Civic Campus Strategic Brief

June 7, 2024

Version 2

JLL SEE A BRIGHTER WAY

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Executive Summary

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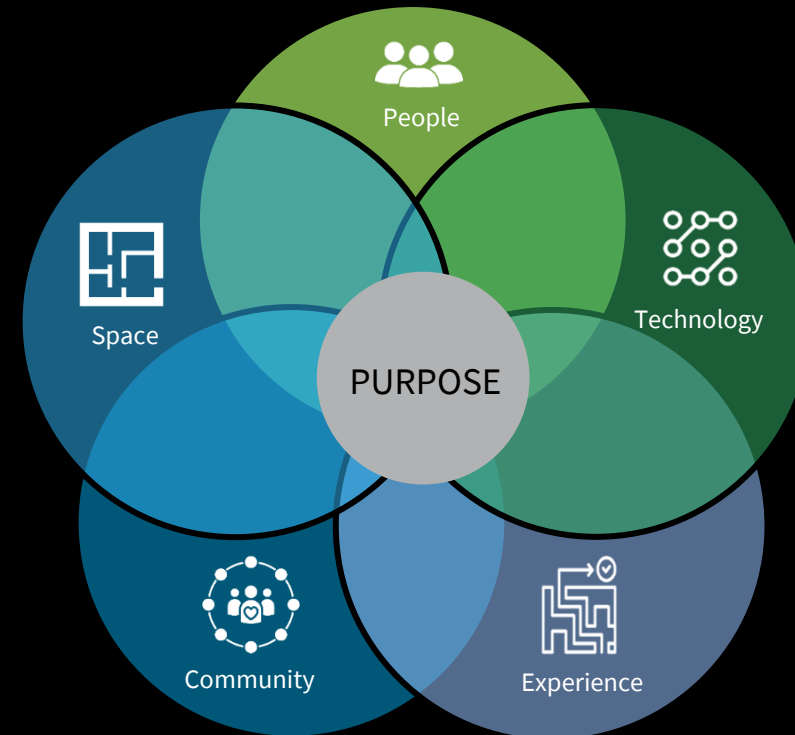*Community is unequivocally at the heart of the City of SeaTac*

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01 EXECUTIVE SUMMARY

JLL had the pleasure of partnering with City of SeaTac to **solution for their Civic Campus future state** requirements. We began with exploration, creating a **Visioning Session centered around Preferences and Priorities.** This session was intentionally designed to be an interactive alignment workshop with key stakeholders aimed at establishing patterns and prioritization. Leveraging existing insights around preferences, teams worked swiftly throughout this session to unearth how these insights manifest into the built environment to **establish a far-reaching vision for City of SeaTac Civic Campus**.

Born from these exercises, **we revealed an overarching sentiment that the purpose of the Civic Campus is rooted in community** and future state should **foster a cohesive and integrated environment by emphasizing the importance of learning, connection and celebration**. An activated community plaza, easily accessible by transit, ample parking and safety rose to the top in tandem with solutioning for **a tech enabled environment that supports productivity and collaboration with City of SeaTac employees.**

Armed with these valuable insights, stakeholders can make informed decisions throughout the lifecycle of the project to create a future state that aligns with the aspirations and needs of City of SeaTac.

It is an honor to partner with an organization that so thoughtfully aims to better the human experience of its employees, community and beyond.

02 FOCUS AREAS

PURPOSE

What is the *why* behind the City of SeaTac's Civic Campus?

PEOPLE

What is important to employees and community members?

PLACE

What space types are key to the City of SeaTac's Civic Campus?

EXPERIENCE

How does the built environment reflect your organization?

