



Strategic Plan Dashboard

Welcome to Victoria's Strategic Plan Dashboard, your one-stop shop for information and data about the City of Victoria's priorities and vision for the future.

Every two years the City Council and staff develop strategic priorities for moving the city forward. This dashboard is an at-a-glance look at those priorities, goals and the current status of many of our initiatives.

When developing a vision it is important to tie goals to specific activities; allocate a budget and resources for these activities; and monitor and track performance. This is critical for any strategic plan to be successful, and to meet the Council's vision and objectives for long-term financial and community resiliency.

Click into each section to view additional details about each strategic priority.



Priority #1: Expand and Enhance Our Local Economy

Victoria is growing in both population and through development, as well as expanding geographically in the future through planned annexation.

[Learn How We Are Expanding and Enhancing Our Local Economy >](#)



Priority #2: Adopt Guiding Principles

Victoria will deliver vital and desired city services effectively and efficiently, and in the most fiscally responsible manner by creating a high-performing organization rooted in best practices, accountability and transparency.

[Find Out More About How We Are Adopting Guiding Principles >](#)



Priority #3: Build Infrastructure

Victoria will keep pace with its infrastructure to serve the growing population and continue to provide the high-quality level of service to which the City is committed.

[Find Out About Our Building Infrastructure Here >](#)



Priority #4: Diversify Housing

Victoria will work to ensure there is a diverse option of housing products available as it processes approximately 150 new residential permits annually.

[Learn About Diversifying Housing >](#)

Click into each section to dig deeper into the data and statistics.



Community Profile

Victoria is a community rich with amenities, recreation, natural resources, people, and businesses.

This section provides data on the trends and dynamics within our community, including visualizations from a variety of local and national sources that highlight the major elements that shape Victoria.

[View Victoria's Community Profile >](#)



Grow With Us

Victoria is expected to grow rapidly over the next 20 years. At full build out, it is expected to be the largest city in Carver County, surpassing Chanhassen, Chaska and Waconia.

This section contains information on the city's 2040 Comprehensive Plan and future growth areas.

[Learn About Victoria's Growth Plan >](#)



Financially Sound

Victoria is recognized for its long-term financial management practices and strong policies. The city holds a 'AAA' bond rating from Standard & Poors, the highest possible rating for a local government.

This section contains information on the city's budget and financial planning.

[Learn About Victoria's Financial Plan >](#)



Connect with the City of Victoria

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Expand & Enhance Our Local Economy

STRATEGY: Update Victoria's Downtown Master Plan

The following is an at-a-glance look at our current progress related to updating the downtown master plan, including sub-strategies of engaging property owners and implementing parking study recommendations.



1997 Downtown Master Plan

The master plan concept adopted in 1997 was the city's first redevelopment visioning for downtown Victoria. This concept focused on established connection to Carver Park Preserve which entirely borders downtown along the north

[View Larger Image](#)



2016 Downtown Master Plan

An updated downtown master plan was adopted in 2016 focusing on sustaining a vibrant and attractive commercial downtown with higher density residential uses and a desire to blend existing downtown character with new growth to the west

[View Larger Image](#)

What We Are Doing to Update Victoria's Downtown Master Plan

2020

- In fall 2020, City staff began working with planning consultant HkGI to review the shared parking ordinance for downtown.
- Throughout 2020, staff have been working with Wold Architects and Engineers to develop a long-term plan to pave the Old Public Works parking lot to maximize parking on the site.
- In July 2020, the City converted the old Public Works site into a public parking. This project created 40 temporary parking spaces on a gravel lot.
- In July 2020, a new *Public Parking* sign was designed and installed at the Old Public Works site and has been heavily utilized on Farmers Market days and has been getting use by the general public for trail and park access.
- In September 2020, City staff began working with consultant HkGI to review and recommend possible revisions to the shared parking ordinance.

Review & Update Downtown Master Plan

Expand & Enhance Our Local Economy

Goal
Updated Master Plan
December 2020

What We Have Done to Update Victoria's Downtown Master Plan

2019

- In May 2019, the Planning Commission provided guidance to staff and Council for updating the downtown master plan:
 - Utilize 2016 design guidelines as a base
 - Establish a design guideline manual
 - Establish measurable design criteria
 - Provide illustrative recommendations for design standards
- In summer 2019, City staff conducted a visual preference survey with the Planning Commission and presented results of the survey.

Achieved Goal 

Engage Property Owners

Expand & Enhance Our Local Economy

Current	Goal
4	4
Property Owners Engaged	Property Owners Engaged
	December 2019

What We Are Doing to Engage Property Owners

2020

- City staff continued to discuss and brainstorm ideas with local business owners to help navigate the COVID-19 situation and its impacts on the local economy.
- City staff continued discussions with two underdeveloped downtown property owners to remain engaged in their plans and ideas for their properties.

What We Have Done to Engage Property Owners

2019

- City staff contacted four property owners with underdeveloped properties in the downtown area to gauge interest in potential redevelopment. All four property owners expressed no immediate or near-term plans for redevelopment.
- The properties include:
 - Leuthner Property, west of Rose Street (expressed could be open to offers)
 - Gannon Property, 794 Quamoclit
 - Kelly Green Property, 1600 Stieger Lake Lane
 - Roger Narkie Property, 1486 Stieger Lake Lane
- In June 2019, staff presented this information to the City Council.



This map depicts the locations of the properties that could be redeveloped in the future in downtown Victoria

On Target

Implement Parking Study Recommendations
Expand & Enhance Our Local Economy

Current
7
Recommendations
Implemented

Goal
13
Recommendations
Implemented
December 2020

Residents Were Surveyed in 2018

In a 2018 community livability survey, residents were asked to rate their level of support for various parking solutions in downtown Victoria. In that study, downtown parking was identified as a high priority for the City. In 2019, the City conducted a Downtown Parking Study to determine parking solutions in the downtown area.



Approved 2019 Parking Study
[View the Study Here](#)



2018 Citizen Livability Report
[View the Study Here](#)

What We Are Doing to Implement Recommendations from the 2019 Downtown Victoria Parking Study 2020

- In August 2020, the City contracted with consulting firm HKGi to begin “Phase 2” of the downtown parking study completed in 2019. This phase will include:

- Determining the number of parking spaces (public only) available for future development using the 2018 utilization counts as a baseline.
- Establishing parking requirements for land uses within the Central Business District based on existing conditions, utilization counts, and best practices.
- Updating the shared parking model (spreadsheet) created for the 2019 Downtown Parking Study to incorporate the proposed parking requirements.
- Developing recommendations for updating the Central Business District's parking requirements
- Parking wayfinding signage was installed at the Old Public Works public parking lot in August 2020
- Downtown Parking Ordinance discussions with Planning Commission kicked-off in August 2020
- In May 2020, the City Council reviewed short- and long-term concept plans for public parking at the old public works site and directed staff to proceed with implementing the short-term plan which will create up to 40 new parking spaces. Council also gave direction to proceed with public parking and wayfinding signage. City staff will incorporate the long-term concept in the 2021 CIP for council's 2021 budget considerations.
- The City Council authorized a space needs study in March 2020, which includes developing a plan for repurposing the Old Public Works building site for public parking
- City staff completed the external clean up of the Old Public Works site in March/April 2020, and brought in class 5 gravel to create a temporary parking surface for public parking
- City staff are working with WOLD Architects to create parking and wayfinding signage for the Old Public Works site with a goal to have signage installed by June 2020
- City staff began researching shared parking models as part of the City's parking ordinance review, and will be presenting information to planning commission and city council in June/July 2020
- City staff contacted Old National Bank to inquire whether the City could enter into a lease agreement to utilize the bank's parking lot after banking hours. The bank is not open to leasing parking spaces at this time

What We Have Done to Implement Recommendations from the 2019 Downtown Victoria Parking Study

2019

- On Tuesdays, Thursday and Saturdays from June-September 2019, City staff took downtown parking counts at 10 am, Noon and 6 pm
- The city installed Public Parking signs at City Hall, Victoria Flats and Rose Street Parking
- The City installed Downtown Parking signs on Hwy 5
- Staff reviewed parking restriction signage and locations and made one change to add a handicap accessible parking spot in front of the Kid Talk Building in fall 2019
- In June 2019, staff presented information to the City Council about available parking technologies to help direct residents and visitors of downtown to available parking spaces, including camera-based technology, ground sensor technology and pay station parking management. Council opted to not pursue any specific solution further at this time.
- Staff continued to regularly care for and maintain on-street parking in downtown, as well as public lots
- In summer 2019, three downtown restaurants partnered to provide valet parking service to patrons of all downtown businesses on Thursday - Saturday evenings. The service was discontinued by late summer due to lack of use
- In October 2019, city staff hosted a public information meeting with downtown business owners to gauge interest in establishing a Special Services District and/or a local options sales tax to help pay for a downtown parking ramp. Downtown businesses did not support a Special Services District for this purpose but were open to further exploring a local option sales tax
- In October 2019, City staff presented an information overview and public input session on establishing a local option sales tax to fund a parking ramp downtown. After listening to public comment, the City Council opted to not proceed with a local option sales tax at this time
- In November 2019 and as part of the 2020 budget discussions, City Council directed staff to accelerate the demolition of the Old Public Works building and repurpose the site for public parking. Of the \$250,000 identified in the 2022 Capital Improvement Plan for this work, City Council moved \$60,000 into the 2020 budget to begin the project. That \$60,000 included \$17,000 for easement and title work clean up



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Expand & Enhance Our Local Economy

STRATEGY: Develop Downtown West

The following is an at-a-glance look at our current progress related to developing the City-owned 13.5-acre parcel on Steiger Lake Lane West, just west of the current downtown area. This project is called, *Downtown West*.



Concept plan for Downtown West presented at the June 27, 2020 City Council meeting

Missed Goal

Enter into Development Agreement for Downtown West
Expand & Enhance Our Local Economy

Goal
Enter into at Least One Agreement Permits

December 2020

What We Are Doing to Develop Downtown West

2020

- In October 2020, the City was notified that they would not receive the Metropolitan Council LCDA grant for 2020. Despite that news, staff continue to work with partner developers to kick off Phase 1 (125-unit market-rate apartment) of the development in 2021.
- City staff discussed the Downtown West parcel with three new developers during Q3.
- In July 2020, City Council approved the Downtown West Feasibility Study and LCDA grant application.
- In June 2020, Kimley-Horn presented the findings of the Downtown West Feasibility Study to City Council.
 - [View the feasibility study here \(pdf\)](#)
- Discussions continue with Carver County and MnDOT related to access to Downtown West from Hwy 5 as part of the Arboretum Area Transportation Plan.
- In January 2020, the City contracted Kimley-Horn to complete an updated feasibility study for the site. The study, based on current concept drawings, evaluated infrastructure needs and design including street alignments, site grading and retaining walls, access, stormwater management, trail/sidewalk alignments, public utility extensions and potential building layouts.
- The City submitted a grant application to the Carver County Community Development Agency (CDA) for a \$7,500 Community Growth Partnership Initiative (CGPI) grant. The City was notified of the grant award in February; the grant funds will offset the costs of the Kimley-Horn feasibility study.
- City staff began working with Carver County on the Arboretum Area (Highway 5) Transportation Plan, which includes planning for necessary access to the site from Highway 5.

What We Have Done to Develop Downtown West

2019

- In June 2019, the City entered into an agreement with Maxfield Research and Consulting to conduct a demand analysis for market rate housing.
- Staff began working with a developer to plan a 100- to 125-unit market rate apartment building on the southeast portion of the parcel. The project will include transitional space on the first floor that can be transitioned between residential and commercial space depending on market demand.
- In July 2019, the City Council approved a preliminary development agreement with Ron Clark to construct a 90- to 100-unit active senior apartment building with some affordable units on the northeast portion of the parcel, as well as 26-30 townhome villas on the north and east perimeter. The senior building will have transitional space on the first floor that can be transitioned between residential and commercial space depending on market demand.
- City staff submitted a \$2 million Livable Communities Demonstration Account (LCDA) grant application to the Metropolitan Council to help offset infrastructure costs in developing the site. The City did not receive the grant, but intends to apply again in the future as development of the site progresses.



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Expand & Enhance Our Local Economy

STRATEGY: Increase Economic Activity

The following is an at-a-glance look at our current progress related to increasing economic activity in the city, including several sub-strategies.

