

VICTORIA WORX

Small Area Plan

Draft, January 17, 2020

PREPARED FOR:

The City of Victoria



PREPARED BY:

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ACKNOWLEDGEMENTS

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INTRODUCTION

Purpose

The purpose of preparing the Victoria Worx Small Area Plan is to inspire and guide the future development of this site south of the Victoria city limits that is compatible with the City's desire to provide jobs and to both increase and diversify the tax base in the city. Victoria Worx is an opportunity for the City to plan for a future employment base of commercial, office, industrial and retail uses while reflecting City values as well as market-based realities.

This Small Area Plan is intended to envision and articulate how the future development of these largely agricultural parcels can evolve over time into a high-quality employment center that is market-ready. The Plan also formulates a set of criteria (goals and urban design principles) by which near-, medium- and long-term development activities should be directed and implemented, and is intended to establish the parameters within which decisions will be made regarding both the public and private investment in the Victoria Worx site.

Project Area Description

The study area (see Fig. 1) is mostly comprised of agricultural uses and consists of 14 parcels totaling 300 acres. The site is located in Carver County in the southeast corner of Laketown Township, with which the City has an orderly annexation agreement in place. This area is triangular in shape and is bordered by County State-Aid Highway (CSAH, or Highway) 11 (Victoria Dr) on the east, the township border on the south and the Twin Cities & Western Railroad (TCWR) on the northwest. CSAH 10 (Engler Boulevard) bisects the study area and an Xcel Energy extra high voltage (EHV) overhead power transmission line runs through its northern portion.

Highways 10 and 11 both serve the site and are projected to experience significant traffic growth by 2040. Anticipating this increased traffic, Carver County is conducting the Highway 10 Corridor Study to determine future capacity and design changes.

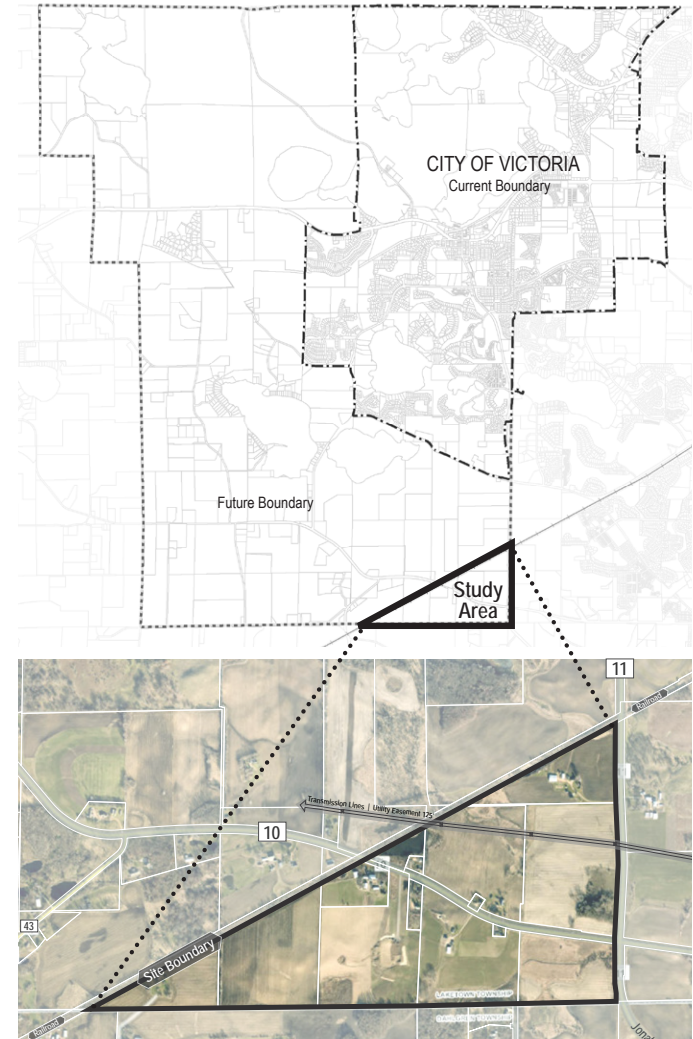


Figure 1 . Study Area



2040 Comprehensive Plan Review



Our Victoria Tomorrow, the City's 2040 Comprehensive Plan, was approved and adopted in 2019, just prior to this Small Area Planning effort. The vision articulated in the Comprehensive Plan describes how Victoria plans to look, feel and function over the next 20 years:

"Victoria is a high-quality, forward-looking community poised for continued and balanced growth in the 21st Century. It is a multi-generational community with a diverse range of educational, shopping, business, employment, housing, park, trail, and other recreational opportunities that are connected and accessible to all. Victoria actively preserves and enhances the natural features and environmental qualities that make it an attractive place to live, work, and play. Victoria will continue

to grow in a high quality manner and will also preserve or enhance existing, older portions of the community. It will evolve in a thoughtful manner in order to preserve the sense of community and the special places that make Victoria a community of distinction in the Twin Cities Metropolitan Area."

Related Comprehensive Plan Goals and Policies

To achieve this vision, *Our Victoria Tomorrow* provides a set of goal and policy statements that address individual chapters or themes and that work towards achieving citywide vision and guiding principles. Several of these goals and policies apply to the Victoria Worx Small Area Plan; the most applicable are organized by chapter and listed here.

CHAPTER 4: LAND USE

Goal LU-1. Victoria will maintain a healthy balance between residential, commercial, business park/office, and park/open space land uses.

- **Policy LU-1.1.** *Promote industrial and office development and redevelopment to build the tax base and generate revenues sufficient to support residential development.*

Goal LU-4. New development and redevelopment projects will incorporate creative site design.

- **Policy LU-4.1.** *Preserve and incorporate outstanding natural (such as woodlands, steep slopes, wetlands), features as part of development projects.*
- **Policy LU-4.2.** *Ensure that a connected and contiguous network of open space corridors are preserved within new developments in growth areas. Partner with Minnehaha Creek Watershed District to implement tools for preservation of open space.*
- **Policy LU-4.3.** *Provide pedestrian and bike connectivity to parks, employment areas, businesses/services, and neighborhood institutional uses such as schools and churches.*

Goal LU-5. New development and redevelopment will incorporate sustainable site design and construction techniques that promote energy conservation, the recycling of materials, and the cleanup of polluted sites.

- **Policy LU-5.3.** *Protect environmentally sensitive features through preservation, best management practices, and green / sustainable design and construction techniques.*

CHAPTER 5: ECONOMIC DEVELOPMENT

Goal ED-1. Diversity the tax base by promoting and expanding industrial/commercial development.

- **Policy ED-1.3.** *Support a balance of commercial and business development with higher density housing that strengthens the labor force, and bolsters active and vibrant commercial nodes.*

Goal ED-3. Develop attractive commercial and industrial developments that use land efficiently with enduring and lasting qualities and character.

- **Policy ED-3.3.** *Encourage businesses to incorporate native landscaping features, tree planting, green space and other amenities that enhance the quality and marketability of their properties.*
- **Policy ED-3.4.** *Encourage use of quality building materials.*
- **Policy ED-3.5.** *Encourage the integration of stormwater facilities as both functional aspects of the development and attractive, distinguishing site amenities.*



CHAPTER 6: HOUSING

Goal H-2: Improve the availability of affordable housing within Victoria.

- *Policy H-2.1. Encourage the provision of affordable housing units as part of redevelopment projects in the community.*

CHAPTER 7: PARKS, RECREATION, OPEN SPACE & NATURAL RESOURCES

Goal PROS-4. Victoria develops and maintains a Green Ribbon trail system that connects to community destinations, includes a large loop trail along an enhanced natural corridor, and local loop routes (see Fig. 2).

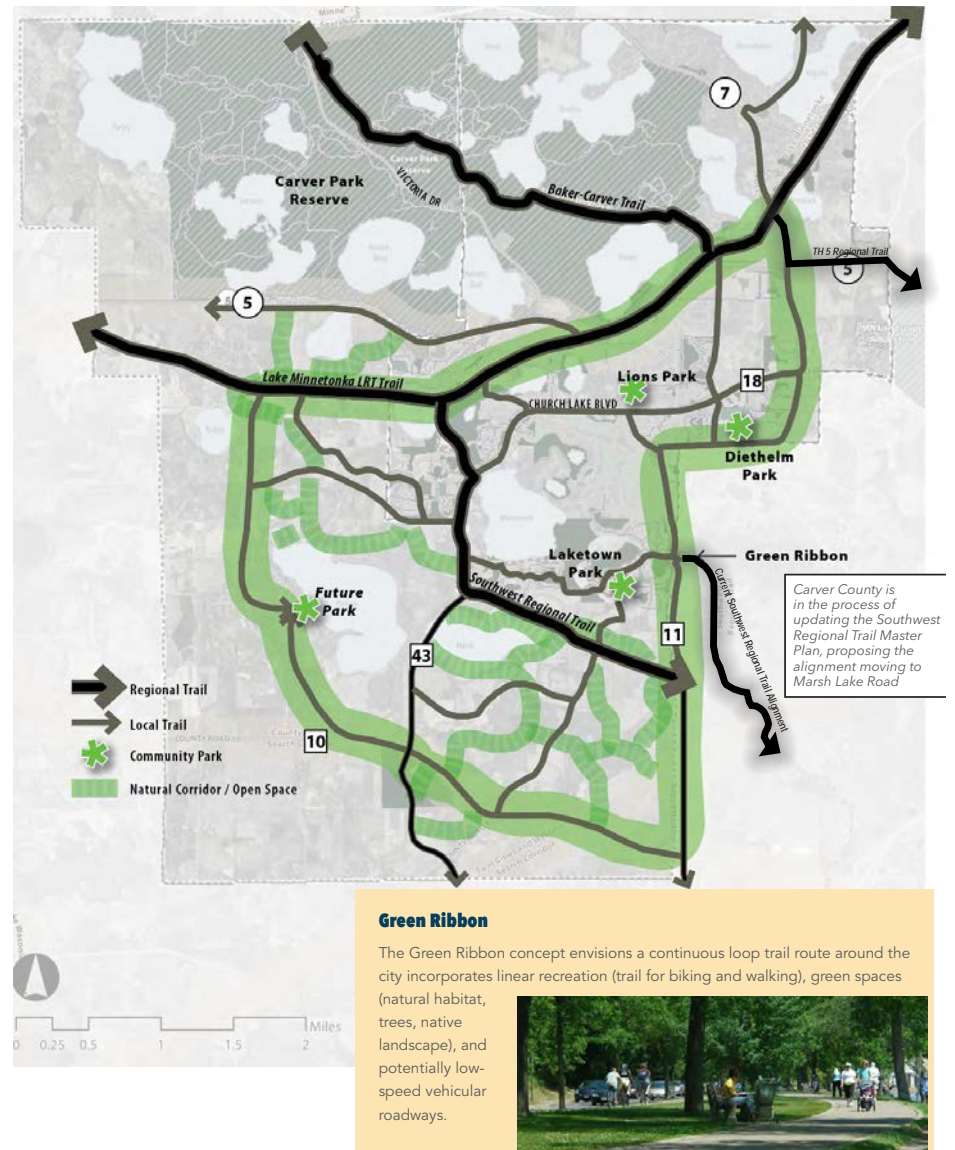
- *Policy PROS-4.2. Connect city trails to regional trails in order to provide seamless connections and continuous linear recreation for Victoria residents.*
- *Policy PROS-4.4. As development occurs in the south and west growth areas, design trails to follow natural corridors where possible and be integrated within road rights of way where necessary. Consider a minimum 30-foot wide green corridor.*
- *Policy PROS-4.5. Design roadways along the green ribbon route to include parkway-like features, natural amenities, and a trail buffered from vehicular traffic.*

