

**Annual Major Institution Status Report
Swedish Medical Center / Cherry Hill Campus
Annual Report – 2024**

[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: **2024**

C. Major Institution Contact:

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Seattle, Washington 98122
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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 2024 period.

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 2024 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 2024, Swedish Cherry Hill continued actively working on reducing drive-alone rates through various initiatives while keeping caregivers engaged in alternative commute options. Also, in the fall 2024 Swedish Cherry Hill conducted the CTR Survey* as

scheduled. Official results have not been shared with Swedish Cherry Hill as of the day this report is being submitted (March 26, 2025).

The official results of the 2022 CTR Survey* show a 56.6% SOV rate for the Swedish Cherry Hill Campus. The City’s ordinance can be found in Attachment 1 of this report.

*** IMPORTANT NOTE:** The Commute Trip Reduction Survey (CTR Survey) is a biennial survey effort undertaken to ensure compliance with the Washington State Commute Trip Reduction Law requirement for large employers. Under the Transportation Management Plan (TMP) of the Swedish Cherry Hill Major Institution Master Plan (MIMP) approved by the City of Seattle, there is also a requirement for a biennial survey to assess effectiveness of the TMP. For the purposes of this Annual Report, we will use the terminology “CTR Survey” to reference the biennial survey effort that meets both regulatory obligations for ongoing monitoring.

Campus-Wide results	2014	2016	2017	2019	2022	2024
Drive-Alone	57.5%	56.7%	47.9%	47.0%	56.6%	N/A

Note: Swedish Medical Center is committed in submitting the annual reports no later than the first quarter of each year. On the years where a Community Trip Survey is conducted, we will be including this data if received before the end of the first quarter of the following year.

B. Complete list of Master Plan approval conditions:

The Swedish Cherry Hill Master Plan was adopted July 8, 2016. Most 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 18th 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 2023 period are listed in Table 2.1 below.

Table 2.1		
Item	Council Findings Conclusions and Decision Comments	2024 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>	IAC meetings were conducted in 2024. Per SDCI guidance, quorum was met in 2024, and 5-year review meeting should be scheduled with the IAC and appropriately advertised to the surrounding community. Providence Swedish will collaborate with the appropriate parties to ensure this is scheduled at an approved date by the IAC Committee.
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>	For 2024, there were no projects brought forward for design review. 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>	No changes. The TMP goal for the 2024 CTR survey is 42%. Official results have not been shared with Swedish Cherry Hill as of March 26, 2025. In 2022 Swedish Cherry Hill campus CTR survey demonstrated a 56.6% SOV rate. Individually SOV results per employer were SMC 55.4%, SMG 48.9%, NWK 68.6%, LabCorp 60.6%, Sabey 62.6%. SOV goals of the MIMP: Starts at 50% in 2016 (P.80, MIMP); 2% reduction every two years, expected 44% SOV goal in 2022 and expected 42% SOV in 2024. 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.</i> 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.	No changes. 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 2022 and have been surveyed in 2024. Results of the 2019 and 2022 survey are listed in Tables 5.1 & 5.2 of Section V of this report. Official results have not been shared with Swedish Cherry Hill as of March 26, 2025.
5	<i>TMP Goal Reduction Over Life of Master Plan.</i> The TMP SOV goal of 50 percent shall be further reduced by 2 percentage points every two years to a maximum 32 percent SOV goal in 18 years.	Official results have not been shared with Swedish Cherry Hill as of March 26, 2025; hence we are not able to demonstrate the change in SOV rate for this reporting period. In the 2022 period the reduction goal of 2% was not met, results demonstrated a 56.6% SOV rate.
6	<i>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.	No changes. 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	<i>Bicycle Parking.</i> Evaluate proposed bicycle parking facilities through the following design elements: <i>Bicycle parking access should be ramped and well lit.</i> <i>Bicycle parking should be located close to building entrances or elevators if within a parking structure.</i> <i>Short-term general bicycle parking areas should be sheltered and secure. Long-term staff bicycle parking should be located in enclosures with secure access.</i> <i>Staff lockers for bicycle equipment should be provided in long-term bicycle parking areas.</i> <i>Bicycle racks should be designed to allow a U-lock to secure the frame and wheels to the rack.</i> <i>Bicycle parking should be located so as not to conflict with motor vehicle parking.</i> <i>Shower facilities and locker rooms should be close to the bicycle parking area.</i>	No changes. Bicycle parking has been maintained as per the conditions. Demand has not increased. The bike parking for the medical office building on 18th Ave includes bicycle storage room, bicycle parking and showering. Any future additional bicycle facilities will incorporate these design elements. Additional details regarding bicycle parking can be found in Section V of this report. A Bicycle cage and lockers are available for in the Swedish parking garage. Bicycle racks are strategically located throughout the campus.
8	<i>Pronto Bikeshare Program.</i> When the Pronto Bikeshare Program is extended to the Swedish Cherry Hill	No changes. Since 2017, Pronto Bikeshare Program is no longer in operation. “Dock-