Achieved Goal 		
Install Public Parking Signs Downtown Increase Economic Activity	Current	Goal
	5	4
	Signs Installed	Signs Installed December 2020



Public Parking sign at Old Public Works site

What We Are Doing to Install Public Parking Signs Downtown

2020

- Parking wayfinding signage was installed at the Old Public Works public parking lot in August 2020.
- The Old Public Works building site has been adapted to provide public parking for overflow downtown parking, trail and Bayfront Park access parking, farmers market parking and Classic Car Show, and other special events parking.

What We Have Done to Install Public Parking Signs Downtown

2019

- City staff installed three public parking signs in downtown Victoria at City Hall, Victoria Flats and Rose Street.
- A downtown parking wayfinding sign was installed along Highway 5.

Achieved Goal 

Create a Calendar of Events

Increase Economic Activity

Goal

Create Calendar

December 2020

What We Have Done to Create a Calendar of Events

2019

- City staff created a calendar of city and community-wide events and published it on the City's [website homepage](#) 

What We Have Done to Create a Calendar of Events

2019

- City staff created a calendar of city and community-wide events and published it on the City's [website homepage](#) 

Newsflash & Events



Showcase Victoria Photo Contest

We invite you to submit your favorite photos of our community.

Read on...

[VIEW ALL](#)

APRIL 2020

S	M	T	W	T	F	S
29	30	31	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	1	2

Mon, Apr 20

Park & Recreation Committee Meeting - CANCELLED for April 20, 2020

[Learn More](#)

Tue, Apr 21

Planning Commission Meeting

Mon, Apr 27

City Council Meeting

[Learn More](#)

Tue, May 5

Planning Commission Meeting

[Learn More](#)

Mon, May 11

City Council Meeting

[Learn More](#)

Thu, May 14

Lakes & Water Quality Committee

[Learn More](#)

This snapshot shows April 2020 events and showcases items of community interest

Achieved Goal 

Develop Marketing Materials

Increase Economic Activity

Goal
Develop Marketing Materials
December 2020

What We Are Doing to Develop Marketing Materials to Promote Investment in Victoria

2020

- The City is partnering with Enki Brewing to promote a Winter Farmers Market. The inaugural market was held virtually as a result of COVID-19 restrictions, but the City and Enki hope to bring the “in-person” market to reality later in the winter.
- The City, in partnership with the Victoria Business Owners Association (VBOA) and Power of Life, lit up the plaza next to City Hall to promote a shop/eat local campaign – “Light Up Victoria.” The lights, along with digital and social media marketing and maps, are meant to encourage people to support local businesses during the holiday season.
- The City partnered with Enki Brewing and the SW Chamber of Commerce to print and install banners and signage promoting the City’s inaugural Farmers Market.
- City staff launched mySidewalk platform with reports, key indicators and performance metrics that can be shared with potential developers and businesses.
- The City continues to provide information annually to the Carver County Community Development Agency to be incorporated into promotional materials for Carver County.

Achieved Goal 

Work with Neighboring Attractions to Draw Visitors to Victoria

Increase Economic Activity

Goal
Increase the Number of Visitors to Victoria
December 2020



Farmers market in Summer 2020

What We Are Doing To Draw Visitors to Victoria

2020

- The City is co-sponsoring a Winter Farmers Market with Enki Brewing, which kicked off virtually in November 2020. The hope is for the market to happen monthly, eventually transitioning into an “in-person” event.
- The City partnered with the Victoria Business Owners Association (VBOA) to promote Victoria businesses during the holiday season with the “Light Up Victoria” campaign.
- In September 2020, City Council authorized an extension of Eat Street 2020 from Oct. 1 to Dec. 1 by signing a new Resolution.
- In August, 2020 City staff began collaborating with the Victoria Business Association and the Lions Club on creating an enhanced Winter Lighting celebration.
- The City established a partnership with Southwest Chamber of Commerce (SW Chamber), and Enki Brewing to offer a farmers market beginning in July 2020 in the Enki Brewing parking lot. SW Chamber is assisting with marketing, promotion, and vendor coordination as well as staffing the market .
 - Visit the Victoria Farmers Market [Facebook page](#)[↗] for event updates.
- In July 2020, the City converted its Old Public Works site to a public parking lot for trail users and downtown patrons. The lot also serves as parking for the farmers market.
- Eat Street 2020 kicked off in May 2020 to allow for outdoor expansion of restaurants and retail amid COVID-19 pandemic.
- City staff applied for a \$3,000 Statewide Health Improvement Partnership (SHIP) grant from Carver County Public Health to help offset marketing costs for the farmers market (July - October).
- City staff are actively working on preparing the Old Public Works building site for public parking for overflow downtown parking, trail and Bayfront Park access parking, farmers market parking and Classic Car Show and other special event parking.

What We Have Done to Draw Visitors to Victoria

2019

- In 2019, the City collaborated with resident and art gallery owner Deb Zeller to establish a **pARTnership** promoting local artists by displaying their artwork in the Council Chambers at City Hall. The artwork can be viewed any time city hall is open, by appointment and during specified “Meet the Artist” events. Art is rotated every other month.
- City staff attended the Carver County Community Development Agency’s economic development county-wide regional marketing and economic development strategic planning session in November 2019.
- City staff met with representatives from Southwest Chamber of Commerce (SW Chamber) to explore offering a farmers market in Victoria beginning in summer 2020.

Achieved Goal



Determine Whether to Hire, Partner or Contract for Marketing & Community Engagement
Increase Economic Activity

Goal
Create, Partner or Contract for Position
December 2020

What We Are Doing to Determine Whether We Should Hire, Partner, or Contract for Marketing & Community Engagement

2020

- Due to a retirement in fall 2020, the City was able to restructure its Communications/HR Manager position, and shift focus to strategic communications and proactive public engagement. This change is meant to help move the needle forward on Council’s adopted strategic plan, including assisting in the marketing and promotion of Victoria as a destination . Kendra Grahl joined the City as the new Communications & Public Engagement Manager on Nov. 16.
- In January 2020, the City hired a Community & Economic Development Director. Marty Doll joined the team in this role on Jan. 21.

- The City began implementation of mySidewalk platform, a community engagement and economic development tool.

What We Have Done to Determine Whether We Should Hire, Partner, or Contract for Marketing & Community Engagement

2019

- In fall 2019, the City restructured its vacant Community Development Director position to place more emphasis on community engagement and economic development. As part of the restructuring, the revised position became Community & Economic Development Director and the Communications Manager will report to this position to maximize synergy between the communications and community development areas.

On Target 

Develop Marketing Strategy & Identify Resources
Increase Economic Activity

Goal
Develop Marketing Strategy
December 2020

What We Are Doing to Develop a Marketing Strategy

2020

- In fall 2020, City staff began gathering metrics on city communications. This will function as a baseline for future marketing strategies and help identify how the city communicates with its various audiences both internally and externally.
- The City's new Communications and Public Engagement Manager (November 2020) will develop a marketing and communications plan for the City. However, this will likely not be complete until early 2021.

What We Have Done to Develop a Marketing Strategy

2019

- The City Council's adopted 2020 budget included funding and support for purchase of mySidewalk platform, a tool for community engagement and economic development
- City staff explored whether the City is able to publish ads in the State of Minnesota's tourism magazine, Explore MN. Unfortunately, without a Convention & Visitors Bureau (CVB) in Victoria, there is not an opportunity for the city to publish ads in Explore MN

Achieved Goal 

Explore Partnerships
Increase Economic Activity

Goal
Attract More Visitors to Victoria
December 2020

What We Are Doing to Attract More Visitors to Victoria Through Partnerships

2020

- Starting in November 2020, the City is co-sponsoring a Winter Farmers Market with Enki Brewing.
- The City partnered with the Victoria Business Owners Association (VBOA) to promote Victoria businesses during the holiday season with the "Light Up Victoria" campaign.
- Through partnership with Carver County CDA, the City has promoted and provided financial resources for local businesses throughout the COVID-19 pandemic

- The City continues to work with Deb Zeller of Zeller Art Gallery to hold local artist exhibitions in Council Chambers. The most recent exhibit featured watercolors of Minnesota, specifically areas within Carver County.
- City Staff has begun discussion with community leaders on revamping the Downtown Winter Lighting celebration.
- In July 2020, the city partnered with Southwest Chamber of Commerce (SW Chamber) and Enki Brewing to offer a City-sponsored farmers market in the parking lot of Enki Brewing.
- The City hosted one art exhibition featuring the artwork of seven local artists and promoting their art commissioning services in the Council Chambers at City Hall.
- The City cross promoted 13 events from other agencies, non-profits and community stakeholders including:
 - Lowry Nature Center
 - Victoria Lions
 - Three Rivers Park District
 - Eastern Carver County Schools
 - Arts Consortium of Carver County
 - SW Chamber
 - Victoria Elementary School
 - Carver County Library
 - Minnesota Landscape Arboretum
 - Explore Minnesota

What We Have Done to Attract More Visitors to Victoria Through Partnerships

2019

- The City partnered with Victoria resident and owner of Zeller Art Gallery to bring a rotation of artwork by local artists to display in the council chambers at City Hall. For each new exhibition, the City hosts a "Meet the Artist" event, promotes the artist and his/her artwork on the City's social media channels and invites the public to view the exhibition and vote on their favorite artwork at each exhibition where the artist is recognized for "people's choice" award. In 2019, the City hosted four exhibitions.
- The City Manager was appointed to sit on a new county-wide tourism board hosted by the Carver County Community Development Agency that will begin in 2020.
- The City continued to routinely cross promotes community-wide events and events of interest to the community from other agencies, non-profits and community stakeholders.



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Expanding and Enhancing Our Local Economy Carves a Path for Community Resiliency

Victoria is growing in both population and through development. Established in 1915, our current population is nearing 10,000, up from 7,300 in 2010. We will also continue to expand geographically through planned future annexation of the surrounding Laketown Township.

When fully grown, Victoria is expected to be the largest community in Carver County. Our strategic plan builds on the City's existing and future assets to support housing, employment, infrastructure and amenities.

OBJECTIVE: Victoria will actively build its tax base and the diversity of its businesses.

By encouraging smart commercial and residential development, the City will increase its tax base. This fiscal strength will help fund the high level of services and amenities desired by our community.

To accommodate this development, we will plan for new growth and infrastructure to serve both newer and older parts of the community in a fiscally sustainable manner.

By attracting new businesses, services, retail and offices to the community, we will create opportunities for our residents to work closer to where they live. **Currently, there are only enough jobs in Victoria to locally employ 25% of the city's working population.** The majority of the available jobs are lower-paying accommodation and food services positions. Additional job creation from corporate office to professional services, from STEM to retail, will be needed in the future to diversify and enhance the local economy.

Read more under [Grow With Us](#).

Local Jobs

Over half the residents in Victoria are working age and nearly 75% leave Victoria to earn a living.

 **1,117**
Jobs

Number of Jobs
Victoria, MN

 **4,803**
People

Working Population Age 16 and Over
Victoria, MN

Sources: LODES Version 7.3; US Census ACS 5-year

Resident Input

In a [2018 community livability survey](#)², respondents were asked to rate the importance of a variety of amenities that the city should pursue to improve quality of life. The top three responses were:

1. Grocery store **(82%)**
2. Trail construction and maintenance **(74%)**

STRATEGIES: Through thoughtful planning, the City of Victoria will create opportunities to expand and enhance its tax base.



Develop Downtown West

[What We Are Doing to Develop Downtown West >](#)



Update Downtown Master Plan

[What Are We Doing to Update Victoria's Downtown Master Plan >](#)



Increase Economic Activity

[What We Are Doing to Increase Economic Activity >](#)



Increase Jobs & Diversify Tax Base

[What We Are Doing to Create Jobs & Diversify Our Tax Base >](#)



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2019-2020 Strategic Plan & Key Indicators

Expand & Enhance Our Local Economy

Performance Summary

We are tracking the performance of each strategy used to meet our strategic priorities, and reporting on our progress each quarter. Below is an at-a-glance look at our current progress.

