

Annual Major Institution Status Report Swedish Medical Center / Cherry Hill Campus Annual Report – 2022

[Pursuant to DPD Director’s Rule 9-99]



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I. Introduction

A. Name of Institution: **Swedish Medical Center / Cherry Hill Campus**

B. Reporting Year: **2022**

C. Major Institution Contact:

Andrew Davis, Chief Real Estate Officer
747 Broadway
Seattle, Washington 98122
Phone: 425-375-5223
Email: andrew.davis2@swedish.org

D. Master Plan Adoption Date:

July 8, 2016 (Ordinance No. 125037)

No subsequent amendments have occurred.

The Master Plan is available at:

[https://www.seattle.gov/Documents/Departments/Neighborhoods/MajorInstitutions/SwedishCherryHill/Cherry%20HillCompiledMIMP_2016_07_08\(0\).pdf](https://www.seattle.gov/Documents/Departments/Neighborhoods/MajorInstitutions/SwedishCherryHill/Cherry%20HillCompiledMIMP_2016_07_08(0).pdf)

II. Progress in Meeting Master Plan Conditions

This report covers the reporting period 2019-2022.

List of conditions and status of fulfillment (progress made, level of compliance, strategies used and success, future measures to be used). Conditions are distinguished by italic type.

A. General overview of progress made up to and including 2022 in meeting the goals and conditions of the approved Master Plan:

In 2016, the Seattle City Council adopted Swedish Cherry Hill's Major Institution Master Plan (MIMP) for its Hospital Expansion Project (Ordinance No. 125037). This plan approves development that will increase the hospital's square footage up to 2,753,000 square feet over the next 30 years. Swedish Cherry Hill will not be issued a Master Use Permit (MUP) to begin development until it is able to meet its current Transportation Management Plan (TMP) goal of no more than 50% of peak hour commute trips being made by single occupant vehicles (SOV). **In 2019, the campus surveyed its tenants and collectively achieved a 45.3% SOV rate. A CTR Survey was not conducted in 2021 and was postponed to the fall of 2022. The official results of the 2022 CTR Survey from WSDOT will be available in early 2023.** The City's ordinance can be found in Attachment 1 of this report.

B. Complete list of Master Plan approval conditions:

The Swedish Cherry Hill Master Plan was adopted July 8, 2016. The majority of conditions that are required as part of the development process could not begin until Swedish Cherry Hill met its TMP goal defined in Condition 3 of the MIMP. Therefore, the primary focus since then has been on the campus achieving its TMP goal. Information on progress towards the Swedish Cherry Hill TMP goal can be found in Section V of this report. In addition to TMP activities, Conditions 12 (Concept Streetscape Design for 187th Avenue) and 14 (Wayfinding Guidelines) have been submitted to the City for review and comment. Berger Partnership and TGB Architects provided and reviewed these documents with the Standing Advisory Committee (SAC) at the November 28, 2017, meeting. A summarized version of the City Council conditions for this Master Plan along with any progress or milestones achieved in the 2019-2022 period are listed in Table 2.1 below.

Table 2.1		
Item	Council Findings Conclusions and Decision Comments	2022 Update
A		
Master Plan Review		
1	<i>Master Plan Review. Five years after adoption of the Master Plan and every 5 years thereafter, Swedish Medical Center in cooperation with its Standing Advisory Committee (SAC) shall hold a public meeting to review its annual report and other information intended to illustrate the status of plan implementation. The meeting shall be widely advertised to the surrounding community and involve opportunity for public comment.</i>	Current Master Plan was adopted in July 2016. A 5-year review, due in 2021, was postponed due to challenges created by a global pandemic. It is anticipated that a public meeting will be held in 2023.
2	<i>Schematic and Design Review. The 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.</i>	In 2018, the SAC commented on the proposed design project for 18th Ave Medical Office Buildings (MOB) developed and owned by Sabey. The SAC shared their feedback on the design, materials, scale, modulation, noise concerns, drainage issues, etc. in their “18th Ave Building Comment Letter” that was submitted to SDCI in December 2018.
B		
Transportation, Loading and Transit		
3	<i>TMP Goal Prior to First Issuance of Building Permits. The goal for the TMP in the Master Plan will be to achieve an employee SOV rate of 50 percent prior to approval of the first building permit, including demolition, allowed under the Master Plan.</i>	In the last survey in 2019, pre-pandemic period Swedish Cherry Hill was exceeding its 2017 TMP goal of 50 % with a campus SOV rate of 45.3%, a decreased from 2017 survey of 47.9%. A new survey was conducted in the fall of 2022, and official results from WSDOT will be available early 2023. Information on progress towards the Swedish Cherry Hill TMP goal can be found in Section V of this report
4	<i>Application of TMP Goal. The TMP goal will apply to everyone who works within the Swedish-Cherry Hill MIO at least 20 hours/week and arrives for work between 6:00 AM and 9:00 AM.</i>	Employees who work within the Swedish-Cherry Hill MIO at least 20 hours/week and arrive for work between 6:00 AM and 9:00 AM. All applicable employees and tenants participated in the TMP and were surveyed in 2019 and 2022. Results of the 2019 survey are listed in Tables 5.1 & 5.2 of Section V of this report. The official results of the 2022 CTR Survey from WSDOT will be available in early 2023.
5	<i>TMP Goal Reduction Over Life of Master Plan. The TMP SOV goal of 50 percent shall be further reduced by 2</i>	In 2019, campus met 50% goal by achieving a 45.3% SOV rate, a 2.6%

	<i>percentage points every two years to a maximum 32 percent SOV goal in 18 years.</i>	reduction from 47.9% SOV rate in 2017. The official results of the 2022 CTR Survey from WSDOT will be available early 2023.
6	TMP Review. <i>As part of the Master Use Permit review process for future projects developed under this Master Plan, assess TMP performance and apply updated TMP elements.</i>	Information on Swedish Cherry Hill TMP plan can be found in Section V of this report and will be reviewed in conjunction with any future project.
7	Bicycle Parking. <i>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 within 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 located so as not to conflict with motor vehicle parking. Shower facilities and locker rooms should be close to the bicycle parking area.</i>	No new bicycle parking facilities were added in 2018-2022. Any future additional bicycle facilities will incorporate these design elements. Additional details regarding bicycle parking can be found in Section V of this report. New bicycle parking will be added in several locations with the 18th Avenue development. A Bicycle cage and lockers are available for in the Swedish parking garage. Bicycle racks are strategically located throughout the campus.
8	Pronto Bikeshare Program. <i>When the Pronto Bikeshare Program is extended to the Swedish Cherry Hill neighborhood, as determined by the SDOT, Swedish shall install and pay for a bikeshare station within the campus boundaries and offer discounted bikeshare memberships to all campus employees.</i>	Since 2017, Pronto Bikeshare Program is no longer in operation. “Dock-less” bikeshare providers currently operate within the city limits. The campus is currently open to exploring bikeshare partnership options while continuing to promote bikeshare services to employees.
9	Capital Improvements. <i>Prior to issuance of the first Master Use Permit for development under the Master Plan, receive SDOT concept approval for capital improvements at the following locations identified in the table in Attachment 2 of this report in the section labeled Seattle City Council Findings, Conclusions, and Decisions, on pages 26 and 27. The capital improvements at these locations shall be constructed prior to issuance of the Certificate of Occupancy for the first building associated with this MUP.</i>	Sabey submitted design/drawings to SDOT in 2018. The 16th and Cherry signalization was determined to be unnecessary by SOTO and was eliminated from the capital improvement plan.