	<i>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>	less” bikeshare providers currently operate within the city limits. Swedish Cherry Hill Campus continues to provide safe bike cages, lighted bike racks, and free energy for those utilizing e-bikes.
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>	No changes. No changes to permits or additional request for permits.
10	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>	No changes. 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.
11	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>	No changes. 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.
12	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</i>	No changes. In 2018, as part of Sabey’s 18th Ave MOB project, a Concept Streetscape Design Plan for 18th Avenue and

	<i>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>	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. 18th Ave was selected as a greenway by the Centera Ridge Neighborhood Greenway group. As part of the Sabey 18th Ave approved MOB project, the streetscape design is consistent with the requirements as required by SDOT for the Greenway paths including lighting, bicycle parking, benches, etc.
13	<i>Concept Streetscape Design Plan for Each Street Frontage Containing Pocket Parks.</i> 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.	No changes. In 2018 Sabey submitted a draft of the street frontage plan for the proposed office building on 18th Ave between Cherry and E. Jefferson. The SAC decided that they did not want a pocket park along Cherry or E. Jefferson. Other elements like seating were added along the 18th Ave frontage since this is part of the Greenway Path.

14	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.	No changes. 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.
15	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.	No changes. Update included with activities associated with condition 14.
16	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.	No changes. 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.
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.	No changes. 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.	No changes. 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	<i>Garage and Loading Dock Access.</i> 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.	No changes. Access to garage and loading dock areas are addressed in the Dock Management Plan as well as in the design submittal of Sabey's 18 th Ave MOB.
20	<i>Updated Parking, Loading and On-campus Circulation Plan.</i> 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.	No changes. Included in the Dock Management Plan for Condition 16 and the design of Sabey's 18 th Ave MOB.
21	<i>Pedestrian Facilities.</i> 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.	No changes. Pedestrian facilities were being addressed concurrently with the design of Sabey's 18 th Ave MOB. Design features were reviewed and approved by SDOT.
22	<i>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.	No changes. 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.

23	<i>King County Metro Transit Stops.</i> <i>Swedish Cherry Hill shall coordinate with King County Metro to ensure existing transit stops are not impacted by development.</i>	No added information in 2024. Sabey is coordinating with King County Metro and SDOT on any impacts the 18 th Ave MOB may have on existing transit stops.
24	<i>King County Metro Transit Stops.</i> <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>	No changes. Future transit stop improvements are part of the street improvement plan (SIP) that was approved by SDOT. As of the end of 2024, the SIP work has not begun.
25	<i>Recycling and Trash Receptacles.</i> <i>Swedish Cherry Hill shall provide and maintain recycling and trash receptacles at any bus stop directly abutting Swedish Cherry Hill campus development.</i>	No changes. Trash and recycling receptacles are provided at bus stops abutting the campus

C	Height, Bulk and Scale	
26	Features Exceeding MIO Height Limits. 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.	No changes. Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
27	Features Exceeding MIO Height Limits. The combined total of all rooftop features located on a rooftop shall not exceed 15 percent of the total rooftop area	No changes. Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
28	Setbacks. Future development shall comply with setbacks and design guidelines contained within the Swedish Cherry Hill Master Plan except as modified by these conditions.	No changes. Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
29	Setbacks Along East Property Line. 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	No changes. Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
30	Setbacks Along East Jefferson on Central Campus. 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 changes. No relevant projects during this reporting period.
31	Setbacks Along East Jefferson on West Campus. 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 changes. No relevant projects during this reporting period.
32	Setbacks Along 15th Avenue. The setback shall be a minimum 5 feet from the property line.	No changes. No relevant projects during this reporting period.
33	Setbacks Along 15th Avenue. The setback from ground level to 65 feet in height shall be a minimum of 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 changes. No relevant projects during this reporting period.
34	Setbacks Along 15th Avenue. The setback shall be a minimum of 10 feet from the property line from ground level to height of 65 feet.	No changes. 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.	No changes. 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 changes. 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 changes. No relevant projects during this reporting period.
38	<i>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.	No changes. No relevant projects during this reporting period.
39	<i>Modulation Facing East Property Linc.</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.	No changes. Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
40	<i>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.	No changes. Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
41	<i>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.	No changes. No relevant projects during this reporting period.