Develop Downtown West
Expand & Enhance Our Local Economy

Current

0

Completed Strategies

Missed Goal

1

Completed Strategies

December 2020

Develop Downtown West

1	Enter into Dev't Agreement	19-Jun	20-Dec	Started
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Update Downtown Master Plan
Expand & Enhance Our Local Economy

Current

1

Completed Strategies

Below Target

3

Completed Strategies

December 2020

Update Downtown Master Plan

1	Review and Update Downtown Master Plan	19-Jun	20-Dec	Started
2	Engage Property Owners w/Underdeveloped Properties	19-Jun	19-Dec	Complete
3	Implement Parking Study Recommendations	19-Jun	20-Dec	Started

Increase Economic Activity

Expand & Enhance Our Local Economy

Current
6
Completed Strategies

Goal
7
Completed Strategies
December 2020

Increase Economic Activity

1	Install Public Parking Signs Downtown	19-Jun	19-Dec	Complete
2	Create Calendar of Events	19-Jun	19-Dec	Complete
3	Develop Marketing Materials to Promote Investment in Victoria	19-Jun	20-Dec	Complete
4	Work w/Neighboring Attractions to Draw Visitors to Victoria	19-Jun	20-Dec	Complete
5	Determine Hire, Partner or Contract for Marketing and Community Engagement	19-Jun	20-Dec	Complete
6	Identify Marketing Strategy & Resources	19-Jun	20-Dec	On Target
7	Explore Partnerships to Attract Visitors to Victoria	19-Jun	20-Dec	Complete

Near Goal →

Increase Jobs & Diversity of Tax Base

Expand & Enhance Our Local Economy

Current
3
Completed Strategies
Today

Goal
4
Completed Strategies
December 2020

Increase Jobs & Diversity of Tax Base

1	Conduct Small Area Plan Study	19-Jun	20-Dec	Complete
2	Explore Partnerships for South Growth Area	19-Jun	20-Dec	Complete
3	Understand Barriers to Development & Identify Strategies to Attract Development	19-Jun	20-Dec	Complete
4	Complete Utilities to South Growth Area	19-Jun	20-Dec	Started



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Why Expanding & Enhancing Our Local Economy Matters

By directing growth and economic activity in a manner that best supports a vibrant economy, the City of Victoria can provide a high quality of life for its residents and attract visitors.



Classic Car Shows are held every other Wednesday evening June-September in downtown Victoria and regularly draw large crowds

Victoria is a growing city with a vibrant downtown that has much to offer long-time and new residents as well as visitors.

Victoria was incorporated in 1915 and had a population of 7,345 in 2010. The city's population is now nearing 10,000. Its proximity to metro-area employment, the Minneapolis-St. Paul International Airport, and various amenities - including housing, dining, shopping and entertainment - make it a desirable location.

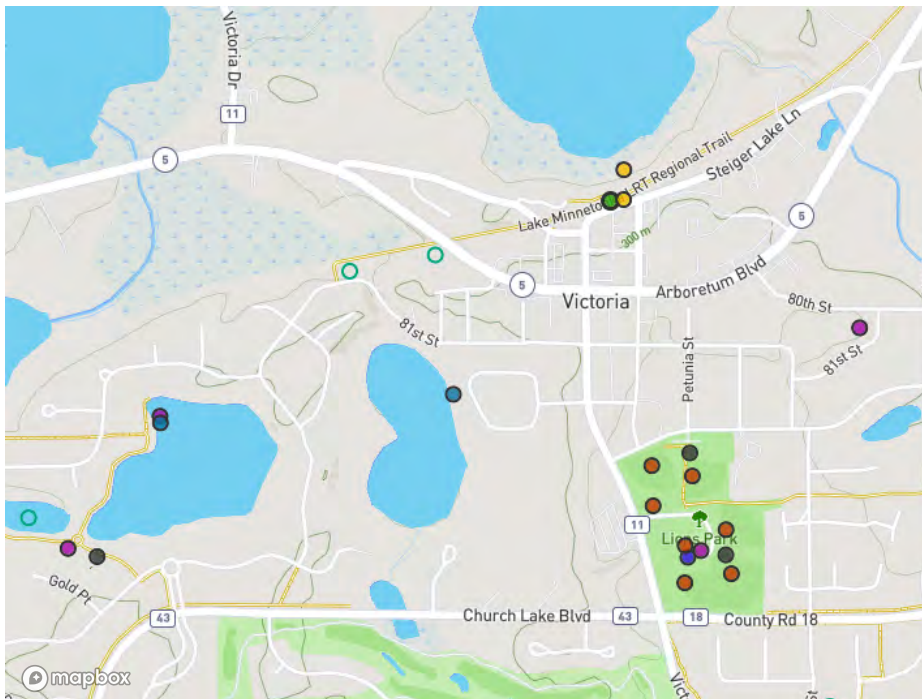


Charlson Thun Community Bandstand at Bayfront Park, downtown Victoria

Residents and visitors are drawn to Victoria's natural landscapes.

As the *City of Lakes and Parks*, Victoria attracts residents with its quieter pace of life and abundant lakes, parks and trails for recreation and relaxation.

Parks & Recreation Areas



© Mapbox © OpenStreetMap

- Recreation Center
- Open Space & Natural Areas
- Athletic Facilities
- Plazas and Bandstands
- Fishing Areas
- Community Gardens
- Outdoor Ice Rinks and Skateboard Parks
- Playgrounds
- Park Shelters and Pavilions
- Trails

Victoria is home to a vibrant mix of housing, retail, entertainment and recreation set among rolling hills, lakes, wetlands and woodlands.

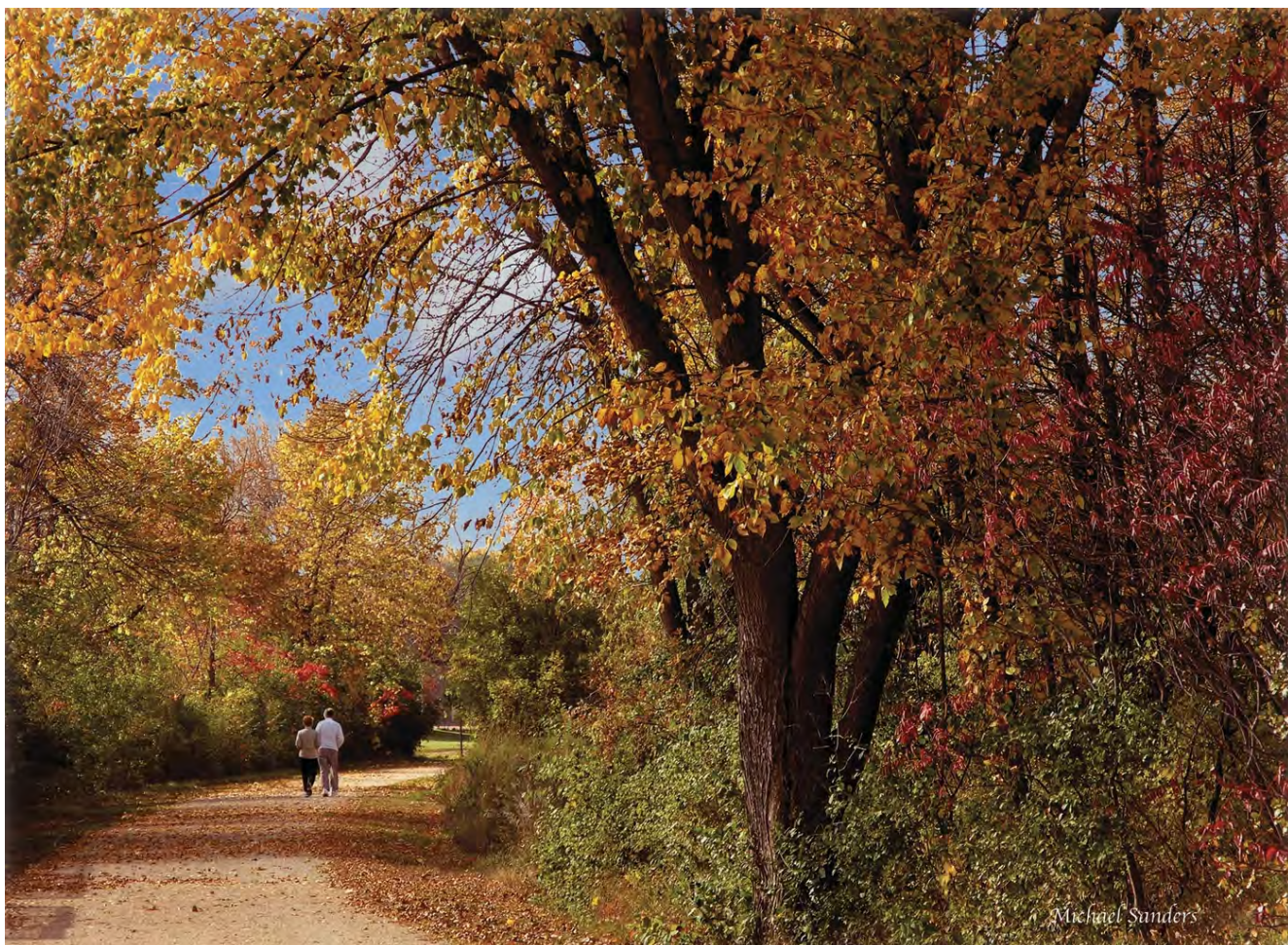
The City's [2040 comprehensive plan](#)[↗] envisions a "multi-generational community with a diverse range of educational, shopping, business, employment, housing, park, trail, and other recreational opportunities that are connected and accessible to all. It will evolve in a thoughtful manner in order to preserve the sense of community and the special places that make Victoria a community of distinction in the Twin Cities Metropolitan Area."



Shop, Dine, Play in Victoria



Play a round of golf at Deer Run Golf Club, Victoria, Minn.



Enjoy miles of trails. Our vast trail system is open all year round.



Join us for our annual city-wide celebration, Volksfest.



Eat, play and shop at any of our numerous stores, entertainment venues, bars and restaurants.



Explore our diverse housing options from condos to townhomes, and villas to traditional-style single-family homes. Pictured are townhomes at Madelyn Creek.

How Are We Doing?

[Visit Performance Summary](#)



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2019-2020 Strategic Plan & Key Indicators

Adopting Guiding Principles

STRATEGY: Develop a Long-Term Financial Strategy

The following is an at-a-glance look at our current progress related to developing a long-term financial strategy, including several sub-strategies.

Achieved Goal 	
Develop a Long-Term Financial Plan Adopt Guiding Principles	Goal Complete

What We Are Doing To Develop a Long-Term Financial Plan

2020

- In November 2020, staff presented a 5-year Capital Improvement Plan (CIP) to City Council. The Council is expected to formally adopt the CIP in December.
- In January 2020, the City Council authorized water, sewer and stormwater rate studies to identify needs and develop a 20-year financial plan for utility rates.
- After finalizing yearend 2019 financials, the City was able to contribute \$265,806 to its Revenue Stabilization Fund as the City budgeted for 111 new home permits and received applications for 173.

What We Have Done To Develop a Long-Term Financial Plan

2019

- City budget continues to include multi-year planning and a five-year Capital Improvement Plan (CIP).
- City staff began publishing quarterly financial reports on the City's website.
- City staff began meeting quarterly with the City's financial advisor to review investments, long-term financial plans and capital projects as well as related bonding requirements.
- Staff completed a deep-dive analysis of City's IT network and core infrastructure and developed a long-term capital equipment plan including a two-year critical priority replacement plan.

Determine Desired Tax and Debt Levels Adopt Guiding Principles

Current	Goal
32.14%	32%
Tax Rate %	Tax Rate %

Cities do not directly set a tax rate. Instead, the tax rate is a function of the city's levy and the total tax base. The only factor that cities directly control is city council setting the city tax levy.

What We Have Done To Determine Desired Debt and Tax Levels

2020

- In August 2020, City staff presented a maximum tax budget to Council that resulted in maintaining a flat tax rate.
- In summer 2020, the City maintained its AAA bond rating by Standard & Poors Rating Agency.

What We Have Done To Determine Desired Debt and Tax Levels

2019

- Financial policies were reviewed and revised as part of the 2020 budget process, and the City Council adopted updated financial policies rooted in best practices and/or reflective of current practices.
- The budget process continues to include reviewing and updating the long-term financial plan for tax levels and debt.
- The 2019 tax rate was 32.4%
- The 2020 tax rate was 32.1%

Achieved Goal

Update Capital Improvement Plan Through Consensus of Goals Adopt Guiding Principles

Goal
Complete
December 2020

What We Have Done To Update Our Capital Improvement Plan

2020

- In summer and fall 2020, City staff reviewed and revised a 10+ year Capital Improvement Plan (CIP) as part of 2020 budget process. The CIP was presented to Council in November and is anticipated will be formally adopted in December.