CHAPTER 7: TRANSPORTATION AND MOBILITY

Goal T-6. Multimodal Interaction: To provide an integrated transportation system that enables best use of the capabilities of individual and combined modes, including rail and trucking facilities, public transportation, and bicycle and pedestrian travel.

- *Policy T-6.4. Ensure new rail access to industrial properties within the planned Business Park.*
- *Policy T-6.5. Plan to accommodate all truck movements on streets accessing or within the planned Business Park.*

Figure 2 . Green Ribbon Concept from *Our Victoria 2040 Comprehensive Plan*



Current Land Use Guidance

The Victoria Worx study area is located south of the current City limits in Laketown Township, in the southeast corner of the City's South Growth Area. The study area is currently comprised of agricultural, agricultural with homestead, single-family detached homes and religious institutional land uses (see Figs. 3 and 4), but is guided by the 2040 Comprehensive Plan as Commercial and Flex-Employment (see Fig. 5) in the City's South Growth Area. According to the Comprehensive Plan, these land uses potentially include office/business park or related uses, retail (goods and services) and some development of medium or high-density residential uses.

The future land uses in the Comprehensive Plan for the area north of the Victoria Works study area (across the railroad tracks) are primarily Low- and Medium-Density Residential. To the east of the study area – in the City of Chaska's future growth area – future land uses are mostly Rural Residential. Bordering the southern portion of the study area is land guided for Commercial and Industrial Land Uses, within the City of Carver's future growth area (in Dahlgren Township).



Parcel Data

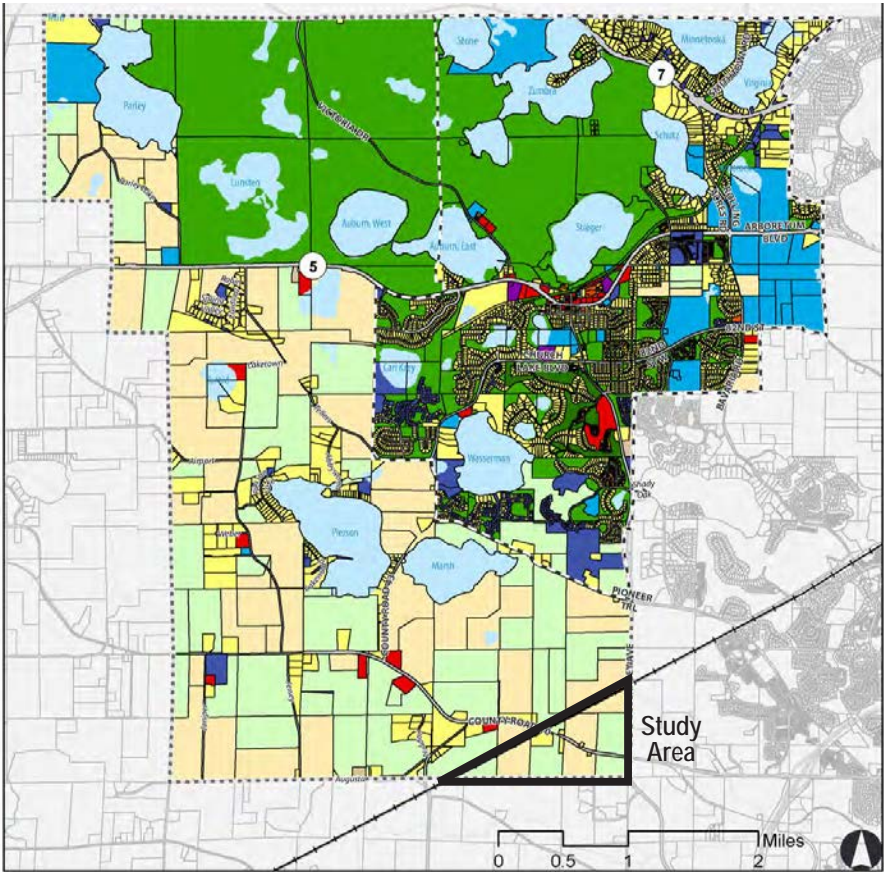
Map Key	Acres	Use (From Property Records)
1	18.16	Agricultural
2	39.37	Agricultural
3	10.10	Residential
4	42.45	Agricultural
5	2.73	Residential
6	1.02	Residential
7	4.70	Agricultural
8	36.73	Agricultural
9	24.11	Agricultural
10	48.21	Agricultural / Rural Vacant Land
11	0.68	Residential
12	0.54	Residential
13	25.51	Church
14	37.44	Agricultural

Total Study Area = ~ 300 Acres

Figure. 3. Site Area with Parcels



Figure 4. Existing Land Use from the *Our Victoria 2040 Comprehensive Plan*



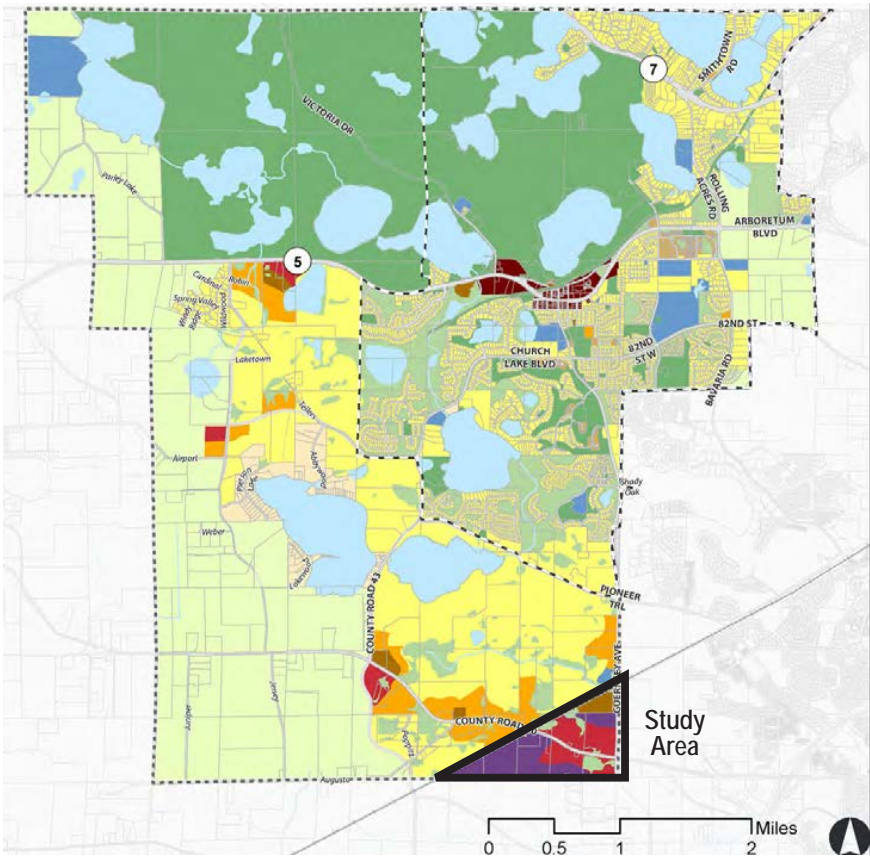
EXISTING LAND USE

- City Boundary
- Ultimate City Boundary
- Railroad

Existing Land Use 2017

- AG-1 Farm Fields
- AG-2 Farm Fields with Homestead
- Rural Estate
- Single Family Detached
- Condominium
- Multi-Family
- Commercial
- Industrial
- Parks, Recreational, or Preserve
- Golf Course
- Vacant
- Right-of-Way
- Utilities
- Water

Figure 5. Future Land Use from the *Our Victoria 2040 Comprehensive Plan*



FUTURE LAND USE

- City Boundary
- Ultimate City Boundary
- River
- Agriculture
- Rural Residential
- Low Density Residential
- Medium Density Residential
- High Density Residential
- Commercial
- Downtown Mixed Use
- Flex - Employment
- Public / Institutional
- Park
- Open Space
- ROW
- Utility
- Water



Summary of Key Market Trends

A preliminary market evaluation of demand for various land uses in the Victoria Worx study area was prepared by Maxfield Research & Consulting (see Appendix A). Real estate types considered included commercial (office and retail), industrial, hospitality (i.e. lodging) and multifamily (Table 1). According to the evaluation, demographic factors shaping the area will generate growing demand for a variety of commercial goods and services. Based on knowledge of the surrounding market area, it is anticipated that notable trends likely to drive the market over the next several years include population and household growth, an aging population, income growth, shifting household types and access to labor which will be needed to support potential business and employment growth.

Underlying market conditions will have significant influence over the development potential for commercial and industrial uses on the subject property. As of mid-year 2019, there were 28.3 million square feet of vacant commercial space in the Twin Cities, representing a vacancy rate of 10.8%.

Industrial properties had the lowest vacancy at 7.8%, followed by retail (9.7%) and off-campus medical office properties (11.1%). Office space is 16.4% vacant in the Metro Area. Additionally, the rental housing vacancy rate in Carver County (3.8%) is below equilibrium, suggesting that there is pent-up demand for new rental housing units in the County.