10	<p>Project Level Traffic Safety Evaluation and Implementation. <i>As part of the review process for master plan projects, review the intersections identified in Attachment 2 of this report in the section labeled Seattle City Council Findings, Conclusions, and Decisions, on pages 26 and 27. If impacts are identified, specific mitigation and the level of responsibility for each location would be identified as a condition of MUP approval.</i></p>	<p>The August 2018 Transportation Impact Analysis included a safety and operations review within the study area, inclusive of those key intersections defined in the MIMP condition. Based on the level of traffic projected for the proposed development, and potential impacts to operations and safety, no improvements were identified for the project for the proposed project.</p>
11	<p>Cut-Through Traffic Evaluation and Mitigation. <i>To maintain and improve pedestrian, bicycle safety, and reduce the impact of cut-through traffic on nearby residents, as part of the review process for master plan projects, the transportation analysis shall include an analysis of the existing and projected cut-through traffic impact on non-arterial streets related to employee, delivery, and visitor vehicles.</i></p>	<p>In 2018, neighborhood impact assessment was conducted focusing on current travel patterns around Swedish. Based on methodologies described in the Transportation Impact Analysis, it is estimated that up to 10 percent of the Swedish related traffic utilized non-arterials during the study duration. Considering this percentage and total vehicular trip generation associated with this project, less than 5 additional vehicles would be projected to utilize non-arterial streets with the completion of the 18th Avenue Development.</p>
12	<p>Concept Streetscape Design Plan for 18th Avenue; <i>Prior to submittal of the first Master Use Permit for development of the 18th Avenue half block, submit to SDOT for review and obtain SDOT's approval of a concept streetscape design plan for both sides of 18th Avenue between East Cherry and East Jefferson Streets. Swedish Cherry Hill shall submit a draft of the plan to the SAC for its review and comment concurrent with the review by SDOT. The plan shall be prepared consistent with the provisions of the Seattle Right-of-Way Improvements Manual, and with Seattle Greenway standards if 18th Avenue is designated as a Seattle Greenway. Elements of the concept streetscape design plan for 18th Avenue must include but are not limited to wayfinding for both pedestrians and bicyclists and pedestrian scale lighting and landscaping along building frontages. If the street is designated as a Greenway the design must follow SDOT standards for Greenways. Stated elements and design requirements may be modified by SDOT.</i></p>	<p>In 2018, as part of Sabey's 18th Ave MOB project, a Concept Streetscape Design Plan for 18th Avenue and Wayfinding Guidelines for Swedish Cherry Hill was submitted to the City for review and comment. Berger Partnership provided and reviewed documents with the SAC and provided an opportunity to give comments and feedback on the plan and guidelines.</p> <p>18th Ave has been selected as a greenway and as part of the Sabey 18th Ave approved MOB project the streetscape design is consistent with the requirements as required by SDOT.</p>

13	<p>Concept Streetscape Design Plan for Each Street Frontage Containing Pocket Parks. Prior to Master Use Permit submittal for each development abutting a street frontage that will contain a pocket park, submit to SDOT for review and obtain SDOT's approval of a concept streetscape design plan for the street frontage adjacent to the campus. Swedish Cherry Hill shall submit a draft of the plan to the SAC for its review and comment concurrent with the review by SDOT. The plan shall be prepared consistent with the provisions of the Seattle Right-of-Way Improvements Manual. Elements of the concept streetscape design plan must include, but are not limited to the elements of the pocket park; wayfinding for both pedestrians and bicyclists; and pedestrian scale lighting and landscaping. Stated elements and design requirements may be modified by SDOT.</p>	<p>A Pocket Park is not planned for Sabey's 18th Avenue MOB project.</p>
14	<p>Wayfinding Plan. Prior to submittal of the first Master Use Permit application for development under the Master Plan, submit to DPD for review and approval a comprehensive wayfinding plan that identifies the goals of the wayfinding plan (including/safety and legibility) and incorporates entry points to and through the campus for pedestrians, bicyclists, and motorists. DPD shall consult with SDOT in its review. Swedish Cherry Hill shall submit a draft of the plan to the SAC for its review and comment concurrent with the review by the City. Approval of this plan is required prior to issuance of the first building permit for development under this Master Plan.</p>	<p>Wayfinding Guidelines for Swedish Cherry Hill were presented to the SAC at the November 28, 2017, meeting. At this meeting, the SAC was provided with an opportunity to give comments and feedback on the plan and guidelines. The plan was approved by SDCI/SDOT on October 26, 2018.</p>
15	<p>Wayfinding Plan. As part of each project, ensure that pedestrian and vehicular circulation needs are addressed in a manner consistent with the campus wayfinding plan.</p>	<p>Update included with activities associated with condition 14.</p>
16	<p>Campus Wide Dock Management Plan. Develop a campus-wide dock management plan to coordinate all deliveries to the loading berths along 15th, 16th, and 18th Avenues. This plan shall be developed and submitted to DPD and SDOT for review no later than submittal of the first Master Use Permit application for development under this Master Plan. Approval of this plan is required prior to issuance of the first building permit for development under this Master Plan. The dock management plan shall provide protocols on scheduling and timing of deliveries to assist in minimizing on street impacts of trucks waiting to access loading berths and state how the plan will be modified to address operational issues and future development.</p>	<p>A dock management plan was sent to DPD and SDOT in Fall of 2018. Comments were returned to Sabey and Swedish in October 2018. The final plan was submitted in 2020.</p>

17	Truck Delivery Routes. Assess truck delivery routes between Swedish Cherry Hill and I-5, along East Cherry Street and East Jefferson Street, and between I-90 and 23rd Avenue to identify potential impacts to roadways along those routes.	Part of the Dock Management Plan for condition 16.
18	18th Avenue Access. No more than two access drives shall be located along the east side of 18th Avenue.	Included in the Dock Management Plan for condition 16. As part of Sabey’s MOB project, one driveway curb cut is currently planned at mid-block to accommodate both ingress and egress of vehicles.
19	Garage and Loading Dock Access. As part of the review of each Master Use Permit application, DPD shall assess operational and safety conditions for proposed garage access and loading area locations. Included will be an assessment of pedestrian, truck, and vehicular circulation conditions, and an identification of safety deficiencies that could be remedied as part of the project under review.	Access to garage and loading dock areas are addressed in the Dock Management Plan as well as in the design submittal of Sabey’s 18th Ave MOB.
20	Updated Parking, Loading and On-campus Circulation Plan. With each Master Use Permit application, Swedish Cherry Hill shall provide an analysis of 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. Swedish Cherry Hill shall submit the analysis and plan to the SAC for review and comment concurrent with review by the City.	Included in the Dock Management Plan for Condition 16 and the design of Sabey’s 18th Ave MOB.
21	Pedestrian Facilities. 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 Swedish Cherry Hill Master Plan Design Guidelines.	Pedestrian facilities were being addressed concurrently with the design of Sabey’s 18th Ave MOB. Design features were reviewed and approved by SDOT.

22	<p>Transit Capacity Analysis. <i>As part of the review of master plan projects, the transit analysis shall include an analysis of the impact to public transit ridership on King County Metro routes that travel within 1/2 mile of the institution; If the project is expected to contribute to ridership such that capacity is exceeded on any route, according to King County Metro standards, the institution shall contribute a portion of the cost of adding the necessary capacity. This provision shall be required of the institution only if, at the time of review, it is consistent with City policy for requiring comparable major institutions to contribute to public transit capacity. Additional mitigation shall be determined at the time of each master use permit application, with the goal of increasing transit capacity and use and reducing travel times.</i></p>	<p>As part of the Final Environmental Impact Study (FEIS) submitted in 2014, a transit capacity analysis was conducted which determined that there was sufficient transit capacity to accommodate campus commuter needs. This determination is noted in Attachment 2 of this report in the section labeled Seattle City Council Findings, Conclusions, and Decisions, on page 16. Since the study was conducted, there has been no reduction in transit service to the campus and therefore no need to increase transit service to the campus.</p>
23	<p>King County Metro Transit Stops. <i>Swedish Cherry Hill shall coordinate with King County Metro to ensure existing transit stops are not impacted by development.</i></p>	<p>Sabey is coordinating with King County Metro and SDOT on any impacts the 18th Ave MOB may have on existing transit stops.</p>
24	<p>King County Metro Transit Stops. <i>Current transit stops along East Jefferson Street shall be incorporated into street improvement plans submitted with the first Master use permit application proposed under the master Plan.</i></p>	<p>Sabey is coordinating with King County Metro and SDOT on any impacts the 18th Ave MOB may have on existing transit stops and any required street improvements.</p>
25	<p>Recycling and Trash Receptacles. <i>Swedish Cherry Hill shall provide and maintain recycling and trash receptacles at any bus stop directly abutting Swedish Cherry Hill campus development.</i></p>	<p>Trash and recycling receptacles are provided at bus stops abutting the campus</p>
C	<p>Height, Bulk and Scale</p>	
26	<p>Features Exceeding MIO Height Limits. <i>Elevator penthouses and screened rooftop mechanical equipment may extend 10 feet above the MIO 37-foot height limit and 15 feet above the MIO 65, 105 and 160 MIO height limits. For the central campus hospital bed tower, elevator penthouses accommodating patient transport may extend an additional five feet for a total of 20 feet above the rooftop.</i></p>	<p>Sabey’s approved design for the 18th Ave MOB addressed these requirements and conditions.</p>
27	<p>Features Exceeding MIO Height Limits. <i>The combined total of all rooftop features located on a rooftop shall not exceed 15 percent of the total rooftop area</i></p>	<p>Sabey’s approved design for the 18th Ave MOB addressed these requirements and conditions.</p>
28	<p>Setbacks. <i>Future development shall comply with setbacks and design guidelines contained within the Swedish Cherry Hill Master Plan except as modified by these conditions.</i></p>	<p>Sabey’s approved design for the 18th Ave MOB addressed these requirements and conditions.</p>