What We Have Done To Update Our Capital Improvement Plan

2019

- In December 2019, the City Council discussed the CIP as part of the 2020 budget process in November 2019 and approved a five-year CIP (2020-2024).
- In summer and fall 2019, City staff reviewed and revised a 10+ year Capital Improvement Plan (CIP) as part of 2019 budget process.

Below Target

Establish a Business Subsidy Policy Adopt Guiding Principles

Goal
Written Policy
Spring 2020

What We Have Done To Establish a Business Subsidy Policy

2019

- Staff researched best practices policies related to business subsidy tools and programs.
- In fall 2019, the City hosted two developer round table sessions as part of its small area plan study and obtained feedback from developers on types of policies and programs developers find attractive.

Achieved Goal 

Evaluate City Funds to Ensure Fund Matches Use
Adopt Guiding Principles

Goal

Complete

December 2019

What Are We Doing To Ensure Intent of Funds Match Use of Funds

2020

- In November 2020, City staff proposed an IT Capital Fund to ensure the City develops a long-term financial plan related to the network environment and security of data and IT equipment.
- In summer 2020, City staff took a deep dive into the Trail Fund, updated 10+ projections to be more comprehensive (i.e. inclusive of anticipated engineering, construction and ROW acquisition costs, inflation, etc.), and presented a revised Trail Fund financial strategy to Council. Council is anticipated to formally adopt the Trail Fund projections as part of the CIP in December.

What We Have Done To Ensure Intent of Funds Match Use of Funds

2019

- In November 2019 as part of 2020 budget process, staff evaluated all City funds and presented two options to the City Council: combine parks funds and combine trails funds.
- The City Council authorized combination of parks funds into one fund and combination of trails funds into one fund for 2020 budget and forward.



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Adopting Guiding Principles Helps Guide Long-Term Planning

By creating a high-performing organization rooted in best practices, accountability, and transparency, the City of Victoria will be able to deliver both vital and desired city services effectively and efficiently in the most fiscally responsible manner now and into the future.

OBJECTIVE: The City of Victoria will conduct business and provide service in a way that is financially sound, includes public input, identifies priorities and tracks progress.

STRATEGIES: Through thoughtful planning and data driven decision-making, the City will adopt guiding principals to help guide long-term planning.



Long-Term Financial Strategy

[What We Are Doing to Develop a Long-Term Financial Strategy >](#)



Public Engagement

[What We Are Doing to Engage the Public >](#)



Monitoring & Evaluating Priorities

[What We Are Doing to Monitor & Evaluate City Priorities >](#)



Shared Vision for Victoria

[What We Are Doing to Develop a Shared Vision for Victoria >](#)



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2019-2020 Strategic Plan & Key Indicators

Adopting Guiding Principles

STRATEGY: Monitor & Evaluate Strategic Priorities

The following is an at-a-glance look at our current progress related to applying new workflow to monitor and evaluate strategic priorities.

Achieved Goal 	
Reformat Staff Reports & Templates Adopt Guiding Principles	Goal Create Standardized Templates December 2020

What We Are Doing to Reformat Staff Reports & Templates


2020

- City Council adopted its first [comprehensive policy manual](#)^[3] which consolidated all policies (council and operations) into one cohesive manual.

What We Have Done to Reformat Staff Reports & Templates

2019

- In May 2019, the City Council adopted a revised council meeting protocols policy outlining meeting rules and decorum.
- In May 2019, the City Council adopted a revised council meeting format, making the agenda easier to follow for the public and outlining standards for which items are placed in the agenda.
- In July 2019, the City contracted with its first agenda management software vendor to automate and streamline the agenda, minutes and video streaming process for all public meetings. The system was built and launched by September 2019.
- In September 2019, City staff reformatted agenda staff reports by creating a standardized template for agendas and minutes for public meetings, which include strategic priorities.

Achieved Goal 	
Tie All Actions to Strategic Priorities Adopt Guiding Principles	Goal Track Strategic Priorities December 2020

What We Are Doing to Tie Actions to Strategic Priorities


2020

- Staff built and launched mySidewalk platform to monitor and track progress on city council's adopted strategic priorities.

What We Have Done to Tie Actions to Strategic Priorities















2019

- Staff revised agenda reports to include strategic plan priority areas on all reports so items/discussion/decisions can more directly and transparently tie back to strategic priorities.

Achieved Goal 	
Utilize Workshops to Look More in Depth at Individual Topics Adopt Guiding Principles	Goal Change How Workshops Utilized December 2019

What We Are Doing to Utilize Workshops to Look More in Depth at Individual Topics

2020

- Workshops held in 2020 have included:
 - November 23, 2020 - [County Road 10 / County Road 11 Corridor Study Update and City Land Trust Fund Discussion](#) 
 - November 9, 2020 - [Proposed 2021-2025 Capital Improvement Plan and Arboretum Area Transportation Plan](#) 
 - October 26, 2020 - [2021 Enterprise Funds and Utility Undergrounding Discussion](#) 
 - September 28, 2020 - [Fire Department Response Time Discussion](#) 
 - September 14, 2020 - [Arboretum Area Transportation Plan Update](#) 
 - August 24, 2020 - [2021 Preliminary General Fund Budget Discussion](#) 
 - July 27, 2020 - [2021 Preliminary Budget Discussion](#) 
 - July 13, 2020 - [Shoreland Management Ordinance Discussion](#) 
 - June 22, 2020 - [Preliminary 2021 Budget Discussion](#) 
 - May 26, 2020 - [Utility Study and Financial Management Plan for Water and Sanitary Sewer Services](#) 
 - May 11, 2020 - [Potential sale of Vacant City-Owned Lots; City Facilities Space Needs Assessment](#) 
 - April 27, 2020 - [Small Area Plan Findings; County Road 10 Corridor Study](#) 
 - April 13, 2020 - [Presentation of Fire Department and Parks & Recreation Annual Reports](#) 
 - March 9, 2020 - [Interviews for Commissions/Committees](#) 

What We Have Done to Utilize Workshops to Look More in Depth at Individual Topics

2019

- In 2017, the City held 11 workshops. In 2018, the City did not hold any workshops. In 2019, the City held 17 workshops.
- Workshops held in 2019 included:
 - May 13, 2019 - Affordable Housing
 - May 13, 2019 - Utility Franchise Fees, Utility Undergrounding and Funding Strategies for Wassermann Lake Park
 - June 10, 2019 - City-Owned Vacant Lots and Underdeveloped Properties in Downtown
 - June 10, 2019 - eParking

- June 24, 2019 - Preliminary 2020 Budget Discussion
- July 8, 2019 - Affordable Housing Product Overview by MWF
- July 22, 2019 - Marsh Lake Road Improvement Project Options
- August 12, 2019 - Urban Lake Institute (ULI): Navigating Your Competitive Future and Developer Panel Discussion
- August, 26, 2019 - Maximum Tax Levy Discussion
- September 9, 2019 - Council and Financial Operations Policies
- October 14, 2019 - Local Option Sales Tax Overview
- October 28, 2019 - Arboretum Area Transportation Plan Study Update
- November 12, 2019 - 2020 Capital Improvement Plan (CIP) and Capital Funds Discussion
- November 25, 2019 - 2020 Property Tax Levy and Budget Discussion
- November 25, 2019 - Wassermann Lake Park Financing Discussion
- December 9, 2019 - Policing Services History and Overview
- December 9, 2019 - Legislative Priorities Discussion



Evaluate Policies & Correct Deficiencies
Adopt Guiding Principles

Current
100%
Evaluate All City Policies

Goal
100%
Evaluate All City Policies
December 2019

What We Are Doing to Evaluate City Policies and Correct Deficiencies

2020

- City Council authorized expenditures for the City's CARES Act fund distribution from the State/federal government of \$747,500. Expenditures include:
 - City hall space modifications, (includes furniture, minor renovation of space, A/V enhancements for public meetings) focusing on physical distancing, and protective barriers, to provide for the health and safety of employees and residents
 - Procurement of IT equipment to support remote work, virtual and hybrid meetings
 - HVAC improvements at City Hall for air quality
 - Remote work and business process automation software and initiatives
 - Digitization of paper documents
 - Health, safety, and sanitization equipment
- City Council adopted its first [comprehensive policy manual](#)¹³ which consolidated all policies (council and operations) into one cohesive manual.
- City staff created a template for City policies.
- In February 2020, the city council increased the City Manager's spending authority from \$10,000 to \$20,000 to align with state statute and the City's ordinance.

What We Have Done to Evaluate City Policies and Correct Deficiencies

2019

- In May 2019, the City Council approved a revised meeting protocols policy.
- In May 2019, the City Council amended its attestation ordinance requiring the City Clerk (not the City Manager) to attest to the Mayor's signature. This amendment aligns City policy with state statute.

- In June 2019, the City Council adopted a resolution authorizing the City participate in the State's voluntary Performance Measurement Program through the Council on Local Results and Innovation.
 - The City is a first time participant in the program
 - City council adopted 10 performance measures in which to report annually
 - The City will receive a \$0.14 per capita reimbursement in 2020 (\$1,300) and will be exempt from levy limits (if put in place by the legislature) as a result of participation and reporting
- In September 2019, the City Council reviewed and revised Council policies including three new Council policies:
 - **New Policies**
 - Compensation Philosophy
 - Professional Services Contracts
 - Fair Housing
 - **Revisions to Existing Policies**
 - Appointed Commission/Committee Attendance
 - Fund Balance
 - Revenue Stabilization
 - Investments
- In September 2019, the City Council reviewed financial operations policies including four new policies:
 - **New Policies**
 - Public Purpose Expenditure
 - Purchasing Ethics
 - Banking Services
 - Budget Control and Adjustments
 - **Revisions to Existing Policies**
 - Cash Control
 - Use of Credit Cards
 - Debt Management
 - Paying City Claims
 - Capital Assets
 - Capital Improvements
 - Sale of Surplus Property
 - Environmentally Preferable Purchasing



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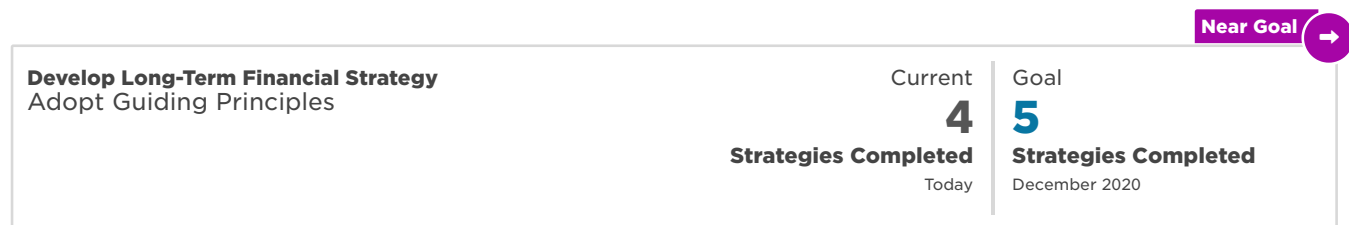


2019-2020 Strategic Plan & Key Indicators

Adopting Guiding Principles

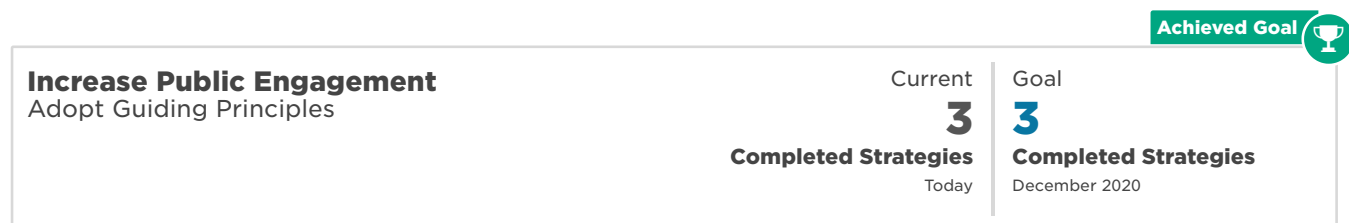
Performance Summary

We are tracking performance indicators and reporting on our progress each quarter. Below is an at-a-glance look at our current progress.