The evaluation found that the lack of population density in the adjacent area limits the development potential for commercial space in the short-term, and there are currently very few (if any) amenities in the neighborhood to attract a multifamily housing development. Anticipated household, population and employment growth in the surrounding area will strengthen demand for a variety of commercial real estate product types over time, notably neighborhood retail, but also office space targeting businesses that offer services to local households (e.g. medical, insurance and real estate).

Due to shifting market dynamics in the retail industry, along with the modest (but increasing) traffic volumes on the surrounding road network, it is not anticipated that a large-scale retail development (e.g. regional or community retail center) will be drawn to the site. Additionally, because the study area lacks freeway visibility and neighboring amenities, limited support is found for a new hotel on the site.

Based on current market conditions and nearby land uses, it is anticipated that the Victoria Worx study area would provide a suitable location for an industrial/business park development. It is also recommended that ancillary commercial pad sites be planned at key intersections and points of ingress/egress to the Site.

Table 1. Summary and Ranking of Market Potential

Product Type	Timing	Comments
1. Business Park	Short-term	There is immediate demand for industrial development in the submarket. A business park could accommodate industrial uses as well as some office uses, such as a data center.
2. Office	Intermediate	While demand for a speculative, multi-tenant professional office building on the Site would be limited in the short-term, we anticipate that there will be growing demand for medical office space and space targeting businesses that offer services to local households.
3. Retail	Longer-term	Anticipated household growth and increased traffic on adjacent roadways will enhance the viability of the subject property as a retail location over time. We expect that there will be growing demand from convenience- and neighborhood-oriented retailers (i.e. supermarkets, pharmacies, fitness centers, coffee shops, etc.)
4. Multifamily	Longer-term	The subject property could support multifamily housing, such as rental townhomes, as the surrounding area develops. Additionally, a higher-density apartment project could be considered, particularly if incorporated into a larger horizontal mixed-use development project.
5. Lodging	N/A	Because there are relatively few amenities in the immediate area (i.e. restaurants, entertainment) and the Site lacks freeway visibility, we find limited market support for a hotel development on the subject property.



PARTICIPATION AND PROCESS

The planning process for the Victoria Worx Small Area Plan focused on strong community and stakeholder engagement. This section describes the stakeholder participation process utilized to obtain extensive input from City officials, residents, developers, business and property owners and City and Carver County staff members. Stakeholder meeting notes can be found in Appendix B.

City Council / Planning Commission Joint Workshop

To kick off the Victoria Worx Small Area Plan, a joint workshop was held with the City Council and Planning Commission in August of 2019. Members of the consulting team presented and participated in a discussion with Victoria's elected and appointed officials regarding the project goals, scope of work, schedule, community engagement process and preliminary site inventory and analysis. Council Members and commissioners provided valuable input and guidance at the joint workshop.

Steering Committee

Developing this Small Area Plan has incorporated significant involvement from key members of the community. As part of an open application process, a nine-member Steering Committee was approved by the Victory City Council to guide the planning process using their in-depth knowledge of the area and valuable stakeholder perspectives. The Steering Committee met four times from September to December 2019, developing project goals, urban design principles and providing development concept feedback to help guide the future of the project area.

The group included two representatives each from the City Council and Planning Commission, four Victoria business owners/representatives and two Victoria residents. Steering Committee membership included the following:

- City Council Member Tom Gregory
- City Council Member Tom Vogt
- Planning Commission Member John Iverson
- Planning Commission Member Laura Moore
- Business owner John Hayes (Enki Brewery)
- Business owner Cal Haasken (realtor)
- Business owner Kristen Gyolai (attorney)
- Business representative Kevin Sharpe (pastor, Westbrook Community Church)
- Resident Larry Gubbe
- Resident Julie Slate





Developer Roundtables

Two Developer Roundtables were convened to gain more development and business-sector insight into the clarity and applicability of the future land use and circulation plans (first roundtable, November 2019), and to “test” the market reality of the development alternatives for the Small Area Plan project area (second roundtable, December 2019). These discussions were held with commercial, industrial and residential developers and brokers, whose input was taken into account when refining land use and development alternatives and recommendations. See Appendix C for meeting notes for both roundtables.

Community Open House

A Community Open House was held in December of 2019 at Victoria City Hall. Using graphic boards placed on easels around Council Chambers, participants were able to learn about the purpose of the Small Area Plan, site inventory, project goals, future land use and circulation and proposed development concepts for the site. Members of the consultant team and Steering Committee were available to answer questions and facilitate discussions with the approximately 13 participants, who were invited to record their comments on the boards using post-it notes and colored dots. Additional information was obtained through a short paper survey, which replicated the online survey on the project website.



Project Development Goals

The following are six Development Goals prepared for the Victoria Worx Small Area Plan. These Goals are based on input obtained from the City's project goals and those in the 2040 Comprehensive Plan, City staff, City Council/Planning Commission and the project Steering Committee. Throughout the project they served as a foundation for the land use and urban design framework and implementation strategies, as well as “guard rails” to provide guidance to the project team as the project progresses.

1. Development that is balanced over time and considers land uses both on site and within the City of Victoria as a whole.

The Small Area Plan will promote a horizontal mix of uses that is phased over time to coincide with market demand, compliments and strengthens downtown Victoria and incorporates land uses that are mutually supportive.

2. Development that is grounded in market realities and flexible enough to withstand change.

Redevelopment scenarios and Plan recommendations will be flexible enough to take into account future market uncertainties and the changing face of retail and business operations. Regional market forces and externalities will also be considered while recognizing that we are not “planning in a vacuum.”

3. Transportation and utility infrastructure improvements that are coordinated with phased land use and development.

A multimodal transportation network including automobiles, trucks, transit, bicycle, pedestrian and rail, will provide adequate access to and through the site from adjacent County roads and future trail networks. Utility improvements (e.g. storm and sanitary sewer, water, fiber optics) will be coordinated with development to maximize efficiency and minimize cost to the City and its residents.

4. Development that results in job creation and land uses that diversify and increase the tax base for the City.

A thoughtful mix of commercial, office, retail and industrial land uses will be included in the Small Area Plan to provide jobs for Victoria's residents. These land uses will diversify and increase the City's tax base to make it more resilient in a changing economy and generate revenues to offset costs associated with residential development throughout the City of Victoria.

5. The inclusion of residential development that compliments employment-based uses and improves the availability of affordable housing.

The Small Area Plan's recommendations will incorporate a mix of medium- and higher-density development as appropriate to support the employment-based land uses on site. These residential land uses will consider market realities and may include townhomes, apartments and/or live-work housing.

6. Natural features and open space corridors are integrated with development and connect to the City and region.

The development plan concepts will respond to and reflect the natural features and topography of the site. It will incorporate biking and walking facilities in open space corridors that connect to City and regional trail networks. The Plan will promote sustainable site design and energy conservation.



Project Website

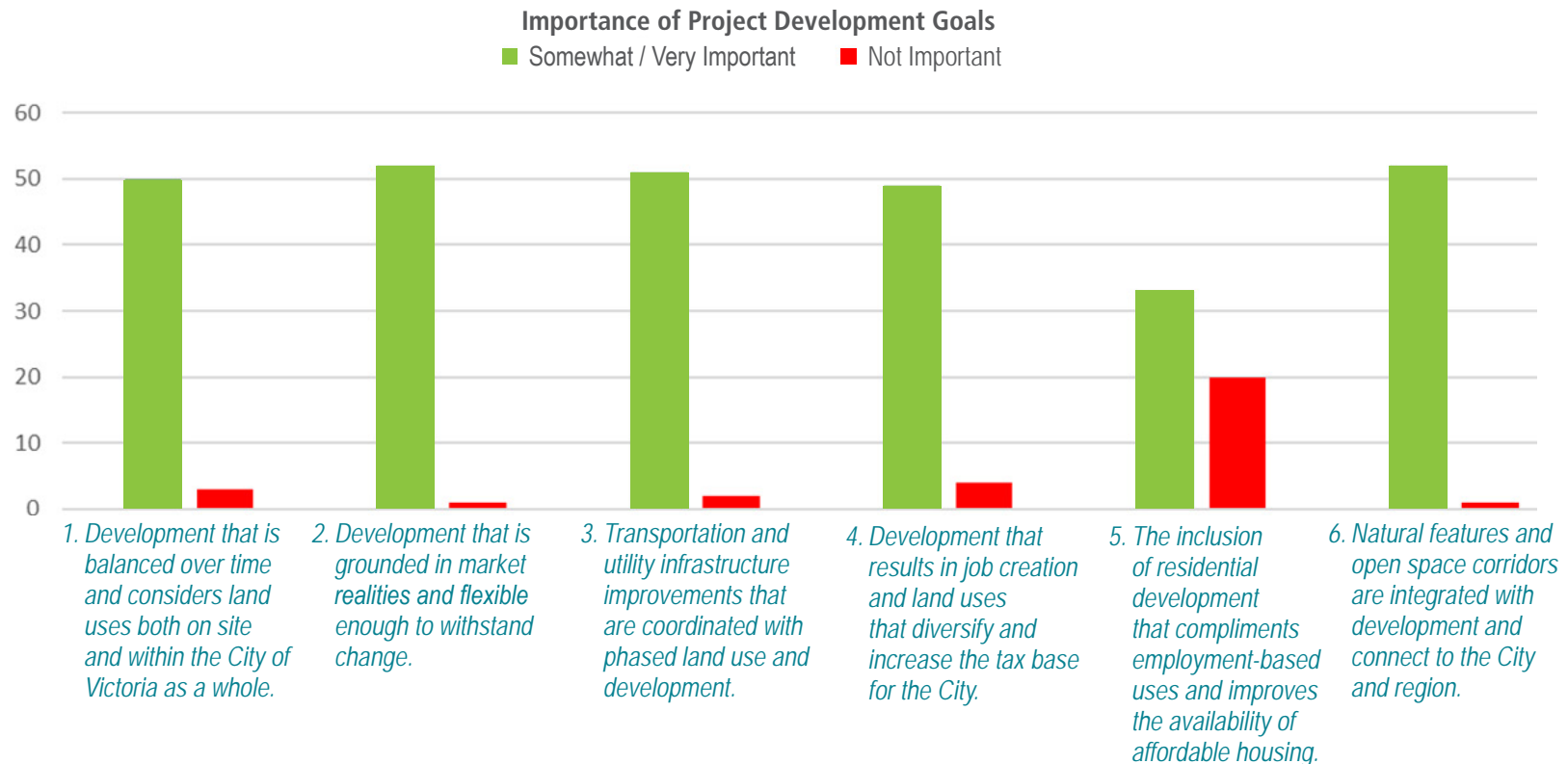
A project website was hosted for the duration of the Victoria Worx Small Area Planning process. This website – www.victoriaworx.com – was linked to from the City's website and provided project information, Steering Committee membership, downloadable project documents and an online survey, which is summarized below.

