



OAKLAND MEDICAL CENTER MASTER PLAN

As approved by Oakland City Council, June 27, 2006

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**KAISER PERMANENTE OAKLAND MEDICAL CENTER**  
**MASTER PLAN**

This Master plan is organized into two sections: Master Plan Description and Design Goals, Objectives, Principles and Guidelines.

**I. MASTER PLAN DESCRIPTION**

**A. Master Plan**

This Master Plan is intended to guide the phased replacement of the existing Oakland Medical Center with an expanded and improved medical center campus of approximately 1.76 million square feet on approximately 19.5 acres.

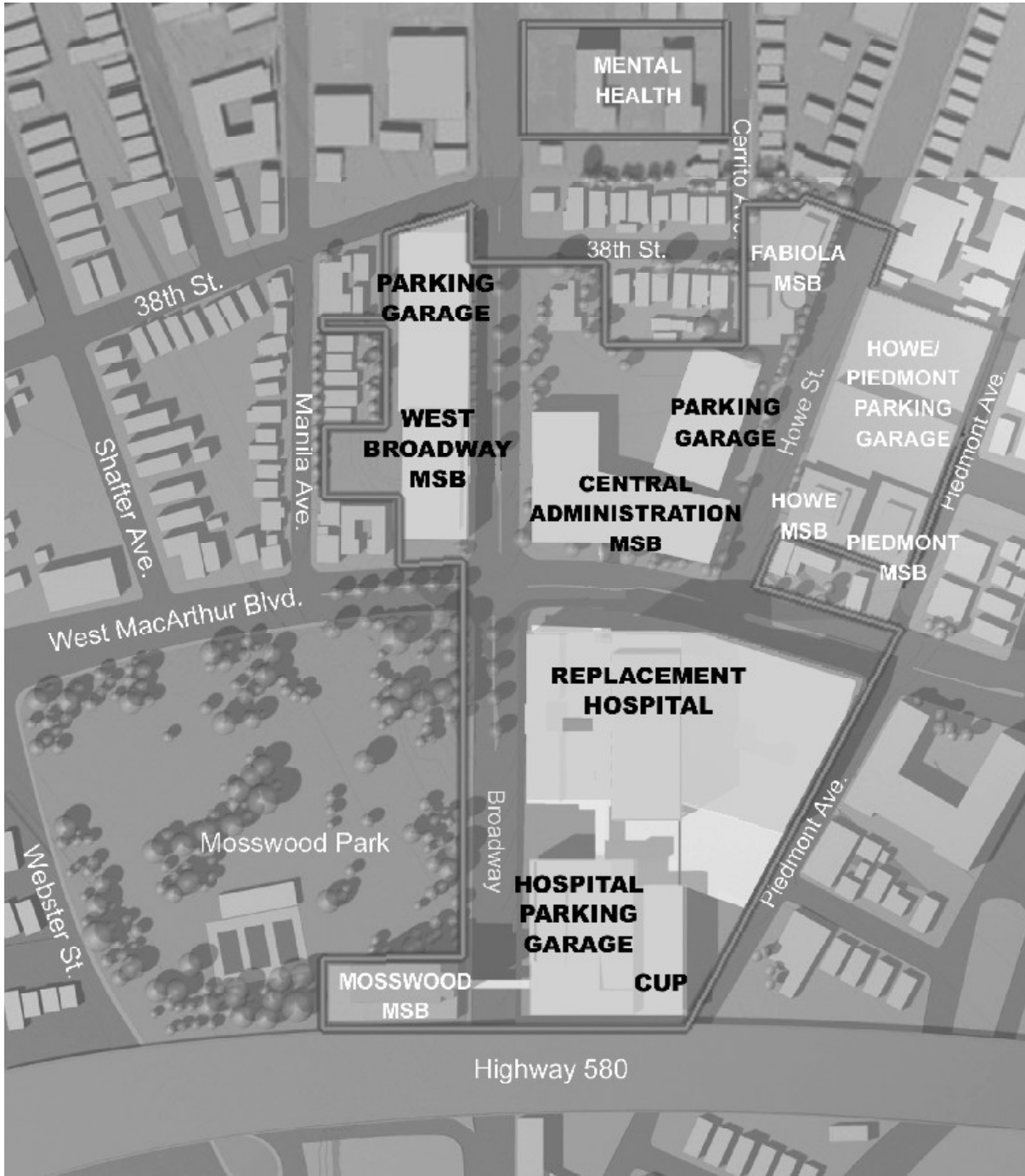
The new Oakland Medical Center would be completed by approximately 2020. The Oakland Medical Center would continue to provide uninterrupted medical service on-site during construction and implementation of the Master Plan, and implementation policies of the Master Plan would ensure that the medical center functions are not obstructed at any time.

The overall vision of this Master Plan is to provide a “development blueprint” for the redevelopment and construction of an urban medical campus that is connected with the community it serves. A conceptual illustration of the Kaiser Permanente Oakland Medical Center Master Plan is attached as **Figure OMC-1**.

**1. KX-1 Zone**

The KX-1 zone includes the existing Mosswood Medical Services Building (MSB) along Broadway at I-580, and the new West Broadway MSB and its associated parking. New construction within this zone will include:

- The West Broadway MSB, approximately 165,000 square feet in size and 5-stories (approximately 86 feet) tall at its highest point,
- Approximately 7,700 square feet of retail space primarily located along the Broadway street frontage. The street level retail use shall be included in the design and construction of Phase 1 and the space shall be actively marketed by Kaiser.
- At a minimum, a parking facility capable of meeting the parking needs associated with the programmed use of the West Broadway Medical Office Building (estimated at approximately 438 spaces), although more parking spaces could be provided depending upon final design.



**KAISER PERMANENTE OAKLAND MEDICAL CENTER MASTER PLAN**

Final design of the medical office building and parking garage should be determined pursuant to Design Review for Phase 1 of the Master Plan.

## **2. KX-2 Zone**

The KX-2 zone includes the new Replacement Hospital, outpatient services, a new central utility plant and a structured parking garage. Upon completion of the new hospital and out-patient services building, all existing in-patient hospital services and remaining out-patient and administration support services would be relocated from the existing hospital to the new hospital. New construction within this zone will include:

- The new Replacement Hospital Building of up to a maximum of 957,000 square feet in size. An additional 60,000 square feet of space may be added to this building (to a maximum of 1,107,000 square feet) provided that Kaiser submit a schematic development plan that delineates the development program for Phase 3. In order to qualify for this option, the schematic development plan for Phase 3 must be submitted for review by the City Planning Commission prior to occupancy of the Phase 2 parking garage. The Replacement Hospital Building would include approximately 700,000 square feet of new hospital space (346 hospital beds), approximately 60,000 square feet for the new central utility plant, and the remaining space used as new outpatient services. An interstitial floor of strictly mechanical space is excluded from the maximum building size.
- The design for the new hospital will include a 3-4 story podium base, with a nursing tower generally centered on the podium's north-south axis between Broadway and the extension of Howe Street. The nursing tower could measure up to a maximum of 240 feet in height from existing grade, including approximately 30 feet at the top for roof equipment and screening.
- The parking garage associated with the new Replacement Hospital is proposed at ten stories above grade and two below, and designed to accommodate approximately 1,216 parking spaces.

## **3. KX-3 Zone**

- The KX-3 Zone includes replacement of the existing hospital structure (tower and low-rise building) with a new Central Administration / Medical Services Building. The design and program of the KX-3 Zone is conceptual only. However, the total amount of new space that may be constructed within the KX-3 Zone is 223,000 square feet, which may contain medical services, medical offices, central administration space, conference rooms and a conference center and other related uses. However, should Kaiser select to add the additional 60,000 square feet of space to Phase 2 as described in B above, then the maximum floor area of Phase 3 would be correspondingly

reduced by as much as 60,000, to a maximum of 163,000 square feet. The new building(s) and primary facades should front on both MacArthur Boulevard and Broadway. This building could include the potential conversion of the existing Emergency Department to Outpatient Services.

- As many as 587 parking spaces could be provided in a parking structure.
- The other existing buildings within the KX-3 Zone will remain, including the historical landmark building at 3900 Broadway (the King's Daughter Mental Health Building), Fabiola MSB, Howe MSB, Piedmont MSB, Mosswood MSB and the Howe Street parking structure.

#### **4. KX-4 Zone**

The KX-4 Zone is primarily comprised of single family residential properties on the east side of Manila Avenue, some of which are owner by Kaiser. Those properties owned by Kaiser will be restricted such that they may only be used for the following activities:

- single family residential uses;
- sleeping rooms for medical center staff; or
- temporary housing for families of members receiving long-term care at the Kaiser Permanente Oakland Medical Center.