Participatory Research:
Considering these themes, we asked participants to think about how **purpose, people, place, and experience** might manifest into the built environment. Each participant was invited to take part in a series of cooperative idea generating activities strategically designed to capture deeper insights into the vision of City of SeaTac's Civic Campus.
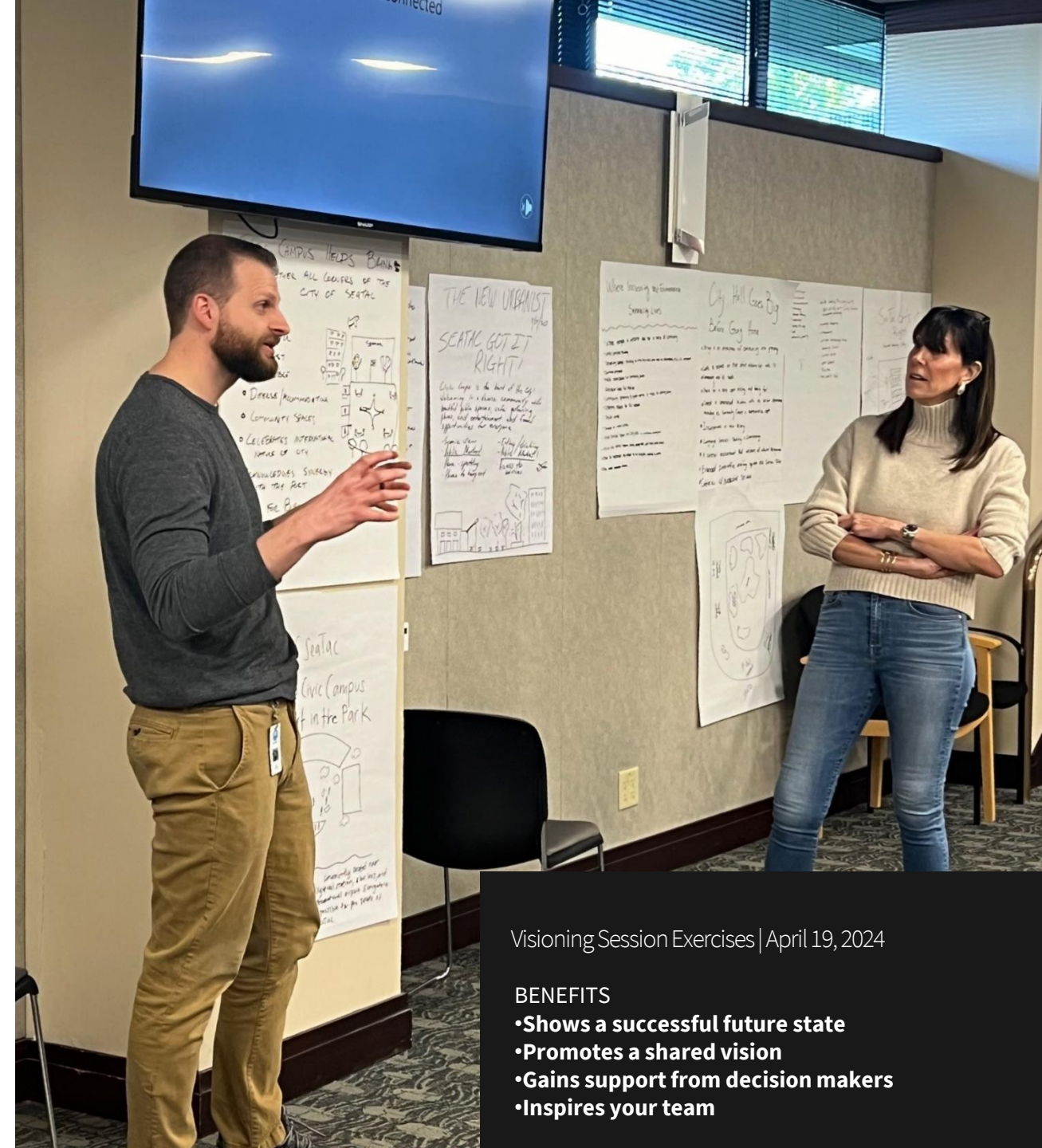
02

Cover Story Mock-Up

One of author Steven Covey's seven methods of success is to begin each endeavor with the end in mind. **Developing a future news story is an engaging way to build excitement for your idea**, project, or strategy, by **envisioning the possibilities of a world with this concept already in it**. An idealized story is a unique way to explain the need or benefit of something by imagining the impact of its creation. By presenting your goal as a future success, showing its potential merits and a positive outcome, **you are more likely to get buy-in** from those who are initially uncertain about it.