42	Detailed Landscaping Plan. 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.	No changes. Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
43	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.	No changes. 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 SDCI. When the approved 18th Ave MOB project is underway, Sabey will meet with residents to finalize the fence design and installation scheduled.
44	Campus-Wide Green Factor. A campus-wide Green Factor of 0.5 percent shall be considered the minimum goal.	No changes. Green factor calculations will be calculated for each new project and tracked against the overall campus goal.
45	Tree Protection. During construction, protect the root system of existing trees identified to be maintained.	No changes. For the 18 th Ave MOB project, the root system for the tree of significance on the neighboring resident's property has been identified and protected.
46	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.	No changes. No changes. In 2022, Trees were removed with approval of SDOT as part of the 18 th Ave UMP work.
47	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.	No changes. No relevant projects during this reporting period.
48	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.	No changes. Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions. No relevant projects for 15th and 16th Avenue for this reporting period.

49	<i>Future Skybridge.</i> <i>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. The 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.</i>	No changes. No relevant projects during this reporting period.
50	<i>Future Skybridge.</i> <i>The term permit application for the skybridge shall contain an alternative of side-by-side skybridges and include modern architectural design features.</i>	No changes. No relevant projects during this reporting period.
51	<i>Future Skybridges.</i> <i>No more than two skybridges shall be allowed under this Master Plan.</i>	No changes. No relevant projects during this reporting period.

D	Revisions to Master Plan Text including Design Guidelines	
52	Eastern Block Height. <i>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.</i>	No changes. Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
53	Western Block Height. <i>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.</i>	No changes. No relevant projects during this reporting period.
54	Setbacks - <i>Revise all references to setbacks to conform to the setbacks recommended in Conditions 28 through 38 above.</i>	No changes. Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
55	Modulation Facing East Property Line. <i>Revise all references to modulation along the east property line in accordance with Condition 39 above ("Modulation Facing East Property Line").</i>	No changes. Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
56	Modulation At Other Property Lines. <i>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").</i>	No changes. Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.
57	Exemptions from FAR. <i>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."</i>	No changes. No relevant projects during this reporting period.
58	Transit Subsidy/TMP 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> <i>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 pass including ferry and rail, or as adjusted as part of the annual</i>	No changes. Future transit stop improvements will be submitted as part of the street improvement plan (SIP) package for SDOT review and approval. Current transit subsidy program can be found in Section V of this report. Official results for the 2024 CTR Survey have not been shared with Swedish Cherry Hill as of March 26, 2025. The official results of the 2022 CTR Survey were made available in Spring 2023. The official results of the 2022 CTR show a 56.6% SOV Swedish Cherry Hill campus.

	<i>TMP compliance review. If the current TMP goal has not been achieved, subsidies shall remain at 100%."</i>	
59	<i>TMP Monitoring.</i> <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 2024. Official results for the 2024 CTR Survey have not been shared with Swedish Cherry Hill as of March 26, 2025. A directional capacity analysis will be conducted and received with the results of the 2024 CTR Survey.
60	<i>Design Guidelines.</i> <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 changes. No relevant projects during this reporting period.
61	<i>Design Guidelines.</i> <i>Revise the Design Guidelines as follows: (Design Guideline comments omitted due to size of comments)</i>	No changes. No relevant projects during this reporting period.
E	<i>Conditions - SEPA During Construction for Future Development</i>	
62	<i>Construction Management Plan -</i> <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>	No changes. Sabey submitted a CMP for the proposed 18th Ave MOB in 2018.
F	<i>During Construction for Future Development- Air Quality</i>	
63	<i>Swedish Cherry Hill shall participate in Seattle 2030 District Challenge.</i>	At this time, March 2025, Swedish and Sabey have not planned to participate in this partnership. Participating in the Seattle 2030 Challenge may not be economically feasible due to: • High Initial Costs: Implementing the necessary upgrades to meet the Challenge's stringent energy, water, and transportation reduction targets often requires substantial upfront capital. This includes costs for advanced technologies, retrofitting existing buildings, and integrating sustainable practices. • Ongoing Expenses: Increased maintenance and operational costs. • Economic Uncertainty:

		Fluctuating market conditions can impact resource allocation.
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>	No changes. Sabey submitted a CMP for the proposed 18th Ave MOB in 2018
G	<i>During Construction for Future Development- Groundwater</i>	
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>	No changes. 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>	No changes. 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>	No changes. 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>	No changes. Sabey's CMP for the approved 18th Ave MOB addressed these requirements and conditions.
69	<i>Turn off equipment during periods of nonuse.</i>	No changes. Sabey's CMP for the approved 18th Ave MOB addressed these requirements and conditions.
70	<i>Use ambient sensitive broadband backup alarms</i>	No changes. 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>	No changes. 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>	No changes. 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>	No changes. 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>	No changes. 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>	No changes. 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>	No changes. Sabey's CMP for the approved 18th Ave MOB addressed these requirements and conditions.
77	<i>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>	No changes. 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 changes. 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 (Low Impact Development) LID facilities must include a plan for operation and maintenance of the facilities.</i>	No changes. 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>	No changes. 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	Natural Drainage and Green Roofs - 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.	No changes. Sabey's approved design for the 18th Ave MOB addresses these requirements and conditions.
82	Native Plants - 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. To the extent feasible all plants should be pollinator pathway certified.	No changes. Sabey's approved design for the 18th Ave MOB addresses these requirements and conditions.
83	Waste Management and Deconstruction - 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.	No changes. 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 - 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	No changes. Sabey's approved design for the 18th Ave MOB addressed these requirements and conditions.