Community Survey Results

The following is a summary of the Victoria Worx Small Area Plan Community Survey. A total of 53 surveys were received, which includes four completed surveys from the Open House (six were received but two were incomplete) and 49 received via the project website over the course of three weeks, beginning with the date of the Open House. For the detailed survey results refer to Appendix D .

86.8% of respondents live in Victoria, while 28.3% work in the City (18.9% both live and work in Victoria), and 75.5% of respondents indicated they were very or somewhat familiar with the project site. When asked how important each of the six Project Development Goals are (see above), respondents consistently indicated (92.5% to 98.1%) that five of the six goals were important to them while the goal focusing on the inclusion of residential development was less so (62.3%, or 64.5% of all “not important” votes received). See below for a summary of the results.

When asked “how much do you support commercial, office and industrial development in the City of Victoria at this location?”, 26 (or 49.1%) of the respondents indicated that they supported it “very much”, while 3 (or 5.7%) said “not at all”. The remaining 24 were somewhere in between these extremes.



PLAN ELEMENTS

Future Land Use

The Victoria Worx future land use plan is the guide for the allowed type and intensity of development within the 300-acre study area. It does not provide the level of detail that can be found in a zoning code; rather, it serves as guidance for the overall development patterns, to ensure decisions made through the City's future regulatory and enforcement process are consistent with the City's vision and Victoria Worx development goals. As a portion of the City's South Growth Area, the Victoria Worx future land use plan accommodates its share of forecasted and desired employment and population growth for the City.

Figure 6 shows the planned land use for the property within the Victoria Worx Small Area Plan area. Table 2 summarizes the planned land uses by category shown on the map. The planned land uses depicted here reflect planning efforts from the 2040 Comprehensive Plan and the Victoria Worx Small Area Planning process. The following are definitions of the future land use categories shown on the map; refer to the Implementation section to see the recommended changes to the land use designations in the 2040 Comprehensive Plan.

Community Commercial

The Community Commercial designation primarily includes retail (goods and services) land uses, various forms of office land uses and some development of high-density residential uses. Land uses in the Community Commercial designation focus more on job creation and less on serving adjacent residential neighborhoods. Thus, building footprints will likely be larger with greater setbacks and more oriented towards parking and amenities than neighborhood retail and commercial uses.

Areas designated as Community Commercial are anticipated to have an average Floor Area Ratio (FAR) of 0.25. Community Commercial nodes are located along collectors or arterial road corridors, or near key intersections. A key function of maintaining vital and resilient commercial nodes is to allow the integration of higher density housing. This approach helps create "place making" features and provides added patronage to maintain economic vitality. Community Commercial areas are anticipated to develop a minimum of 15 percent of the

areas as residential, with densities at a minimum of 24 units per acre and a maximum of 50 units per acre.

Flex-Employment

The primary intent of the Flex-Employment land use designation is to enable and promote development of high paying and high-quality jobs within Victoria. The Flex-Employment typology primarily includes office or related uses, either arranged in formal "Business Park" settings or developments, or as individual uses such as a variety of showroom, flex space, data center and manufacturing space, of varying square footages. The typical project size in this typology ranges from 15,000 to 150,000 square feet. The average Floor Area Ratio for this district ranges from 0.25 to 0.5, and buildings may range from 1 to 4 stories in height. Parking may include either surface parking or structured parking arrangements where market forces support such investments. Proximity to major road corridors is an important locational factor. Site amenities such as trails, open space and architectural detail are supportive of higher-level employment and business opportunities.

Park

Victoria intends the parks classification to represent active or passive recreation areas. Some uses are informal recreation areas while others are more formal with groomed fields. This designation includes Regional Parks, Regional Trails, Community Parks, Neighborhood Parks, Private Parks and Golf Courses.

Open Space

The City intends the open space classification to reflect lands that are either undevelopable or that City intends to not develop. These areas are to be used for passive recreation, habitat restoration, or as a preserve. Generally, these areas are already protected by federal or local ordinances or include areas adjacent to protected features or areas less suitable for development.

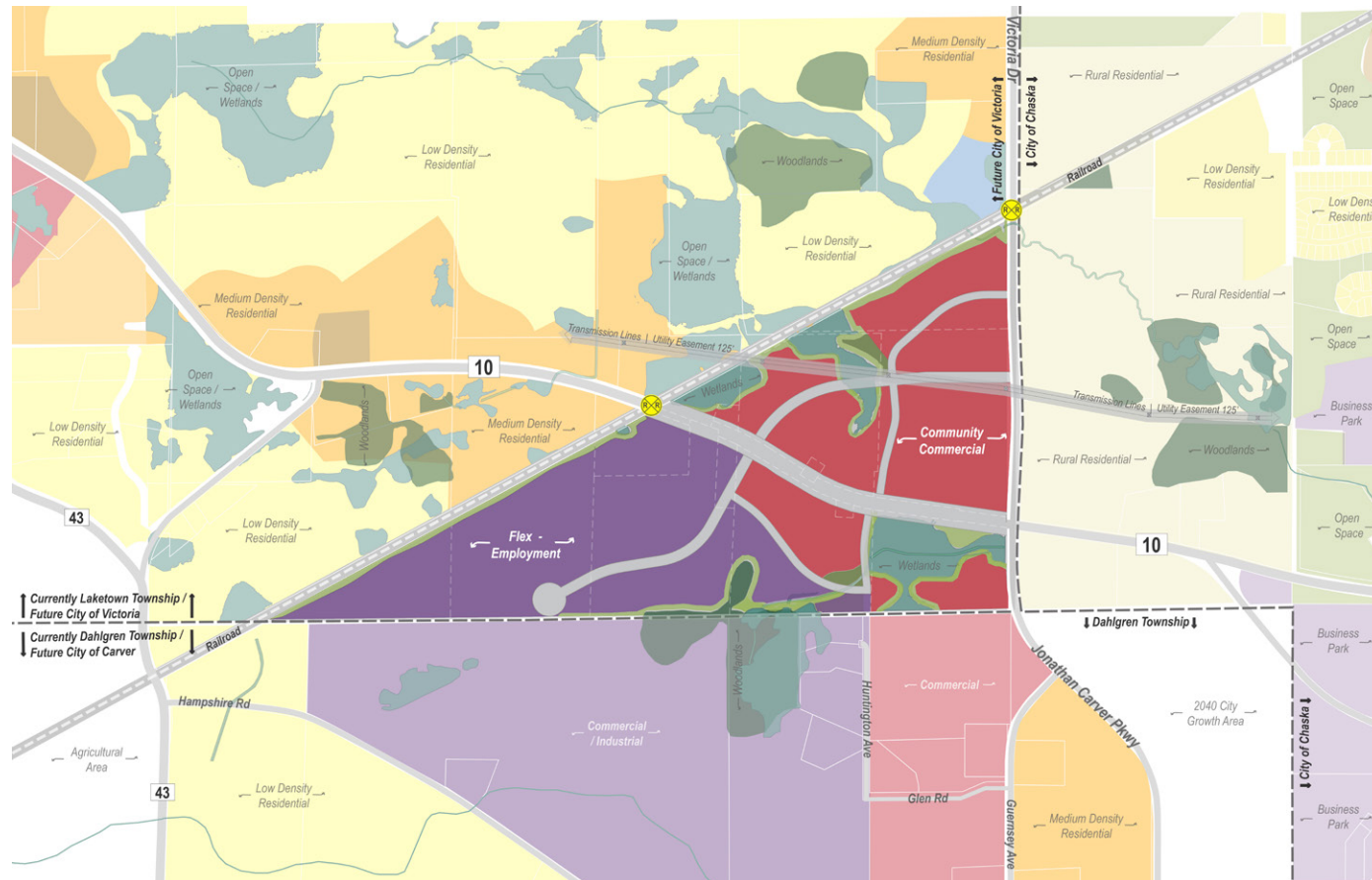


Table 2. Victoria Worx Land Use Summary

Key	Use	Gross Acres	Net Acres	% Net
	Community Commercial	139	105	35%
	Flex - Employment	120	107	36%
	Wetland/ Open Space	n/a	47	16%
	Right-of-Way	39*	39	13%
	Parks	2	2	1%
	Total	300	300	100%

* includes CSAH 10 planned expansion

Figure. 6 Victoria Worx Planned Land Use



Transportation & Connectivity

Transportation, connectivity, mobility and access are vital to the future success of commercial, office, retail and industrial development on the Victoria Worx site. Consistently the development community, Steering Committee and the public indicated the need for full-access intersections on both Highways 10 and 11. This is especially important with regards to the portion of the site south of Highway 10, where access is severely constrained by the railroad to the northwest and lack of available roadway infrastructure in neighboring Dahlgren Township to the south. Other than the two County highways, there is no public roadway infrastructure anywhere on the Victoria Worx site.

Site Circulation Concepts

The Victoria Worx Site Circulation Concepts are meant to serve as the framework for the Development Concepts (see below). A network of minor collector roads, connector roads and pedestrian/bicycle infrastructure is provided to serve future development parcels as indicated in the development concepts and examples. It should be noted that these are anticipated to be public roadways likely maintained by the City of Victoria (which will annex the Victoria Worx site according to its orderly annexation agreement), requiring public right-of-way acquisition.

Two Circulation Concepts were developed that correspond to the Development Concepts below (see Figs. 7 and 8). Both Concepts A and B indicate a “primary” minor collector roadway providing access from Highway 11 on the east, crossing Highway 10 near the center of the site, and continuing southwest to a desired future connection to Hampshire Road to the south (in Dahlgren County). As an interim condition until this future connection to the southwest is made, a large cul-de-sac is provided for vehicles (including trucks) to turn around.