Exercise: Your goal for a Cover Story Mock-up is to answer the question, **"what will the future headlines say about the City Of SeaTac Civic Campus?"** This requires you to consider the potential **cultural impact of your idea and to frame its success around how people would ideally respond to it**. When you begin with a positive ending, it's easier to rally people around the development of your idea.

Dream Big! The sky is the limit - no constraints!

Visioning Session Exercises | April 19, 2024

BENEFITS
- **Shows a successful future state**
- **Promotes a shared vision**
- **Gains support from decision makers**
- **Inspires your team**

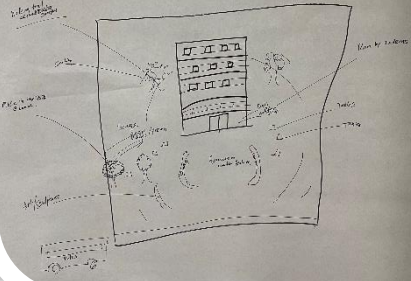**SeaTac Civic Campus Gathers Community, Catalyzes Growth**
- SeaTac emerges as the epicenter of PNW
- Diverse community celebrates combination of services, activities, resources
- Creates space for growth, exploration and community building
- Role model for city center development
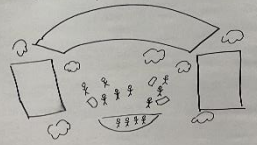- Exemplary local government investment

Mayor says "I finally don't have to explain that SeaTac is a city, not just an airport."

SeaTac Gets it Right

Forward thinking city...

City Of SeaTac

Opens New Civic Campus with Concert in the Park

New civic campus includes: Public Service, administrative offices, community resources, meeting spaces, indoor venues, and cafe.

Conveniently located near light-rail station, a bus lines, and international airport. Everywhere is possible for the people of SeaTac.

City Hall Goes Big

Before Going Home...

- Brings in an atmosphere of community and greenery.
- Looks to expand on their direct relationship with its community and its needs.
- Goes for a more open inviting and family feel.
- Created a centralized location with its various departments including its Community Center + Maintenance dept.
- Incorporates a new library.
- Language Services - Teaching + Interpreting
- A central environment that celebrates all cultural backgrounds
- Enhanced Interoffice mailing system. AKA Suction Tube.
- Cafeteria w/ Outreach Service

2030   Seattle Times
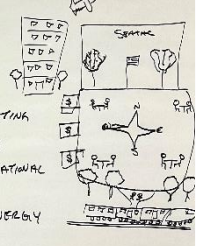
City of SeaTac celebrates one year anniversary of the Community Civic Campus!

It continues to be a state of the art Community Campus meeting the needs of the community.

The City embraces being a welcoming place where people can gather and feel included and able to access resources, assistance, cultural diversity, arts, and events, exhibits, entertainment, healthy food and an overall feeling of safety and community.

CIVIC CAMPUS HELPS BRING TOGETHER ALL CORNERS OF THE CITY OF SEATAC

- CONNECTOR
- CATALYST
- ACCESSIBLE
- DIVERSE/ACCOMMODATING
- COMMUNITY SPACES
- CELEBRATES INTERNATIONAL NATURE OF CITY
- ACKNOWLEDGES SYNERGY WITH THE PORT
- HUB FOR BUSINESS
- MULTI-PURPOSE

City of SeaTac Civic Campus

- Find Your Place Here!
  + Community centric
  + Multi-cultural tapestry
  + Nature integration
  + Family oriented
  + Inclusive

"SeaTac Civic Campus offers a way for all Stories to be served."

What's yours?

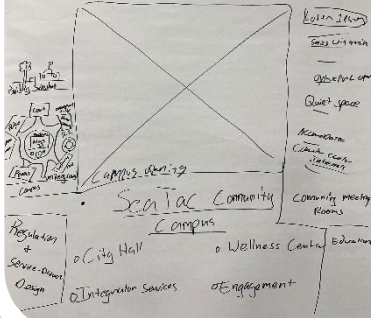**NEW SEATAC CIVIC CENTER**

-THE FUTURE HAS ARRIVED.™

- SHOPPING
- RESTAURANTS
- COMMUNITY DIVERSITY
- MEETING PLACE
- SAFETY IS OUR PRIORITY
- COMMUNITY ENGAGEMENT

- RESOURCE CENTER "OUR INVESTMENT INTO THE COMMUNITY"