Adopt Guiding Principles Strategies

1	Develop a Long-Term Financial Plan	19-Jun	20-Dec	Complete
2	Determine Desired Tax & Debt Levels	19-Jun	20-Dec	Complete
3	Update Capital Improvement Plan	19-Jun	20-Dec	Complete
4	Establish Business Subsidy Policy	19-Jun	20-Dec	Started
5	Evaluate Use of City Funds	19-Jun	20-Dec	Complete



Increase Public Engagement

1	Create Opportunities for Public Engagement	19-Jun	20-Dec	Complete
2	Enhance Outreach	19-Jun	20-Dec	Complete
3	Create a Plan for Citizen Engagement	19-Jun	20-Dec	Complete

Monitor & Evaluate Strategic Priorities

Adopt Guiding Principles

Current **5**
Completed Strategies
Today

Goal **5**
Completed Strategies
December 2020

Monitor & Evaluate Strategic Priorities

1	Reformat Staff Reports & Templates	19-Jun	20-Dec	Completed
2	Tie All Actions To Vision	19-Jun	20-Dec	Completed
3	Develop Policies Related to Reporting	19-Jun	20-Dec	Completed
4	Utilize Workshops for Deep Dive Analysis and Discussion	19-Jun	20-Dec	Completed
5	Evaluate Policies & Correct Deficiencies	19-Jun	20-Dec	Completed

Establish & Document Shared Vision for "Big Victoria"

Adopt Guiding Principles

Current **0**
Completed Strategies
Today

Goal **4**
Completed Strategies
December 2020

Shared Vision for "Big Victoria"

1	Develop Plan for "Big Victoria"	19-Jun	20-Dec	Started
2	Create Infrastructure Map Identifying Needs	19-Jun	20-Dec	Started
3	Develop Policies to Execute Shared Vision	19-Jun	20-Dec	Not Started
4	Implement Vision, monitor & Report on Progress	19-Jun	20-Dec	Not Started



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Adopting Guiding Principles

STRATEGY: Increase Public Engagement

The following is an at-a-glance look at our current progress related to increasing public engagement, including several sub-strategies.



2020 Citizens Academy - Community Development session presented by Community & Economic Development Director Marty Doll.

What We Are Doing to Create Opportunities for Public Engagement

2020

- The City has continued to engage local business owners in individual and group discussions to brainstorm ideas for resources during the ongoing COVID-19 pandemic.
- The City partnered with the Victoria Business Owners Association (VBOA) to enhance the city's annual Winter Lighting Celebration by lighting up downtown and promoting businesses throughout Victoria offering seasonal specials. The "Light Up Victoria" campaign was done virtually and through social media.
- On November 28, the City partnered with Enki Brewing to launch Victoria's first "Better Together Market" to promote local businesses on Small Business Saturday. Due to the ongoing COVID-19 pandemic, the Market was held through a virtual format.
- On November 19 thru December 4, Carver County is holding a virtual Arboretum Area Transportation Plan Open House. The city encourages residents to review recommended visions and draft implementation plans by promoting the event through the city's social media channels.
 - [Visit the Arboretum Area Transportation Plan website.](#)
- In October, City staff and Council members visited 7 neighborhood parties during National Night Out which was rescheduled from August due to the COVID-19 pandemic.
- In partnership with SW Chamber of Commerce and Enki Brewing, the City hosted a Farmers Market (July - October) after receiving 381 favorable responses supporting a farmers market in Victoria in a community survey.
- In May and July, the Fire Department helped residents celebrate birthdays, anniversaries, and other special days via a "Fire Truck Parade."
- Fifteen (15) residents participated in the City's inaugural Citizens Academy to for a hands-on, behind-the scenes learning opportunity about how the city operates.
- The City began recruiting for its new senior committee. Due to COVID-19 pandemic, the City has temporarily postponed recruitment of committee members and committee activities.

What We Have Done to Create Opportunities for Public Engagement

2019

- Council appointed three residents to serve on the stakeholder advisory committee for the Arboretum Area Transportation Plan Study (Highway 5 corridor improvement planning).
- In August 2019, the City Council appointed residents and business owners to a steering committee for the small area plan study - visioning of the City's commercial and retail area in the City's south growth area.
- In August 2019, City staff and Council members visited 17 neighborhood parties during Night to Unite.
- In October 2019, City staff invited business owners to an informational overview and listening session to explore a local option sales tax for parking improvements downtown and a special services district for downtown improvements.
- In October 2019, the City Council held a public listening/input session exploring a local option sales tax to fund downtown parking improvements (input provided helped Council determine a local option sales tax was not to move forward at this time).
- Public Open Houses were held as follows:
 - Wassermann Lake Preserve
[Visit the Wassermann Lake Preserve project website.](#)
 - Arboretum Area Transportation Plan Study
[Visit the Arboretum Area Transportation Plan Study website.](#)
 - County Road (CR) 10 Corridor Study
[Visit the Carver County CR 10 project website.](#)

- CR 11/18/43 Intersection Improvement Project
[Visit the Carver County CR 11/18/43 project website.](#)
- Small Area Plan (VictoriaWorx)
[Visit the VictoriaWorx project website.](#)



Enhance Public Outreach Using a Variety of Communication Mediums
Adopt Guiding Principles

Goal
Enhanced Outreach
December 2020

What We Are Doing to Enhance Public Outreach

2020

- The new Communications & Public Engagement Manager is taking a holistic look at the City's communications channels (including the website, social media, video, etc.) and developing a plan to improve their use and increase engagement.
- A new eNewsletter is planned to supplement the quarterly Victoria Spirit beginning in Q1 2021.
- The City held its second annual Showcase Victoria photo contest. There were 15 photos submitted by seven residents, an increase of 25% and 75%, respectively.
- The City conducted virtual city council, commission, open houses, and public hearings during COVID-19 pandemic to allow for continued citizen participation. Residents can continue to view public meetings live through the city [Meeting Portal.](#)
- City staff reformatted and refreshed the [2020 Budget Document.](#)
- Staff evaluated Citibot, a community engagement tool (but determined to not implement at this time).
- The City launched mySidewalk, a community engagement, and economic development tool.
- Staff began exploring opportunities to leverage Laserfiche to send and receive information from the public and have developed a plan to work toward great public engagement through forms and workflow.
- City staff updated and refined the development review process, including a [website update](#) to help developers more easily follow and track the City's process for approving new development.
- The City Clerk successfully administered the Primary Election (August) and General Election (November) for Victoria voters with **1,248 voters and 773 absentee voters for the Primary Election.**
- **385 residents** responded to a community survey for starting a farmers market in the city, with overwhelming support to move forward this year.
- During Quarter 4 of 2020 (through Nov. 1), the City's **website was visited 21,418 times and had 29,452 unique page views.**
 - [View the City's website here](#)
- During Quarter 4 of 2020 (through Nov. 1), the City published **22 Tweets with total impressions of 9,354.**
- During Quarter 4 of 2020 (through Nov. 1), the city's Twitter account **gained 14 new followers, bring the total followers to 982.**
 - [Follow the City on Twitter here](#)
- The City operates two Facebook pages, one for city-wide information and the other is specific to parks and recreation
 - During Quarter 4 of 2020 (through Nov. 1), the city **published 33 Facebook posts with total impressions of 22,463.**
 - During Quarter 4 of 2020 (through Nov. 1), the city's Facebook page **gained 32 new likes, bringing the total followers to 2,484.**
 - [Find the City on Facebook here](#)

- During Quarter 4 of 2020 (through Nov. 1), parks & recreation **published 8 Facebook posts with total impressions of 1,977.**

- [Find Parks and Recreation on Facebook here](#)

- During Quarter 4 of 2020 (through Nov. 1), the City published **19 Instagram posts with total impressions of 4,186.**

- [Find the City on Instagram here](#)

What We Have Done to Enhance Public Outreach

2019

- Staff evaluated Polco, a community engagement tool.
- City staff created an informational page about Tax Increment Financing (TIF) Districts in the city to make it easier for the public to find all information related to TIF Districts in one place.
[Learn more about the city's TIF Districts.](#)
- In spring 2019, City staff refreshed the City's website, making the site easier to navigate. The refresh included reformatting content and placement in a resident-oriented manner (rather than department-driven).
- City staff enhanced the finance webpage by adding quarterly financial reports and the audit reports (CAFR) in addition to the annual budget information.
[Visit the City finance webpage](#)
- Victoria Fire Department staff dedicated 264 hours in 24 public outreach events in the community.
- During Quarter 4 of 2019, the **City's website was visited 22,661 times and had 32,711 unique page views.**
- During Quarter 4 of 2019, the **City's Twitter feed had 15,700 total impressions with an average of 173 impressions each day.**
- During Quarter 4 of 2019, the City **published 49 Facebook posts.**
- During Quarter 4 of 2019, the City had **2,329 followers on Facebook** - a two percent increase from the start of the quarter.

Achieved Goal 

Create a Plan for Citizen Engagement
Adopt Guiding Principles

Goal
Create a Plan
December 2020

What We Are Doing to Create a Plan for Citizen Engagement

2020

Social Media

- Provided updates on COVID-19 mitigation efforts, closures, and impacts to city services.
- Sent out a community survey to understand level of interest for starting a farmers market in the city.

Print Communication

- Updated the Council Meeting Procedures brochure
- Continued development and production of the quarterly Victoria Spirit Newsletter

Website

- Built out a robust information hub for both the August primary and November general elections
- Began video recording and posting Park and Recreation Committee and Lakes & Water Quality Committee Meetings online for the public to view which means that all advisory board meetings and council meetings are available to watch on-demand

- Revised several of the most frequently used online building permit applications for clarity and ease of use
- Built and launched mySidewalk platform to monitor and track progress toward City Council's adopted strategic priorities
- Created and published a [development review process guidelines/checklist](#) on the City's website
- Created and published a [Subdivision Checklist \(PDF\)](#) on the City's website to assist developers in the development review process
- Created and published a [Planned Unit Development \(PUD\) Checklist \(PDF\)](#) on the City's website to guide developers through the PUD process.

What We Have Done to Create a Plan for Citizen Engagement

2019

Social Media

- Continued use of social media to communicate City information and to keep residents informed and engaged:
 - Provided updates and obtained public input on City-owned 13.5 acre parcel
 - Provided updates and obtained public input for open houses
 - Provided updates and obtained public input for neighborhood meetings
 - Provided information on community events

Print Communication

- Developed a plan to conduct a community survey every three years
- Created and revised print collateral to help inform residents and applicants about City processes:

Website

- In September 2019, launched a new video system that allows for closed captioning of live and recorded videos of public meetings
- Created and revised information on the City's website to help inform residents and applicants about City processes:

Created a project page for Marsh Lake Road Improvement Project

[Learn more about Marsh Lake Road Project here.](#)

Created a webpage for the City's Small Area Plan Study (VictoriaWorx) that details information related to the visioning work the city is doing to guide future development in the City's only large commercial/office area

[Learn more about the Small Area Plan Study here.](#)



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Adopting Guiding Principles

STRATEGY: Develop a Shared Vision for "BIG" Victoria.

The following is an at-a-glance look at our current progress related to developing a shared vision for what Victoria will look like when it's fully developed (i.e. "BIG" Victoria).

<p>Develop Vision for "BIG" Victoria Adopt Guiding Principles</p>	<p>Goal Develop Vision December 2020</p>
--	---

On Target

What we Are Doing to Develop a Vision for "BIG" Victoria

2020

- The City Council has approved a number of infrastructure-related studies to help guide and prepare for future development in its south and west growth area:
 - Chaska Creek Modeling Study - water table/flooding
 - Downtown West (13.5 Acres Development Feasibility Study - infrastructure and phasing. [View the study here](#) [↗]
 - Well borings - siting for future wells, lift stations and water treatment plant to provide city water and sewer services to growth area
 - County Road 10 (CR 10) Corridor Study. [Learn more by visiting the Carver County project website](#) [↗]
 - County Road 11 (CR 11) Corridor Study (south of Marsh Lake Road to CR 10)
- Future fire station siting study kicked off this summer through the Resilient Communities Project, in partnership with the University of Minnesota.
- In March 2020, the City Council approved a contract with WOLD architects to conduct a space needs assessment to assist the City in long-term planning for delivering city services to a growing population.
- In March 2020, the City Council approved an amended Orderly Annexation Agreement with Laketown Township, concluding more than a year-long negotiations process.
- The City is a partner promoting participation in the 2020 US Census.

What We Have Done to Develop a Vision for "BIG" Victoria

2019

- Staff met with Laketown Township officials to discuss amendments to the City's 1976 Orderly Annexation Agreement and to request planning and zoning authority for township parcels in the City's south and west growth

area.