A secondary set of connector (or local) roadways provide access to future development parcels on both sides of Highway 10 and partial (right-in/right-out) access to both highways, and potentially Huntington Avenue in Dahlgren Township. Additionally, paved shared-use paths and/or sidewalks are recommended along both sides of all roadways, including County Highways to provide multimodal access and connectivity.

Other than slight roadway alignment changes, the primary difference between the two concepts is the intersection type at Highway 10 and the minor collector road. Concept A is desired and indicates a full-access intersection and Concept B indicates a partial-access intersection, which could serve as an interim condition until a full-access intersection is warranted.

Carver County Highway 10 Corridor Study

Carver County, in collaboration with MnDOT, Chaska, Victoria, Waconia, and Laketown Township, is working to identify transportation system improvements on Highway 10 from Highway 43 in western Laketown Township to Highway 61 in the City of Chaska (see Fig. 9). The County recognizes that Highway 10 is an important roadway providing connections to multiple communities and accommodating vehicle, pedestrian, bicycle, transit and freight traffic alike. The goal of the study is to identify long-term corridor improvements to support local and regional transportation needs. The Victoria Worx Small Area Planning area is in the western segment of the Highway 10 Corridor Study.

Potential Highway 10 Corridor Improvements

As of January 2020, Carver County has identified a set of draft intersection and capacity improvement options for the corridor. For capacity improvements, the County indicates that the cross-sections of both Highways 10 and 11 will in the future be increased to four-lane divided highways with a shared-use path for pedestrians and bicyclists. The potential width of each roadway may vary, with Highway 10 likely requiring a wider cross-section and the acquisition of more right-of-way.

Improvement options for the intersection of Highways 10 and 11 include traffic signal, roundabout or a reduced conflict intersection. The Corridor Study indicates the following for future guided access control (it should be noted that this guidance is still in draft form):

- Highway 10: Primary (full) access intersection east of the railroad tracks, and a secondary (partial) access intersection west of Highway 11. This corresponds with the Victoria Worx plan recommendations.
- Highway 11: Primary (full) access intersection south of the railroad tracks, and a secondary (partial) access intersection north of Highway 10. The spacing and number of intersections roughly corresponds with the Victoria Works plan recommendations.





Fig. 7 Victoria Worx Circulation Concept A

Legend

Existing Road Functional Classification

- A Minor Arterial
- B Minor Arterial

Proposed Road Functional Classification

- Major Collector
- Minor Collector
- Connector / Local

Multi-modal Infrastructure (Ped and Bikeway)

- Existing
- - - Proposed





Fig. 8 Victoria Worx Circulation Concept B



Legend

Existing Road Functional Classification

- A Minor Arterial
- B Minor Arterial

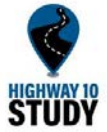
Proposed Road Functional Classification

- Major Collector
- Minor Collector
- Connector / Local

Multi-modal Infrastructure (Ped and Bikeway)

- Existing
- - - Proposed

Figure 5 - Project Subareas
July 2019



Carver County





Birds Eye View of the site at the intersection of Highway 10 and 11

Urban Design Principles

Objectives

These Urban Design Principles guide the overall Victoria Worx Small Area Plan and should be used to guide the public realm (roadways and streetscape) design as well as the development of individual projects on private property. The intent of these aspirational principles is to aid public and private development in the creation of high-quality commercial, retail, industrial and high-density residential sites within the Victoria Worx area.

These Urban Design Principles are designed to promote outstanding public and private development that will help to achieve the overall Victoria Worx Development Goals.

Streets and Circulation

Pedestrian and Bicycle Circulation

- Pedestrian circulation should be physically separated from vehicular circulation as much as possible to reduce traffic hazards and make the pedestrian system safer, more efficient and comfortable.
- Provide changes of materials and striping as necessary to delineate crosswalks and pedestrian circulation when it does not occur on sidewalks or trails. Unit pavers, stamped concrete, or colored thermoplastic overlays are recommended.
- At least one sidewalk connection between the building and the public road is required. Large parking areas shall have sidewalk connections and a clear path of pedestrian travel from parking stalls to the building entrance.
- Bicycle accessibility to and within the Victoria Worx site is encouraged. Bicycle parking and storage facilities should be provided.
- Paved sidewalks and trails for pedestrian and bicycle circulation should be provided along the roadway right-of-way, and along easements through or between individual sites wherever possible. Sidewalks should be continuous from parcel to parcel, and connections should be made to open space and other walking trails.



Vehicular Circulation

- Public roadways through the site with access to the Carver County highway system (Highways 10 and 11) shall be designed with appropriate width, turning radius and load standards to accommodate heavy truck and vehicle traffic.
- Vehicular access to any site shall be designed to encourage an efficient, smooth flow



of traffic in relationship to other driveways, street curvature, site distances, median cuts and other common traffic engineering criteria. Paved areas and curb cuts should be minimized.

- Access for each site shall be determined in concert with the business park's overall traffic circulation, capacity needs, and requirements and shall be clearly defined, attractive and safe.



- Highlight entrances (at the curb cut) with special landscaping, lighting and identification signs. The use of special paving to further delineate the entry is encouraged.

Buildings

Building Placement and Orientation

- Building placement shall complement and preserve the natural vegetation of the site and minimize cut and fill to the greatest extent possible. Building placement that creates opportunities for patios, courtyards or outdoor dining is encouraged.
- Building placement shall provide sufficient space around the development to contribute to the appearance of open space and provide room for pedestrian infrastructure and some separation between uses.
- Buildings are encouraged to be placed closer to the street near key commercial and retail nodes along Highway 10 (i.e. at Highway 11 and the proposed full-access intersection to the west) to increase visibility and to create a sense of place.
- Building entries should be located so that they are easily identifiable with convenient public access, with a well-defined entry sequence for pedestrian and vehicular uses from the street to the building.
- Long unbroken building facades should be broken up with architectural details. Facades with varied front setbacks are encouraged to provide visual interest, and the entry area shall be clearly defined and differentiated from the rest of the building.



- Open space within each building site is encouraged. Limit the combined impervious site coverage for individual building sites to a maximum of 70 percent of each site's land area.

Building Mass and Height

- The height and mass of buildings should consider the visual and physical relationship to adjacent buildings and uses.
- The mass of larger buildings should be broken down into a group of buildings clustered into traditional building compounds or a campus setting.
- Design buildings to incorporate shifts in or stepping down of building mass and variations in roof forms. Use landscape materials to reinforce tiered building forms. "Stepped down approaches" are especially appropriate for breaking up larger structures in excess of 100,000 square feet or those over two stories in height.

Building Materials

- The use of various siding materials to produce texture and relief that provide architectural interest (e.g. masonry, concrete texturing, cement or plaster) is encouraged.
- Low-maintenance materials should be chosen to withstand abuse by vandals, accidental damage by machinery and harsh weather. False facades and other simulated materials and ornamentation are discouraged.
- Accessory structures shall be architecturally treated on all four exterior sides of the building and should employ a variety of building forms, materials and colors to add visual interest.

Loading and Service Areas



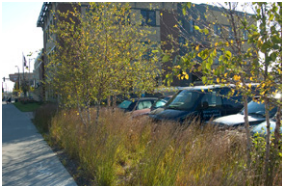
- Loading and service dock areas shall be located to the rear or sides of a building, away from the main building entrance, or related high visibility areas.
- Service, loading and other similar areas should be enclosed within the building structure.

Site Design

Parking

- Sufficient paved, off-street parking shall be provided on site with assigned spaces that are ADA compliant. No required parking shall be permitted on any public street or access road or at any place other than the paved parking spaces provided. Each owner shall be responsible for compliance with this requirement by its tenants, employees and visitors.





- Parking shall be designed to minimize conflicts between automobiles and pedestrians and create a clearly organized system of entrances, driveways and parking lots, while still providing adequate and convenient parking spaces.
- Site access and internal circulation through the parking lot should promote safety, efficiency and convenience. A continuous circulation pattern through the site should be provided to the greatest extent possible.
- Loading, service areas and outdoor storage should be provided with separate access and circulation, and screening whenever possible.



Site Amenities



- Integrating site amenities, such as courtyards, site furniture, and landscaping adds to the creation of a sense of place and an aesthetically pleasing environment.
- Outdoor space at larger facilities should include employee break and activity areas. Walking/jogging paths, activity areas and planted gardens can be designed to meander through the open space and around parking areas.
- Focal elements such as sculptures, art or water features employing water conservation techniques should be incorporated into courtyard and plaza design, where seating and other site furniture should be provided.

Landscaping



- Landscaping shall preserve and protect the special attributes of the area and minimize adverse effects on the natural environment, to the greatest extent possible, and should consider short-and long-term maintenance regimes. Regionally appropriate landscape treatments are encouraged to create a continuous landscape character throughout the Victoria Worx site.



- Landscaping should be used to define areas such as entrances to buildings and parking lots, provide transition between neighboring properties (buffering) and provide screening for outdoor storage, loading and equipment areas.
- Side and rear buffer yards shall use landscaping to screen adjacent properties and uses, where existing trees and plantings that act as a natural buffer shall be supplemented as needed.
- Parking areas should be well-lit and well-landscaped to create the appearance of “cars in a forest” rather than trees in a parking lot, using trees and landscaping planted in continuous planting strips/medians between rows of parking. Parking areas adjacent to primary circulation corridors shall be screened and/or buffered with a combination of landscape planting, berms, and fencing.
- Landscape elements such as canopied trees and groundcover plantings shall be used to create comfortable, safe and well-defined pedestrian areas.

Grading and Drainage



- Grading, drainage and stormwater management techniques shall be used which limit erosion, establish proper drainage and accommodate development with limited impacts on the site or adjacent sites. The results of any grading, drainage, and/or stormwater management shall be visually pleasing.
- Minimize the amount of cut and fill with site-sensitive development and grading practices. Provide a gentle grade change at site boundaries between excavation on site and existing grades off site.
- Integrate grading and drainage features for each development site with the Victoria Worx overall stormwater management system. Stormwater systems shall meet all appropriate agency regulatory requirements.



Overall Development Concepts

The following two alternative development concepts are presented here to illustrate the Small Area Plan development goals and urban design principles. These concepts are examples of how the study area could be developed and are not prescriptive maps in terms of development proformas and site design. However, while these concepts differ in some respects, they both embody the shared vision reflected in the future land use and transportation/circulation plans and represent how variations in development types and densities can result, depending on access, sequence and circumstance.