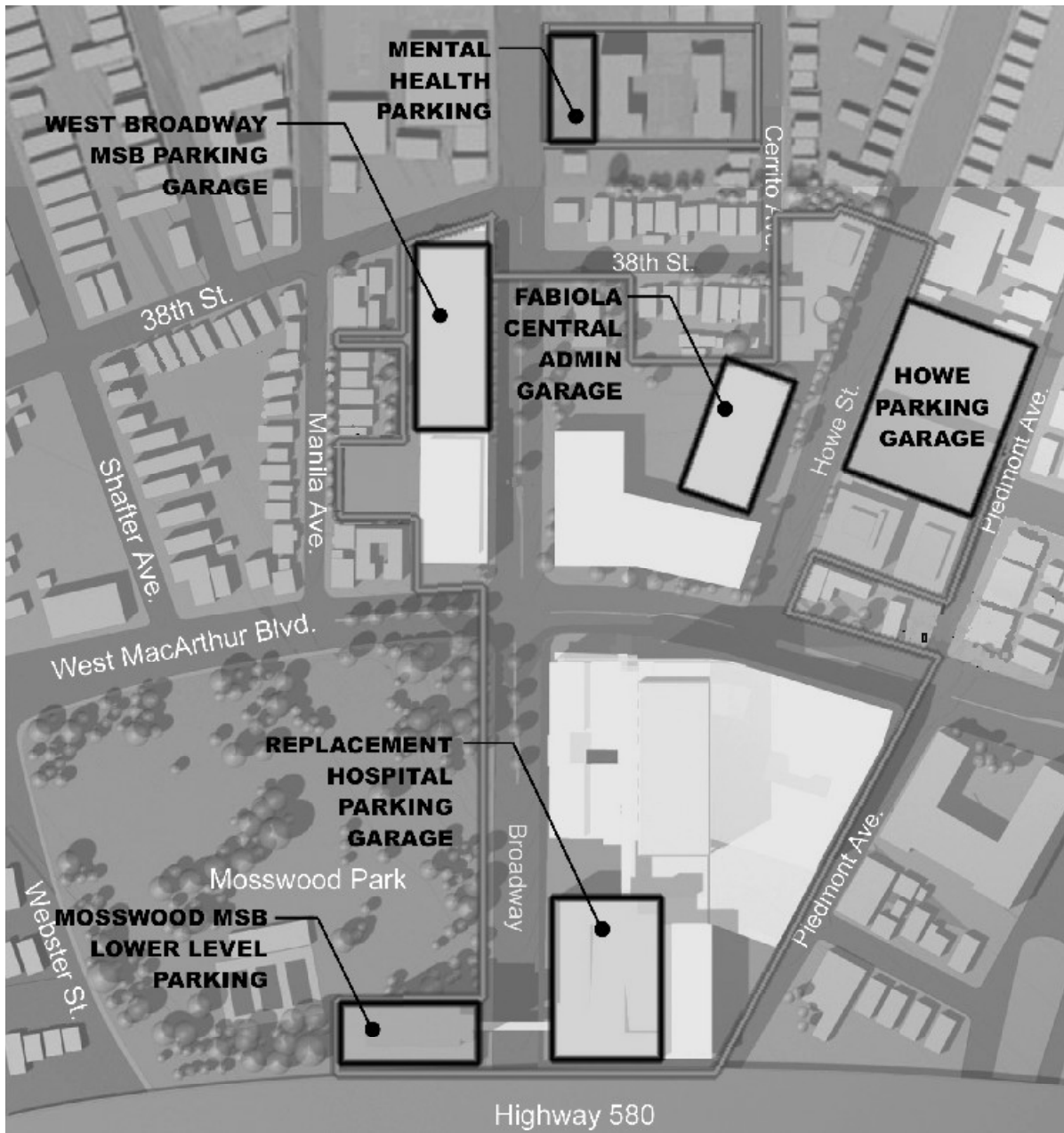
These restrictions are more restrictive than otherwise allowed under the current R-70 zoning regulations.

The existing single family residential buildings on the east side of Manila within the KX-4 Zone shall remain.

#### **5. Parking**

Parking shall be determined on a phase-by phase basis, and the amount, location and distribution of parking shall be determined as part of the Design Review Process. The parking demand study prepared for adoption of this Master Plan determined that upon completion of new construction to the full 1.76 million square feet of total space 3,510 parking spaces will be required. The actual amount of required parking shall be imposed as a condition of approval for each phase or new building, based on the current or updated parking study and the adopted Transportation Demand Management program as approved by the City.

As currently anticipated under the Master Plan, the following parking is anticipated within the Oakland Medical Center as detailed in **Table 1**. A parking summary by property under the conceptual build-out is attached as **Figure OMC-2**.



	EXISTING	END OF PHASE 1	END OF PHASE 2	END OF PHASE 3
3900 BROADWAY MENTAL HEALTH	65	65	65	65
HOWE PARKING GARAGE	1173	1323	1173	1173
MB CENTER PARKING	1176	0	0	0
MOSSWOOD-CALTRANS	242	242	132	132
WEST BROADWAY MSB GARAGE	0	564	541	541
REPLACEMENT HOSPITAL GARAGE	0	0	1216	1216
CENTRAL ADMIN MSB	0	0	0	457
<b>TOTAL</b>	<b>2656</b>	<b>2194</b>	<b>3127</b>	<b>3584</b>

**PARKING SUMMARY FOR EACH KAISER OWNED PROPERTY AT THE OAKLAND MEDICAL CENTER**

**Table 1: Kaiser OMC Master Plan**

**Parking Program by Zone**

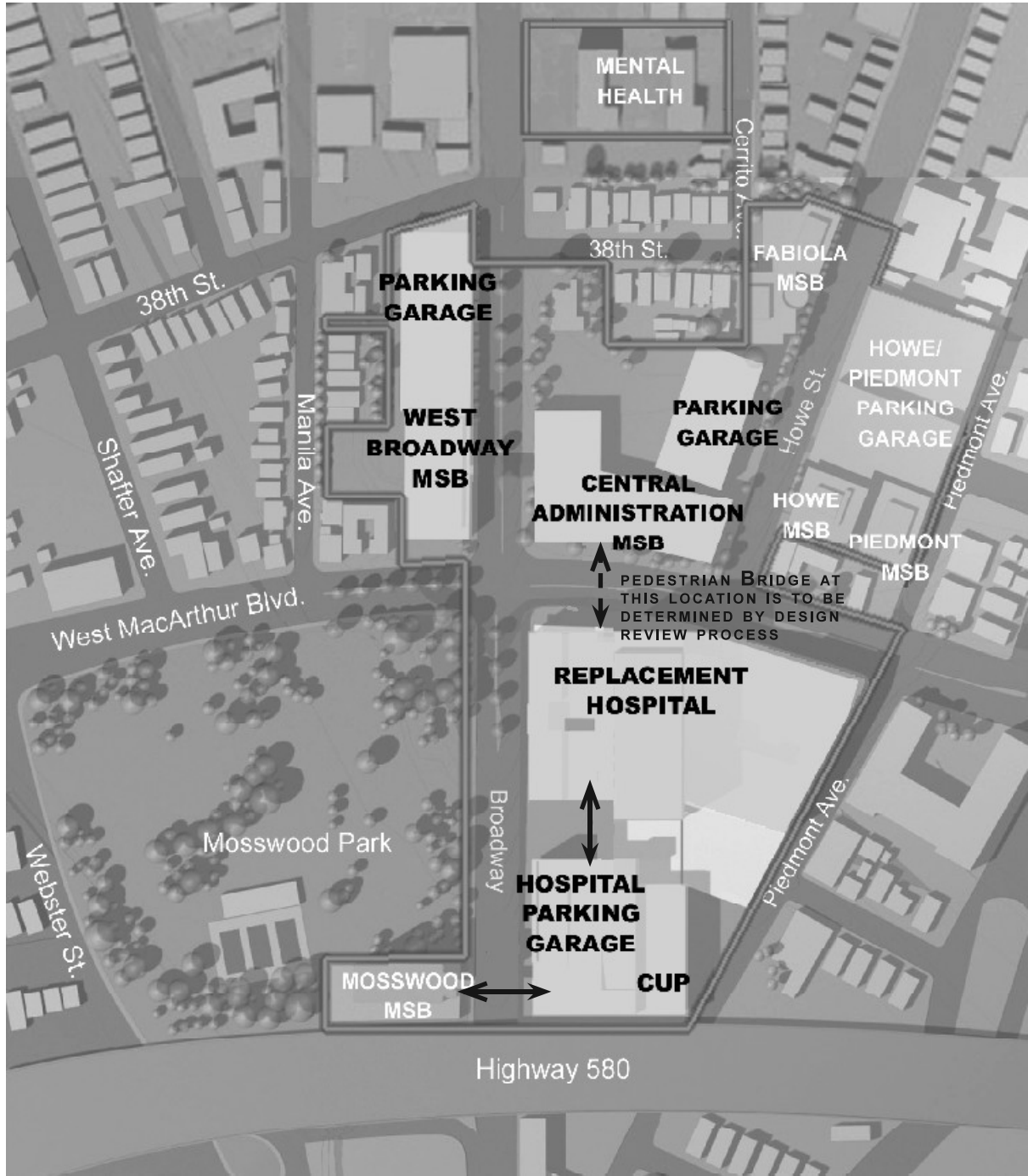
KX-1 Zone (new)	390 to 540
KX-2 Zone (new)	1,216
KX-3 Zone (new)	534
Sub-total	2,140
Other OMC locations (existing)	1,370
<b>Total</b>	<b>3,510</b>