A PLACE TO VISIT FRIENDS/FAMILY; SHOP, EAT, AND ENGAGE YOUR COMMUNITY IN A SAFE ENVIRONMENT

SeaTac Times

Inclusive + Accessible + Growth

SeaTac Community Campus
- City Hall
- Integration Services
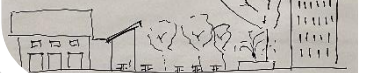- Wellness Center
- Engagement

THE NEW URBANIST
4/19/30

SEATAC GOT IT RIGHT!

Civic Campus is the heart of the City! Welcoming in a diverse community with beautiful public spaces, safe gathering places, and entertainment and food opportunities for everyone.
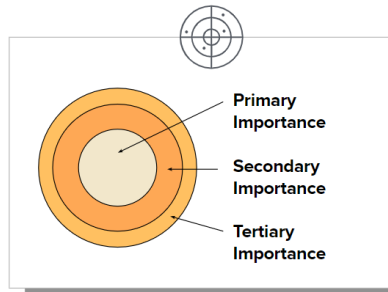
- Scenic view
- Public Market
- Plane-spotting
- Places to hang out
- Eating /drinking
- Public Market
- Access to services

02 WHAT'S ON YOUR RADAR?

When you need to get to the bottom of what's important, the best approach is to take a step back to look at the big picture. Kicking off the session with **What's on Your Radar? provided an opportunity to discover and analyze a set of ideas and reveal focus areas, patterns and priorities.** The objective of this exercise was to gauge participant's opinions and ideas about their current and future state workspace. The interactive framework was selected to invite input from all participants, facilitate productive discussion and help assign rank to insights.

Exercise: Using the **focus areas** introduced at the beginning of the workshop to structure the conversation, participants were invited to help shape The City of SeaTac's future state workplace by exploring the question, **"What's important to me?"**. Working in groups, each participant expressed aspirations and insights - one per sticky note - and prioritized them within the concentric rings as follows:

After assigning personal considerations, groups had an opportunity to articulate their priorities and - more importantly – for everyone else to hear those priorities. Group discussion shifted to the items in the center of the radar where everyone deliberated over the most significant ideas (☀️).

Visioning Session Exercises | April 19, 2024

BENEFITS
- **Reveals what people are thinking**
- **Shows how people prioritize**
- **Challenges your preconceptions**

02 VISUALIZE THE VOTE

Harnessing a group's collective intelligence is not always easy, but doing so can prove to be enormously valuable. By democratizing the decision-making process, you **ensure that no single voice or idea takes precedence**; instead, everyone is encouraged to be judicious for the sake of finding the favored option. Visualize the Vote is a good way to get everyone's input, giving each person the **opportunity to indicate preferences and opinions before final decisions are made**. Result below:

MAJORITY VOTE

- Community Plaza
- Welcoming
- Cultural Tapestry
- Food Trucks
- Market Place / Farmers Market
- Accessibility
- Parking
- Highly Functioning Tech
- Ample Meeting Spaces
- TV and Photo Studio
- Gym
- Clear Wayfinding
- Safety

AVERAGE VOTE

- Premium HVAC
- Approximate to Transit
- Natural Light
- Hoteling For Remote Employees

- Calming Spaces
- Mother's Rooms
- Fung Shui Design
- Big Slide and Indoor Playground
- Art Gallery

MINORITY VOTE

- Acoustics
- Concierge
- Kiosks
- Pet Friendly
- Bike Storage
- LEED Certification
- High End Finishes
- Backup Generator
- Building Automation
- Balanced Spaces
- Public Teams Call Space

02

External Preferences

COMMUNAL
- Community engagement
- Arts and culture

ACCESSIBLE
- Close to transit
- Adequate parking
- Ease of wayfinding
- Multilingual

FOOD
- Cultural market
- Food carts
- Farmers market

SAFE
- Access points for the public
- Ensuring the built environment is accessible and safe for all
- Promoting well –being withing the built environment

02
Internal Preferences

SAFE
- Personal safety
- Public safety
- Workplace safety

HEALTHY
- Clean air
- Filtered water
- Daylight
- Plants
- Gym

PRACTICAL / EFFICIENT DESIGN
- Thoughtful team adjacencies
- Focus and quiet spaces
- Flexible spaces
- Comfortable kitchen/break area

TECHNOLOGY FOCUSED
- Simple stable conference room solutions
- Strong Wi-Fi and cellular service
- Building automation
- Emergency management solution

02 Qualitative vs Quantitative

Success criteria, clearly defined, creates a north star for decision making.