These development concepts represent how and where development can occur over time, taking into account the assumptions stated above. The planning horizon is 2040, which is the same as the City of Victoria's Comprehensive Plan; thus, these concepts depict development that may not be complete for 20 years or more. Of course, the rate of development at this location will depend on many internal and external factors and could potentially occur at a faster pace than what is assumed here.

Both Development Concepts have two public road access points each from Highways 10 and 11, although they vary between full and partial access intersections depending on the Concept. The potential allocation of development type (i.e. retail/services, office, flex-employment, residential, open space) by acre remains similar for both concepts and can be found in Table 3.

Development Concept A

A primary driver for this concept (see Fig. 10) is a new full-access intersection into the site from Highway 10, located approximately ¼-mile west of Highway 11. This likely would eventually be a signalized intersection or a roundabout, depending on several factors including the Carver County Highway 10 Corridor Study outcomes. This full-access intersection allows vehicles traveling in either direction on Highway 10 to safely access the northern and southern portions of the site. Because commercial uses – especially retail and services – are more successful in highly accessible and visible areas, commercial uses are located around this new intersection in Concept A. “Industrial park” development (light manufacturing, office, storage, etc.) is envisioned to occur south of Highway 10 adjacent to the railroad tracks. The full-access intersection shown in Concept A would greatly increase the viability of industrial park development at this location.

Additionally, Concept A takes into consideration the possibility that significant portions of this land could be assembled and developed under one entity. In this case, larger areas of the site may be designed holistically as a master plan and then constructed in phases. This can be illustrated in the Flex-Employment area, which has larger industrial parcels assembled to accommodate larger, more flexible uses and buildings.

Development Concept A accommodates some high-density residential development, which is one of the project's development goals. This occurs in the Community Commercial land use, which anticipates a minimum of 15% of high-density residential uses. While high-density residential development may occur anywhere within the Community Commercial area, Concept A focuses this use at the northern corner of the site, adjacent to potential wetland amenities and across the railroad tracks from other planned residential uses. These housing units (ranging from 335 to 700) would ideally provide housing opportunities for those employed at the Victoria Worx site.



Fig. 10 Development Concept A

LEGEND



-  Gateway Parcel / Building
-  Planned Sewer Lift Station (2040 Comprehensive Plan)

Table 3. Land Use Summary

Key	Use	Concept A		Concept B	
		Area (Acres)	Estimated Development Gross Floor Area	Area (Acres)	Estimated Development Gross Floor Area
	Commercial - Retail and Services	24	260,000 S.F.	32	345,000 S.F.
	Commercial - Office	60	645,000 S.F.	55	600,000 S.F.
	Flex - Employment	95	2,000,000 S.F.	95	2,000,000 S.F.
	High Density Residential	14	334-695 Units	14	345-720 Units
	Wetland/Open Space	54	n/a	54	n/a
	Park	3	n/a	3	n/a
	Total	250	n/a	253	n/a

Development Concept B

A primary driver for this concept is a partial access intersection into the site from Highway 10 (see Fig. 11). Partial access provides dedicated right-hand turn lanes but no left turn lanes. This results in a different pattern of circulation through the site. In this case, the portion of the site that is north of Highway 10 would be accessed primarily by westbound drivers on Highway 10, and the portion of the site south of Highway 10 would be accessed primarily by eastbound drivers on Highway 10. The full intersection on Highway 11 into the site also becomes more critical to circulation. Commercial uses are shown further east around the full access intersections in this scenario. For Concept B, the viability of “industrial park” development south of Highway 10 becomes challenged without a full-access intersection at this location.

This concept takes into consideration the possibility that each of the existing parcels of land may develop independently of each other and over a long period of time. In this case the design of each parcel must take into consideration neighboring uses and possible future roadway connections. This may result in different roadway alignments or land uses. This concept takes into account existing parcel property lines (and their potential subdivision), which are the faded white lines on the concept plan. Similar to Development Concept A, Concept B includes high-density residential development in the Community Commercial land use, also at the northern corner of the site (approximately 345 to 720 housing units).

Preferred Development Concept

For reasons stated above – specifically, the need of a full-access intersection to maximize the viability of commercial, retail and industrial uses on the south side of the site – Development Concept A is the preferred concept. While the project team and Steering Committee recognize Carver County’s access guidelines regarding full-access intersections on Highway 10 (i.e. one-mile spacing), based on discussions with project partners and the development community it is highly recommended to achieve this full intersection. However, Development Concept B (and its partial-access intersection) may still be somewhat viable in the short or intermediate-term, until a full-access intersection is warranted and funded.

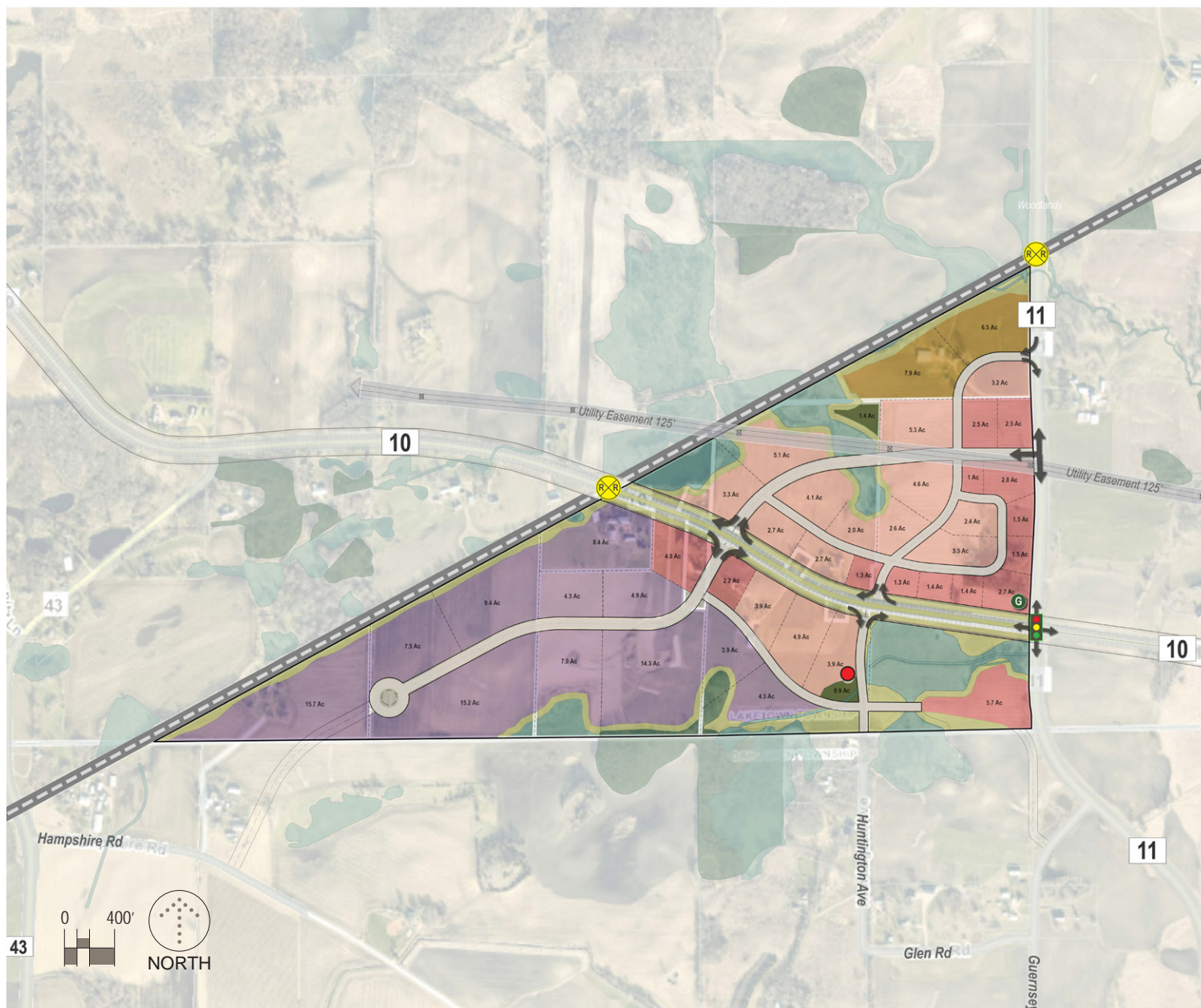


Fig. 11 Development Concept B

LEGEND

- Gateway Parcel / Building
- Planned Sewer Lift Station (2040 Comprehensive Plan)

Specific Development Examples

To demonstrate how the Urban Design Principles can be applied within the context of the Preferred Development Concept above, two development examples are provided at specific locations of the Small Area Plan site. While there are many ways for these sites to develop in the future taking into account the project goals and design principles, the examples below illustrate one option for how buildings, parking, landscaping, etc. may be oriented on the site for office and industrial park-type uses.



