



**Mill Creek City Council
2020 Planning Retreat**

A G E N D A

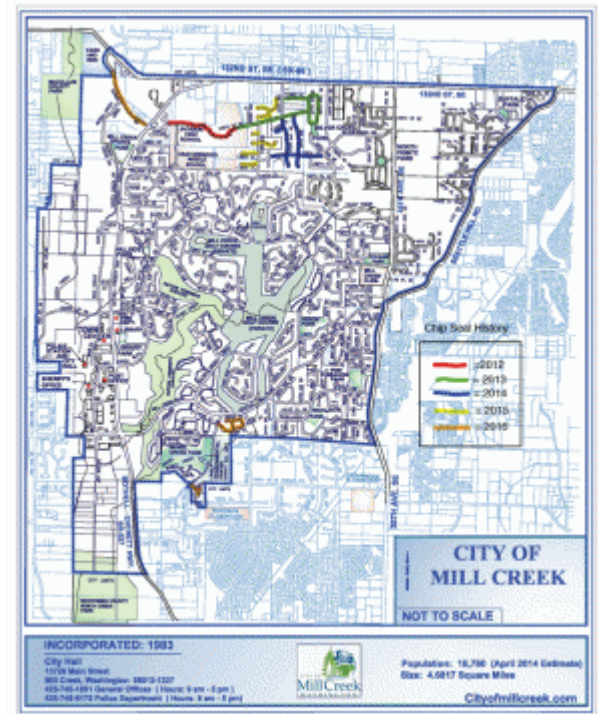
- 9:00 am Welcome/Roll Call
- 9:05 am Goals
- 9:10 am City Government SWOT Exercise
- 9:40 am Economic Development/Sustainability SWOT Exercise
- Sectors
 - Economic Development Tools
 - Partnerships
 - Application to specific opportunities and/or Sectors
- 11:00 am Break
- 11:10 am Dobson/Remelliard/Church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

* 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, neighborhoods flourish, businesses thrive and recreational 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.

GOALS

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.

PUBLIC SAFETY

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

ECONOMIC PROSPERITY

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

LEADERSHIP

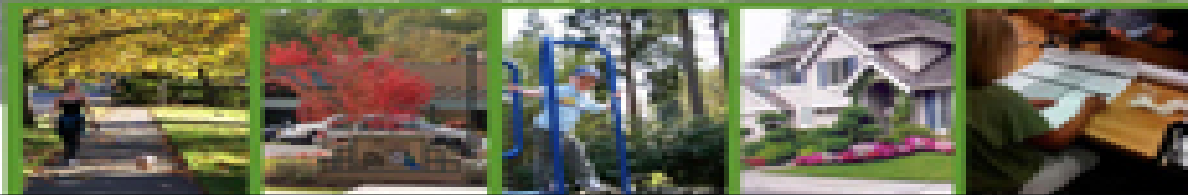
To influence regional, state and national matters impacting our community through the engagement of staff and elected officials.

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.



City of Mill Creek **Strategic Plan**



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 (-)
<p>Strong Sense of Community Community Building Events(fesitival; parades) Engaged Community-volunteers Community Pride Council Models Values in Collaboration and Respect</p>	<p>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</p>
EXTERNAL FACTORS	
OPPORTUNITIES (+)	THREATS (-)
<p>Cultural Center More Full Service Restaurants Citizens Willing to Engage in Community (volunteerism) Citizen Sponsorships More Proactive Communication on Issues</p>	<p>Changing Nature of Retail Having the financial lines cross National/International Economic Downturns Development in the Unincorporated Areas Disaster Planning Staff Managment, Morale</p>
ANALYSIS SUMMARY	
<p>Follow-up Retreat(s) to focus on specific forward looking plans--Strategic, Financial, Communications</p>	

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

Economic Development SWOT Analysis

INTERNAL FACTORS

STRENGTHS (+)

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 Upon

WEAKNESSES (-)

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 (+)

The Farm
 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

THREATS (-)

Listening only to the loudest voices
 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 involvement

Economic Development



Demographics

20,470

Population

41

Median Age

\$88,115

Median Household Income

\$508,700

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 [Bellevue Youth Theatre](#) (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
 - O&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 (+)

WEAKNESSES (-)

Enter text here

EXTERNAL FACTORS

OPPORTUNITIES (+)

THREATS (-)

Enter text here

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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