This Master Plan provides for a net increase of 853 parking spaces on the Oakland Medical Center site, for a total of 3,510 parking spaces. The total number of spaces is intended to meet the projected total parking demand. Most of the new parking is intended to be provided in two or three new parking structures, depending upon the ultimate development in Phase 3.

**6. Overhead Pedestrian Bridges (Skybridges)**

The Master Plan identifies the need for three crossings of public streets to connect with each of the KX zones. The pedestrian crossings are described below and depicted in **Figure OMC-3**.

- One pedestrian skybridge over the public right of way of Broadway, adjacent to Highway 580 (connecting KX-1 and KX-2) is permitted. The design and final location of this skybridge is to be determined during the Design Review process for Phase 2.
- The other proposed pedestrian skybridge over the public right-of-way on MacArthur Boulevard is not needed until the completion of Phase 3 of the project (KX-3 Zone). Design Review for Phase 2 should consider means to ensure that a choice of skybridge versus tunnel versus surface street crossings at this location is preserved. The need for and final design and final location of a potential MacArthur Boulevard skybridge versus tunnels or surface street crossings will be determined during the Design Review process and pursuant to Conditional Use Permits for Phase 3.
- No other skybridge over Broadway shall be permitted. Design Review for Phase 2 should consider other means by which to provide a safe and convenient crossing of Broadway from the Phase 1 Medical Office Building on Broadway to the Phase 3 site, such as a tunnel or safe at-grade street crossings.



**LOCATION OF OVERHEAD PEDESTRIAN BRIDGES (SKYBRIDGES)**



## **7. Demolition**

Implementation of the Master Plan will be facilitated by establishing a procedure which will allow the removal of several recently acquired vacant campus buildings which are not appropriate for medical use. The properties at 3799, 3793, 3789, 3781, 3757, 3741, 3737, 3735 3701 Broadway, as shown in **Figure OMC-4**, were recently acquired by Kaiser and have never been occupied for Medical Center use. These properties are generally not appropriate for Medical Center use and will likely remain vacant. The design review process for the site is underway, but may not be completed before demolition could begin. Demolition permits may be issued for all buildings located on these parcels with these addresses prior to the issuance of building permits.

## **8. Signs**

In order to achieve the cohesive campus design vision, exceptions may be required from strict application of signage standards. Therefore, the KX zoning District provides that if a comprehensive sign program is adopted as part of the Master Plan, the provisions of the comprehensive sign program shall govern and shall supersede the provisions of Chapter 17.104. A comprehensive sign program will need to be developed by Kaiser Permanente and would be adopted through the Master Plan amendment process set forth in section 17.XX.080.

## **9. Conditions of Approval and MMRP**

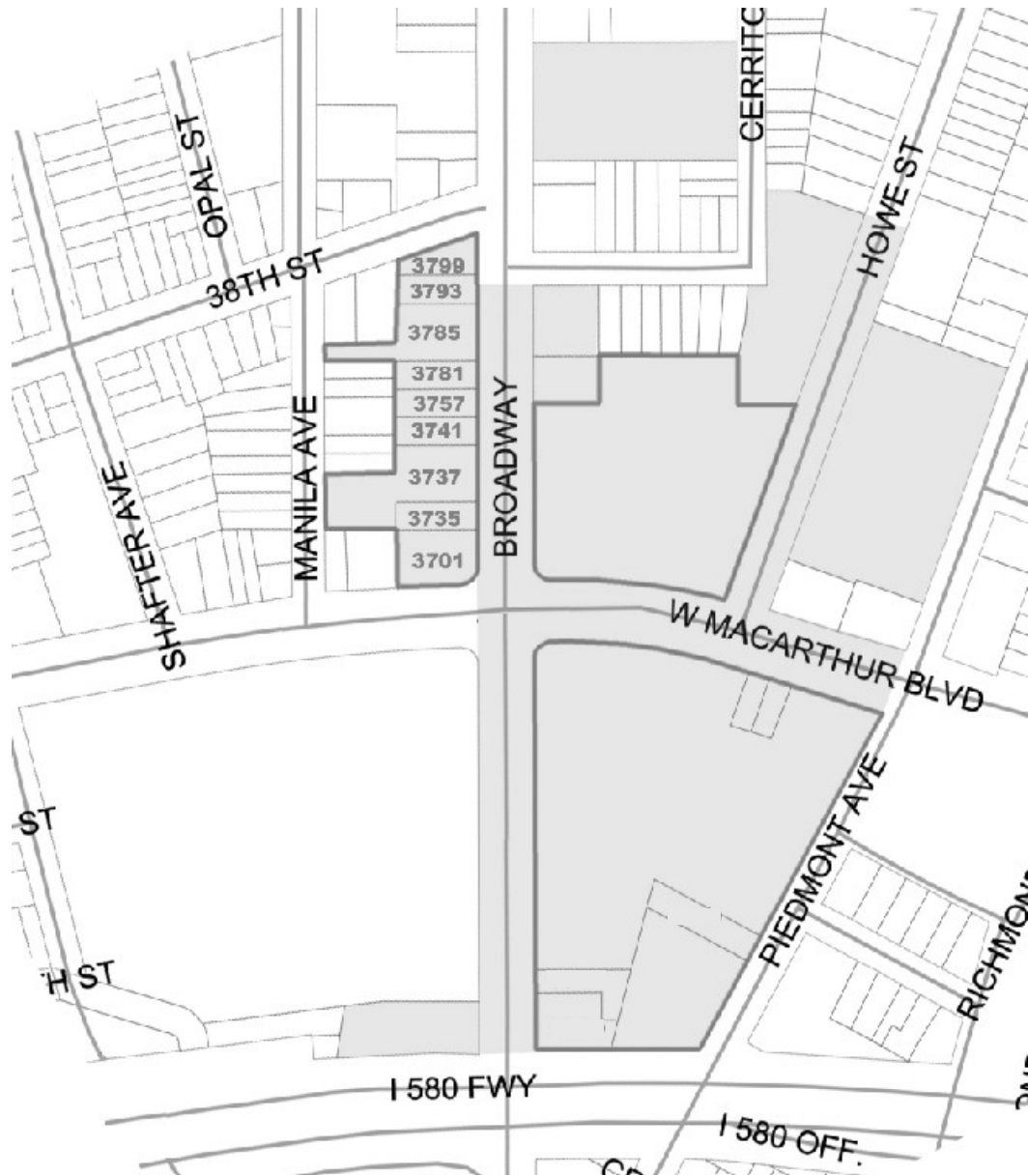
The Conditions of Approval and the Mitigation Monitoring and Reporting Program (MMRP) adopted by the City Council in conjunction with the approval of this Master Plan are attached hereto as Appendix A and are incorporated herein by reference as an integral part of this Master Plan.

## **10. Zoning and Design Review**

Conformance with this Master Plan and the design review criteria contained in Section 17.XX.040 of Planning Code, along with other expressly referenced provisions of the Planning Code, as well as other applicable provisions of the Oakland Municipal Code, is required to receive City of Oakland approval for construction in the KX-1, KX-2, KX-3 and KX-4 zones.