29	<i>Setbacks Along East Property Line.</i> The half-block east of 18th Avenue shall have a rear 25-foot setback measured from the east property line. No structures, except fencing, shall be located within this 25-foot setback	Sabey’s approved design for the 18th Ave MOB addressed these requirements and conditions.
30	<i>Setbacks Along East Jefferson on Central Campus.</i> The setback shall be a minimum of 10 feet from the property line up to a height of 37 feet, and a minimum of 20 feet, measured from the property line, for portions of structure between 37 feet and 65 feet.	No relevant projects during this reporting period.
31	<i>Setbacks Along East Jefferson on West Campus.</i> Upper story additions to the existing parking garage shall measure 10 feet from the property line. If the existing garage is demolished and the site redeveloped, the structure setback at ground level up to 37 feet in height shall be a minimum 5 feet; for portions of structure above 37 feet, a minimum 15-foot setback measured from the property line is required.	No relevant projects during this reporting period.
32	<i>Setbacks Along 15th Avenue.</i> The setback shall be a minimum 5 feet from the property line.	No relevant projects during this reporting period.
33	<i>Setbacks Along 15th Avenue.</i> The setback from ground level to 65 feet in height shall be a minimum 5 feet from the property line. At 65 feet and above, the setback shall be a minimum of 15 feet from the property line for 50 percent of the facade width, and a minimum of 35 feet from the property line for 50 percent of the facade width.	No relevant projects during this reporting period.
34	<i>Setbacks Along 15th Avenue.</i> The setback shall be a minimum of 10 feet from the property line from ground level to height of 65 feet.	No relevant projects during this reporting period.
35	<i>Setbacks Along East Cherry Street.</i> The setback shall be a minimum of 10 feet from the property line up to a height of 37 feet, a minimum of 20 feet measured from the property line for portions of structure between 37 feet and 105 feet, and a minimum of 80 feet measured from the property line for portions of structure between 105 feet and 160 feet.	Sabey’s approved design for the 18th Ave MOB addressed these requirements and conditions.
36	<i>Setbacks Along 16th Avenue.</i> The setback shall be a minimum of 5 feet from the property line up to a height of 37 feet, and an additional 10-foot (total of 15 feet) setback at 37 feet in height or above.	No relevant projects during this reporting period.
37	<i>Setbacks Along 16th Avenue.</i> The setback shall be a minimum of 15 feet measured from the property line at heights between 37 feet and 160 feet. No setback is required for portions of structure below 37 feet in height.	No relevant projects during this reporting period.

38	<p>Setbacks Along 16th Avenue. <i>There shall be no required setback for portions of structure below 37 feet in height. Above a height of 37 feet, the building facade shall be set back a minimum of 5 feet from the property line for a minimum of 45 percent of the width of the facade and 30 feet from the property line for a minimum of 55 percent of the width of the facade.</i></p>	<p>No relevant projects during this reporting period.</p>
39	<p>Modulation Facing East Property Line. <i>Facades facing the east property line of the 18th Avenue half block, shall have no unmodulated facades greater than 40 feet in length. Required modulation on the east facade shall have a depth no less than five feet and width no less than ten feet.</i></p>	<p>Sabey’s approved design for the 18th Ave MOB addressed these requirements and conditions.</p>
40	<p>Modulation At Other Property Lines. <i>Along East Jefferson and East Cherry Streets, no unmodulated facade shall exceed 90 feet in length. Along 15th Avenue, no unmodulated facade shall exceed 105 feet. Along 16th and 18th Avenues, streets interior to the campus, no unmodulated facade shall exceed 125 feet in length. Modulation shall be achieved by stepping back or projecting forward sections of building facades.</i></p>	<p>Sabey’s approved design for the 18th Ave MOB addressed these requirements and conditions.</p>
41	<p>Open Space Plan. <i>Prior to approval of the first Master Use Permit for development in the central campus, Swedish Cherry Hill shall present the open space plan for the main entry plaza and courtyard between the Annex and James Tower to the SAC for review and comment. DPD shall review prior to the issuance of the Master use Permit. The open space shall be improved prior to final occupancy of the issued building permit for the development.</i></p>	<p>No relevant projects during this reporting period.</p>
42	<p>Detailed Landscaping Plan. <i>Swedish Cherry Hill shall submit a landscaping plan with each Master Use Permit application to the SAC for review and comment prior to submittal to DPD for approval. Provide landscaping and open space for pedestrian interest, scale, partial building screening and building contrast. The landscaping shall be located at grade and not below street level as in the case of Cherry Street. The SAC shall use the Design Guidelines as a benchmark for review and comment on proposed landscaping.</i></p>	<p>Sabey’s approved design for the 18th Ave MOB addressed these requirements and conditions.</p>

43	<p>Detailed Landscaping and Fencing Plan for Rear Setback. Prior to the approval of a Master Use Permit for development on the east side of 18th Avenue, Swedish Cherry Hill shall develop a detailed landscaping and fencing plan for the rear setback area. Swedish Cherry Hill shall submit the landscaping and fencing plan to the SAC for review and comment prior to submittal to DPD for approval.</p>	<p>Property Owner, Sabey, met on October 30, 2019, with the residents on 19th Ave that are impacted by the fence and setback area on the east side of 18th Ave. Design for the landscaping and set back area were submitted for the proposed 18th Ave MOB to the SAC and SDCL. When the approved 18th Ave MOB project is underway, Sabey will meet with residents to finalize the fence design and installation scheduled.</p>
44	<p>Campus-Wide Green Factor. A campus-wide Green Factor of 0.5 percent shall be considered the minimum goal.</p>	<p>Green factor calculations will be calculated for each new project and tracked against the overall campus goal.</p>
45	<p>Tree Protection. During construction, protect the root system of existing trees identified to be maintained.</p>	<p>For the 18th Ave MOB project, the root system for the tree of significance on the neighboring resident's property has been identified and protected.</p>
46	<p>Tree Protection. Retention of existing street trees shall be encouraged. No trees shall be removed from the City right-of-way without approval of SDOT.</p>	<p>In 2022, Trees were removed with approval of SDOT as part of the 18th Ave UMP work.</p>
47	<p>Native Plants. Create green spaces that use native, noninvasive plants to reduce water and fertilizer consumption. To the extent feasible, all plants should be "pollinator pathway" certified.</p>	<p>No relevant projects during this reporting period.</p>
48	<p>Streetscape Activation. Design of new structures shall include special provisions to activate the streetscape along East Cherry Street, 15th Avenue, 16th Avenue and the east side of 18th Avenue through transparency, visible activity, canopies, and defined entries at grade level.</p>	<p>Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.</p> <p>No relevant projects for 15th and 16th Avenue for this reporting period.</p>
49	<p>Future Skybridge. The future skybridge shall be designed and constructed with materials that would contribute to transparency of the skybridge to the extent possible in order to minimize potential impacts to view corridors on campus. Height and width of skybridges shall be limited to accommodate the passage of patients and supplies between buildings. Approval of the location and final design of any skybridge will occur through the City's Term Permit process.</p>	<p>No relevant projects during this reporting period.</p>
50	<p>Future Skybridge. The term permit application for the skybridge shall contain an alternative of side-by-side skybridges and include modern architectural design features.</p>	<p>No relevant projects during this reporting period.</p>