- In June 2019, the City Council approved a contract with Landform to conduct a Small Area Plan Study that focuses on land use and development concepts for the City's south and west growth area - south of Marsh Lake Road along CR 11 to CR 10, and west on CR 10 from CR 11 to CR 43
[Learn more on the project website.](#)
- In July 2019, the City council appointed three residents, two business owners, two planning commission members and two members of Council to a steering committee to assist in guiding the Small Area Plan Study (VictoriaWorx).
[Learn more on the project website.](#)
- In August 2019, the City Council adopted the city's [2040 Comprehensive Plan](#) - a document that will guide land use and development-related items (e.g. transportation, transit, parks) in the city for the next twenty years.
- From September - August 2019, the Small Area Plan Study steering committee met monthly.
- In November 2019, the City hosted two developer roundtable sessions to obtain feedback about community strengths and barriers to development in Victoria's south and west growth area.
- In December 2019, a community open house took place to obtain public input on the small area plan vision for commercial and office development concepts in our south and west growth area.

On Target



Create Infrastructure Map for Growth Area
Adopt Guiding Principles

Goal

Create Map

December 2020

What We Are Doing to Create an Infrastructure Map for Our Growth Area

2020

- County Road 10 (CR 10) Corridor Study is underway and will identify future road needs, access and traffic volume projections
- County Road 11 (CR 11) Corridor Study is underway and will identify future road needs, access and traffic volume projections

What We Have Done to Create an Infrastructure Map for our Growth Area

2019

- In July 2019, the City Council approved a design to pave/reconstruct Marsh Lake Road as a city street (a modified design from the city standard street)
- The City Council's adopted 2040 Comprehensive Plan identifies infrastructure needs and related locations in the city's south and west growth areas

Below Target



Develop Policies to Guide Future Development
Adopt Guiding Principles

Goal

Develop Policies

December 2020

Not Started

What We Are Doing to Develop Policies to Guide Future Development

2020

- With assistance from the Planning Commission and Lakes & Water Quality Advisory Committee, the City is finalizing the Shoreland Management Ordinance to provide guidance for the development of lake adjacent parcels. Staff will

be presenting the proposed ordinance to City Council in September 2020

Below Target



Implement Vision & Report on Progress
Adopt Guiding Principles

Goal
Implement Vision & Report
December 2020

Not Started



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Why Adopting Guiding Principles Matters

By creating a high-performing organization rooted in best practices, accountability, and transparency, the City of Victoria will be able to deliver both vital and desired city services effectively and efficiently in the most fiscally responsible manner.

The decisions we make today have long-term impacts on the city and the community.

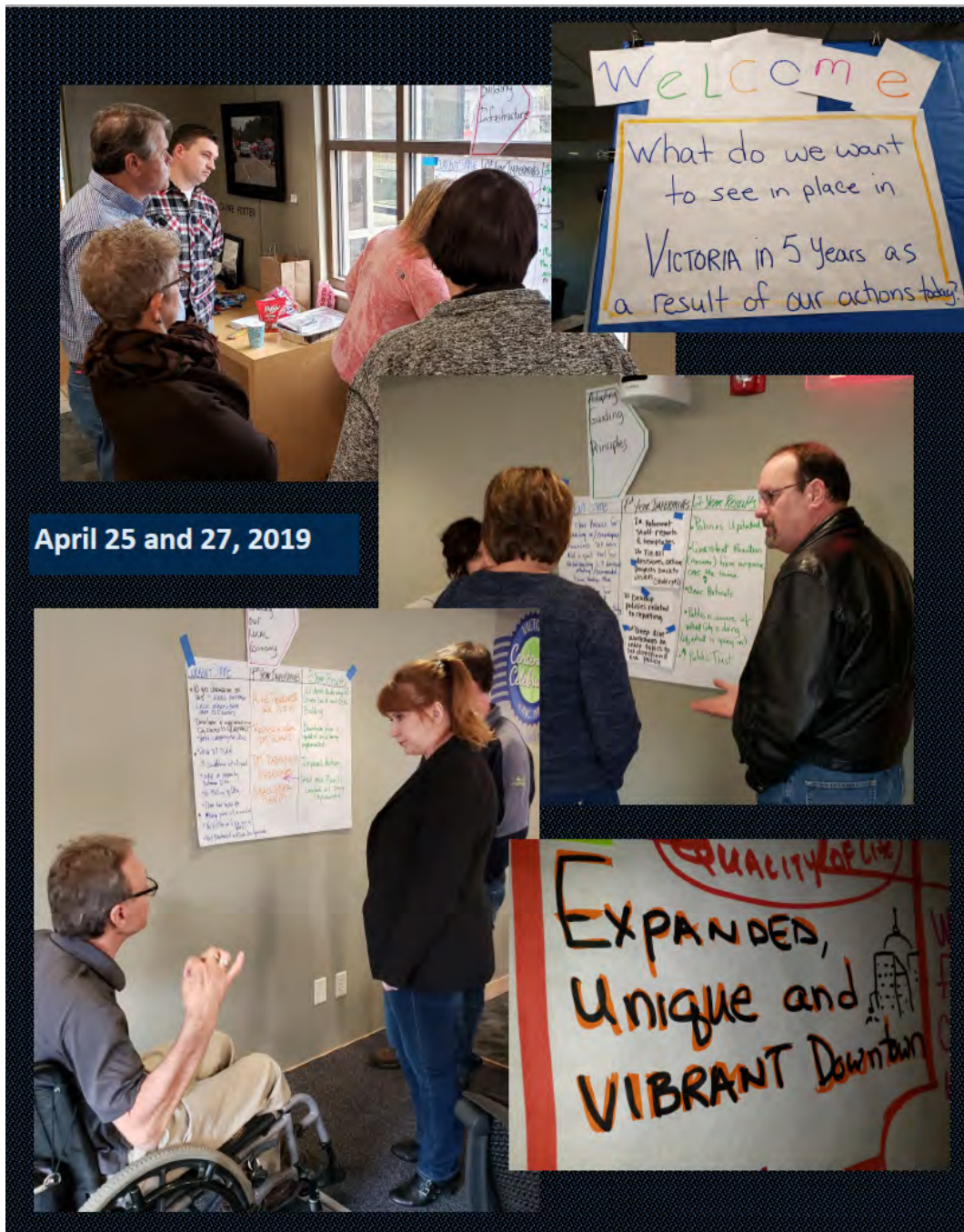
Effective tools for long-term decision-making anchored by strategic planning supports proactive city leadership and helps ensure that the investment and decisions we're making today help us step toward or achieve our long-term vision.



Before and After Photo: Clocktower Building, downtown Victoria, Minn.

We will continuously evaluate, adopt and/or amend guiding principles.

By continuing to promote and nurture a culture of continuous improvement, we will put into place best practices, standards, and policies to ensure the long-term vitality and financial resilience of the local economy, community and city.



April 25 and 27, 2019

How Are We Doing?

[Visit Performance Summary](#)



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Build Infrastructure

STRATEGY: Conduct City Facility Planning

The following is an at-a-glance look at our current progress related to long-term planning of City facility needs to ensure adequate space for City staff to deliver programs and services to a growing number of people.

Near Goal



Explore Options for Residential Yard Waste Collection
City Facility Planning

Goal
Develop Plan
December 2020



Victoria residents delivered 350+ loads of compostable materials during the fall 2020 yard waste event.

What We Are Doing to Develop a Plan for Residential Yard Waste Collection 2020

- The fall residential yard waste collection event was held on October 17 and 18, 2020 at the Old Public Works site. Volunteers staffed the event to keep costs to offer the event low.
- The spring residential yard waste collection event was held on May 30 and 31, 2020 at the Old Public Works site. Volunteers staffed the event to keep costs to offer the event low.
- In March 2020, the City contracted with WOLD Architects & Engineers to explore options for a permanent location for residential yard waste collection at a City-owned facility. This work will be completed in conjunction with the City's space need assessment.
- In March, City staff began exterior clean up at the Old Public Works site to create additional space for residential yard waste collection and vehicle staging for spring and fall collection events.

What We Have Done to Develop a Plan for Residential Yard Waste Collection

2019

- During summer 2019, City staff met with representatives from the Shakopee Mdewakanton Sioux Community ('SMSC') to explore a potential partnership for yard waste disposal. Due to challenges such as space needed for staging and hauling with SMSC's equipment, it was determined that this option would not be feasible at this time.
- In August 2019, City staff presented options for residential yard waste collection including an option of not offering the service as part of the City Council maximum tax levy budget discussion. Council directed staff to include funding for yard waste collection for up to two spring and up to two fall events during 2020
- In October and November, the City hosted a two-weekend yard waste collection event and utilized volunteers to coordinate and staff the events to keep costs low. Approximately 700 households participated.
- The 2020 approved budget (December 2019) includes funding for up to four yard waste collection events (spring and fall) during 2020.

Near Goal →

Long-Term City Facility Planning

City Facility Planning

Goal
Conduct Space Needs Assessment
December 2020

What We Are Doing to Ensure Long-Term Planning for City Facilities

2020

- Space Needs Assessment is nearing completion with plans defining near, mid, and long-term goals for City Hall, Fire Station, Recreation Center, and Public Works facilities.
- In November, the City reclassified a vacant position as a Facilities Maintenance Worker to assist the City in developing and implementing a long-term plan to maintain city facilities.
- The City is utilizing a portion of CARES Act Coronavirus Relief Funds (CRF) to make health and safety improvements at city hall for staff and the public. Improvements at City Hall include, but not limited to: installation of a protective barrier at the front counter; improvements to the HVAC system; A/V modifications in Council Chambers to allow for virtual and hybrid meetings; creation of an overflow room for public meetings utilizing Conference room space; and furniture renovations to employee workstations. Construction is expected to begin early fall 2020.
 - [Learn more about the upcoming changes to City Hall here.](#)
- In September, the City used CARES Act funds to purchase laptops for staff to provide remote work flexibility.
- City staff and Wold began regularly meeting to discuss current facility conditions, including identifying issues and possible solutions to existing deficiencies.
- In March 2020, the City entered into a contract with Wold Architects and Engineers (Wold) to perform a space needs assessment for City facilities.

What We Have Done to Ensure Long-Term Planning for City Facilities

2019

- In June, City staff recommended including \$20,000 to hire a consultant to conduct a space needs assessment for City facilities to ensure the City plans for future space needs as a result of anticipated growth in the community.
- The adopted 2020 budget (December 2019) includes \$20,000 to hire a consultant to conduct a space needs assessment for City facilities

Near Goal →

Address Cold Storage Needs

Build Infrastructure

Goal

Develop Plan

December 2020

What We Are Doing to Address the City's Cold Storage Needs

2020

- City staff and Wold Architects and Engineers (Wold) have developed a plan identifying options to ensure adequate cold storage. The COVID-19 pandemic delayed presentation of this plan to Council, while staff shift focus on developing and implementing safety measures.
- In spring 2020, City staff completed an exterior clean up of the old public works site to create additional space for public parking and residential yard waste collection.
- In March, the City contracted with WOLD Architects and Engineers to conduct a space needs assessment of the Old Public Works Site as part of a citywide space needs assessment. Options for cold storage will be explored as part of this process which will kick off in April with a council informational overview scheduled for May and recommendations presented in November.

What We Have Done to Address the City's Cold Storage Needs

2019

- In August, City Council directed staff to modify the capital improvement plan (CIP) and move a portion of the CIP funding for the demolition of the Old Public Works building from 2022 to 2020 to accelerate the demolition, and identify a cold storage plan so the site can be converted into public parking.
- The adopted 2020 budget (December 2019) includes \$60,000 to begin design work for parking lot conversion, which includes \$17,000 for title work and easement clean up.
- In fall 2019, staff conducted an inventory and began to develop a plan for exterior clean up, disposal of equipment and goods, and relocation of equipment and goods from the Old Public Works Site.
- City staff notified external groups utilizing the cold storage site of the City's accelerated plan to demolish the Old Public Works Building and asked the groups to begin cleaning out/removing items in storage.

Near Goal →

Develop a Staffing Plan

Build Infrastructure

Goal

Develop a Staffing Plan

December 2020

What We Are Doing to Develop a Staffing Plan

2020

- The City Manager has developed a staffing plan based on the job classification and market compensation study which included a survey of needs by department. The plan will be reviewed annually and adjusted as needed and presented to Council as part of the annual budget process.

- The 2021 proposed budget includes year two implementation of the two-year plan to make market adjustments to employee salaries as part of the job classification and market compensation study implementation.
- In March 2020, the city contracted with WOLD Architects & Engineers to conduct a space needs assessment for city facilities. As part of this assessment, staffing projections at 5-year, 10-year, 15-year and 20-year intervals will be incorporated.