### **B. Zoning Subareas**

This Master Plan provides distinct design guidelines for separate portions of the Kaiser Permanente Oakland Medical Center (Oakland Medical Center). These separate portions of the OMC correspond to the KX-1, KX-2, KX-3 and KX-4 zones of the Kaiser

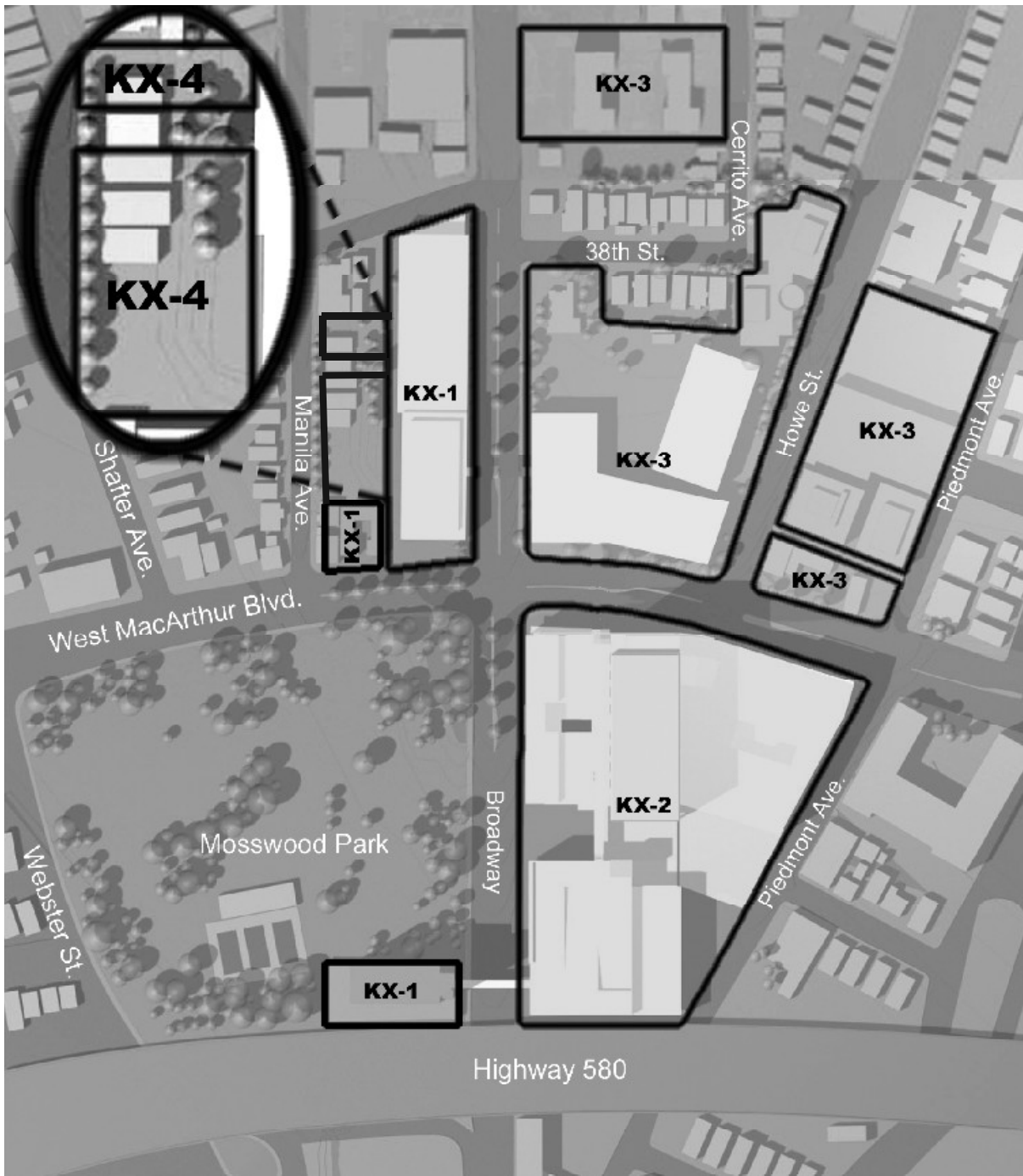


**VACANT BUILDINGS ON KAISER CAMPUS  
THAT MAY BE DEMOLISHED PRIOR TO ISSUANCE OF BUILDING PERMITS**

Permanente Oakland Medical Center (KX) Planning Code (Chapter Section 17.XX) that have also been established for the Master Plan area.

- The KX-1 zone is intended for those properties along the west side of Broadway north of MacArthur Boulevard and south of 38<sup>th</sup> Street, plus the Mosswood Building west of Broadway adjacent to I-580.
- The KX-2 zone is intended for those properties south of MacArthur Boulevard between Broadway and Piedmont Avenue, comprised mostly of the former M/B Center.
- The KX-3 zone is intended for those properties north of MacArthur Boulevard between Broadway and Piedmont Avenue comprising the old hospital site and several existing medical office buildings and a parking garage between Piedmont Avenue and Howe Street.
- The KX-4 zone is for those residential properties on the east side of Manila Avenue.

An illustration of the KX-1, KX-2, KX-3 and KX-4 Zone Districts is attached as **Figure OMC-5**.



**AN ILLUSTRATION OF THE KX-1, KX-2, KX-3 AND KX-4 ZONING DISTRICTS**

## **II. DESIGN GOALS, OBJECTIVES, PRINCIPLES AND GUIDELINES**

The Design Goals, Objectives, Principles and Guidelines have been developed to provide a framework for the buildout of the Kaiser Permanente Oakland Medical Center.

The Goals of this Master Plan are:

- GOAL #1: TO ENSURE THAT THE OAKLAND MEDICAL CENTER WILL BE ARCHITECTURALLY AND FUNCTIONALLY INTEGRATED, AND THAT THE OAKLAND MEDICAL CENTER WILL BE COMPATIBLE WITH THE EXISTING NEIGHBORHOOD.**
- GOAL #2: TO ENSURE THAT KAISER PERMANENTE'S MEDICAL PROGRAMS ARE ACCOMMODATED IN STATE-OF-THE-ART FACILITIES WITHOUT INTERRUPTING CURRENT SERVICES WHILE AS THEY ARE INTEGRATED INTO THE LOCAL AND LARGER COMMUNITY.**
- GOAL #3: TO PROVIDE POSITIVE PHYSICAL CONNECTIONS BETWEEN THE OAKLAND MEDICAL CENTER AND THE NEIGHBORHOODS.**
- GOAL #4: TO RECOGNIZE THAT KAISER PERMANENTE PROVIDES AN IMPORTANT INSTITUTIONAL FUNCTION FOR SURROUNDING NEIGHBORHOODS AND THE CITY AS A WHOLE.**
- GOAL #5: TO PROMOTE GOOD URBAN DESIGN SO AS TO PROVIDE STREET CHARACTER AND ACTIVITY.**

The following Objectives, Principles and Guidelines support these Goals and should be implemented and applied to each project where feasible as it is processed through the design review process.

**Objective #1: Unify the Oakland Medical Center through site design and architecture**

*The KX-1, KX-2, KX-3 zones are not contiguous. This critical mass of non-contiguous functional space creates a unique opportunity to create a clear and cohesive sense of campus adjacent to and involving Mosswood Park as part of the campus identity.*

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A conceptual 3-dimensional view of buildout of the Master Plan is shown in **Figure OMC-6**.

***Principle 1.1:*** Create an architecturally integrated campus.

Guideline 1.1.1: Bring the Oakland Medical Center properties into a new sense of unity through the effective use of building design and materials, landscaping, treatment of entrances and signage.

Guideline 1.1.2: Massing of the buildings should relate to each other in scale, and work together to help define a coherent street edge along Broadway, MacArthur Boulevard and Piedmont Avenue.

Guideline 1.1.3: The Oakland Medical Center buildings should work as an ensemble to enhance the area, serving as an attractive campus appropriate to a respected institution in the City.

Guideline 1.1.4: Consistent campus streetscapes should be created by providing street landscaping, street furniture and lighting.

Guideline 1.1.5: Provide unified campus site lighting in public spaces, pedestrian ways and public streets.

