

### Mill Creek City Council 2020 Planning Retreat

### AGENDA

9:00 am	Welcome/Roll Call
9:05 am	Goals
9:10 am	City Government SWOT Exercise
9:40 am 11:00 am	<ul> <li>Economic Development/Sustainability SWOT Exercise</li> <li>Sectors</li> <li>Economic Development Tools</li> <li>Partnerships</li> <li>Application to specific opportunities and/or Sectors</li> <li>Break</li> </ul>
11:10 am	<ul><li>Dobson/Remelliard/Church Property</li><li>Community Center</li><li>Sports/Recreation/Cultural Facilities</li></ul>
12:30	Working Lunch
1:15 pm	Communications SWOT Exercise
2:30 pm	Break
2:45 pm	Moving Forward
4:00 pm	Adjourn

<sup>\*</sup> Please note time indicated are approximations only depending on discussion. Times are flexible.

# Mill Creek City Council Retreat

February 22, 2020

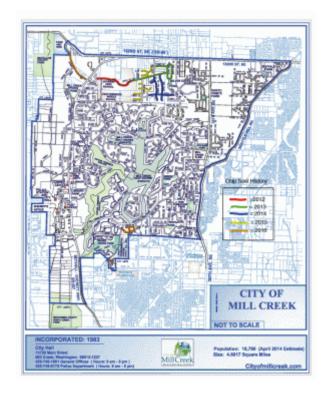
# Design Around Your Values











# Guiding Principles

# City of Mill Creek **Guiding Principles**



#### - VISION -

Mill Creek will be a City where everyone works together to foster an exceptional community experience - a place where people are safe, the natural beauty is preserved, heighborhoods flourish, businesses thrive and recreationa opportunities abound.

### - MISSION -

Mill Creek's mission is to set the standard of excellence for local government. Through dynamic and innovative strategies, we provide outstanding public services in a fiscally responsible manner to promote a safe, active and vibrant City.









#### ---- STAR VALUES ----

### SERVICE

Through continuous improvement, innovation, creativity, professional competence and hard work, we enthusiastically provide outstanding service to all customers, internal and external.

#### TEAMWORK

In order to support our shared goals and successes, we teach, learn from, collaborate and cooperate with others, while being flexible, adaptable and inclusive.

#### ACCOUNTABILITY

We are responsible for our actions and decisions, and always portray honesty, integrity, transparency and leadership in our contributions.

#### RESPECT

We take pride in our work and accomplishments, and in the work and accomplishments of others. We support an environment that honors the value and dignity of all individuals.

### FISCAL RESPONSIBILITY

To responsibly manage the City's financial resources to provide quality public services, cultivate economic prosperity, and maintain a sustainable budget.

### COMMUNITY PRESERVATION

To support the development, maintenance and revitalization of public and private property to ensure the continuation of Mill Creek as a safe, clean and well maintained community.

### CIVIC PRIDE

To achieve strong community spirit by promoting active civic participation, public-private partnerships and transparency in government.

### CUSTOMER SERVICE

To provide excellent service to all who interact with the City by recruiting, training and retaining a skilled, innovative and dynamic workforce.

#### RECREATIONAL OPPORTUNITIES

To facilitate diverse recreational opportunities for people of all ages.

#### – GOALS –

To protect the life, health and property of residents, visitors and businesses through the delivery of community focused public safety services.

### **ECONOMIC PROSPERITY**

**PUBLIC SAFETY** 

To engage in proactive economic development efforts that result in a robust local economy and position the City as a destination of choice.

#### **LEADERSHIP**

To influence regional, state and national matters impacting our community through the engagement of staff and elected officials.

#### LONG TERM PLANNING

To maintain the City's special community character by carefully evaluating future opportunities for short and long term benefits in order to protect land use, infrastructure, economic development and service delivery standards.