What We Have Done to Develop a Staffing Plan

2019

- In May, the City Council approved a job classification and market compensation study and contracted with David Drown Associates (DDA) to conduct the study.
- In May, the City Council adopted a new compensation philosophy policy placing employee total compensation in the middle of the market.
- City staff are committed to conducting a ongoing evaluation of needs and gaps as vacancies occur.
- In September, DDA presented job classification and market compensation preliminary data and options to key staff.
- In November, DDA completed the job classification and market compensation study. The study found that nearly 25% of the City's employees were earning wages below the middle of the market. To bring wages to market ranges, staff recommended a plan to be phased in over two years for a total investment of \$84,000.
- The adopted 2020 budget (December 2019) included approximately \$40,000 to implement year one of the two-year market adjustments compensation plan.



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Build Infrastructure

STRATEGY: Create a Partnership with Independent School District 112 (ISD 112)

The following is an at-a-glance look at our current progress related to creating a partnership with ISD 112 to build a new school in Victoria.

Create Partnership w/ISD 112
Build Infrastructure

Missed Goal

X

Goal

Build New School in Victoria

December 2020

What We Are Doing to Partner with ISD 112 to Build a New School in Victoria

2020

- Had conversations with six potential developers of the vacant school district property south of 78th, which the district began actively marketing in Q3, with the intention of working together to determine the highest and best use of the parcel.

What We Have Done to Partner with ISD 112 to Build a New School in Victoria

2019

- In May 2019, City staff met with ISD 112 representatives to discuss building a new elementary school and school bus garage in Victoria as part of the November 2019 referendum. **The School District selected Chaska for this location and the referendum failed to pass.**
- In July 2019, City staff met with ISD 112 representatives to discuss the district’s long-term future needs and the City’s desire to have a new school (preferably middle or high school) located in Victoria when the need arises.



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Building Infrastructure Provides Vital City Services and Connects People to Businesses, Recreation, and Each Other

Victoria's population growth is outpacing the infrastructure required to support it. Infrastructure such as streets, sewer, water, sidewalks and trails provide vital city services and important amenities to Victoria's residents.

Victoria's Public Works department manages and/or coordinates water treatment, water quality, water distribution, sewer collection and stormwater management. **These critical services ensure the residents and businesses of the City of Victoria receive quality drinking water and that the water returned to the environment is safe.**

OBJECTIVE: Sidewalks and trails enhance connectivity among neighborhoods; commerce and business centers; and the city's many culture and recreational destinations. These connections must be built and maintained.

Sidewalks and trails not only promote pedestrian safety and a healthy lifestyle, but they also connect people to destinations within the city. These connections support economic vitality by creating more foot traffic to commerce areas, as well as the social benefits of "connecting people with each other."

Seventy-one percent (71%) of residents responding to a [2018 community livability survey](#)² reported sidewalk maintenance as either excellent or good. This is higher than cities in the national benchmark. Additionally, the percentage of respondents rating the following amenities as either excellent or good follow:

- Paths and walking trails - 84%
- Easy of walking (walkability of community) - 78%
- Travel by bicycle - 76%

Each of these ratings were higher than the national benchmark.



Playground and paved trail - part of the City of Victoria's park system

OBJECTIVE: City streets are the '*River of Life*'. They must be built well, planned intelligently, and maintained.

Like rivers, streets flow in various directions. Side streets connect to our main streets and highways, which in turn flow to various places where we come together to work, shop, dine, relax, live and play. To safely and efficiently move people and traffic, our streets must be well planned, designed and constructed, and properly maintained.

In a [2018 community livability survey](#)⁸, residents were asked to rate the quality of mobility services. The percentage of respondents reporting the following aspects of mobility as either excellent or good follow:

- Street repair - 62%
- Street cleaning - 72%
- Snow removal - 77%

STRATEGIES: Through thoughtful planning and data driven decision-making, the City of Victoria will build infrastructure to support future growth and development.



Create Partnership with School District 112
[What We Are Doing to Partner w/ISD 112 >](#)



Develop 5-Year Park & Trail Plan

[What We Are Doing to Develop a 5-Year Park & Trail Plan >](#)



Develop Long-Term City Facility Plan

[What We Are Doing to Develop a Long-Term City Facility Plan >](#)



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2019-2020 Strategic Plan & Key Indicators

Build Infrastructure

Performance Summary

We are tracking performance indicators and reporting on our progress each quarter. Below is an at-a-glance look at our current progress.

Create Partnership w/School District 112 Build Infrastructure	Current 0 Completed Strategies	Goal 1 Completed Strategies December 2020

Missed Goal

Create Partnership w/School District 112

1	Work w/District 112 to Locate New School in Victoria	19-Jun	20-Dec	Missed
---	--	--------	--------	--------

Develop 5-Year Park & Trail Plan Build Infrastructure	Current 5 Completed Strategies	Goal 6 Completed Strategies December 2020

Near Goal

Develop 5-Year Park and Trail Plan

1	Identify Grant Opportunities for Parks and Trails	19-Jun	20-Dec	Complete
2	Determine Trail Costs & Alignments	19-Jun	20-Dec	Complete
3	Construct Wassermann Lake Preserve	19-Jun	20-Dec	Started
4	Complete 1-2 Trail Connections	19-Jun	20-Dec	Complete
5	Complete Reconstruction of Marsh Lake Road	19-Jun	20-Dec	Complete
6	Complete at Least Two Controlled Intersection Improvements for Pedestrian Crossings	19-Jun	20-Dec	Complete

City Facility Planning

Build Infrastructure

Current
3
Completed Strategies

Goal
4
Completed Strategies
December

City Facility Planning

1	Explore Options for Residential Yard Waste Collection	19-Jun	20-Dec	Complete
2	Complete Space Needs Assessment for City Facilities	19-Jun	20-Dec	Started
3	Develop a Plan to Address Cold Storage Needs	19-Jun	20-Dec	Complete
4	Develop a Long-Term Staffing Plan	19-Jun	20-Dec	Complete



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2019-2020 Strategic Plan & Key Indicators

Build Infrastructure

STRATEGY: Develop a Five-Year Parks and Trails Plan

The following is an at-a-glance look at our current progress related to developing a parks and trails construction and maintenance plan for the next five years.

Achieved Goal 

Identify Grant Opportunities for Parks & Trails
Build Infrastructure

Goal
Apply for Grants
December 2020



Trail system at Maddison Park, Victoria, MN

Staff continue to investigate grant opportunities for parks and trails. Currently, many of the available grants are geared toward larger, diverse and underserved populations. Many grants are also only available to regional organizations.

What We Are Doing to Identify Grant Opportunities for Parks & Trails

2020

- In June, the City was awarded a DNR Local Trail Connections Grant of \$150,000 for trail cost and alignments for Bavaria Trail. Trail construction will begin in fall 2021 with completion in spring 2022.

What We Have Done to Identify Grant Opportunities for Parks & Trails

2019

- In August, City staff submitted a grant application with Minnesota DNR for emerald ash borer (EAB) management
Not Awarded

Achieved Goal 	
<div><div>Determine Trail Costs & Alignments</div><div>Build Infrastructure</div></div>	<div><div>Goal</div><div>Update Capital Plan w/Costs</div><div>December 2020</div></div>

What We Are Doing to Determine Trail Costs & Alignments

2020

- In November, City staff presented a trail CIP reflecting revised budgetary projections and timelines. It is anticipated the Council will adopt the CIP in December.

- In September, City Council recommended moving to final design and cost estimates for the Bavaria Trail.
- In August, the Parks and Recreation Committee reviewed the preliminary layout and costs for Bavaria Trail.
- In June, staff completed a 10-year trail gap program/Capital Improvements Plan (CIP) with revised budgetary projections that reflected a more accurate budget projection by including costs such as engineering, construction, easements, right-of-way, inflation, etc.).
- In June, Bolton & Menk presented a Preliminary trail layout and cost estimate for Bavaria Trail to City Council.
- With assistance from the Parks & Recreation Committee, trail gaps throughout the city were evaluated and ranked based on agreed upon criteria. This information will be included in preliminary 2021 budget recommendations.
- In spring 2020, City staff started to prepare specifications for completing Bavaria Trail. The City will work with an engineering firm to complete plans and bid late summer/early fall. Trail construction would begin in winter and conclude in 2021.

What We Have Done to Determine Trail Costs & Alignments

2019

- In fall 2019, staff engaged Bolton & Menk to conduct a feasibility study for trail concept and cost estimates along Bavaria Road ('Bavaria Trail').
- In winter 2019, city staff issued a Request for Proposals (RFP) for engineering services to construct Bavaria Trail.

Near Goal



Construct Wassermann Lake Preserve
Build Infrastructure

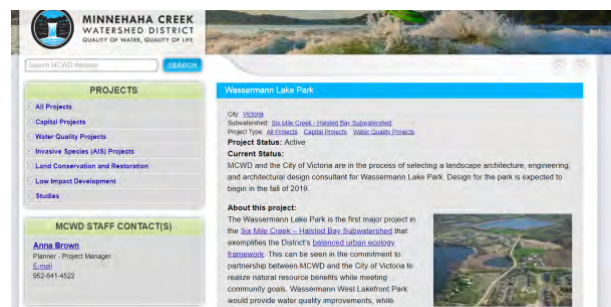
Goal
Complete Park Construction
December 2020

Wassermann Lake Preserve is the City of Victoria's first regional park and is being constructed in partnership with the Minnehaha Watershed District.



City of Victoria Project Web page

[View here](#)



Minnehaha Creek Watershed District (MCWD) Web page

[View here](#)

2020 Wassermann Lake Preserve Progress Pictures

Click blue Left or Right arrows for more progress pictures.



Lake Boardwalk, October 2020

2020 Wassermann Lake Preserve Progress Pictures



Windchimes on Park Island, October 2020

2020 Wassermann Lake Preserve Progress Pictures



Construction on Park Shelter, October 2020

2020 Wassermann Lake Preserve Progress Pictures



Natural Playground Feature, Summer 2020

What We Are Doing to Complete Construction of Wassermann Lake Preserve


2020

- Major progress was made to park construction during the 2020 summer months. Construction continues into fall with completion of the project delayed until spring 2021 due to early winter weather.
- In November, City Council approved the purchase of a floating wood fishing pier which will be installed on the park island. The fishing pier will include ADA railings, fishing pole holders, and a kayak launch.
- The November 9 ribbon-cutting ceremony for the Preserve was postponed to spring due to untimely winter weather resulting in unsafe conditions.
- Staff is in the process of creating an all-volunteer group called the *Friends of Wassermann Lake Preserve*. Volunteers would assist the city in maintaining the park, identifying park programs as well as assisting in leading in those programs.
 - To learn more about *Friends of Wassermann Lake Preserve* please contact [Park & Recreation Director Ann Mahnke](#) [↗].
- In July 2020, City Council approved the monument and interpretive signage for the park.
- In June 2020, Park grading continues, and shelter footings installed.
- In May 2020, construction begins at the Wassermann Lake Preserve site.
- In April 2020, the MCWD and the city developed design concepts for interpretative signage in park.
- In March 2020, the City purchased land for Wassermann Lake Preserve from its project partner, the Minnehaha Creek Watershed District (MCWD), for \$850,000. The land purchase was funded with approximately \$650,000 in bond proceeds from the City's utility undergrounding fund and \$200,000 from the Parks Capital Fund.
- In February, the Minnehaha Creek Watershed District (MCWD) selected LinnCo as the park contractor.
- In February, the boardwalk construction along with tree trimming work was completed.
-

We Have Done to Complete Construction of Wassermann Lake Preserve

2019

- In August, the City Council offered support of the design services consultant for Wassermann Lake Preserve to the Minnehaha Creek Watershed District (MCWD).
- In September, the City Council discussed park design vision and reviewed concept plans.
- In October, the City and the MCWD hosted a public open house to determine level of support for various design concepts for the Wassermann Lake Preserve.
- In November, the City Council approved 60% design plans for Wassermann Lake Preserve, a joint vision of the City and MCWD.
- In November, the City Council authorized bidding of the boardwalk to be constructed during winter 2019-2020.
- In December, the City Council approved 90% design plans for Wassermann Lake Preserve, a joint vision of the City and MCWD.