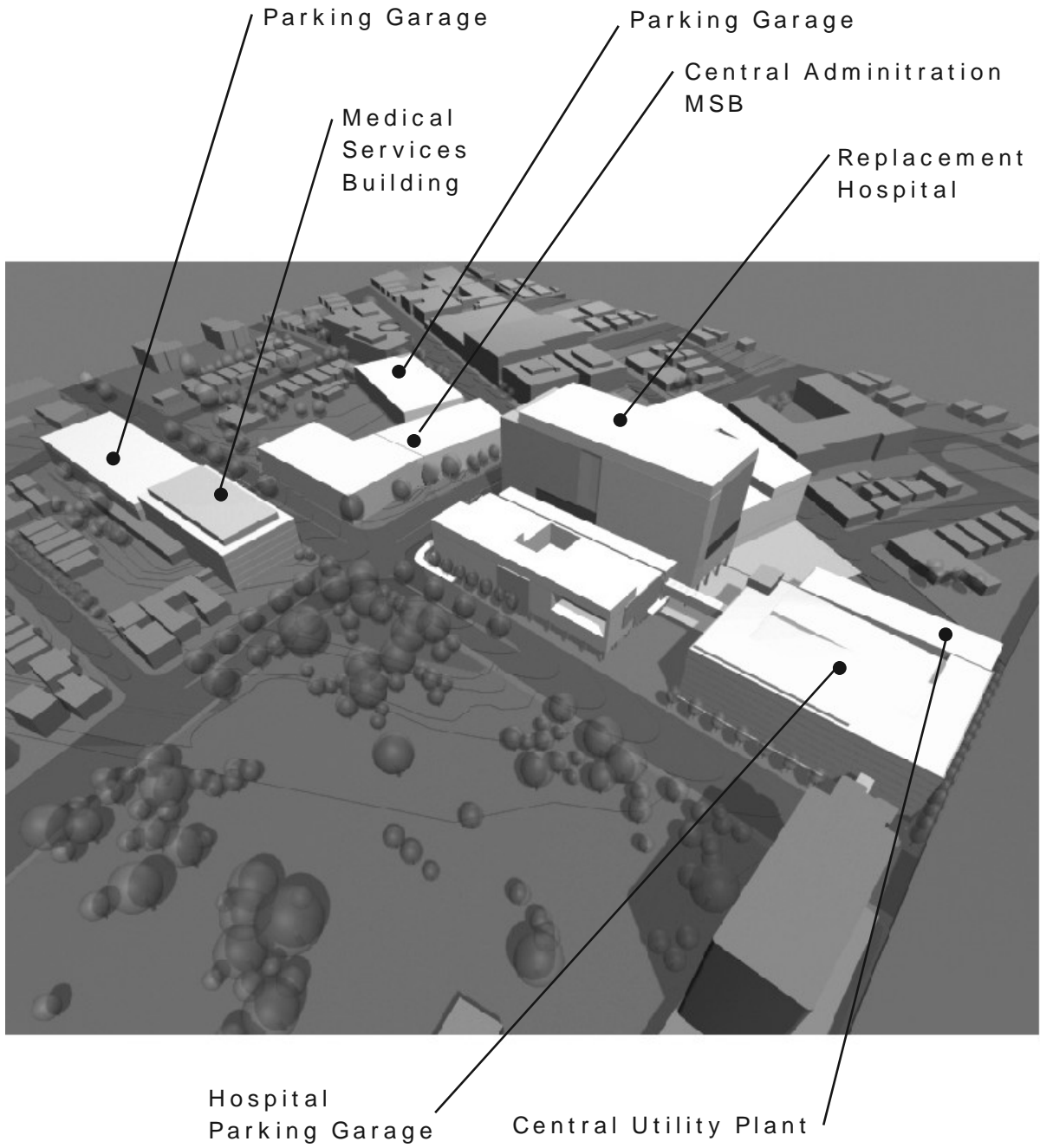
***Principle 1.2:*** Buildings should be attractive and well designed and their form, massing, and height should respect the adjoining neighborhoods in terms of size and scale while some flexibility should generally be employed to accommodate necessary medical functions.

Guideline 1.2.1: The overall campus massing concept is to locate the most intense activities and concentrated building massing in the center of the campus.

Guideline 1.2.2: Building massing should transition to surrounding campus elements and adjacent neighborhoods.

Guideline 1.2.3: The tower elements of the new hospital buildings should be set back from Broadway a minimum of 150 feet so as to minimize shading of Mosswood Park and other public open spaces.

Guideline 1.2.4: Buildings should address the streets and employ architectural design elements such as articulation and step-backs in order to help break down their scale.



**THREE DIMENSIONAL VIEW OF OAKLAND MEDICAL CENTER MASTER PLAN  
FROM SOUTH WEST LOOKING NORTH**

***Principle 1.3:*** Some flexibility in the future building massing may be required given evolving and varied healthcare demands, while balancing good urban design principles and seeking to minimize impacts on the adjacent neighborhoods.

Guideline 1.3.1: Replace the facilities at the OMC in accordance with Kaiser Permanente's integrated model of health care delivery. This model requires Hospitality and Specialty Medical Services to share service space and to be co-located to provide the best patient care.

Guideline 1.3.2: Construct new facilities in a manner that allows uninterrupted operation of service, minimizes departmental moves and maintains the continuity of care at the Medical Center during construction.

Guideline 1.3.3: Design new facilities in a manner consistent with Kaiser's accountability as responsible financial stewards of its members' dues.



**Objective #2: Activate pedestrian activity on Broadway, MacArthur Boulevard and Piedmont Avenue.**

*As this is an urban campus, there is the opportunity to contribute to good urban setting, and to an already pedestrian friendly neighborhood.*

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Conceptual images of the streets surrounding the Oakland Medical Center are shown in **Figure OMC-7, Figure OMC-8, Figure OMC-9 and Figure OMC-10.**

***Principle 2.1:*** Create street fronts that promote pedestrian activity.

Guideline 2.1.1: Building entrances should face the street or other publicly accessible courts.

Guideline 2.1.2: Buildings along Broadway should promote the commercial character of the street. The buildings along MacArthur Boulevard, Howe and Piedmont may utilize setbacks to promote the streetscape activities or to provide public open space.

Guideline 2.1.3: Maximize the transparency of buildings along major streets (Broadway, MacArthur Boulevard and Piedmont Avenue) with non-mirror reflective glazing, especially at the ground level.

Guideline 2.1.4: Buildings along Broadway and MacArthur Boulevard and at the MacArthur/Piedmont corner should have ground floor active uses that are visible from the public streets.

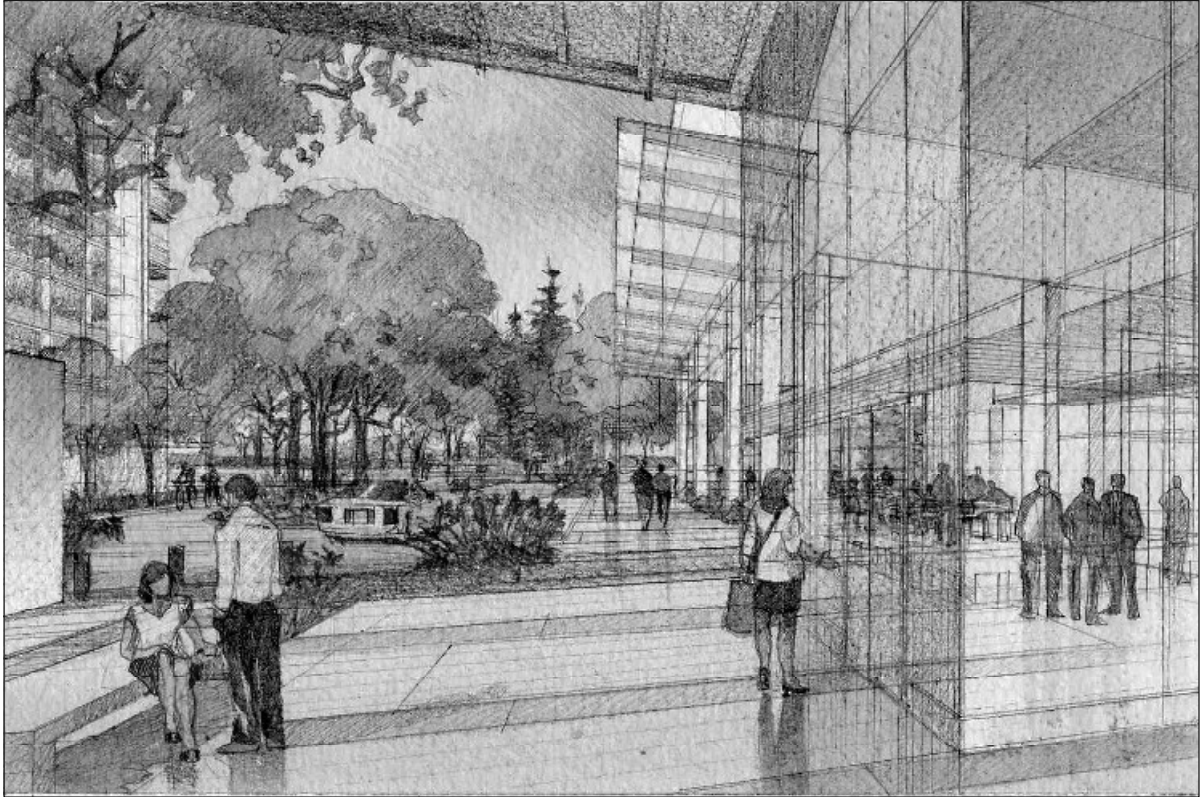
***Principle 2.2:*** Create a walkable environment.