51	Future Skybridges. No more than two skybridges shall be allowed under this Master Plan.	No relevant projects during this reporting period.
D	Revisions to Master Plan Text including Design Guidelines	
52	Eastern Block Height. Revise all references to MIO height on the half-block east of 18th Avenue to state an MIO height of 37 feet, except that the portion of this half block shown on page 53 of the Master Plan as having a height limit of 15 feet shall instead show that no above grade structure of any height is allowed at that location.	Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
53	Western Block Height. Revise all references to MIO height on the block west of 16th Avenue to state that the maximum height of development on the portion of the block with an MIO height of 160 feet shall be conditioned down to 125 feet.	No relevant projects during this reporting period.
54	Setbacks -Revise all references to setbacks to conform to the setbacks recommended in Conditions 28 through 38 above.	Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
55	Modulation Facing East Property Line. Revise all references to modulation along the east property line in accordance with Condition 39 above (" Modulation Facing East Property Line ").	Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
56	Modulation At Other Property Lines. Revise all references to modulation along property lines other than along the east property line in accordance with Condition 40 above (" Modulation At Other Property Lines ").	Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
57	Exemptions from FAR. Revise "Exemptions from FAR" on page 57 of the Master Plan to state: "Exemptions from FAR shall include: Portions of structures below grade; Mechanical penthouses located on the rooftop; and a 3.5 percent reduction in gross square feet located above grade to accommodate accessory mechanical and electrical areas within the structure."	No relevant projects during this reporting period.
58	Transit Subsidy/TMP King County Metro Transit Stops. Current transit stops along East Jefferson Street shall be incorporated into street improvement plans submitted with the first Master Use Permit application proposed under the Master Plan. To facilitate achievement of the 50 percent SOV goal, revise the first Transit TMP element to read as follows: "Provide all tenants with access to a 100% subsidy of transit pass cost including ferry and rail. When Swedish Cherry Hill has documented that its current goal (50% or less, depending on the year the goal is measured) has been achieved, transit pass subsidies may be reduced to 75% of the cost of a transit	Future transit stop improvements will be submitted as part of street improvement plan (SIP) package for SDOT review and approval. 2019 SOV rate was 45.3%. Swedish Cherry Hill campus exceeds current transit subsidy of 75%. Additional details on transit subsidy program can be found in Section V of this report.

	<i>pass including ferry and rail, or as adjusted as part of the annual TMP compliance review. If the current TMP goal has not been achieved, subsidies shall remain at 100%."</i>	
59	TMP Monitoring. <i>Revise the "Implementation & Monitoring" element of the TMP at bullet 5 to read: "Conduct biennial survey of TMP effectiveness in a form and manner established by DPD and SDOT. The survey shall include a directional capacity analysis of employees to determine whether those who do not use transit have access to the transit they would need to travel to and from the campus."</i>	Swedish Cherry Hill campus completed its biennial survey in the fall of 2019. A CTR Survey was not conducted in 2021 and was postponed to the fall of 2022. Results for 2022 will be available in early 2023.
60	Design Guidelines. <i>Revise the Design Guideline B.2.1.4 at page 160 to strike the first bullet: No unmodulated façade shall exceed 125 feet in length</i>	No relevant projects during this reporting period.
61	Design Guidelines. <i>Revise the Design Guidelines as follows: (Design Guideline comments omitted due to size of comments)</i>	No relevant projects during this reporting period.
E	Conditions - SEPA During Construction for Future Development	
62	Construction Management Plan - <i>To mitigate potential construction-related impacts, Swedish shall develop a CMP in conjunction with site-specific developments. This plan would be coordinated with the DPD Noise Abatement Office and SDOT, and must be submitted and approved prior to issuance of a building permit.</i>	Sabey submitted a CMP for the proposed 18th Ave MOB in 2018.
F	During Construction for Future Development- Air Quality	
63	<i>Swedish Cherry Hill shall participate in Seattle 2030 District Challenge.</i>	Sabey and Swedish will review participation in this association.
64	<i>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.</i>	Sabey submitted a CMP for the proposed 18th Ave MOB in 2018
G	During Construction for Future Development- Groundwater	
65	<i>The applicant shall submit a geotechnical report for each future site-specific building as part of the MUP application. The report would identify subsurface soil and groundwater conditions and would include measures for mitigating any identified impacts and discussion of whether low impact development (LID) techniques are appropriate in light of site specified conditions. Any proposal for LID facilities must include a plan for operation and maintenance of the facilities.</i>	Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.

H	<i>During Construction for Future Development- Noise</i>	
66	<i>Develop and implement a CMP that includes site-specific sound level reduction measures.</i>	Sabey's CMP for the approved 18th Ave MOB addressed these requirements and conditions.
67	<i>Use engine enclosures and mufflers on construction equipment.</i>	Sabey's CMP for the approved 18th Ave MOB addressed these requirements and conditions.
68	<i>Locate portable equipment as far as possible from sensitive receptors</i>	Sabey's CMP for the approved 18th Ave MOB addressed these requirements and conditions.
69	<i>Turn off equipment during periods of nonuse.</i>	Sabey's CMP for the approved 18th Ave MOB addressed these requirements and conditions.
70	<i>Use ambient sensitive broadband backup alarms</i>	Sabey's CMP for the approved 18th Ave MOB addressed these requirements and conditions.
71	<i>Place stationary equipment 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.</i>	Sabey's CMP for the approved 18th Ave MOB addressed these requirements and conditions.
72	<i>Place construction staging areas expected to be in use for more than a few weeks as far as possible from sensitive receivers.</i>	Sabey's CMP for the approved 18th Ave MOB addressed these requirements and conditions.
I	<i>During Construction for Future Development - Public Services</i>	
73	<i>Fence the portions of the site that are under construction during phased redevelopment, as well as monitor by surveillance cameras to help prevent construction site theft and vandalism.</i>	Sabey's CMP for the approved 18th Ave MOB addressed these requirements and conditions.
74	<i>During demolition and construction, meet LEED standard for the amount of recycled material with a minimum of 75 percent achieved.</i>	Sabey's CMP for the approved 18th Ave MOB addressed these requirements and conditions.
75	<i>Consult SFD to plan fire access routes to and on the site.</i>	Sabey's CMP for the approved 18th Ave MOB addressed these requirements and conditions.
76	<i>Review fire flow requirements and hydrant location/capacity with SFD to ensure adequate capacity.</i>	Sabey's CMP for the approved 18th Ave MOB addressed these requirements and conditions.
77	<i>During major development on the Swedish Cherry Hill campus, Swedish shall examine and report to DPD the impact of development on the public sewer infrastructure from the development site to where SPU's collection system connects to King County interceptors (~3,300 LF downstream).</i>	Sabey's CMP for the approved 18th Ave MOB addressed these requirements and conditions.