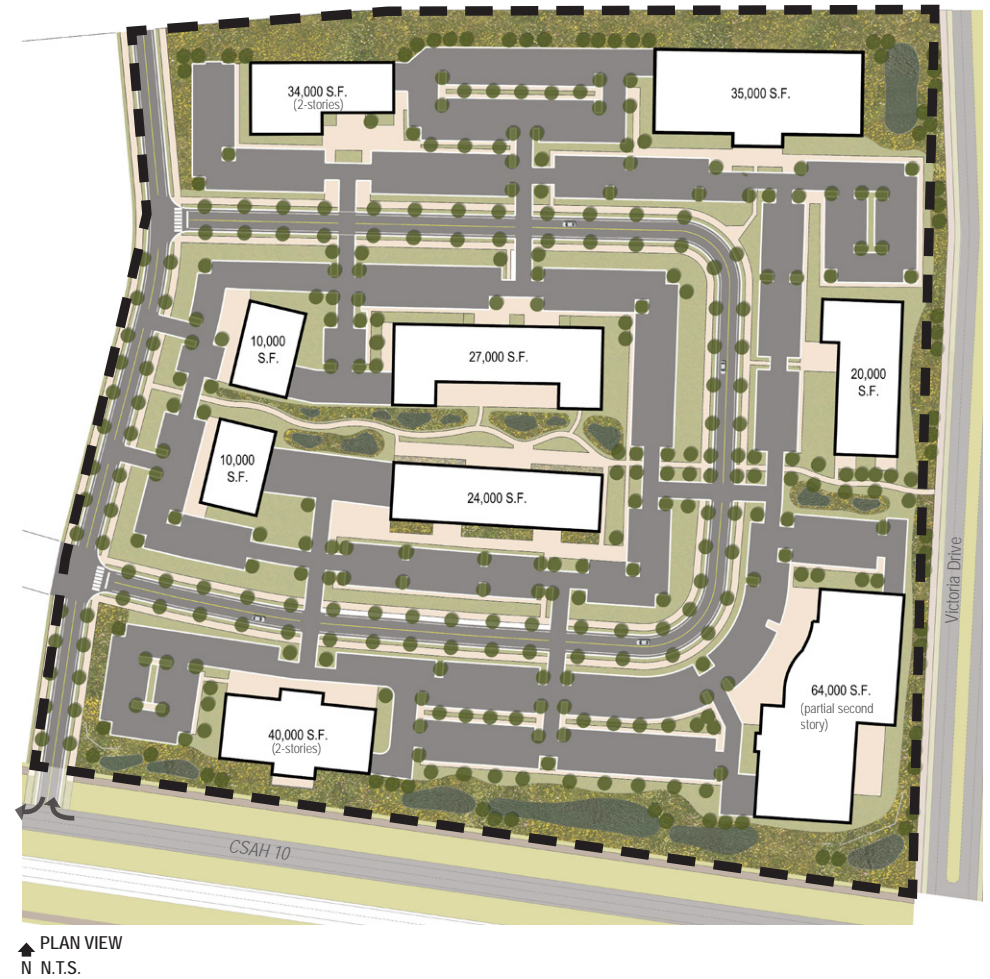
Office Park Development Example

Given the short-term market potential of flex office uses on the site, and the availability of land adjacent to the intersection of Highways 10 and 11, there exists the potential of an “office park” development at the northwest quadrant of this intersection. The Victoria Worx Small Area Plan envisions an example concept where one- and two-story office buildings at this location (see Figs. 12), which may stand alone, or relate to each other in a campus-like setting. This example includes approximately 225,000 square feet of office space with a flexible design to accommodate different uses and users over time. Enough surface parking, open space and trails are provided to serve the office park according to the Urban Design Principles.



Industrial Park Development Example

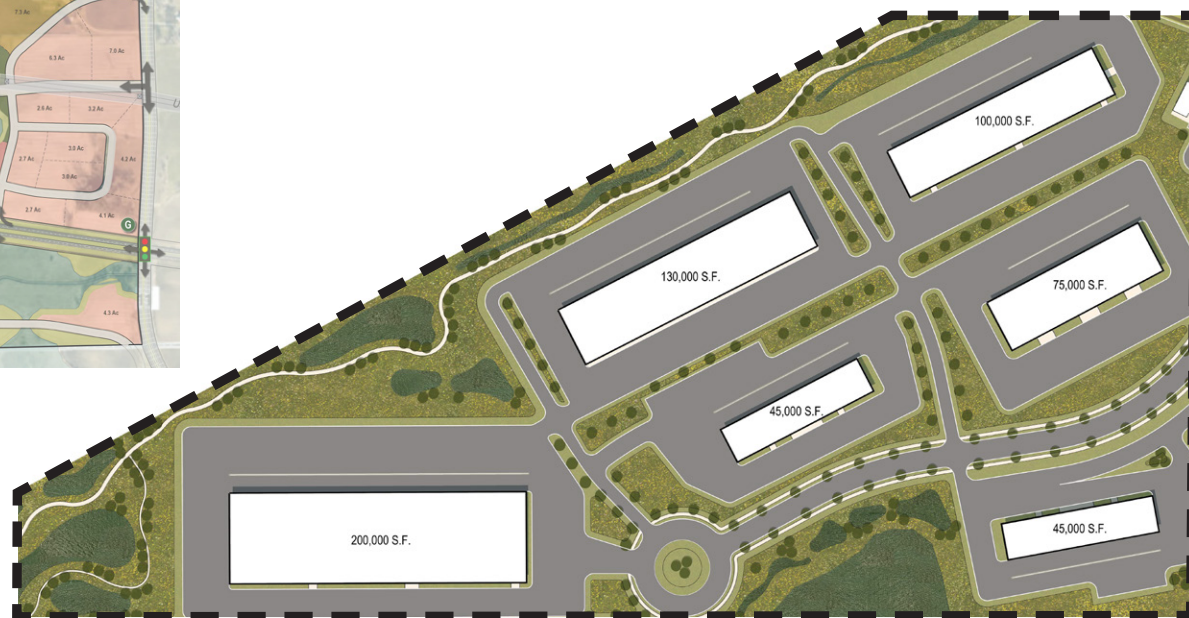
The preliminary market evaluation also indicated that there is current and short-term demand for “business park” and industrial uses, including manufacturing and related office uses. The Small Area Plan includes an illustrative example of an industrial park located south of Highway 10 and adjacent to the railroad tracks (see Figs. 13). This example illustrates a mix of larger and medium-sized lots with single-story, large-format buildings. To accommodate a variety of industrial and office users, these buildings would be designed with large floorplates and high ceiling clearances. The industrial park example includes approximately 595,000 square feet of building space. Surface parking for these uses could also accommodate outdoor storage and is arranged to provide ample open space and pedestrian amenities and connections throughout the site.



Figs. 12 Office Park Development Example



KEY MAP
N N.T.S.



PLAN VIEW
N N.T.S.



BIRDS EYE VIEW

Figs. 13 Industrial Park Development Example

IMPLEMENTATION

The following are several recommended implementation strategies that the City of Victoria can take to plan for and implement the Victoria Worx Small Area Plan. While the City would likely serve as the lead agency for most of these strategies, other agencies and organizations will also play a role in several if not all of them. An implementation matrix is provided at the conclusion of this section that summarizes each implementation strategy along with suggested time frames and responsible parties.

Recommended Implementation Strategies

Land Use Classification

The future land use categories for the Victoria Works Small Area Plan are detailed in the Plan Elements section above. Two of these categories – Community Commercial and Flex-Employment – are recommended to be revised from the future land use categories contained in the 2040 Comprehensive Plan. The two others (Park and Open Space) remain unchanged. Below are the recommended changes to the (Community) Commercial and Flex-Employment land use categories. It is also recommended that the City also define the Neighborhood Commercial land use category for other areas of the city.

Community Commercial

The 2040 Comprehensive Plan indicates that the Commercial designation “includes two different types of Commercial uses distinguished mostly by scale, orientation, and critical mass (total square footages), Neighborhood Commercial and Community Commercial. As new commercial areas become incorporated into the City, the City’s Zoning Ordinance should be updated to reflect the difference in scale between Neighborhood Commercial and Community Commercial.” The following are the recommended changes to the Commercial classification to reflect the new Community Commercial designation; the Neighborhood Commercial designation is not included in the Victoria Worx Small Area Plan.

Recommended Changes:

- Change “Commercial” designation to “Community Commercial”.
- Delete “but also may include” when discussing various forms of office land uses, to emphasize the inclusion of this type of land use.
- Delete “medium or” from the description of residential uses allowed (focusing on high—density housing only).
- Add the following to the first descriptive paragraph: “Land uses in the Community Commercial designation focus more on job creation and less on serving adjacent residential neighborhoods. Thus, building footprints will likely be larger with greater setbacks and more oriented towards parking and amenities than neighborhood retail and commercial uses.”
- Change second sentence in the second paragraph to delete “typically” to emphasize the location of commercial nodes along collectors or arterial road corridors and key intersections.
- Delete “Proximity to neighborhoods is also an important factor in locating neighborhood commercial nodes.” This reflects how neighborhood proximity may not be the primary factor in locating community commercial nodes like Victoria Worx.
- Reduce the percentage of anticipated area to be developed as residential from 30 percent to 15 percent, to accommodate the size of the community commercial district at Victoria Worx.

Flex-Employment

Recommended Change:

- To accommodate the larger size of some industrial buildings currently being developed (e.g. distribution centers), increase the maximum of the typical project size range from 100,000 square feet to 150,000 square feet.



Zoning Code

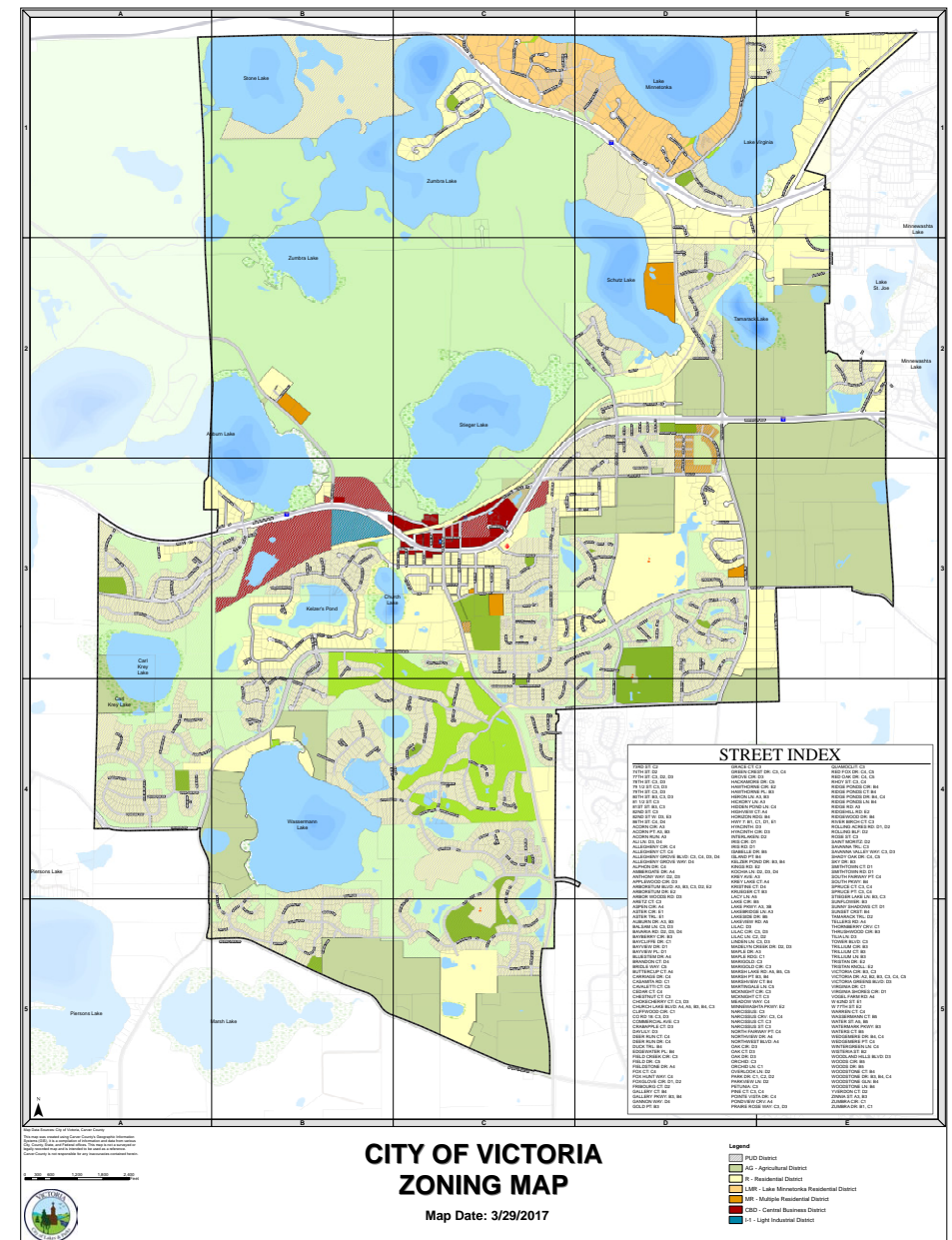
Under state law the City's zoning and related ordinances must be amended to align with the approved and adopted Comprehensive Plan. The Victoria Worx Small Area Plan similarly includes the following recommendations regarding Victoria's zoning code to make sure it is consistent with recommended land uses and other plan elements. Additionally, it is recommended that the zoning code be updated to prioritize office and flex space to support small and growing local businesses.