February	Date	Time	Location	C&M	PD	PW
Anti-Valentine's Day Party		7 p.m. - 9 p.m.	Mill Creek Library			
WSU Repair Café		10 a.m. - 2 p.m.	McCollum Park			
March	Date	Time	Location	C&M	PD	PW
WSU Repair Café		10 a.m. - 2 p.m.	McCollum Park			
April	Date	Time	Location	C&M	PD	PW
Eggstravaganza	Saturday, April 11	10:30 a.m. - 12:00 p.m.	Heatherwood M.S.Field	X	X	X
WSU Repair Café		10 a.m. - 2 p.m.	McCollum Park			
Healthy Kids Day	Saturday, April 25	10 a.m. - 1 p.m.	Mill Creek YMCA			
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		X
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	X	X
Memorial Day Parade	Monday, May 25	11:00 a.m.	Main Street in Town Center	X	X	X
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		X	X
Run of the Mill		9:00 a.m. - 10:45 a.m.	Main Street in Town Center	X	X	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	X		
Mill Creek Festival	Saturday	11:00 a.m. - 6:00 p.m.	Mill Creek Blvd	X	X	X
Mill Creek Festival	Sunday	11:00 a.m. - 5:00 p.m.	Mill Creek Blvd	X	X	X
3-on-3 Basketball Tournament	Saturday, July 11	12:00 p.m.	City Hall North Parking Lot	X		X
3-on-3 Basketball Tournament	Sunday, July 12	12:00 p.m.	City Hall North Parking Lot	X		X
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	X	X	X
Town Center Concert	Wednesday, July 29	6:00 p.m. - 8:00 p.m.	The Forum in Town Center			