# 2011 Strategic Plan Elements

- 1. Maintain Mill Creek's Community Character
- 2. Provide an adequate level of quality public facilities in a fiscally prudent manner
- 3. Provide a high level of quality public services to the citizens of Mill Creek
- 4. Ensure that Mill Creek achieves and maintains a stable fiscal footing
- 5. Enhance economic and employment opportunities in Mill Creek
- 6. Ensure that new growth and development is high quality and provides a benefit to Mill Creek

Do all still resonate?

# City Government SWOT Analysis

### **INTERNAL FACTORS**

STRENGTHS (+)

WEAKNESSES (-)

Strong Sense of Community
Community Building Events(fesitival; parades)
Engaged Community-volunteers
Community Pride
Council Models Values in Collaboration and
Respect

Lack of Daytime Employment-sales tax Strong Competition for Retail Sales Need for a Long Term financial plan Parking in Town Center Lack of Promotion, Marketing, Communication Lack of Hospitality Revenue

### **EXTERNAL FACTORS**

**OPPORTUNITIES (+)** 

THREATS (-)

Cultural Center
More Full Service Restaurants
Citizens Willing to Engage in Community
(volunteerism)
Citizen Sponsorships
More Proactive Communication on Issues

Changing Nature of Retail
Having the financial lines cross
National/International Economic Downturns
Development in the Unincorporated Areas
Disaster Planning
Staff Managment, Morale

**ANALYSIS SUMMARY** 

Follow-up Retreat(s) to focus on specific forward looking plans--Strategic, Financial, Communications

### **Definitions**

- Internal Factors
  - Resources and experience readily available to you
  - Examples
    - Financial resources
    - Physical resources
    - Human Resources
    - Current Processes

### **Definitions**

- External Factors
  - Forces that influence the city and its citizens
  - Things the city does not control
    - Economic Trends
    - Market Trends/Disruptions
    - Natural Disasters
    - Political Upheaval
  - Is each factor connected to an Opportunity or a Threat?

# **SWOT Takeaways and Next Steps**

## Franchic Development SWOT Analysis

Leonomic Development Swor Analysis						
INTERNAL FACTORS						
STRENGTHS <sub>(+)</sub>	WEAKNESSES (-)					
Available City-Owned Land Council Strongly Supports Economic Development Mill Creek is a strong brand Council is Ready to Take Action Town Center Provides a Strong Base to Build	Lack of data on options Current zoning may prevent some development Absence of an Economic Development Champion on the Staff Nearing buildout Lack of a strong employment base					
EXTERNAL FACTORS						
OPPORTUNITIES (+)	THREATS (-)					
The Farm	Listening only to the loudest voices					

Proximity to Aerospace and BioTech Nodes BRT on 527 and 164th; Connection to Light Rail Develop an analytical framework for economic development decisions Annexation-if fiscally responsible

Failing to listen to a broad section of the community and other key stakeholders

Having an inflexible economic plan

Doing nothing

Change in the Retail Environment

**ANALYSIS SUMMARY** 

# Economic Development Next Steps

- Focus on D/R/C Property
- Economic Development/Marketing Plan
- Staffing up Communications and Marketing Team
- Outreach to the business community on what is going well and what needs to be improved.
- Updating the Strategic Plan
- Provide more information on economic development tools available to the City to incentivize business
- Increase Partnership with EASC and invovlement

# **Economic Development**



# Demographics

20,470 41

Population Median Age

\$88,115 \$508,700

Median Household Income Median Home Price



# Capital Improvement Plan 2019-2024



### Considerations

- Population growth
- Income
- Housing
- Economic Diversity
- Employer Size
- Jobs/Housing Balance
- Labor Force Participation
- Educational Attainment
- Transportation Infrastructure
- Quality of Life Amenities and Assets

### Sectors

- Retail
- Manufacturing
- Tourism
- Information Services
- Performing Arts

### **Economic Development Tools**

Land Use zoning changes

incentives

**Existing Financial Tools** 

- TPA
- Lodging Tax

Other Possible Financial Tools

- Bonds
- Levy

# Partnerships

- Private Sector Partners
- Public Sector Partners
- Non-Profit Sector Partners
- Other Key Stakeholders

# Hockey



### SNO-KING HOCKEY FACILITY

SNOQUALMIE RIDGE BUSINESS PARK SNOQUALMIE, WA 06/03/2019



# Hockey





# Community Center



Excellence is in our nature.