78	<i>In the event that a tunnel is constructed across 16th Avenue, Swedish Cherry Hill shall relocate public sewer and water mains that are impacted to carry flows around the impacted area.</i>	No relevant projects during this reporting period.
79	<i>Use low-impact development measures such as bio-retention cells or bio-retention planters where feasible to reduce the demand on storm water infrastructure. Any proposal for (<u>L</u>ow <u>I</u>mpact <u>D</u>evelopment) LID facilities must include a plan for operation and maintenance of the facilities.</i>	Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
80	<i>In addition to LID measures, major development on the Swedish Cherry Hill campus would trigger the need for flow control and water quality measures as part of the storm drainage design requirements for the site. Required water quality measures would involve following the Seattle storm water design guidelines and using the BMPs for water quality that would work effectively on the site while meeting the necessary requirements. BMPs that would likely be used include bio filtration tree wells, storm water filter units, or water quality vaults. There are also several other possible measures that could be used, but it will depend on site constraints and the amount of storm water that needs to be treated. Any proposal for LID facilities must include a plan for operation and maintenance of the facilities.</i>	Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
J	<i>During Operation - Greenhouse Gas Emissions Swedish should implement the following potential mitigation measures during future design and construction of buildings on campus:</i>	
81	<i>Natural Drainage and Green Roofs</i> - Where feasible, provide green roofs to provide additional open space, opportunities for urban agriculture, and decreased energy demands by reducing the cooling load for the building. As development planning occurs in conjunction with specific buildings on-campus, consider incorporation of green roofs associated with that building where feasible. Green Storm water Infrastructure (GSI) would be developed for flow control and water quality treatment to the maximum extent feasible. Any proposal for LID facilities must include a plan for operation and maintenance of the facilities.	Sabey's approved design for the 18th Ave MOB addresses these requirements and conditions.
82	<i>Native Plants</i> - Native plants are adapted to the local climate and do not depend upon irrigation after plant establishment for ultimate survival. Use native plants in landscaping to reduce water demand and integrate with the local ecosystem. Create green spaces that use native, non-invasive plants, to reduce water and fertilizer consumption, and align with good urban landscaping design practices.	Sabey's approved design for the 18th Ave MOB addresses these requirements and conditions.

	<i>To the extent feasible all plants should be pollinator pathway certified.</i>	
83	Waste Management and Deconstruction - <i>When existing buildings are demolished, identify opportunities to reduce the amount of waste being sent to the landfill with sustainable waste management strategies and by implementing aggressive demolition recycling. Some of the options that could mitigate waste generated by redevelopment on the Swedish Cherry Hill campus include onsite source separated recycling, potential reuse of demolition materials onsite, deconstruction of existing buildings, and salvage and reuse of building components.</i>	No relevant projects during this reporting period. In 2021, 3 structures along 18th Ave in the area of the approved 18th Ave MOB were demolished. As part of the demolition strategies were implemented to recycle as many materials as possible including lumber, architectural columns, animal kennels, etc.
84	Building Design - <i>Building design on the Swedish Cherry Hill campus should consider integrating a wide variety of green building features, including energy and water conservation, waste reduction, and good indoor environmental quality. Tools and standards that are used to measure green building performance could be used. Some options include Built Green, LEED and the Evergreen Sustainable Development Criteria. Develop custom green building guidelines to guide building design and construction. Some of the specific building design strategies that could be considered include solar panels for electricity generation or domestic solar hot water; energy star rated appliances; water conserving fixtures beyond code; low toxic materials, finishes, and flooring; energy and water sub-metering for individual units; high-efficiency fixtures such as dual flush toilets; toilet flushing and irrigation supplied by recaptured wastewater or rainwater; dual plumbing systems for all new buildings to accommodate water reuse; and wind-generated alternative energy. All buildings should be required to meet LEED for Healthcare or similar certification such as the Green Guide for Healthcare.</i>	Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
K	During Operation - Noise.	
85	<i>No mechanical equipment shall be located at grade between the structure and residential uses adjacent to the east property boundary of the campus</i>	Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
86	<i>All garage venting shall be directed away from residential uses adjacent to the campus.</i>	Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.

87	<i>Alternatives to mechanical maintenance equipment (e.g., leaf blowers, power washers, etc.) should be explored (such as sweeping or using a hose to wash driveways where feasible) or equipment that produces lower sound levels used. Equipment with internal combustion engines should not be utilized.</i>	Condition will be followed.
88	<i>Depending on the location of loading docks relative to residences, restrictions should be implemented to limit noisy deliveries to daytime hours.</i>	Condition will be followed.
89	<i>Exhaust vents for all underground parking facilities should be located and controlled to reduce noise at both on- and offsite residential locations and to ensure compliance with the City noise limits. Mechanical equipment operating at night has a 45 dBA limit at the adjacent residential zone.</i>	Sabey’s approved design for the 18th Ave MOB addressed these requirements and conditions.
90	<i>If mechanical maintenance equipment is needed for a specific task (e.g., power washing prior to painting), it should be scheduled during the weekday during normal business hours (9:00 AM to 5:00 PM) to coincide with higher ambient noise conditions.</i>	Condition will be followed.
91	<i>Loading docks should be designed and sited 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.</i>	Sabey’s approved design for the 18th Ave MOB addressed these requirements and conditions.
92	<i>Solid waste, compacting, composting, and recycling collection should (to the extent feasible) be designed to minimize or eliminate line-of-sight from collection/pickup points to nearby sensitive receivers.</i>	Condition will be followed.
93	<i>Solid waste, compacting, composting, and recycling collection times should be scheduled for daytime hours.</i>	Condition will be followed.
94	<i>To minimize noise impacts associated with HVAC and air-handling equipment, equipment should be selected and positioned to maximize noise reduction to the extent possible. When conducting analyses to ensure compliance with the Seattle noise limits, facility designers would assess sound levels as they relate to the nearby residential uses.</i>	Sabey’s approved design for the 18th Ave MOB addressed these requirements and conditions.
95	<i>To minimize the potential for noise impacts resulting from regular testing of new and existing emergency generators, the location of such equipment should be considered during building design relative to residences, and equipped with noise controls to minimize noise intrusion.</i>	Sabey’s approved design for the 18th Ave MOB addressed these requirements and conditions.

L	<i>During Operation - Aesthetics - Conditions for Master Plan approval is included to reduce or eliminate aesthetic impacts.</i>	
M	<i>During Operations- Light and Glare</i>	
96	<i>Use low-reflective glass and other materials, window recesses and overhangs, and facade modulation.</i>	Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
97	<i>Use landscaping, screens, and "green walls" to the extent practicable to obstruct light from shining to offsite locations.</i>	Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
98	<i>Restrict nighttime illumination of the site and selected buildings to provide lighting only when function or safety requires it.</i>	Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
99	<i>Equip interior lighting with automatic shut-off times. Install automatic shades installed where lighting is required for emergency egress.</i>	Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
100	<i>Use screens or landscaping as part of parking or structure design to obstruct glare caused by vehicle headlights.</i>	Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
N	<i>During Operation -Transportation -Conditions for Master Plan approval is included to reduce or mitigate transportation impacts.</i>	
O	<i>During Operation - Public Services - Police</i>	
101	<i>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.</i>	Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
102	<i>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.</i>	Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
P	<i>During Operation - Public Services - Solid Waste</i>	
103	<i>Continue implementation of waste reduction and recycling measure including an informational website, efficient use of materials and supplies, food and yard waste composting, hazardous waste recycling, and general office recycling.</i>	Cherry Hill campus has recycling, composting and regular waste disposal measures in place as appropriate for each building. Electronic recycling events are offered twice a year for tenants in James and Jefferson Tower. These programs will be included in any new project as well.

III. Major Institution Development Activity Initiated or Under Construction within the MIO Boundary during the Reporting Period.

- A. List & Describe Development Activity Initiated or Under Construction (Non-Leased Activity): **In preparation for the 18th Ave MOB project, 3 structures were removed in 2020 and 2021. In 2022, the Utility Master Plan project began along 18th Ave to upgrade water lines and move electrical and communication lines underground. The UMP project should conclude in 2023.**
- B. Leasing Activity to Non-Major Institution Uses: **All leasing activity is in compliance with the criteria established by the MIMP and governing SMC regulations.**
- C. Projects completed: **No development projects were completed during the reporting period.**

IV. Major Institution Development Activity Outside but within 2,500 Feet of the MIO District Boundary

None during this reporting period.

V. Progress in Meeting Transportation Management Program (TMP) Conditions: 2022

Transportation Management Program Performance

The Washington State Commute Trip Reduction (CTR) survey is the measurement tool used to track progress made by the Transportation Management Program (TMP). This survey records the commuting habits of employees and calculates the percentages of their trips taken by single occupant vehicles (SOV) as well as other commute modes. Swedish Medical Center, Swedish Medical Group, LabCorp, Northwest Kidney Center, and Sabey (representing small tenants) all complete CTR surveys every two years. Prior to 2016, smaller tenants followed the city's TMP schedule of surveying on even numbered years, while the larger tenants followed the city's CTR schedule of surveying on odd number years. Starting in 2016, to have consistent data collection, all campus tenants began surveying their employees in the same year. As part of the agreement to survey all tenants at the same time, the entire campus was required to survey again in 2017 so that moving forward, the campus would follow the city's CTR schedule because majority of the campus is considered CTR affected.