	<i>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>	
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K	<i>During Operation - Noise.</i>	
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>	No changes. 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>	No changes. 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>	No changes. 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>	No changes. 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>	No changes. 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>	No changes. 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>	No changes. 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>	No changes. Condition will be followed.

93	<i>Solid waste, compacting, composting, and recycling collection times should be scheduled for daytime hours.</i>	No changes. 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>	No changes. 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>	No changes. 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>	No changes. 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>	No changes. 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>	No changes. 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>	No changes. 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>	No changes. 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>	No changes. 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>	No changes. 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>	No changes. 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: 2024

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, 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 the majority of the campus is considered CTR affected.

In 2024, the campus conducted a CTR survey. Official results have not been shared with Swedish Cherry Hill as of March 26, 2025. The official results of the 2022 CTR Survey were made available in Spring 2023. The official results of the CTR show a 56.6% SOV rate for the Swedish Cherry Hill Campus. **The Swedish Cherry Hill campus intends to survey the campus population again in 2026.**

Throughout all Swedish Hospital locations, including the Swedish Cherry Hill campus, employees' and tenants' commuting habits have significantly shifted since the onset of the pandemic. Swedish continued to advocate on behalf of their employees and other campus tenants. Implementing these solutions can be challenging due to various aspects of employee commute behavior:

- 1. Resistance to Change:** Employees may be accustomed to driving and reluctant to switch to public transportation or carpooling, even with incentives.
- 2. Perceived Inconvenience:** Public transportation and carpooling might be seen as less convenient compared to the flexibility of driving one's own vehicle.
- 3. Safety Concerns:** Persistent worries about the safety of public transportation and ridesharing, especially during off-peak hours, can deter employees from using these options.
- 4. Inconsistent Schedules:** Employees with irregular or 24-hour shifts may find it difficult to rely on public transportation schedules, which may not align with their work hours.
- 5. Habitual Behavior:** Long-standing habits are hard to break, and employees may continue to drive out of habit, even if other options are available.

Addressing these behavioral challenges continues to require targeted communication, education, and gradual implementation of solutions to encourage a shift in commuting habits.

Swedish Medical Center is committed in submitting the annual reports no later than the first quarter of each year. On the years where a Community Trip Survey is conducted, we will be including this data if received before the end of the first quarter of the following year.

Table 5.1 shows the SOV measurements of the Swedish Cherry Hill campus between 2014 and 2022.

Table 5.2 shows the individual mode splits for each campus population from the most recent survey which has results available from 2022.

Table 5.1						
Campus-Wide Mode Split	2014	2016	2017	2019	2022	Change from Previous Survey
Drive-Alone	57.50%	56.70%	47.90%	47.00%	56.60%	16.60%
Transit (Bus, Train, Streetcar)	20.60%	19.10%	23.20%	20.00%	15.00%	-5%
Rideshare (Vanpool & Carpool)	11.50%	9.40%	13.70%	16.30%	5.30%	-11.00%
Telework/Compressed Work Week	1.30%	3.30%	3.50%	5.40%	16.70%	11.30%
Bike	1.70%	2.90%	3.10%	2.20%	1.80%	-0.40%
Walk	4.50%	5.60%	5.70%	6.00%	3.10%	-2.90%

Table 5.2					
2022-Individual Population Mode Split	Sabey	Swedish Medical Center	Swedish Medical Group	LabCorp	NW Kidney Center
Drive-Alone	62.60%	55.40%	48.90%	60.60%	68.60%
Transit (Bus, Train, Streetcar)	13.20%	15.10%	14.60%	17.00%	5.50%
Rideshare (Vanpool & Carpool)	3.40%	6.50%	2.60%	4.90%	6.90%
Telework/Compressed Work Week	9.70%	15.80%	31.00%	4.70%	13.80%
Bike	3.40%	2.50%	0.40%	1.50%	1.70%
Walk	6.80%	2.40%	2.00%	4.40%	3.40%

2024 Transportation Management Program Activities & Milestones:

In 2024, Swedish Cherry Hill continued actively working on reducing drive-alone rates through various initiatives while keeping caregivers engaged in alternative commute options.