State-of-the-art. Affordable. Fun.



# Performing Arts

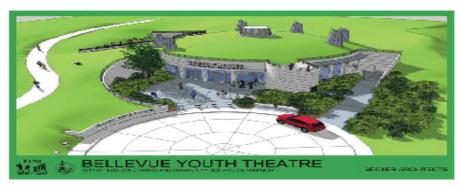


### Bellevue Youth Theatre Expansion at Crossroads Community Center

During its 18-year existence, the <u>Bellevue Youth Theatre</u> (BYT) has grown into one of Parks & Community Services' most popular programs. The theater conducts nine performances a year entertaining thousands of patrons, and provides summer and school-break day camps and theater classes.

In 2001, under an agreement with the Bellevue School District, BYT was relocated from Crossroads Community Center to a portion of the former Ivanhoe Elementary School. BYT soon outgrew the Ivanhoe facility, and in 2005 plans were developed to renovate the school for its needs.

However, renovation was estimated to cost approximately \$2 million, with roughly half the costs needed to address building code upgrades. Escalating construction costs since 2005, together with changes to the Building Code, combined to increase the estimated cost of expansion at Ivanhoe to nearly \$3.5 million.



The high cost, coupled with limited expansion capabilities at Ivanhoe, and the fact that the Ivanhoe site is not owned by the City, prompted staff to explore other expansion alternatives, and completed a site and building feasibility study. Multiple options and locations were studied at the Ivanhoe site, Crossroads Community Park, and in the Bel-Red Corridor.

### Project Summary

- The City is proposing to add a black box theatre and supporting facilities (+/-12,000 sq. ft.) near the existing Crossroads Community Center (+/-23,000 sq. ft.).
- Essential program elements include:
  - Performance space
  - Lobby space
  - Additional dressing rooms and restrooms

- Rehearsal space
- Classrooms
- Secured staff and volunteer offices
- Storage
- Estimated project cost is \$8M. The project will be funded through a combination of existing City funds, grants, funds from the 2008 parks levy, and fund raising efforts by the Bellevue Youth Theatre Foundation.
- Architectural work is complete, and construction could begin in 2012.



The BYT Foundation supports this project in order to create capacity to continue growth of this successful program, to protect the theatre's mission of inclusiveness, to bring the theatre up to standards expected of Bellevue Parks' facilities, to fulfill the BYT business plan strategy for expansion, and to demonstrate the effectiveness of City/Community partnership in the long range vision for Bellevue. The expansion will allow the BYT to continue to serve the community for many years to come. Additional information about the Bellevue Youth Theatre Foundation and ways to get involved can be found at http://174.132.169.62/~bytforg

For more information about Bellevue Youth Theatre visit http://www.bellevuewa.gov/bellevue\_youth\_theatre.htm

### Dobson Remelliard/Church Property

**Sports Field Complex** 

Baseball

Softball

Soccer

Office Park/Sports Fields

Mill Creek Cultural Arts Center

- Theatre
- Partnerships with performance organizations
- Are financial partners available?
- Partnership Opportunities for Buildings/Fields
  - Boys & Girls Club
  - Hockey

# Criteria/Considerations

- Examine Community Support Including Contribution to the following Community members:
  - Youth
  - Families
  - Seniors
  - Business
  - Impact on the City Budget
    - Capital
    - 0&M
    - Profit/Loss
    - Levy and/or other taxes
  - Partnership Opportunity
    - Public, Private, Non-Profit
  - Grant Opportunity