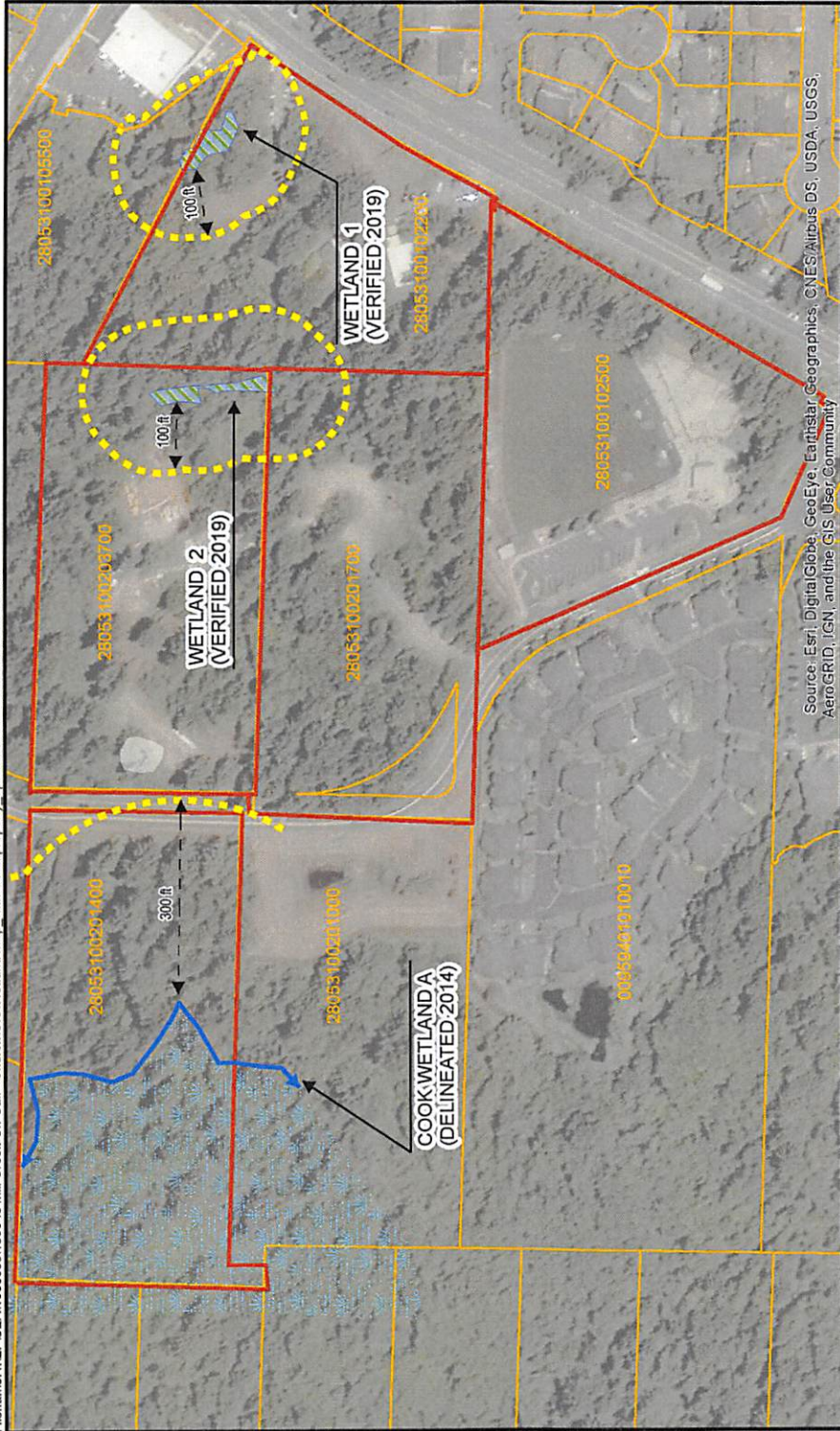
2020 Community Events

August	Date	Time	Location	C&M	PD	PW
National Night Out	Tuesday, August 4	5:30 p.m. - 8:30 p.m.	TBD	X	X	X
Town Center Kid Fest		1:00 p.m. - 4:00 p.m.	Main Street in Town Center		X	
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	X		
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		X	X
Town Center Concert	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.	McCullum 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.	McCullum 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	X	X	X
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
Veterans Day Commemorative Ceremony	Wednesday, November 11	9:00 a.m.	Library Park	X	X	X
Veterans Day Parade	Wednesday, November 11	11:00 a.m.	Main Street in Town Center	X	X	X
WSU Repair Café		10 a.m. - 2 p.m.	McCullum 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	X	X
Tree Lighting Ceremony	Saturday, December 5	4:00 p.m.	City Hall South Parking Lot	X		X

2020 Community Events

2020 Community 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

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Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

Legend

- Previously Delineated Wetlands (Cook Property)
- Delineated Wetland Boundary (Cook Property)
- Verified Wetlands
- Wetland Buffers
- Mill Creek Parcels