The Swedish Cherry Hill campus Integrated Transportation Board re- grouped in Q4 of 2023, During the 2024 meetings, the ITB charter was reviewed and re-approved, with board members and additional non-board members. All were invited to provide ideas and feedback with the intention of working together towards achieving TMP goals for Swedish Cherry Hill campus. The ITB Chapter was finalized in September of 2024.

In 2024, the Swedish Transportation Coordinator (TC) in partnership with the Caregiver

Commute team aimed to improve sustainable transportation efficiency. Sustainability initiatives were promoted, such as encouraging eco-friendly transportation options and reducing the carbon footprint of services. Effective communication was vital, keeping employees informed about transportation schedules and changes with clear and timely updates. Lastly, continuous improvement was pursued by regularly reviewing and refining transportation policies and procedures and staying updated with industry trends and best practices.

Swedish Cherry Hill is still grappling with issues in 2024, particularly concerning employee commuting habits and the reliability of transit services. While there have been improvements, they have not yet returned to the levels seen in 2019. The unreliability and limited options of public transportation, combined with 24-hour schedules and safety concerns, are leading caregivers to prefer driving over using mass transit.

For background: In 2020 and through 2022, the Covid-19 pandemic created a multitude of changes for Swedish. As is related to transportation and commuting, there were many challenges that caused a shift in commute behaviors resulting in an upward trend of SOV in campus, thus resulting in an increase of the organization DAR rate.

Our current commuter program “Caregiver Commute” keeps providing the solution to the common commuter. 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 remains capping 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 2024 update of TMP activities at the Cherry Hill campus. Items in BOLD are new/updates regarding activities that support specifically required elements of the current campus TMP.

Table 5.3

Element	Description	2024 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.	As of December of 2024, this program successfully issued close to 689 Orca bus passes for SMC and 195 for SMG. At SMC, covering over 39% of the entire SMC population (1789 caregivers). Additionally, all Orca pass holders are able to participate in 100% subsidized Guarantee Ride Home program, Vanpool and Vanshare Program for Swedish employed staff. Since 2017 and through present day (2024), 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 Kidney Center 55%.
High Occupancy Vehicle (HOV)	Preferred location for carpool and vanpool parking. Parking cost for carpools for two people subsidized at a minimum of 50%. Carpools of three or more and Vanpools subsidized 100%. Facilitate rideshare matchups for carpool and vanpool. Provide free vanpool parking for tenants. Investigate alternative parking rate structures that incentivize vanpools and carpools and implement them as appropriate. Encourage cooperation among tenant companies to promote vanpools and carpools.	Carpool and Vanpool are 100% subsidized at Swedish Cherry Hill and all other tenants part of the MIMP. Carpool: The carpool interest list increased 6.4% in 2024. Making carpool the preferred alternative commute method for Swedish caregivers. Although the interest list increase, we saw a reduction on the carpool participation resulting in an average of 2517 carpool trips per month logged in the Caregiver Commute Portal. We believe this is happening due to extensive auditing of the carpool program. The dynamic carpool program Liftango was piloted at a different location, outside of the Seattle area, this program was not successful and will not be used at Swedish Cherry Hill. Swedish is currently looking at additional carpool software. Vanpool: In 2024, Swedish saw an increase in the interests list of 8.8% however, with an average of ~1, 928 trips per month logged for the system.