# Criteria/Considerations (2)

Evaluate Community Support Survey/Focus Groups

# **Next Steps**

- 1. Staff will provide initial analysis of development opportunities/constraints
- 2. Invite potential partners to present/discuss at Council
  - Partnership Opportunity with Boys/Girls Club, Hockey, others
  - Performing Arts Facility
  - Sports Fields
  - Private Commercial Development w/sports facilities
- 3. Further development of considerations/criteria for use of the Property
- 4. Consider further data development with consulting assistance
- 5. Further investigation of selected options

# **Communication SWOT Analysis**

INTERNAL FACTORS							
STRENGTHS <sub>(+)</sub>	WEAKNESSES (-)						
	Enter text here						
	L FACTORS						
OPPORTUNITIES (+)	THREATS (-)						
Enter text here	Enter text here						
ANALYSIS SUMMARY							
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# Communications & Marketing

- The City of Mill Creek's Communications and Marketing department's mission is to broaden public awareness and understanding of the City of Mill Creek. The department is responsible for internal and external marketing and communications efforts, including:
- Community Outreach and Engagement
- Marketing of City Initiatives
- Media Relations
- News and Information

### Content

- Public Safety
- General Government
- Recreational
- Cultural
- Economic Development Outreach

# Strengths

Events part of CMU function is important

Better performance than 5 years ago

Web Site works

Social Media Presence

Request Tracker well received

Responsiveness

Councilmember Involvement/follow-up

### Weaknesses

- Lack of Staff/Leadership
- Website not easily searchable
- Need live video of council meetings
- Unable to determine who is sending/receiving messages

- No marketing plan
- Inconsistent messaging
- Irregular posting on social media
- Not getting information out on a regular, timely basis(need to be sensitive to media deadlines)
- Failure to act on feedback received from the community

# Opportunities

Regular communication plan with citizens

Consistent talking points for council

Enhance utilization of social media (Facebook)

Reaching out to those not on social media (email news letter)

Provide content for local media outlets

Enhance the web site with easier search features

Be a resource for pushing out information on community events (schools, others)-a community calendar

Reach outside the city to invite people to come

# Opportunities (2)

Use city outlets for economic development

Events—more—timing

Promote more than the Town Center

### Threats

No existing crisis communication plan.

Rumor Mill

Disinformation

Disengagement

Lost economic opportunities

# Next Steps

# **Delivery Mechanisms**

- Newsletter
- Web Site
- Newspaper
- Television
- Social Media

# **Next Steps**

### Metrics

• What should be measured?

· What does Success Look Like?