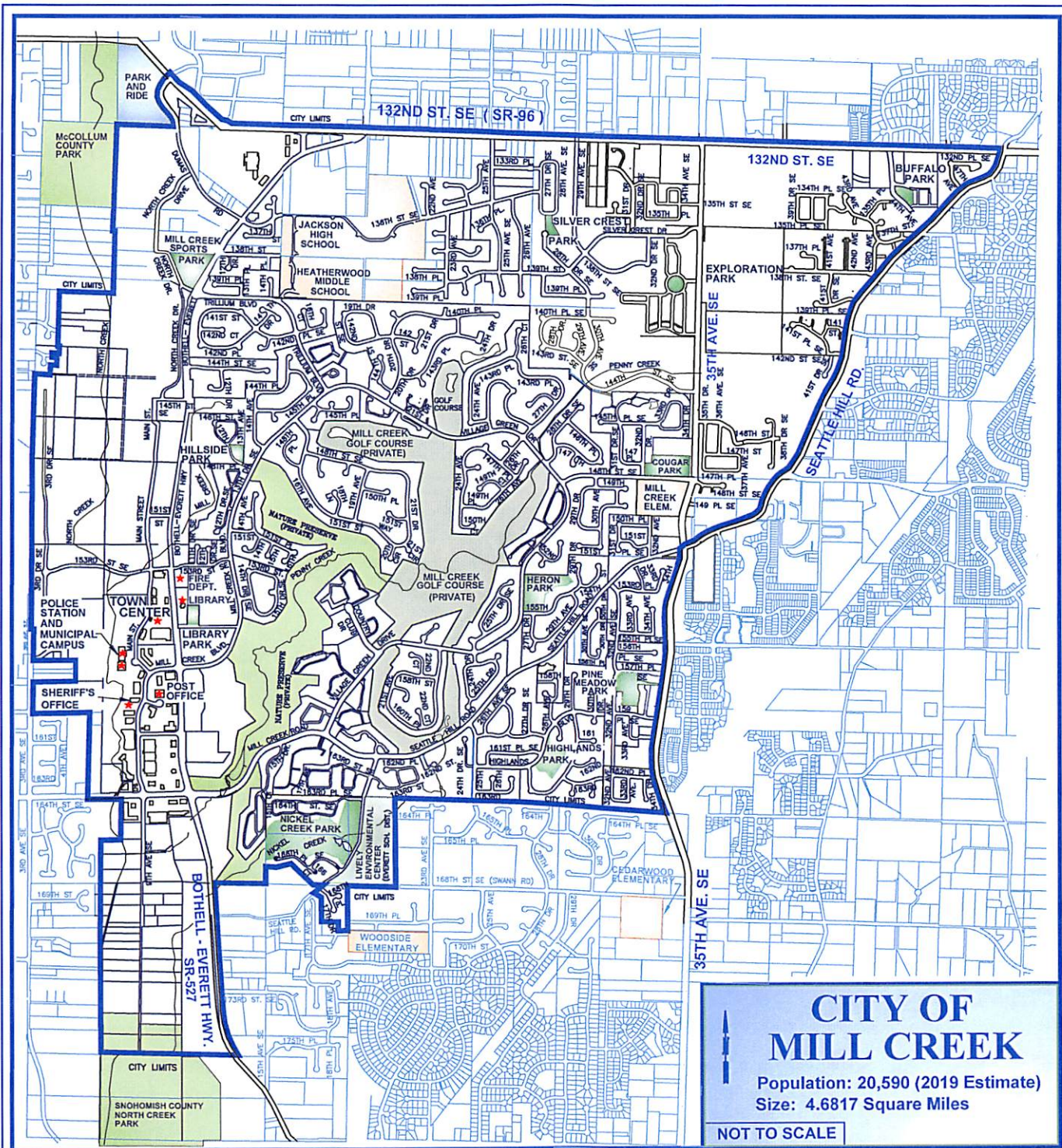


MILL CREEK WETLANDS AND WETLAND BUFFERS

February 2020 103843-001

SHANNON & WILSON INC.
PROFESSIONAL LAND ENVIRONMENTAL CONSULTANTS

FIG. 1



**CITY OF
MILL CREEK**

Population: 20,590 (2019 Estimate)
Size: 4.6817 Square Miles

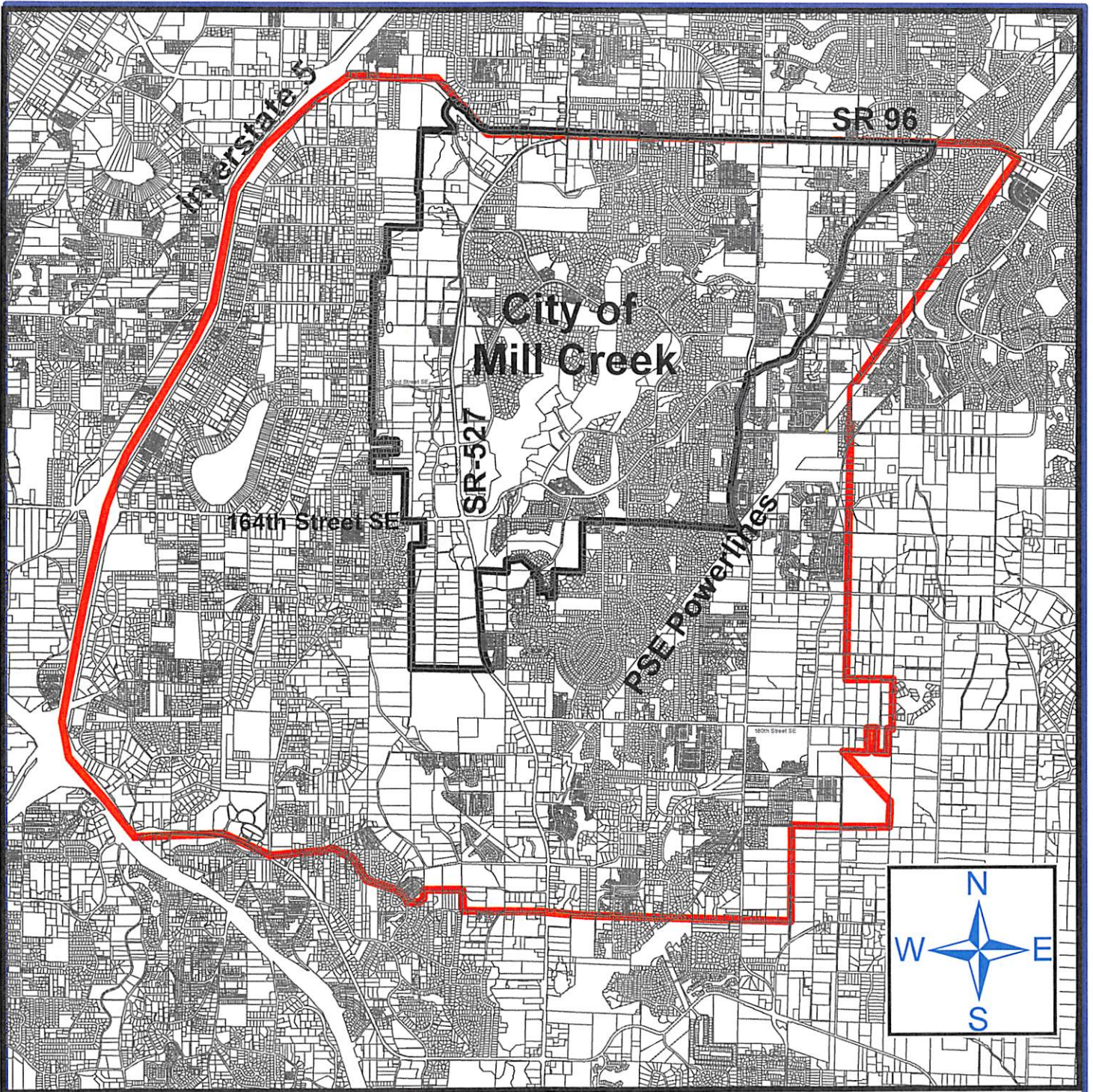
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INCORPORATED: 1983

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