Bicycle	Weather-protected, secure bicycle racks at no charge to Cherry Hill employees at preferred locations. Shower accessibility. Free bike lockers for all campus employees. Promote bicycle amenities. Signage indicating bike parking locations. Provide access to basic bike tools. Provide access to a bike share system when available (e.g., Pronto). Promote bicycle and pedestrian safety throughout the campus. Add bike racks to shuttle vehicles. 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).	Bicycle racks and showers: No changes. The secured bike caged at Cherry Hill, located on the CH Plaza Garage, was used 2040 times in 2024. Bicycle racks, lockers and showers have been maintained. There are 132 bicycle parking spaces for employees and visitors on campus. This exceeds the required 65 spaces per code. Shower and locker facilities are in both the James and Jefferson towers for Swedish employees and tenants. Covered and secure parking is located in both the Plaza and 16th Ave garages. Bike lockers are in the Plaza garage and are available free of charge on a first-come first-served basis. Currently there is more room for bicycle parking than there is demand. Demand also fluctuates during the year due to the weather. Bike Lockers: No changes. Bike lockers are available to “all employees” including tenant employees. There are eight bike lockers available to all caregivers inside the Plaza garage along with a secure bike cage. Signage for bike locations: No change. Signage for bike locations is available on the campus maps, which are made available via internal and external websites, physically on campus, and upon request. Additionally, a bike Amenities Map is posted in key areas – Garages, Bike Cages, Locker Rooms etc. This map includes all bicycle racks, storage room, lockers, and showering facilities. Basic bike tools: No change. A Bike Fixit Stand was installed in the plaza bike garage in June of 2017 to provide basic bike tools for cyclists to use. 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. Bike share system: No change Pronto
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		Bikeshare Program stopped operating in 2017. “Dock less” bikeshare providers currently operate within the city limits. The campus continues exploring different bikeshare partnership options while continuing to promote bikeshare services to employees. The campus actively supports outreach and promotion, increasing awareness and participation in several events (i.e., Bike to Work Month and STP). Bike share is promoted via Swedish Intranet on Caregiver Commute portal along with fliers posted throughout campus on meeting boards and breakrooms. We continue exploring the idea of partnership with local vendors who can help our current bike community with the maintenance of their bikes. Additionally, a bike Amenities Map is posted in key areas – Garages, Bike Cages, Locker Rooms etc. This map includes all bicycle racks, storage room, lockers, and showering facilities. voice regarding the benefits of not driving to work. This partnership also provides employees with discounted health insurance by participating in activetransportation programming.
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Parking	Monthly parking rate set equal to or greater than the current King County Metro rate for peak period one-zone transit passes. Restricted access to monthly parking passes 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.	No changes.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 for eligible employees with a date of hire prior to 1990, unless they need their car for work or if in a manager or above position. The lowest SOV dayshift monthly parking rate is \$125 per month. All efforts to ensure that riding public transportation is more cost effective than driving and parking at the campus will continue to be made.
Neighborhood Parking Reduction	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. Regular contact with City parking enforcement to encourage patrolling. Improve ways of finding signs to direct vehicles to on-campus parking. Develop a campus-wide policy to discourage employees and vendor parking in the neighborhood. Improve way finding signs to direct vehicles to on-campus parking. Regular meetings with community representatives to evaluate progress, communicate issues, consider solutions. 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. Pursue a parking policy that encourages	No changes.Swedish/Sabey cover the RPZ program expense for the Squire Park neighborhood. Two more RPZ areas were added in 2016 as a result of the visibility of the Transportation Ambassador electric vehicle roaming the neighborhood and outreach with near neighbors interested in pursuing RPZ options. 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 about other options. (See Parking Ambassador below) Cherry Hill campus strongly encourages the city to patrol surrounding on-street parking. Cherry Hill campus regularly participates in community meetings to evaluate progress, communicate issues, and consider solutions. A parking ambassador was hired in February 2015 to support all employees on campus. A Swedish branded electric assist bicycle and an electric vehicle were procured April 2015 to further monitor and influence employee,

	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.	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 options/services available to them as well as encouraging their use of on-campus parking facilities.
Shuttle	Intercampus shuttle between Cherry Hill, First Hill, and Metropolitan Park office buildings. Shuttle service expansion to main transportation hubs or areas with higher transit service.(i.e., King Street Station, Coleman Ferry Dock & Westlake Center). Add bike racks to shuttle vehicles. Shuttle Pilot*: Explore private park & shuttle operations by examining concentrated areas of employee zip codes	Shuttle Services: No changes. The shuttle services between First Hill and Cherry Hill were reinstated on June 1st of 2023; Swedish First Hill Main Hospital entry at 747 Broadway, Marion and Minor tower at 1101 Madison, Nordstrom/First Hill Arnold Pavilion at 1229 Madison and Cherry Hill campus, at 500 17 Ave. Operating from 7AM to 4:30PM, Monday to Friday.