Guideline 2.2.1: Open space and sidewalks should provide safe pedestrian environments.

Guideline 2.2.2: Provide enhanced crosswalks, street furniture, pedestrian safety improvements, and other site amenities.

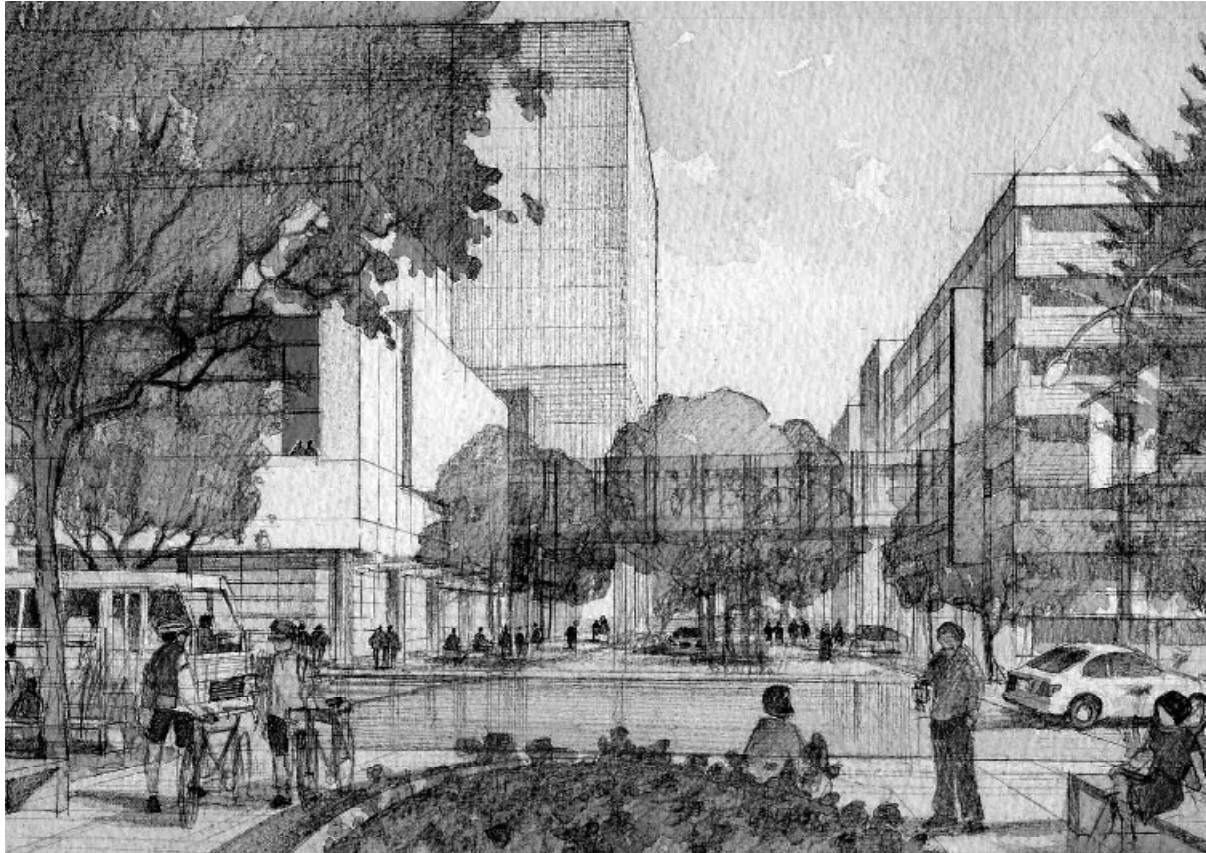
Guideline 2.2.3: Curb cuts should be minimized.

Guideline 2.2.4: Strengthen the campus connection with Mosswood Park by adding crosswalks and other pedestrian safety improvements.