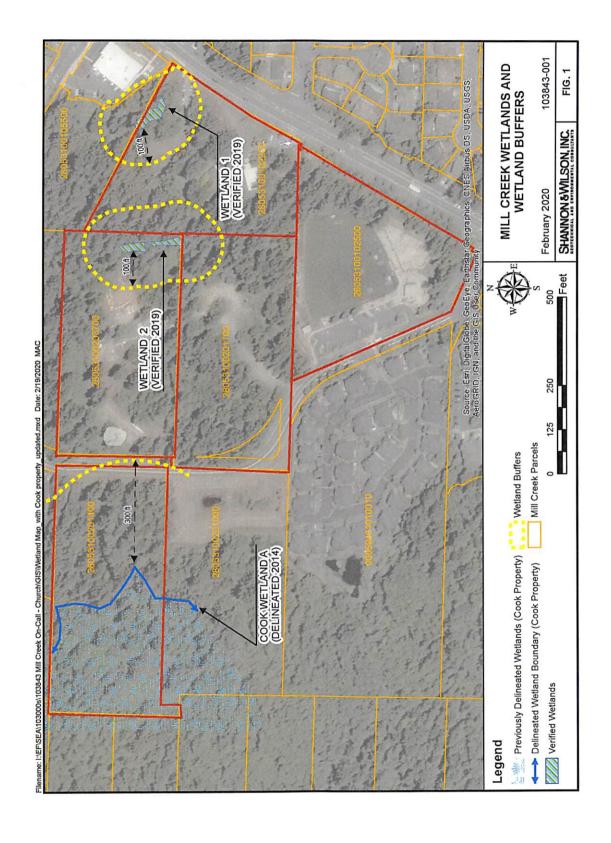
2020 Community Events							
Fahruary	Date	Time		C&M	PD	PW	
February	Date	7 p.m 9 p.m.	Location Mill Creek Library	C&IVI	PD	PVV	
Anti-Valentine's Day Party	S Show		McCollum Park				
WSU Repair Café	Date	10 a.m 2 p.m.		C&M	PD	PW	
March	Date	Time	Location McCally years	C&IVI	PD	PVV	
WSU Repair Café	Date	10 a.m 2 p.m.	McCollum Park	C&M	PD	PW	
April		Time	Location				
Lygstravagariza	Saturday, April 11	10:30 a.m 12:00 p.m.	Heatherwood M.S.Field	X	X	Х	
WSU Repair Cafe		10 a.m 2 p.m.	McCollum Park			-	
Healthy Kids Day	Saturday, April 25	10 a.m 1 p.m.	Mill Creek YMCA	0014		D) (/	
May	Date	Time	Location	C&M	PD	PW	
Mill Creek Garage Sale		8:00 a.m.	Mill Creek Neighborhoods				
Town Center Wine Walk & Art Walk	Saturday, May 11	5:00 p.m 8:00 p.m.	Main Street in Town Center	X			
Japanese Flower Arranging Exhibition & Show	June 6 & 7	11:00 a.m 4:00 p.m.	Large Community Room				
Friends of the Mill Creek Library Book Sale		10:00 a.m 3:00 p.m.	Heatherwood M.S. Cafeteria				
Day of Hope		9 a.m 12 p.m.	Mill Creek area	X		Х	
Day of Hope		9 a.m 12 p.m.	Mill Creek area	X			
SCFD7 EMS Week Open House		12 p.m 4 p.m.	Fire Station 71				
Memorial Day Commemorative Ceremony	Monday, May 25	9:00 a.m.	Library Park	X	Х	Х	
Memorial Day Parade	Monday, May 25	11:00 a.m.	Main Street in Town Center	Х	X	Х	
June	Date	Time	Location	C&M	PD	PW	
Art Walk	Thursday	5:00 p.m 8:00 p.m.	Main Street in Town Center	X			
Health & Wellness Day			Gold Creek Church				
Mill Creek Garden Tour		11:00 a.m 4:00 p.m.	Mill Creek Homes				
Pianos on Main	Starts last week of June		Town Center	X		X	
Party in the Park	Thursday, June 25	5:00 p.m 7:00 p.m.	Buffalo Park		Х	Х	
Run of the Mill		9:00 a.m 10:45 a.m.	Main Street in Town Center	X	Χ	X	
July	Date	Time	Location	C&M	PD	PW	
Town Center Concert	Wednesday, July 1	6:00 p.m 8:00 p.m.	The Forum in Town Center				
Town Center Concert	Wednesday, July 8	6:00 p.m 8:00 p.m.	The Forum in Town Center				
Art Walk	Thursday (date TBD)	5:00 p.m 8:00 p.m.	Main Street in Town Center	Х			
Mill Creek Festival	Saturday	11:00 a.m 6:00 p.m.	Mill Creek Blvd	Х	Χ	Х	
Mill Creek Festival	Sunday	11:00 a.m 5:00 p.m.	Mill Creek Blvd	Х	Χ	Х	
3-on-3 Basketball Tournament	Saturday, July 11	12:00 p.m.	City Hall North Parking Lot	Х		Х	
3-on-3 Basketball Tournament	Sunday, July 12	12:00 p.m.	City Hall North Parking Lot	X		Х	
Town Center Concert	Wednesday, July 15	6:00 p.m 8:00 p.m.	The Forum in Town Center				
Town Center Concert	Wednesday, July 22	6:00 p.m 8:00 p.m.	The Forum in Town Center				
Party in the Park	Thursday, July 23	5:00 p.m 7:00 p.m.	Cougar Park	Х	Χ	Х	
Town Center Concert	Wednesday, July 39	6:00 p.m 8:00 p.m.	The Forum in Town Center				