In 2019, the campus conducted a CTR survey and achieved a 45.3% SOV rate. A CTR Survey was not conducted in 2021 and was postponed to the fall of 2022. Results for the 2022 Survey will be available in early 2023.

Table 5.1 shows the SOV measurements of the Swedish Cherry Hill campus between 2014 and 2019.

Table 5.2 shows the individual mode splits for each campus population from the most recent survey which has results available from 2019.

The success achieved in 2019 by Swedish, Northwest Kidney Center and Sabey is attributed to increased education and outreach efforts made with each population, most notably the Swedish organizations, which benefited from the launch of their Caregiver Commute program in October of 2016. Conversely, LabCorp experienced turnover in key transportation roles responsible for engaging their employees and encouraging them to choose an alternative commute mode resulting in a slight uptick in their SOV rate from previous years.

The Swedish Cherry Hill campus intends to survey the campus population again in 2024.

Table 5.1					
Campus-Wide Mode Split	2014	2016	2017	2019	Change from Previous Survey
Drive-Alone	57.50%	56.70%	47.90%	47.00%	-9%
Transit (Bus, Train, Streetcar)	20.60%	19.10%	23.20%	20.00%	-3%
Rideshare (Vanpool & Carpool)	11.50%	9.40%	13.70%	16.30%	2.60%
Telework/Compressed Work Week	1.30%	3.30%	3.50%	5.40%	1.90%
Bike	1.70%	2.90%	3.10%	2.20%	-0.90%
Walk	4.50%	5.60%	5.70%	6.00%	0.30%

Table 5.2					
2019-Individual Population Mode Split	Sabey	Swedish Medical Center	Swedish Medical Group	LabCorp	NW Kidney Center
Drive-Alone	55.10%	45.30%	45.70%	54.20%	80.10%
Transit (Bus, Train, Streetcar)	19.70%	19.30%	27.20%	19.10%	6.70%
Rideshare (Vanpool & Carpool)	9.40%	11.40%	10.80%	14.20%	7.70%
Telework/Compressed Work Week	1.60%	7.80%	5.80%	0.90%	0.00%
Bike	7.90%	1.80%	4.50%	0.00%	0.00%
Walk	5.10%	5.80%	4.60%	8.00%	2.80%

2022 Transportation Management Program Activities & Milestones:

Swedish continues to work towards improving and innovating the transportation program at Swedish Cherry Hill. Our current commuter program “Caregiver Commute” provides the solution to the common commute. Caregiver Commute helps Swedish reduce the impact the organization has on the neighbors and the community, helps Swedish meet the regulatory requirements, and build for a sustainable future. Whether employees are interested in riding transit, finding a vanpool or carpool partner, walking, biking, or parking, Caregiver Commute provides an innovative transportation program that employees benefit from. At Swedish, employees can choose diverse ways they get to work by providing employees with the flexibility to choose commute option each day. Swedish’s Caregiver Commute program helps employees tailor their daily commute by acting as their "one stop shop" for all transportation needs. All other tenants on campus have access to an ORCA passport program at a significantly subsidized rate.

Swedish continues to cap the employee SOV monthly parking pass distribution to employees with a date of hire prior to June 1990, unless needing their car for work or if in a manager or above position. Swedish Cherry Hill strongly encourages carpool and vanpool commuting and does not restrict HOV parking on campus based on hire dates or job title. Swedish and Sabey continue to fund and support the RPZ program around the campus. Swedish believes the effectiveness of the RPZ program is an essential element to the success of the TMP program at the Cherry Hill Campus.

This program builds on Swedish’s previous efforts that focused on providing incentives for employees to ride the bus, carpool, vanpool, and disincentives for employees that choose to drive alone. Caregiver Commute is actively promoted throughout the year and continues to identify opportunities to influence behavior change including promoting the program at new employee orientations.

Table 5.3 provides a complete 2022 update of TMP activities at the Cherry Hill campus. Items in **BOLD** are activities that support specifically required elements of the current campus TMP.

Table 5.3		
Element	Description	2022 Institution Update
Transit	Provide all tenants with access to a 100% subsidy of transit pass cost including ferry and rail. When Swedish Cherry Hill has documented that its current goal (50% or less, depending on the year the goal is measured) has been achieved, transit pass subsidies may be reduced to 75% of the cost of a transit pass including ferry and rail, or as adjusted as part of the annual TMP compliance review. If the current TMP goal has not been achieved, subsidies shall remain at 100%. Engage with tenants to inform about employee transportation benefits and options.	Swedish provides 90% subsidized ORCA Passport cards to all employees. As part of the ORCA passport program, Swedish employees receive a \$90 per month subsidy that can be used toward vanpool fare and a 100% subsidy for van share fares. Starting in January 2023 Swedish will begin to cover 100% subsidies for all qualifying vanpools. Three other ORCA Passport programs are subsidized on the Cherry Hill Campus: Sabey’s small tenant group subsidizes 100% of the cost; LabCorp 73%; and Northwest

<p>High Occupancy Vehicle (HOV)</p>	<p>Preferred location for carpool and vanpool parking.</p> <p>Parking cost for carpools for two people subsidized at a minimum of 50%.</p> <p>Carpools of three or more and Vanpools subsidized 100%.</p> <p>Facilitate rideshare matchups for carpool and vanpool.</p> <p>Provide free vanpool parking for tenants.</p> <p>Investigate alternative parking rate structures that incentivize vanpools and carpools and implement as appropriate.</p> <p>Encourage cooperation among tenant companies to promote vanpools and carpools.</p> <p>Parking Pilot*: Work with parking operator to explore a campus-wide flexible daily carpool program.</p>	<p>Kidney Center 55%.</p> <p>Swedish continues supports carpool usage. Employees can find a carpool match via the Caregiver Commute portal. In 2019, Swedish lowered the amount of vehicle occupants from three (3) to two (2) to qualify and receive the incentive of free carpool parking. This was a meaningful change of the Carpool Program which was made available to all employees. In 2023, Swedish will partner with vendor LifTango, to improve carpool matching options and to explore carpool matching outside the organization. LifTango is a climate-positive platform to manage convenient and environmentally conscious commuting. LifTango will assist with the Parking Pilot.</p>
<p>Bicycle</p>	<p>Weather-protected, secure bicycle racks at no charge to Cherry Hill employees at preferred locations.</p> <p>Shower accessibility.</p> <p>Free bike lockers for all campus employees.</p> <p>Promote bicycle amenities.</p> <p>Signage indicating bike parking locations.</p> <p>Provide access to basic bike tools.</p> <p>Provide access to a bike share system when available (e.g., Pronto).</p>	<p>There are 132 bicycle parking spaces for employees and visitors on campus. This exceeds the required 65 spaces per code.</p> <p>Covered and secured parking located in both the Plaza garage and 16th Ave garages. Bike lockers are in the Plaza garage and are available free of charge on a first come first served basis.</p> <p>Shower and locker facilities are in both the James and Jefferson towers for Swedish employees and tenants.</p>