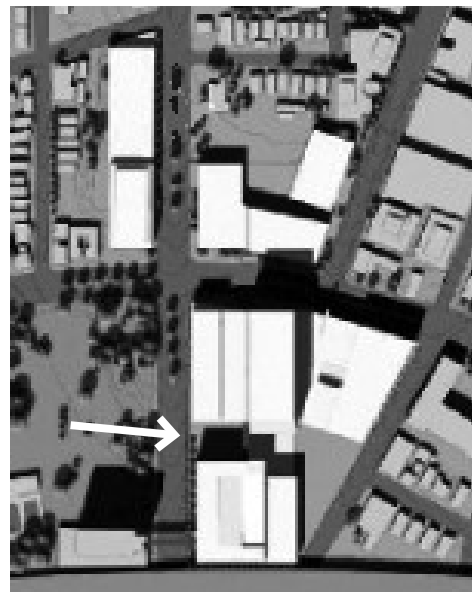


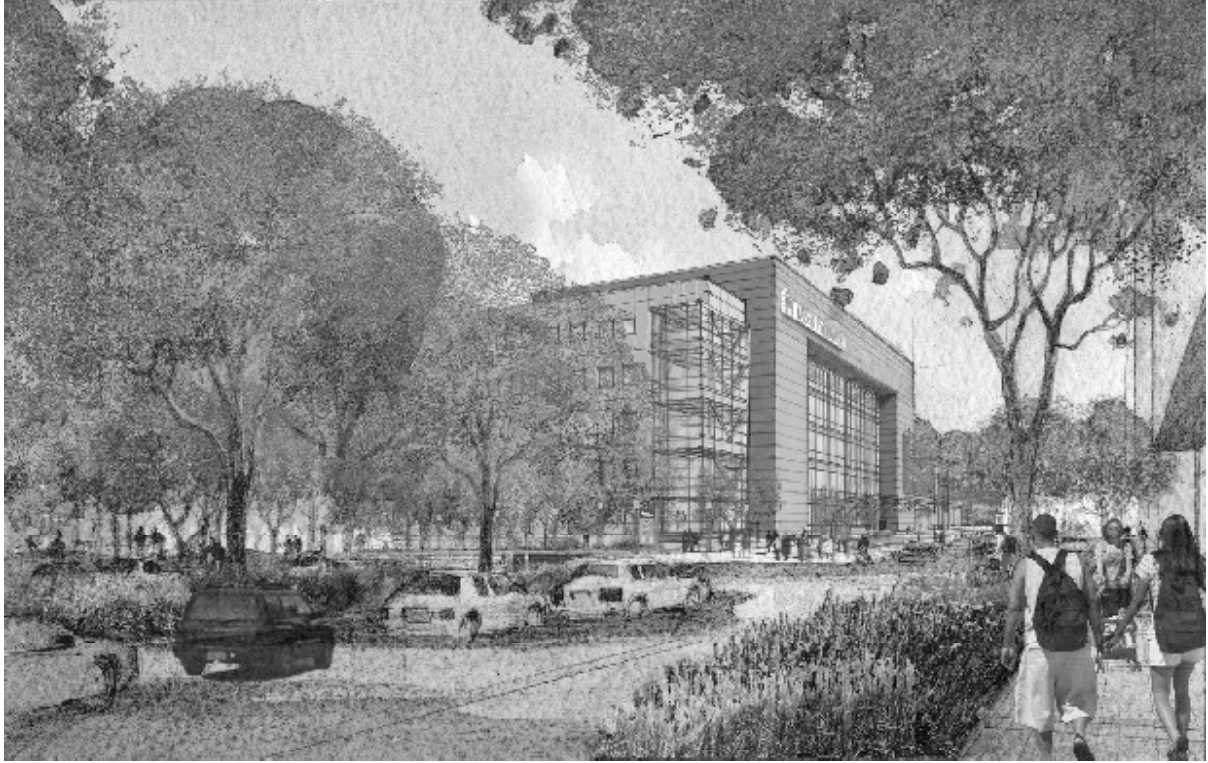
**CONCEPTUAL IMAGE OF HOSPITAL ENTRANCE - LOOKING TOWARD MOSSWOOD PARK**



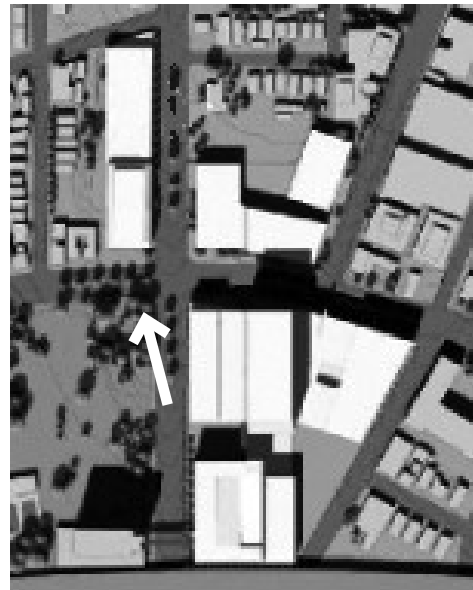


**STREET LEVEL IMAGE LOOKING FROM MOSSWOOD PARK TO HOSPITAL ENTRANCE**





**LOOKING NORTH ON BROADWAY TOWARD NEW MEDICAL SERVICES BUILDING**





**ALONG BROADWAY, LOOKING AT NEW RETAIL AND**



**Objective #3: Implement a clear campus circulation plan**

*One of the most critical measures of success for a large, complex, medical center is its clarity of movement. There will be six distinct circulation categories: 1) Kaiser members using inpatient and outpatient facilities, 2) Kaiser members and non-members using the emergency department, 3) pedestrians from mass transit, 4) emergency vehicles, 5) service/ deliveries, and 6) staff. Planning for each of these categories should be done with neighborhood sensitivity, knowledge of street capacities and with peak hour trip studies, and the goal of an increasingly pedestrian friendly campus environment.*

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A campus circulation diagram is shown in **Figure OMC-11**.

**Principle 3.1:** The pedestrian and vehicular circulation plan should address the Oakland Medical Center as a single unit.

Guideline 3.1.1: Develop a clear and comprehensive campus sign and wayfinding program to assist patients and visitors

**Principle 3.2:** Minimize vehicular conflicts with pedestrians.

Guideline 3.2.1: Provide well defined vehicular entrances for the public and staff.

Guideline 3.2.2: Separate public circulation from hospital service and ambulance circulation to promote safety.

Guideline 3.2.3: The campus should have an interior pedestrian circulation system that connects to the adjoining neighborhoods and should create a walkable and safe pedestrian environment along the building and campus edges.

Guideline 3.2.4: Provide enhanced crosswalks at major intersections for pedestrian safety.

**Principle 3.3:** When permitted, provide pedestrian bridges that support Kaiser's integrated model of care by linking buildings where medical care is delivered.

Guideline 3.3.1: Overhead pedestrian bridges should maximize the use of transparent glass.

Guideline 3.3.2: The width of the pedestrian bridges should be the minimum required to accommodate functional and structural needs.

Guideline 3.3.3: Pedestrian bridges should be located at least 100 feet from street intersections and shall be constructed at no lower than the third floor (or equivalent) building level.

## CAMPUS CIRCULATION PLAN



Major East West Streets

I-580

MACARTHUR

North South Streets

BROADWAY

PIEDMONT

New Pedestrian Links

SOUTH COURT AT PHASE 2 SITE

NORTH COURT AT PHASE 3 SITE

**Objective #4: Landscaping along streets and outdoor public spaces should be provided to create a campus-like setting**

*A landscaping plan shall be submitted for every project that requires approval pursuant to the design review process. Street trees shall be consistent with the neighborhood. All landscaping shall be maintained in perpetuity in a healthful state.*

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**Figure OMC-12** shows the Campus Landscape Master Plan.

***Principle 4.1:*** Improve Glen Echo Creek by smoothing the slope and planting native vegetation.

Guideline 4.1.1: Restore the daylighted portion of Glen Echo Creek in a more natural state, consistent with the long term Oakland efforts to restore an attractive network of creeks throughout the City.

***Principle 4.2:*** Create inviting outdoor spaces.

Guideline 4.2.1: Provide gathering spaces that relate to the public street and that are provided with natural light.

Guideline 4.2.2: Incorporate outdoor spaces, plazas and courts into the campus site plan.

Guideline 4.2.3: Improve the environment through substantial new landscape plantings on the campus and on City streets.

Guideline 4.2.4: New street trees should be of consistent or compatible species as the existing trees within the neighborhood.

Guideline 4.2.5: Building and site design should incorporate the use of natural daylighting.

Guideline 4.2.6: Provide landscape and street furniture along streets and public spaces to encourage pedestrian activity.



**Objective #5: Provide adequate, appropriately located and signed parking, loading and service areas**

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Parking locations and site access points are shown in **Figure OMC-2**.

***Principle 5.1:*** Adequate, appropriately located and signed parking, loading and service areas should be provided.

Guideline 5.1.1: The amount, location and distribution of parking shall be determined as part of the Design Review Process for each building or phase. The actual amount of required parking shall be imposed as a condition of approval for each phase or new building based on the current or updated parking study and the goals and objectives of the adopted Transportation Demand Management program.

Guideline 5.1.2: Parking garages should have designated parking for car pools, staff and visitors.

Guideline 5.1.3: Separate vehicular drop off zones, service parking and trucks from pedestrian activity.

Guideline 5.1.4: New drop-off and pick-up areas should be designed to minimize traffic conflicts.

Guideline 5.1.5: Design parking garages so that direct light from cars and lighting fixtures is shielded, especially near residences.

Guideline 5.1.6: Loading docks, service area and free standing equipment should be concealed from public view.

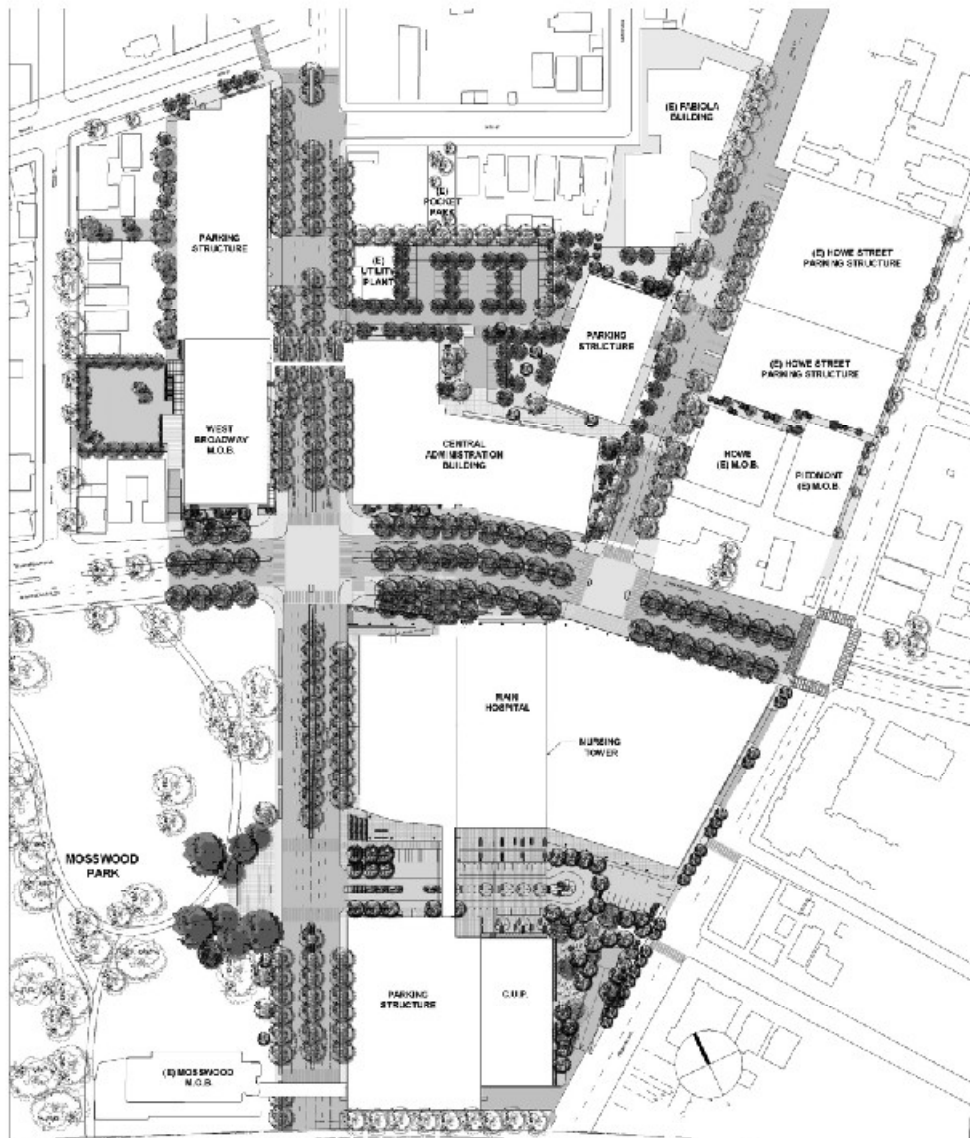
Guidelines 5.1.7: Appropriate parking garage signs should be included as part of the circulation and signage plans.