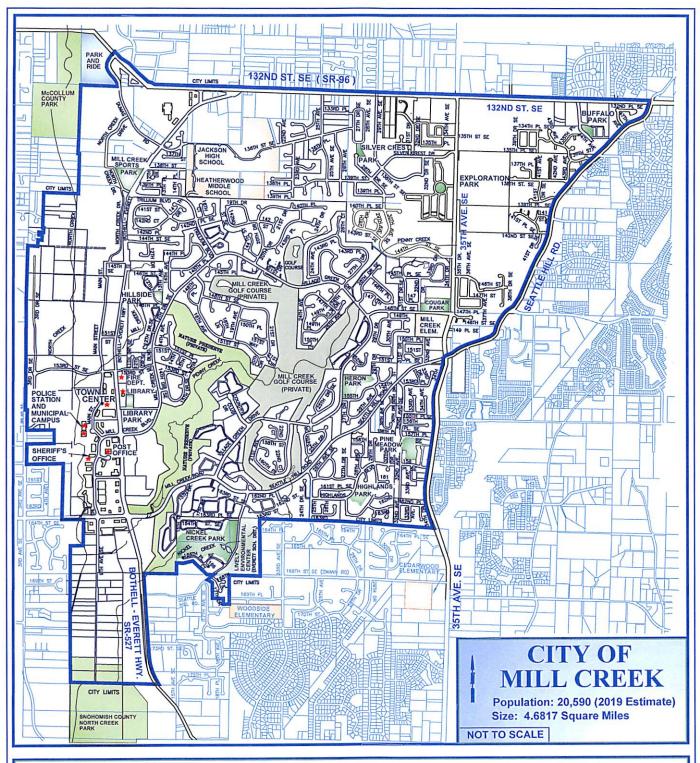




2020 Community Events						
August	Date	Time	Location	C&M	PD	PW
National Night Out	Tuesday, August 4	5:30 p.m 8:30 p.m.	TBD	Х	Х	Х
Town Center Kid Fest		1:00 p.m 4:00 p.m.	Main Street in Town Center		Х	
Town Center Concert	Wednesday, August 5	6:00 p.m 8:00 p.m.	The Forum in Town Center			
Art Walk	Thursday	5:00 p.m 8:00 p.m.	Main Street in Town Center	Х		
Town Center Concert	Wednesday, August 12	6:00 p.m 8:00 p.m.	The Forum in Town Center			
Hope Creek Auction		TBD	Gold Creek Church			
Town Center Concert	Wednesday, August 19	6:00 p.m 8:00 p.m.	The Forum in Town Center			
Party in the Park	Thursday, August 27	5:00 p.m 7:00 p.m.	Exploration Park		Х	Х
Town Center Concert TTTTTTTTTTTTTTTTTTTTTTTTTTTTTTTTTTTT	Wednesday, August 26	6:00 p.m 8:00 p.m.	The Forum in Town Center			
September	Date	Time	Location	C&M	PD	PW
Town Center Concert	Wednesday, September 2	6:00 p.m 8:00 p.m.	The Forum in Town Center			
Town Center Concert	Wednesday, September 9	6:00 p.m 8:00 p.m.	The Forum in Town Center			
Run With Heart	Saturday, September 12	7:00 a.m 11:00 a.m.	Mill Creek Sports Park	X	X	X
Town Center Concert	Wednesday, September 16	6:00 p.m 8:00 p.m.	The Forum in Town Center			
WSU Repair Café		10 a.m 2 p.m.	McCollum Park			
Town Center Wine/Beer Walk		5:00 p.m 8:00 p.m.	Main Street in Town Center			
Town Center Concert	Wednesday, September 23	6:00 p.m 8:00 p.m.	The Forum in Town Center			
October	Date	Time	Location	C&M	PD	PW
Mill Creek Garage Sale	Saturday	8:00 a.m.	Mill Creek Neighborhoods			
SCFD7 EMS Week Open House		12 p.m 4 p.m.	Fire Station 31			
WSU Repair Café		10 a.m 2 p.m.	McCollum Park			
Shred It Event						
Teen Halloween Event		7:00 p.m 9:00 p.m.	Mill Creek Library			
Treats on Main Street	Saturday, October 31	5:00 p.m 7:00 p.m.	Main Street in Town Center	Х	Χ	Х
Trunk or Treat	Saturday, October 31	6:00 p.m 7:30 p.m.	City Hall North Parking Lot	X	X	X
November	Date	Time	Location	C&M	PD	PW
<b>Veterans Day Commemorative Ceremo</b>	ony Wednesday, November 11	9:00 a.m.	Library Park	Х	X	X
Veterans Day Parade	Wednesday, November 11	11:00 a.m.	Main Street in Town Center	Х	Х	Х
WSU Repair Café		10 a.m 2 p.m.	McCollum Park			
Shop Local		10 a.m 8 p.m.	Town Center			
December	Date	Time	Location	C&M	PD	PW
Santa Parade	Saturday, December 5	2:30 p.m.	Main Street in Town Center	X	Χ	X