	<p>Promote bicycle and pedestrian safety throughout the campus. Add bike racks to shuttle vehicles.</p> <p>Commuter Incentive Pilot*: Work on a biking and walking incentive program. Work with on-site retail to offer bicycle benefits or other commuter incentives (e.g., Starbucks, gift shop, and cafeteria).</p>	<p>A Bike Fixit Stand was installed in the plaza bike garage in June of 2017 to provide basic bike tools for cyclists to use.</p> <p>In 2018, a second Bike Fix-It Stand was installed on the corner of Jefferson and 16th Ave for campus employees and the public to utilize</p> <p>Free basic bike tune-ups were made available in the 2019 and 2021 Caregiver Appreciation week. New bike tune-up options will be available for 2023 Caregiver Appreciation week</p> <p>Pronto Bikeshare Program is no longer in operation. “Dock less” bikeshare providers currently operate within the city limits. The campus is currently exploring different bikeshare partnership options while continuing to promote bikeshare services to employees. The campus continues actively supports outreach and promotion, increasing awareness and participation in several events (i.e., Bike to Work Month and STP).</p> <p>Due to Covid-19 restrictions the campus did not host a Bike Breakfast; Swedish Cherry Hill is looking forwards on hosting another Bike Breakfast event in 2023.</p> <p>In May of 2022, Swedish and Sabey sponsored a “bike spot” for the Bike Everywhere day event. Swedish transportation department continues to partner with their employee wellness program to help amplify its voice regarding the benefits of not driving to work. This partnership also provides employees with discounted health</p>
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		<p>insurance by participating in active transportation programming.</p>
<p>Parking</p>	<p>Monthly parking rate set equal to or greater than the current King County Metro rate for peak period one-zone transit passes.</p> <p>Restricted access to monthly parking passes</p> <p>Parking Pilot*: Work with parking operator to explore parking rates and flexible alternatives to encourage greater use of alternative transportation modes including flexible on-demand (daily) parking accounts.</p>	<p>Swedish continues to provide a flexible daily parking option which frees employees from set monthly deductions. Employees only pay for what they use. This program also provides a capped amount to eligible employees with a date of hire prior to 1990, unless needing their car for work or if in a manager or above position. Lowest SOV dayshift monthly parking rate is \$125 per month.</p> <p>It should be noted that due to the pandemic pricing structures have changed with King County Metro and peak period – one zone transit passes are no longer an option.</p> <p>All efforts to ensure that riding public transportation is more cost effective than driving and parking at the campus will continue to be made.</p>
<p>Neighborhood Parking Reduction</p>	<p>Subsidize the cost of the RPZ stickers for areas surrounding the campus and review options with SDOT to direct RPZ permit payments into other neighborhood transportation funding sources for a direct Squire Park impact.</p> <p>Regular contact with City parking enforcement to encourage patrolling. Improve way finding signs to direct vehicles to on-campus parking. Develop a campus-wide policy to discourage employee and vendor parking in the neighborhood. Improve way finding signs to direct vehicles to on-campus parking. Regular meetings with community</p>	<p>Swedish/Sabey cover the RPZ program expense for the Squire Park neighborhood. 2 more RPZ areas were added in 2016 a result of the visibility of the Transportation Ambassador electric vehicle roaming the neighborhood and outreach with near neighbors interested in pursuing RPZ options.</p> <p>A formal policy that would discourage employees from parking in the neighborhood has been explored but is not feasible. Measures are taken to identify employees parking in the neighborhood and to inform them</p>

	<p>representatives to evaluate progress, communicate issues, consider solutions.</p> <p>Neighborhood Parking Pilot*: Meet with employees to consult on designing solutions for employee & vendor parking policies that get employees out of SOVs and out of the neighborhood to restrict campus-based parking on neighborhood streets.</p> <p>Pursue a parking policy that encourages employees away from neighborhood parking. Consider a hotline to alert institution to violations Discuss a modified enhanced RPZ program with the neighborhood additional zones and further limit current time zones at peak morning traffic periods.</p>	<p>about other options. (See Parking Ambassador below)</p> <p>Cherry Hill campus strongly encourages the City to patrol surrounding on-street parking.</p> <p>Cherry Hill campus regularly participates in community meetings to evaluate progress, communicate issues, and consider solutions.</p> <p>A parking ambassador was hired February 2015 to support all employers on campus.</p> <p>A Swedish branded electric assist bicycle and an electric vehicle were procured April 2015 to further monitor and influence employee, vendor, and visitor off street parking. The ambassador “patrols” the neighborhood during peak morning hours. Identified Cherry Hill employees who park in the neighborhood are contacted and provided information about different transportation option benefits/services available to them as well as encouraging their use of on-campus parking facilities.</p>
<p>Shuttle</p>	<p>Intercampus shuttle between Cherry Hill, First Hill, and Metropolitan Park office buildings.</p> <p>Shuttle service expansion to main transportation hubs or areas with higher transit service (i.e., King Street Station, Coleman Ferry Dock & Westlake Center).</p> <p>Add bike racks to shuttle vehicles.</p> <p>Shuttle Pilot*: Explore private park & shuttle operations by examining concentrated areas of employee zip</p>	<p>In May 2020 – Swedish made the decision to temporarily stop shuttle services due to the ongoing pandemic.</p> <p>In June 2020, Swedish launched a new “Intercampus Commute” program with Lyft. This Lyft Pass allows employees to commute to and from all Swedish locations, between main hospitals and clinics. This pass is also available for employees who may need to commute to King Street Station and the Colman Dock Station. The Intercampus Commute Lyft Pass</p>

	<p>codes.</p>	<p>in 100% subsidized for all active Swedish employees.</p> <p>Swedish has actively been observing the pandemic and how this has evolved as it pertains to safe shuttle ridership with the goal of bringing back the Shuttle service route from First Hill to Cherry Hill as soon as it is safe to do so.</p>
<p>Implementation & Monitoring</p>	<p>Building Transportation Coordinator. Conduct one to three transportation fairs per year on-campus to promote trip reduction programs. Produce and distribute a commuter information packet. Submit regular reports about TMP elements as required by the City.</p> <p>Conduct biennial survey of TMP effectiveness in a form and manner established by SDCI & SDOT and SDOT. The survey shall include a directional capacity analysis of employees to determine whether those who do not use transit have access to the transit they would need to travel to and from the campus.</p> <p>Create an Integrated Transportation Committee for the campus. The committee would include a Campus Transportation Coordinator and all employer transportation coordinators on campus. The committee would meet regularly and be responsible for implementing the TMP. Implement on-campus transportation screen and/or kiosk to further enhance transportation awareness and outreach with all campus employees.</p> <p>Require all tenant participation in TMP.</p>	<p>Regular campus announcements are made regarding transportation events/activities and benefits/services.</p> <p>Swedish provides personalized multi- modal commute trip planning services for employees through their Caregiver Concierge program.</p> <p>The TC continues to promote and administers a ride-matching service, provides direct ride-matching assistance through our Caregiver Commute program, and maintains carpool and vanpool/Vanshare interest list, which are accessible through the Caregiver Commute portal.</p> <p>Campus Annual Report have been submitted as scheduled.</p> <p>Campus conducted transportation fairs in 2019. Due to the ongoing pandemic, there were not transportation fairs in 2020, 2021. In 2022 while the CTR survey was happening, Swedish did several department visits and four tabling events to talk about transportation and commuting.</p> <p>See Tables 5.1 & 5.2.</p> <p>From 2020 to 2022, campaigns such as Bike Everywhere Challenge,</p>

		<p>Transit Month, and Wheel Options were not performed, however, Swedish Cherry Hill is excited to bring these and new campaigns such as “Match Madness” back in 2023 to encourage the use of commute options. In 2014, the campus formed the Integrated Transportation Committee (ITB). Additional information about the committee can be found at the end of this report. The last in person meeting was on Jan 2020, pre-pandemic. Board was suspended for the rest of 2020 through 2022. New ITB board will be meeting in the spring of 2023</p> <p>All campus tenants participate in the TMP. The Cherry Hill campus regularly promotes local and statewide incentive.</p> <p>Three Transit Screens added on campus in March 2015. Two of the screens are in the James Tower; one by the main entrance and the other inside the Swedish shuttle waiting area. The third screen is located inside the main entrance of the Jefferson Tower. In addition. Swedish has a comprehensive internal convenient website which can be access via web browser and/or mobile device. In this website employees can find information for all transportation mode, including information for bicyclists and pedestrians, information about public transportation, live updates directly from all transportation agencies, and additional information for the daily commute. The Parking and Commuting department also has a resolute</p>
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		<p>team who serve as the “Caregiver Commute team” readily available via phone, instant messaging, e-mail, with walk-in services conveniently located at Cherry Hill.</p>
<p>Other</p>	<p>Guaranteed Ride Home through ORCA Passport program.</p> <p>Special taxi service for 10–12-hour shift employees that use transit via Guaranteed Ride Home ORCA Passport program.</p> <p>Provide flex-car on campus (e.g., car-sharing such as Zipcar).</p> <p>Telecommuting for some employees.</p> <p>Encourage and promote alternative work schedules, where possible</p> <p>Free taxi service to physicians that travel between First Hill and Cherry campuses via intercampus shuttle program and/or car-sharing such as Zipcar.</p> <p>Requirement that all vendors must park off street.</p> <p>Develop a way finding plan illustration pedestrian pathways through & around the campus, bicycle routes & bike parking, and short-term & disabled parking locations.</p> <p>Continue to work with City to address misuse of handicapped parking placards.</p> <p>Residential Pilot*: Partner with local apartment and condominium building owners to explore partnering with employees who choose to live close to campus.</p>	<p>Two Zipcars available in public garage. Employees extensively use Zipcars to travel between campuses. Telecommuting program in place. Significant campus populations work a compressed work week of 3/12s and 4/10s.</p> <p>Wayfinding signage directing vehicles to on-campus parking is located around the campus and is visible from surrounding roadways.</p> <p>Cherry Hill campus is engaged with the City to address the misuse of handicapped parking placards.</p> <p>In 2021 Swedish’s Caregiver Commute Team staff changed to all internal Swedish employees. The team of individuals continues to oversee coordinating and assisting of the Swedish’s TMP and assisting with employee commuting needs.</p> <p>Swedish Transportation Coordinator (TC) and other team members of the “Caregiver Commute Team” visit departments as needed to share information regarding daily commuting options. The purpose of this visit is to educate and inform employees of all alternative transportation methods.</p> <p>Swedish Caregiver Commute team will continue partnering with HR</p>