***Principle 5.2:*** Parking garages should respect the adjoining neighborhoods in terms of size and scale, while some flexibility should generally be acknowledged in order to accommodate necessary parking demands.

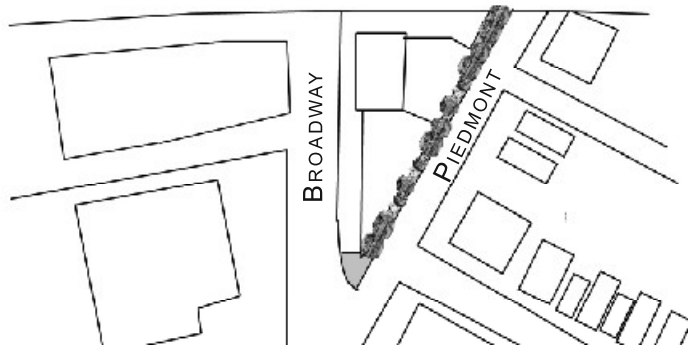
Guideline 5.2.1: Minimize the height of parking garages adjoining neighborhoods to reduce impact to neighbors.

Guideline 5.2.2: Parking garages should have architecturally interesting elements (such as modulated horizontal and vertical openings and vertical pilasters) to help breakdown their scale.

Guideline 5.2.3: Retail uses shall be included at the street level of new parking garages in the KX-1 Zone.



I-580



**LANDSCAPE MASTER PLAN**

**Objective #6: Incorporate sustainable design elements and features**

*Sustainable design practices can benefit both the property owner and the community.*

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***Principle 6.1:*** Sustainable design elements and features should be incorporated.

Guideline 6.1.1: Building design and site planning should incorporate “Green Guidelines for Healthcare”.

Guideline 6.1.2: Site design should support alternative modes of transportation use by staff and visitors.

Guideline 6.1.3: Restore to a more natural condition the daylighted portion of Glen Echo Creek that is located within the Oakland Medical Center.

Guideline 6.1.4: Use native plants for landscaping.

Guideline 6.1.5: Efficiently use water in site design, utility uses, cooling systems and landscape irrigation.

Guideline 6.1.6: Use permeable site surfaces to reduce surface runoff.

Guideline 6.1.7: Design energy efficient buildings.

Guideline 6.1.8: Recycle waste generated by demolition, construction and operations.

Guideline 6.1.9: Use sustainable materials and resources.

**Objective #7: Unique design elements for each district**

*Each sub-district within the OMC campus should have unique design elements that address specific location issues.*

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An illustration of the KX-1, KX-2, KX-3 and KX-4 Zone Districts is attached as **Figure OMC-5**.

***Principle 7.1:*** The KX-1 District along the west side of Broadway should be an integral component of the campus.

Guideline 7.1.1: The KX-1 District should be anchored by a medical office building located at the corner of Broadway and MacArthur, with associated parking.

Guideline 7.1.2: Ground floor retail uses shall be included in any new building or parking structure.

Guideline 7.1.3: The eastern bank of Echo Creek should be re-contoured for greater slope stability.

Guideline 7.1.4: The daylighted portion of Glen Echo Creek should be restored with native vegetation.

***Principle 7.2:*** Final design of the medical office building and parking garage should be determined pursuant to Design Review for Phase 1 of the Master Plan, in consideration of the following design guidelines:

Guideline 7.2.1: At a minimum, any parking facility shall be capable of meeting the parking needs associated with the programmed use of the 165,000 square foot West Broadway Medical Office Building (estimated at approximately 438 spaces).

Guideline 7.2.2: Consideration shall be given to combining the design of the medical office building and the parking garage into one integrated building. Whether an integrated building or freestanding parking garage, street-level retail use shall be included along as much of the Broadway frontage as possible. The street level retail use shall be included in the design and construction of Phase 1 and the space shall be actively marketed by Kaiser.

Guideline 7.2.3: If a free-standing parking garage is determined acceptable during Design Review, the parking structure should be designed to incorporate the following:

- a) The parking structure shall be set back from the face of the Medical Office Building by at least 3 feet.

- b) There may be 2 stories of parking above the retail ground floor (3 decks of parking above retail with rooftop parking). Rooftop parking shall include a wall or solid barricade of 4 feet in height (or no higher than the headlights of a Sports Utility Vehicle)

Guideline 7.2.4: The design of any parking facility at this location should seek to maximize underground parking, providing no less than 2 decks below ground.

Guideline 7.2.5: The design for the parking facility associated with the new Broadway medical office building shall provide for safe and efficient vehicular and pedestrian movements at the Broadway entrance. Design options may include:

- a) The driveway onto Broadway could be un-signalized and left-turns out of the driveway would then be prohibited, or
- b) The driveway on Broadway could be signalized so all vehicle movements would be allowed at the intersection, or
- c) Broadway could have a continuous median adjacent to the West Broadway Garage, so that vehicle movement at the driveway would be limited to right-in/right-out only.

***Principle 7.3:*** The former M/B Center (the KX-2 Zone) should be redeveloped as an attractive, modern, state-of-the-art new hospital facility.

Guideline 7.3.1: The new Central Utility Plant (CUP) should be located near the freeway to minimize impacts on the surrounding neighborhood.

Guideline 7.3.2: The large parking structure should be located near the freeway, with a pedestrian bridge from the parking structure to the hospital. Entry to the parking structure should generally be limited to the main hospital entrance off of Broadway.

Guideline 7.3.3: The hospital design should include a podium with a tower element.

Guideline 7.3.4: The tower element should be set back from Broadway to reduce shadows on Mosswood Park.

Guideline 7.3.5: Active type uses are encouraged at the ground level of the Hospital building, potentially along Broadway and MacArthur and at the MacArthur/Piedmont corner.

Guideline 7.3.6: A pedestrian path should connect Piedmont Avenue to Mosswood Park through the KX-2 Zone.

Guideline 7.3.7: Subject to City review and approval, public improvements to be provided as part of Phase 2 should include streetscape improvements along lower Piedmont Avenue between West MacArthur Boulevard and Broadway. Such improvements may include widened sidewalks, landscaped medians and planter

strips, permanent streetscape furniture, improved bus stops/shelters, and improved street lighting.

***Principle 7.4:*** The site of the current Kaiser Hospital (the KX-3 Zone) should be redeveloped as an attractive medical support center for the new hospital

Guideline 7.4.1: Locate new buildings along the street edge of Broadway and MacArthur.

Guideline 7.4.2: New structured parking shall only be included if it is needed to meet parking demand.

Guideline 7.4.3: The City shall, upon approval of the Master Plan and in consultation with local residents, and in accordance with all legal requirements, initiate all steps necessary to close Howe Street as a through street between MacArthur Boulevard and 38<sup>th</sup> Street. If approved by the City, Kaiser shall fund the improvements.

Guideline 7.4.3: A pedestrian path should connect Howe Street to Broadway through the KX-3 Zone.

Guideline 7.4.4: The existing Central Utility Plant (CUP) shall remain to serve the existing uses and may serve any new uses within the KX-3 Zone.

Guideline 7.4.5: The historic building at 3900 Broadway shall be retained.

Guideline 7.4.6: Improvement should be made to the existing Piedmont Avenue/Howe Street parking garage. Such improvements may include, but are not limited to landscaping and streetscape enhancements, façade beautification improvements and adding retail space into the ground floor subject to a physical feasibility analysis for such a use.

***Principle 7.5:*** Within the KX-4 District, existing buildings shall remain and continue as residential type uses as set forth in the KX-4 Zone regulations.