Implementation & Monitoring	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. 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. 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. Require all tenant participation in TMP.	Transportation Coordinator requirement. No changes. 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. Transportation Fairs: Swedish participated in two employee fairs where there was a table for Parking and Commuting for the advertising of commuting programs. Additionally, Swedish continues visiting departments about transportation and commuting. Commuter information packet: No changes. Commuting information is given to all new hires. On going commute announcements regarding current and recent programs and upcoming events are available in the internal SharePoint site. Information is also distributed via direct e-mails and department huddles. Biennial TMP Survey: A new survey was conducted in the fall of 2024. Official results have not been shared with Swedish Cherry Hill as of March 26, 2025. In 2019, Swedish Cherry Hill campus completed its biennial survey in the fall of 2019. 2021, a the CTR Survey was not conducted in 2021 and was postponed to the fall of 2022. 2022 a CTR Survey was administered in November, the official results of the 2022 CTR Survey were made available in Spring 2023. Swedish Medical Center is committed in submitting the annual MIMP reports no later than the first quarter of each year. On the years when a Community Trip Survey is conducted, we will be including this data if received before the end of the first quarter of the following year. See Tables 5.1 & 5.2.
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		Integrated Transportation Board (ITB): The Swedish Cherry Hill campus Integrated Transportation Board re-grouped in Q4 of 2023, During the 2024 meetings, the ITB charter was reviewed and re-approved, with board members and additional non-board members. All were invited to provide ideas and feedback with the intention of working together towards achieving TMP goals for Swedish Cherry Hill campus. The ITB Chapter was finalized in September of 2024. Campus transportation screen and/or kiosk to further enhance transportation: No changes. The Transit Screen: No changes. Transit Screens have been located in James and Jefferson Towers along with the Swedish Hospital Main entrance.
Other	Guaranteed Ride Home (GRH) through ORCA Passport program.Special taxi service for 10–12-hour shift employees that use transit via Guaranteed Ride Home ORCA Passport program. Provide flex-car on campus (e.g., car-sharing such as Zipcar). Telecommuting for some employees. Encourage and promote alternative work schedules, where possible. Free taxi service to physicians that travel between First Hill and Cherry campuses via intercampus shuttle program and/or car-	GRH: No changes to the program. Update Program is still being offered. In 2024, 274 rides for GRH originated from Cherry Hill. Flex car program: No changes. The Zipcar program is intended for caregivers to use at work for when there is an event where multiple people need to attend to and/or to transfer items to various locations. This program is 100% subitized by Swedish Medical Center and it allows caregivers to leave their cars at home in case they maybe be thinking of driving because they have to mobilize themselves.Currently, Swedish Cherry Hill has 1-2 cars at the Swedish Cherry Hill campus, which accommodates the current demand. We promoted this program during

sharing such as Zipcar. Requirement that all vendors must park off street. Develop a way finding plan illustration pedestrian pathways through & around the campus, bicycle routes & bike parking, and short-term & disabled parking locations. Continue to work with City to address misuse of handicapped parking placards. Residential Pilot*: Partner with local apartment and condominium building owners to explore partnering with employees who choose to live close to campus. Disabled Parking Pilot*: Consider valet service for off street parking for vehicles displaying a disabled parking placard.	the 2024 Transportation Fair in the summertime. Demand has not increased. Two Zipcars are available in public garages. Employees extensively use Zipcars to travel between campuses. Telecommuting. No changes Significant campus populations work a compressed work week of 3/12s and 4/10s. Free Taxi Services for Physicians: No changes. Program condition is Provided via the intercampus shuttle service and Zipcar. Vendor Parking: No changes. Swedish continues to educate vendors regarding the vendor parking policy and options which outlines no street parking allowed. Swedish and Sabey require and provide access for all vendors to park in the parking garages. The parking ambassador assists in communicating with all vendors seen parking on the street. The parking ambassador and Sabey Property Management assist with communicating with any vendors seen parking on the street. Campus maps include all parking locations including valet, and bicycle options. Wayfinding: No changes. Maps have been posted and shared with employees regarding bicycle amenities, and parking. information is updated in real time. real time. Misuse of handicapped parking placards. No changes. Cherry Hill campus is engaged with the city to address the misuse of handicapped parking placards. Caregiver Commute Team: In 2024, a new system Director was assigned to oversee the Swedish Parking and Commuting Program, and there was also an addition of a clerical assistant to aid with Caregivers and their commuting programs. Currently the team is composed of: A system Director, a Division Manager, 2 Program Coordinators and 1 Clerical Assistant. In 2021 Swedish's Caregiver Commute Team staff changed to all internal Swedish
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	employees. The team of individuals continues to oversee coordinating and assisting of the Swedish's TMP and assisting with employee commuting needs. The Parking and Commuting department also has a resolute 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. Department visits and outreach: No changes. 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 about all alternative transportation methods. Swedish Caregiver Commute team will continue partnering with HR 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. Swedish Caregiver Commute SharePoint: No changes. 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. Disable Parking Pilot: No changes. Swedish will continue to monitor the use of disabled parking spots around the campus and evaluate the efficacy of this pilot program.
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Table 5. 4 – The Campus Parking Space Count & Utilization Table is the finding from the MIMP report. No changes for the 2024 period.

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%

The 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.

The Campus Parking Space Count & Utilization table is the finding from the original MIMP report. There have been no changes to the stall count. Utilization changed during the Covid-19 pandemic due to the impacts to in person patient care, reduced elective medical procedures, changes in staffing counts and restrictions on staff using public transportation. Even with the variety of impacts the Covid-19 pandemic caused for parking and driving to the campus, there was enough parking capacity.

Anticipated Transportation Activities for 2025

Swedish Cherry Hill has seen an increase in parking garage usage due to inconsistent transit schedules changes and concerns regarding public safety. Partial results of the 2022 CTR Survey from WSDOT have been made available to Swedish Cherry Hill. These results have been considered as a new post pandemic baseline and will be compared to 2024 CTR results to measure progress as soon as these become available. 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 2025 in addition to ongoing support of activities required by the campus' TMP.