Community Commercial

Victoria currently has two commercial zoning districts that are unused on the City's zoning map (see Fig. 14): the C-1 (Office and Limited Commercial) and C-2 (Village Commercial) districts. The C-1 district is more appropriate for the Community Commercial land use designation within the Small Area Plan. With some modifications the C-1 Office and Limited Commercial District could be appropriate for the Community Commercial land use as proposed here. There are currently no parcels zoned C-1 in the City of Victoria and these changes could be made without directly affecting other properties.

- The current purpose of the district allows for high-density and other residential districts and does not refer to the commercial aspect of the district. The scope and purpose of the district should be modified to allow only high-density residential and to mention the retail and commercial establishments that could be present in the district.
- The permitted and conditional uses should add some of the following examples:
 - Gas stations
 - Hardware and appliance stores
 - Drug stores
 - Barbers, beauty shops
 - Bakery
 - Hobby and craft stores
 - Restaurants and cafes (can be with or without drive-through)
 - Fitness facilities
 - Retail goods and services
- The bulk standards and setback requirements should be revised to allow greater flexibility in the development of properties and to amend code references.

Fig. 14. City of Victoria Zoning Map



Flex-Employment

Victoria currently has one industrial zoning district – the I-1 Light Industrial District – covering very few parcels in the city. Below are two options for amending the zoning code to reflect the Victoria Worx Flex-Employment land use.

1. Adapt the existing I-1 Light Industrial District to allow for office-related uses. This option would affect other I-1 areas in the city and allow the same uses that are added on those properties as well. It should be noted that the future land use plan in Victoria's 2040 Comprehensive Plan focuses all industrial uses in the city at the Victoria Worx site.

- I-1 currently allows enclosed storage as a permitted use.
- See below for a list of example uses that could be included.

OR

2. Create a new zoning district called BP Business Park District. The BP Business Park District and I-1 Light Industrial District would both be acceptable zoning districts within the Flex-Employment land use.

- The purpose of the business park district would be to accommodate office and low-impact manufacturing uses.
- Example permitted uses for this district could include:
 - conference centers/reception halls
 - laboratories and research facilities
 - professional or medical offices
 - wholesale showrooms
 - office/warehouse
 - manufacturing or product assembly which creates no exterior impacts
 - technical, vocational or business satellite facilities/schools
- The bulk standards and performance standards could be adapted from the Light Industrial District with minimal revision.

Tax Increment Financing (TIF)

Per state law (Minnesota Statutes, Sections 469.174 to 469.179), Cities like Victoria have the power to establish Tax Increment Financing (TIF) districts. A TIF district is a designated area (such as the Victoria Worx Small Area Plan area) where the City is trying to attract development to increase the tax base and create jobs, for example. TIF works by capturing

the increased local property tax revenues (the "tax increment") generated as property values rise compared to the assessed values when the TIF district was created. These funds can be used to pay for public improvements or to help finance development projects. The City of Victoria currently has four TIF districts (1-3, 1-4, 1-5 and 1-6).

There are several types of TIF districts authorized by the TIF law, depending on the details of the project(s). Based on the Project Development Goals and City goals, an Economic Development TIF District is the most appropriate for the Victoria Worx site. For this district type, TIF can be used when 85% or more of the new buildings in the district will be used for manufacturing, storage, distribution (excluding retail sales), certain research and development, telemarketing and tourism. The remaining 15% (measured by square footage) may be used for nonqualifying uses. Economic development districts generally may not be used for retail, office or similar developments; however, if office space is directly related to the activities of a qualifying business then this will not count against the 15% limit.

TIF law permits tax increments in economic development districts to be collected for eight years after the city receives its first increment, or a total of nine years of increment. While this duration is shorter than the other TIF district types, this period of time may be sufficient to incent development and build momentum at the Victoria Worx site.

Special Service District

Under Minnesota Statutes (Sections 428A.01 to 428A.101), a city may adopt an ordinance establishing a special service district for financing an increased level of improvements and services in commercial and industrial districts over and above those that would be provided throughout the city under general fund revenues. Examples of such services might include maintenance and replacement of landscape materials, irrigation, decorative lighting, special signage and maintenance and repair of streetscape materials. Residential property can be included in a special service district but cannot be levied a special service charge. However, by private agreement, residential properties can participate in the services provided by the district.

A petition from participating private land owners is mandatory to establish a special service district. Owners comprising at least 25 percent of the commercial land and at least 25 percent of the net tax capacity of the commercial property in the district must initiate a petition with the City Clerk, followed by a hearing and resolution of the City Council. It is important that services provided under the special service district provide sufficient benefit to adjacent property owners to induce their cooperation in permitting this process to proceed.



Coordinate Infrastructure Improvements

Improve Access to County Roadways

Concurrent with the Victoria Works Small Area Planning process, Carver County is conducting the Highway 10 Corridor Study (see above). County staff has demonstrated the willingness to work with the City of Victoria on the planning and construction of future intersections along Highways 10 and 11 in the project area. Given the County's current access guidelines and those shown in the Corridor Study, and the necessity of full-access intersections for the success of Victoria Worx development, City and County staff should continue to work closely to reach mutually-beneficial solutions.

Increase Capacity of Highways 10 and 11

As development occurs at the Victoria Worx site, jobs and housing will increase. This, combined with the forecasted increase in nearby residential and other development will likely result in a need to increase the vehicular capacity of County Highways 10 and 11. Carver County's Highway 10 Corridor Study (see above) will determine the future cross-section of both highways, likely resulting in two lanes of traffic in each direction. As with access, County staff will need to work with City of Victoria staff to coordinate efforts.

Add Pedestrian and Bicycle Infrastructure to Highways 10 and 11

Both County and City planners have identified Highways 10 and 11 as future regional trail corridors. Upon completion of the Highway 10 Corridor Study, City and County staff should coordinate the planning, design and construction of these shared-use path facilities. This should include the provision of future pedestrian and bicycle infrastructure access from the Victoria Worx site to the regional trails in County right-of-way.

Extend Sewer and Water Utilities

The City has received development proposals for the area between the current city limits to the north and the Victoria Worx site. Staff has indicated that development could occur as early as 2020, with sanitary sewer and water utilities extended south to serve this development. The City should coordinate with the development community the provision of public and private utilities to the Victoria Worx site, including the planned lift station south of Highway 10, which would be attractive to future commercial, office, retail and industrial developers.

Further Study

District Stormwater Management

Individual property developers are required to provide stormwater management on site, which can significantly impact site design and can result in many separate, disconnected systems. The Victoria Worx Small Area Plan recommends utilizing regional, or district stormwater management techniques where public land is set aside to provide filtration and/or infiltration basins in areas that may not be as suitable for development. Development projects could then direct stormwater runoff (directly or indirectly) into the district stormwater management system instead of having to plan for and design an on-site system, which may provide another incentive for development. Studying such a system is outside the scope of this project; therefore, it is recommended that further research and study be done to determine the feasibility, size, location and cost of such a system.

Marketing to Development Community

It is important to continue to involve the development community as the Victoria Worx Small Area Plan is implemented. Some developers and brokers have helped shape the vision and recommendations of this Plan (see Developer Roundtables above), and the City can extend those benefits and take advantage of this advance knowledge. The Victoria Worx "brand" should be marketed to existing and new development community channels; this can be accomplished using print (brochures, etc.), electronic media (website, presentations, etc.) and City-hosted events (workshops, roundtables, etc.).



Implementation Matrix

The following matrix summarizes the implementation strategies above and indicates when each may be put into action, along with the lead agencies for each, who will be responsible for committing resources to these implementation responsibilities.

Recommended Implementation Strategy	Timeframe	Lead Agency
Market Victoria Worx to the development community	Immediate	City of Victoria
Revise Community Commercial and Flex-Employment future land use categories in Comprehensive Plan	Immediate	City of Victoria
Update zoning code to support future land use recommendations	Immediate	City of Victoria
Study the feasibility of an Economic Development TIF District	Short-term (1-3 years)	City of Victoria
Improve access to County Highways 10 and 11	Short-term (1-3 years)	Carver County
Extend sewer and water utilities to the Victoria Worx site	Short-term (1-3 years)	City of Victoria Private developers
Increase capacity on Highways 10 and 11	Medium-term (3-6 years)	Carver County
Add pedestrian and bicycle infrastructure to Highways 10 and 11	Medium-term (3-6 years)	Carver County City of Victoria
District Stormwater Management Study	Medium-term (3-6 years)	City of Victoria Carver County WMO
Determine if a Special Service District is appropriate as the site develops	Longer-term (6-10 years)	City of Victoria