		<p>and hiring managers to share commuting information with future employees, during the onboarding process. The intention behind this partnership is to share all commuting options for future employees before they arrive on the first day at their new job.</p>
	<p>Disabled Parking Pilot*: Consider valet service for off street parking for vehicles displaying a disabled parking placard.</p>	<p>Swedish will continue to monitor the use of disabled parking spots around the campus and evaluate the efficacy of this pilot program.</p>

Table 5.4

Campus Parking Space Count & Utilization					
Parking Area	Stall Count	Carpool Count	Vanpool Count	Peak Occupancy Count	Utilization
18 th Ave Lots	225	0	0	191	85%
16 th Ave Garage	702	0	0	514	73%
15 th Garage	424	40	0	261	62%
NW Kidney Garage	69	3	0	61	88%
Plaza Garage	90	0	4	90	100%
Total Parking Supply	1510	43	4	1117	74%

Total parking supply of 1510 spaces is less than the maximum amount of 2079 spaces approved by the 1994 MIMP. The campus currently has enough parking capacity to manage the existing demand.

Anticipated Transportation Activities for 2023

Across all Swedish Hospital, including the Swedish Cherry Hill campus employees and tenants commute behaviors have drastically changed since the pandemic started. The pandemic brought a new set of challenges, and as it relates to commute behaviors, it brought insecurities regarding the safety of riding mass transit and ridesharing. Swedish Cherry Hill has seen an increase in parking garage usage due to inconsistent transit schedules changes and concerns regarding public safety. When the 2022 CTR Survey become available, Swedish Cherry Hill will analyze the results and consider this a new baseline. Swedish Cherry Hill will continue to provide a robust Transportation Management Plan with the goal of reducing our SOV by 2% as agreed upon.

Table 5.6 lists work that is planned to take place in 2023 that is in addition to ongoing support of activities required by the campus’s TMP.

Table 5.6	
Element	Activity
Transit	
Work with stakeholders on improved transit service to Cherry Hill neighborhood.	Identified shared transit goals and actively engage with transit service providers to discuss opportunities to increase usage to and from the neighborhood.
Analysis of origin/destination zip code data along with trip data collected	The Caregiver Commute program provides the campus with a rich data source that can be used in analysis along with other data sets such as ORCA trip data. In 2023, with the new survey data, opportunities to increase transit usage to the campus will be identified.
High Occupancy Vehicle (HOV)	
Explore feasibility of making the free carpool pilot a permanent program.	The Swedish Transportation office evaluated the success of the free carpool parking pilot and made the recommendations to continue with the program while expanding to all Swedish campuses. In 2023, Swedish will partner with vendor LifTango, to improve carpool matching options and to explore carpool matching outside the organization. LifTango is a climate-positive platform to manage convenient and environmentally conscious commuting.
Active Transportation	
Expand bike shower and locker facilities.	The Swedish Transportation office will work with the Swedish Center for Health and Fitness to re-grant access to additional shower and locker facilities located in its gym.
Install second Bike Fix-It Stand on campus.	A second Fixit stand, accessible to the public to be added in April 2018 at the corner of Jefferson and 16th Ave. In 2023, Swedish will be possibly adding another Fix It stand in the Plaza Garage bike cage.
Explore “walking commuter bus” events/program	Like walking school bus programs supported by SDOT, the campus will explore implementing a “Walking commuter bus” program that will be an attempt to help solve the “last mile” of employees’ transit commutes

Parking	
Continue work on creating a parking policy to discourage employees from parking in the neighborhood.	A formal parking policy that discourages employees from parking in the neighborhood involves multiple stakeholders and is a deliberate, yet slow, process. Swedish has reached out to other organizations that have similar policies to help guide these continued discussions.
Marketing & Outreach	
Continue meeting with individual work groups to discuss “micro-transportation programs.”	Swedish will continue meeting with internal work groups to identify barriers that are specific to their individual employee populations. When the barriers have been identified, individual transportation plans have been created for the work groups to execute to reduce drive alone trips.
Incorporate Caregiver Concierge program into new employee orientation and recruitment and on-boarding process.	Continue to expand Caregiver Concierge service to new hires so that they can have multi-modal trip plans provided to them before their first day of work.
Transportation at Work	
Implement real-time travel information for campus shuttles.	No relevant projects in 2023. Condition will be followed
Live Near Work Program	Over the last few years more affordable housing options have been available closer to campus. The Sabey owned apartment building adjacent to the campus on the corner of 16th and Cherry is an option that is advertised to campus employees on a regular basis since opening in the summer of 2021.
Guaranteed ride home	Continue to share information with all employees regarding the current guaranteed ride home programs offered for transit and vanpool riders.
Alternative Work Schedules	
Telecommuting for some employees	Due to the pandemic, virtual work has become a popular option for many employers and qualifying employees on the campus. The 2022 CTR Survey results will help us determine how Swedish Cherry Hill address this going forward.

Cherry Hill Integrated Transportation Board (ITB)

The Cherry Hill Integrated Transportation Board (ITB), formed in July 2014, quickly became a driving force for positive change to meet and, as intended, eventually exceed the campus TMP goals. This multi-stakeholder group is charged with building consensus and a unified approach to addressing the challenges of vehicular congestion and parking around the campus. Chaired by a senior member of the Swedish executive leadership team and vice chaired by a technical advisor, ITB membership was carefully cultivated to support frank discussion, consensus building, appropriate knowledge of transportation considerations, and, most important, transformation. **The last in-person meeting was held in January of 2020. Due to Covid-19, board was suspended for the rest of 2020 through 2022. New ITB board will be meeting in the spring of 2023.**

Integrated Transportation Board Membership – 2023 Tentative attendees:

Swedish Health System

- **Andrew Davis**, Swedish Real Estate/Construction Officer (Chair)
- **Camila Terceros**, Swedish Parking & Commuting Manager
- **Cheing Saelee**, Swedish Transportation Coordinator
- **Pinky Herrera**, Sr. Program Manager, Community Health Investment

Cherry Hill Campus Employers & Service Providers

- **Tina Tufts**, Sr. Property Manager, Sabey Corp (representing smaller tenants)
- **Aron Garavaglia**, Transportation Ambassador, Republic Parking NW
- **Elizabeth Bastian**, Customer Success Manager, Luum

Neighborhood Stakeholders

- To be determined.

Transportation Representatives

- **Gordon Clowers**, Sr. Planning & Development Specialist, City of Seattle, DCI
- **Tim Hams**, Transportation Planner, King County Metro
- **Rocco DeVito**, Customer Relationship Manager
- **Sarah Spicer**, Strategic Advisor / Transportation Demand Management, City of Seattle Department of Transportation
- **Zarina Infante**, Program Manager, Commute Seattle