Table 5.6	
Element	Activity
Transit	
Work with stakeholders on improved transit service to Cherry Hill neighborhood.	In 2025, no anticipated changes. Swedish will continue to provide feedback and work closely with transit agencies to understand current challenges and identify areas for improvement. Swedish will participate in events hosted by Commute Seattle to increase awareness of our programs and challenges we face. Swedish will utilize the ITB to send feedback regarding issues and concerns with current bus routes that serve both Swedish Cherry Hill Campus.
Analysis of origin/destination zip code data along with trip data collected	In 2025, no anticipated changes. The Caregiver Commute program continues to provide the SMC with a rich data source that can be used in analysis along with other data sets such as ORCA trip data. Swedish Cherry Hill is expecting to receive the directional capacity analysis with the 2024 CTR Survey data.
High Occupancy Vehicle (HOV)	
Explore feasibility of making the free carpool pilot a permanent program.	The free Carpool Parking Program is still available. This being said, offering free carpool services can sometimes lead to issues due to program abuse. Some individuals might exploit the system by falsely claiming to carpool when they are actually driving alone, just to take advantage of the benefits. This not only undermines the program's goals of reducing traffic congestion and lowering emissions but also increases costs for the organization without delivering the intended environmental or logistical benefits. Additionally, monitoring and verifying genuine carpool participation can be challenging and resource-intensive, potentially diverting attention and resources from other important initiatives. Therefore, while the idea of free carpool services is well-intentioned, it requires robust oversight and accountability measures to ensure its effectiveness and fairness.
Vanpool and Vanshare subsidies	In 2025, no anticipated changes. Vanpool will continue to be 100% subsidized participation in Vanpool programs with free and preferential parking for Vanpools and Vanshares.
Active Transportation	
Expand bike shower and locker facilities.	In 2025, no anticipated changes. There is no current demand to increase or expand the bike shower/locker facilities.

Install second Bike Fix-It Stand on campus.	In 2025, no anticipated changes. There are 2 Bike Fix-It stands on campus.
Explore “walking commuter bus” events/program	In 2025, no anticipated changes. The campus continues to explore implementing a “Walking commuter bus” program that will be an attempt to help solve the “last mile” of employees’ transit commutes
Bike rewards/reimbursements	In August of 2025, Swedish Cherry Hill will begin to monetary incentivize those who bike to work with an approximate stipend also known as “commute bonus” of \$40/max per month. Program will be piloted, and it is subject to change based on financial availability. This is not a condition of the TMP plan, rather an addition to our Bike Program.
Parking	
Continue work on creating a parking policy to discourage employees from parking in the neighborhood	The main parking and commuting policy is currently under legal review. There have been some updates that if approved will be noted in the 2025 Annual report. 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.”	In 2025, no anticipated changes. 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.	In 2025, no anticipated changes. Swedish will 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.
Integrated Transportation Board (ITB)	ITB Charter was finalized in September of 2024, with a quarterly established cadence. Meetings have been scheduled for March 18, 2025, June 17, 2025, September 16, 2025, and December 16, 2025
Transportation at Work	
Implement real-time travel information for campus shuttles.	In 2025, no anticipated changes. Transit Screens are able to track real time shuttle information when the shuttles have that technology available.

Live Near Work Program	In 2025, no anticipated changes. 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	In 2025, no anticipated changes. Swedish will Continue to share information with all employees regarding the current guaranteed ride home programs offered for transit and vanpool riders.
Intercampus Shuttle and Travel	Swedish has drafted a new shuttle schedule that will operate between First Hill, Cherry Hill, and the Capitol Hill Station from 6AM to 8PM. The intention is to start this pilot schedule in August of 2025.
Alternative Work Schedules	
Telecommuting for some employees.	In 2025, no anticipated changes. Swedish continues to support telecommuting when possible.

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 Swedish Cherry Hill campus Integrated Transportation Board re- grouped in Q4 of 2023 and during the 2024 meetings, the ITB charter was reviewed and re-approved, with board members and additional non-board members. All were invited to provide ideas and feedback with the intention of working together towards achieving TMP goals for Swedish Cherry Hill campus. The ITB Chapter was finalized in September of 2024.

Integrated Transportation Board Membership – 2024

- Swedish Medical Center
- Swedish Medical Group
- Sabey
- LabCorp of America
- IAC for Swedish Cherry Hill

- City of Seattle Dept. of Transportation
- City of Seattle Dept of Constructions and Inspections
- King County Metro
- Squire Park Neighborhood
- Commute Seattle

ITB Interested non-members - 2024.

- Republic Parking Northwest
- Swedish Community Health Investment
- Swedish Patient Advocacy Group