Tree Lighting Ceremony	Saturday, December 5	4:00 p.m.	City Hall South Parking Lot	Х		X

	2020 Communit	y Events	
April		-	
Eggstravaganza	Saturday, April 11	10:30 a.m 12:00 p.m.	Heatherwood M.S.Field
May	Date	Time	Location
Town Center Wine Walk & Art Walk	TBD, May	TBD	Main Street in Town Center
Day of Hope	TBD	TBD	Mill Creek area
Memorial Day Commemorative Ceremony	Monday, May 25	9:00 a.m.	Library Park
Memorial Day Parade	Monday, May 25	11:00 a.m.	Main Street in Town Center
June	Date	Time	Location
Art Walk	Thursday, June 11	5:00 p.m 8:00 p.m.	Main Street in Town Center
Pianos on Main	Starts last week of June		Town Center
Party in the Park	Thursday, June 25	5:00 p.m 7:00 p.m.	Buffalo Park
Run of the Mill	TBD	9:00 a.m 10:45 a.m.	Main Street in Town Center
July	Date	Time	Location
Art Walk	Thursday, July 9	5:00 p.m 8:00 p.m.	Main Street in Town Center
Mill Creek Festival	Saturday, July 11	11:00 a.m 6:00 p.m.	Mill Creek Blvd
Mill Creek Festival	Sunday, July 12	11:00 a.m 5:00 p.m.	Mill Creek Blvd
3-on-3 Basketball Tournament	Saturday, July 11	12:00 p.m.	City Hall North Parking Lot
3-on-3 Basketball Tournament	Sunday, July 12	12:00 p.m.	City Hall North Parking Lot
Party in the Park	Thursday, July 23	5:00 p.m 7:00 p.m.	Cougar Park
August	Date	Time	Location
National Night Out	Tuesday, August 4	5:30 p.m 8:30 p.m.	TBD
Town Center Kid Fest	TBD	TBD	Main Street in Town Center
Art Walk	Thursday, August 13	5:00 p.m 8:00 p.m.	Main Street in Town Center
Party in the Park	Thursday, August 27	5:00 p.m 7:00 p.m.	Exploration Park
September	Date	Time	Location
Hispanic Heritage Parade	TBD, September	TBD	Mill Creek Blvd
Run With Heart	Saturday, September 12	7:00 a.m 11:00 a.m.	Mill Creek Sports Park
Town Center Wine/Beer Walk	TBD	5:00 p.m 8:00 p.m.	Main Street in Town Center
October	Date	Time	Location
Shred It Event	TBD, October	TBD	City Hall North Parking Lot
Treats on Main Street	Saturday, October 31	5:00 p.m 7:00 p.m.	Main Street in Town Center
Trunk or Treat	Saturday, October 31	6:00 p.m 7:30 p.m.	City Hall North Parking Lot
November	Date	Time	Location
Veterans Day Commemorative Ceremony	Wednesday, November 11	9:00 a.m.	Library Park
Veterans Day Parade	Wednesday, November 11	11:00 a.m.	Main Street in Town Center
December	Date	Time	Location
Santa Parade	Saturday, December 5	2:30 p.m.	Main Street in Town Center
Tree Lighting Ceremony	Saturday, December 5	4:00 p.m.	City Hall South Parking Lot





