line with other exiting vehicles; Increased staffing during periods of peak demand on weekdays; Provide multiple reversible entry and exit lanes corresponding with peak flows; Improve visibility and use of the existing Boylston Avenue garage entry/exit; have garage users pay their parking fees at a central location before returning to their cars in order to reduce delays at the garage exit lanes; provide a separate exit line for monthly parking card holders; and consider directing only visitors of the Nordstrom and Arnold Buildings to this garage.
- Explore a full range of Madison/Summit access improvements, including garage changes, external changes, and programmatic changes.
- Implement a comprehensive campus wayfinding plan. Traffic management and pedestrian access should be addressed. Directing and parking cars and pedestrian convenience and safety may be improved by physical and operational actions. Phased implementation would occur with each building project contributing to the comprehensive campus improvement.

EIS-14 Transportation Management Program

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

- Fully subsidized transit passes
- Fully subsidized ferry walk-on

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

EIS-15 Public Services

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

EIS-16 Utilities

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

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

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

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

Mitigation of Short-Term Construction Related Impacts

EIS-17 Earth

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

- Temporary sediment catchment basins would be constructed near site drainage exit points to catch sediment runoff.
- Construction would be done during the drier parts of the year, when possible, and disturbed area would be re-paved or re-planted as soon as possible.
- Conduct further geotechnical investigations as part of project design to engineer the appropriate demolition, excavation and shoring techniques.
- Silt fences would be placed at the lower side of construction sites to reduce the amount of sediment transport.

- When possible, construction vehicle wheels would be washed before leaving the site to minimize the amount of soil tracked on to nearby streets.
- Cover truck loads when possible, to minimize spillage and wind blown dust.
- Streets impacted by construction traffic would be cleaned regularly by the contractor.
- Identify material disposal sites and coordinate route planning with SDOT, SPD, and SFD.
- Post construction conditions on site.

EIS-18 Air

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

EIS-19 Environmental Health/Noise and Vibration

Construction

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

- Select quieter demolition methods, where possible. For example, sawing slabs into sections that can be loaded on trucks is a quieter process than demolition by pavement breakers.
- Equip portable pneumatic drills and pavement breakers with exhaust mufflers, when possible.

EIS-20 Transportation and Parking

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

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

EIS-21 Public Services and Utilities

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