Project success criteria defines what you need to accomplish in measurable terms to satisfy clients, stakeholders, and end users. The standards are variable and dependent, and they **determine how you evaluate a project's success**. In past decades, budget, scope, and schedule were the guiding criteria. Today, strategic criteria — which are harder to quantify — also inform projects.

Benefits:
Ensures that all perspectives are considered to establish clear and measurable success criteria that align with the project's objectives and meet the needs of the stakeholders involved.

In the afternoon session, the leadership team established the below success criteria:

Qualitative

- Community defined success
- Relatable and comfortable
- Activated space
- Careful with dollars
- Flexible and futureproof
- Meets employee needs

Quantitative

- Increased engagement and utilization of assets on site
- Residents stay longer in City of SeaTac
- Recruitment
    - Fewer candidates opting out
    - Quicker to fill positions
    - Decreased staff turnover

02 Buy a Feature

Often when we talk about price what we're really measuring is value. In real estate you'll often hear that a property is only worth what someone is willing to pay for it. This is the idea behind Buy a Feature. **The exercise is designed to help elicit the truth about what people value, not just what they say they value**.

This method is based on a system of constraints that create tension by offering choices that exceed available resources. **It aims to simulate the conditions that exist when people must budget their resources to get what they truly desire**. Because you provide people with a limited amount of currency with which to buy items, participants must pick and choose which are most important. The **resulting decisions are valuable in assessing what features, concepts, or initiatives should be carried forward**. Additionally, you can monitor the decision-making process, asking questions about why participants make certain choices. Those answers may be just as meaningful as their purchases.

Benefits:
•**Reveals what people value**
•**Shows how people deliberate**
•**Uncovers latent and unmet needs**
•**Yields documents that inform ensuing work**

External Investment Prioritization

• Community Plaza 💰 💰 💰 💰 💰 💰
• Food Trucks / Market 💰 💰 💰 💰 💰
• Transit Accessibility 💰 💰 💰
• Parking 💰 💰
• Art / Theater / Learning 💰

Internal Investment Prioritization

• Tech Enabled 💰 💰 💰 💰 💰
• Parking 💰 💰 💰 💰
• LEED 💰 💰 💰
• Premium HVAC 💰 💰
• Rooftop 💰 💰
• Acoustics 💰
• Gym 💰

Visioning Session Exercises | April 19, 2024

Buy a Feature Outcomes

Patterns and Priorities

03

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03 PATTERNS AND PRIORITIES

Never underestimate
the importance of social interaction for wellness, engagement, productivity and innovation.

1 **Welcoming** to the staff, to the various elements of the community and to all the rich diversity that makes up the City of SeaTac

2 **Safe space** for staff, for diverse community visitors and public justice participants.

3 **Drive engagement** both for community visitors as well as staff within the workplace. Create activated spaces for community connection, increased productivity and inclusivity.

4 **Accessible**, thru transit access, intentional wayfinding, ease of parking, language services, and centrally located.

5 **Ensure equitable access** to daylight and biophilic features that support health, wellness and productivity.

6 **Bring the outside in** and celebrate the beauty of the Pacific Northwest thru tie-ins to nature, sustainability and green space.

7 **Create tech-enabled and integrated space**, with easy conferencing solutions and plenty of bandwidth.

8 **Nourishment – in more way than one.** Food hall, international market, coffee shop, food trucks and a rooftop amenity - breaking bread together to break down barriers.

9 **Plan for future-friendly space** because one size does not fit all. Build adaptability into the workplace to prepare for a changing tomorrow.

Thank you

JLL SEE A BRIGHTER WAY