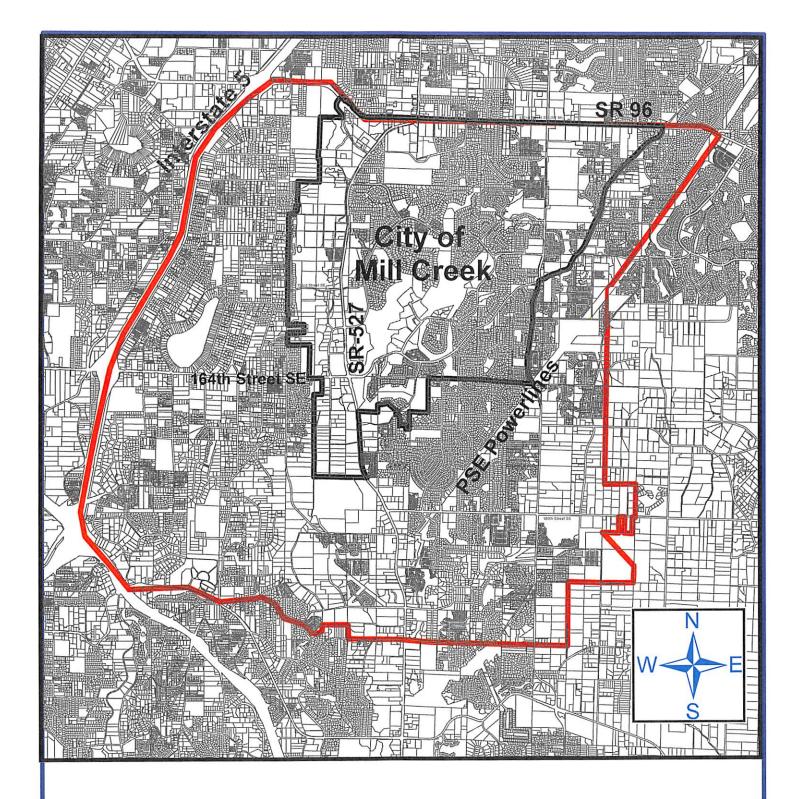
### **INCORPORATED: 1983**

Mill Creek Municipal Campus
15728 Main Street
Mill Creek, Washington 98012-1227
425-745-1891 General Offices (Hours: 8 am - 5 pm)
425-745-6175 Police Department (Hours: 8 am - 5 pm)

### **Passport Office**

15728 Main Street - City Hall South Building Hours: 8 am- 5 pm M-F & 9:30 am- 5 pm Sat.

Cityofmillcreek.com



2011 City Limits (4.68 SQ. Miles)

Municipal Urban Growth Area Boundary

Department of Community Development, City of Mill Creek City Hall 15728 Main Street, Mill Creek, WA 98012

Fax: 425.745.9650 - Phone: 425.745.1891

www.cityofmillcreek.com Incorporated in 1983