Achieved Goal 		
Complete Trail Connections Build Infrastructure	Current	Goal
	2	1-2
	Completed Trail Connections	Completed Trail Connections December 2020

What We Are Doing to Complete 1-2 Trail Connections

2020

- City Council authorized the construction of a sidewalk connection from Green Crest to CR 11/18/43 intersection as part of the 2021 budget.

- In November, improvements to Lions Park Parking lot were completed including construction of a trail connection from CR 11 to existing trails within the park.
- In November, City staff met individually with four property owners along Bavaria Trail East to share preliminary trail alignment designs and anticipated project timelines.
- Final design of Bavaria Trail East began in fall 2020 with construction beginning in fall 2021 and wrapping up in spring 2022.
- In June, trail construction began on CR 18 from Lions Park to CR 11 as part of the intersection improvement projects at CR 18/11/43. The trail connection was completed in November.
- In February, the City Council approved the installation of a trail along CR 18 as part of the intersection improvement projects at CR 11/18/43.
- The City is developing specifications to proceed with construction of Bavaria Trail.

What We Have Done to Complete 1-2 Trail Connections

2019

- City staff's proposed 2020-2024 Capital Improvement Plan (CIP) included funding for trail connections.
- In fall 2019, staff engaged Bolton & Menk to conduct a feasibility study for trail concepts and cost estimates along Bavaria Road ('Bavaria Trail').
- In December, the City Council adopted a five-year CIP (2020-2024) that includes funding for trail connections.



Complete Marsh Lake Road Improvement Project
Build Infrastructure

Goal
Complete Road Reconstruction
December 2020

What We Are Doing to Reconstruct Marsh Lake Road

2020

- Marsh Lake Road construction was completed in Fall 2020.
- Marsh Lake Road construction began in June 2020. [Visit the project web page for construction updates and project progress.](#)
- In May 2020, the city council awarded a contract to Shafer Contracting Co. Inc. for the construction of improvements to Marsh Lake Road.
- The city council considered a request by a resident to shift the alignment along a portion of Marsh Lake Road but, ultimately decided not to proceed with realignment. Preparation of plans and specifications is in progress with bids anticipated to be received in May 2020.

What We Have Done to Reconstruct Marsh Lake Road

2019

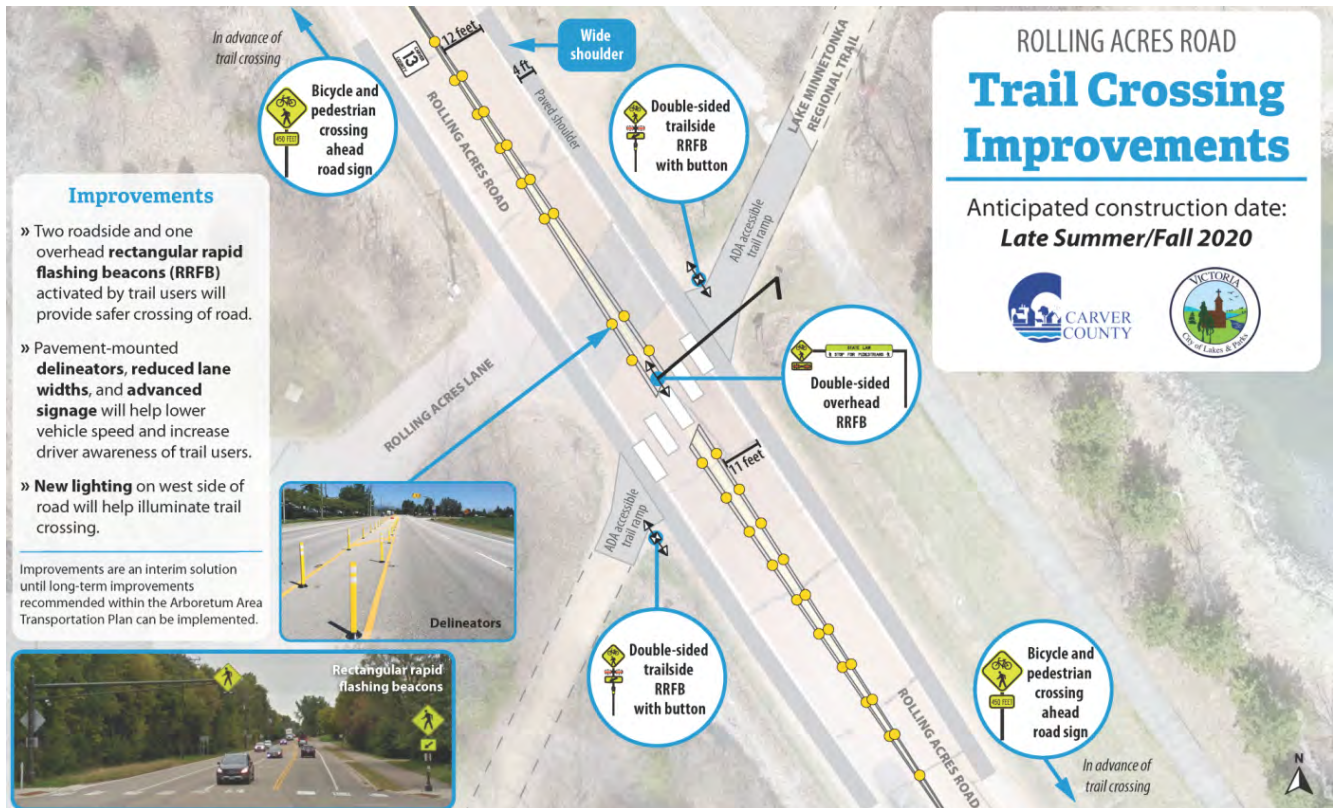
- In July, the City Council directed staff to proceed with preliminary design to reconstruct the gravel Marsh Lake Road as a city street.
- In December, the City Council approved preliminary design of Marsh Lake Road reconstruction.



Improve Pedestrian Safety

Build Infrastructure

Goal
Complete At Least 2 Controlled Intersection Crossings
 December 2020



Rolling Acres Road trail crossing improvements are an interim solution until long-term improvements can be implemented. Learn more at <https://www.co.carver.mn.us/departments/public-works/projects-studies/arboretum-area-transportation-plan>

What We Are Doing to Complete at Least Two Controlled Intersection Crossings

2020

- Intersection improvements at County Road (CR) 11/43/18 have been completed.
- Construction of the temporary crossing improvements on Rolling Acres Road at the Lake Minnetonka Regional Trail (LRT) crossing has been completed.
 - [Carver County Arboretum Area Transportation Plan web page](#)
- Carver County has informed the City that in summer 2020 it will be installing temporary crossing improvements on Rolling Acres Road at the LRT crossing to improve pedestrian safety.
- Plans and specifications were prepared for the intersection improvements at CR 11/18/43 in early 2020.
- In Summer 2020, the County's revised cost shared policy was shared with Council and Council directed staff to enter into a JPA with the County to determine whether warrants were met for controlled crossings at Deer Run and at St. Victoria Church. The 2021 budget reflects funding for both these improvements should Council direct staff to proceed with the projects.

What We Have Done to Complete at Least Two Controlled Intersection Crossings

2019

- In August, the City Council authorized a signaled intersection improvement at CR 11/18/43.
- In fall 2019, the City and Carver County agreed to install a rectangular rapid flash beacon (RRFB) at the trail crossing on Rolling Acres Road to improve pedestrian safety.
- During November 2019 budget discussions, the City Council consensus was to wait until Carver County completed a cost-share policy for joint infrastructure projects so the City would have a better understanding of what the county is willing to fund for future pedestrian crossings



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2019-2020 Strategic Plan & Key Indicators

Why Building Infrastructure Matters

One of the many reasons residents view Victoria so favorably is its connection to the outdoors. It may come as no surprise that Victoria is the city of lakes and parks. In a [2018 community livability survey](#)², residents rated the overall quality of Victoria's natural environment very highly.

Residents particularly enjoy Victoria's outdoor amenities; 50% of survey respondents use Victoria's trails at least twice a month, and 70% of respondents use the city's trail system at least monthly.

There is significant support and interest to expand and enhance the trails and pathways in our community (Placing #2 out of 9 initiatives garnering the most support in the 2018 community livability survey with 74% supporting trail construction and maintenance as either essential or very important).



Boardwalk trail - part of the City of Victoria's park and trail system

Project initiatives and plans are not always supported by adequate funding, resulting in project delays or scaling back the original vision.

To help prioritize trails, staff and the Park & Recreation Committee developed trail gap prioritization criteria and made recommendations to the City Council for funding trail connection priorities as part of the city's capital improvement plan (CIP). Each year as part of the annual budget process, the City Council considers the criteria, as well as staff and committee recommendations, to determine levels of funding, the number of projects and what projects move forward in the coming year.

Recognizing the importance of trails to the community, in 2018, the City Council authorized a long-term plan to transfer funds from the city's property tax supported General Fund to the Trails Capital Fund so the city can begin to save for trail gap connections and trail construction. In 2018, the City Council transferred \$100,000 from the General Fund to the Trail Fund. The Council-approved long-term financial plan reflects this with a \$25,000 increase to the transfer each year. In 2020, the transfer was \$150,000.

Imagine trying to run a business with no roads, electricity, water or Internet.

Without core city infrastructure like water and sewer, and without a street system, the city would not be able to support new growth and development. Reliable city infrastructure connects people to clean water and sewer systems, higher employment opportunities, healthcare and education.

Investment in city infrastructure supports economic development. It gives workers (who are also consumers) money to spend in the local economy. City infrastructure also provides for connectivity - both locally as well as with the outside world.

How Are We Doing?

[Visit Performance Summary](#)



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Diversify Housing

STRATEGY: Create Opportunities for Future Housing

The following is an at-a-glance look at our current progress related to creating opportunities for future residential development in the city.

[Learn more about future growth and development areas in Victoria on our Community Profile page.](#)

Achieved Goal

Explore Areas for Future Residential Growth
Diversify Housing

Goal
Identify Development Opportunities around Marsh Lake Road
December 2020

What We Are Doing to Identify Development Opportunities Around Marsh Lake Road

2020

[Learn more about development opportunities here.](#)

- In November 2020, the City Council adopted an amended Shoreland District Regulations Ordinance, which provides for best practices and natural resources protection when developing shoreland areas, while also providing flexibility to the local community for environmentally conscious development. The new ordinance will impact how properties develop in the Marsh Lake Road area.
- In November 2020, the Planning Commission and City Council reviewed a Sketch Plat for Rolling Acres, a large parcel along CR 11 and south of Marsh Lake Road.
- In October, the City received a final plat application from Lennar for Laketown 16.
- Staff have had ongoing discussions throughout 2020 with landowners and developers related to a potential residential development south of Marsh Lake Road along CR 11.
- City staff are working with three interested parties on the Meatcutters property.
- In April City Council approved the Preliminary Plat of Laketown 16 located north of Marsh Lake Road.
- The City is conducting modeling of Chaska Creek to help inform developers of any flooding or flood plain challenges posed by Chaska Creek south of Marsh Lake Road.
- In March, the City Council approved an amended Orderly Annexation Agreement with Laketown Township which will allow the city to expand beyond its current municipal boundary.
- Between February and March, City staff met with two developers interested in developing land adjacent to Marsh Lake Road.

- In February, City staff met with two property owners and their representatives on development of their properties in this area.
- Lennar submitted a preliminary plat for Laketown 16, which abuts Marsh Lake Road.

What We Have Done to Identify Development Opportunities Around Marsh Lake Road

2019

- In June, the City Council approved a contract with Landform Consulting to conduct a small area plan study (VictoriaWorx) in this area. One component of the small area plan explores housing options.
- In July, staff met with a senior housing developer for this area.
- In July, the City Council approved a plan to reconstruct the gravel Marsh Lake Road to a city, paved road.
- In August, staff met with property owners as part of small area plan study.
- In September, City staff met with two potential developers. Both are hoping to bring sketch plats to the city in 2019 or 2020.
- In September, City staff and its small area plan study consultant met with property owners to gain a better understanding of how and when property owners envisioned their properties developing in the future.
- Between September and December, staff met with five potential developers to explore residential opportunities around Marsh Lake Road.
- In October, the City Council approved a preliminary plat for Marsh Point, which abuts Marsh Lake Road.
- In fall 2019, the City participated in corridor studies for County Road (CR) 10 and CR 11. The studies will guide access in part, based on anticipated development.



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Diversify Housing

STRATEGY: Develop Lifecycle Housing in Victoria

The following is an at-a-glance look at our current progress related to developing and supporting lifecycle housing in our community.

Achieved Goal 

Develop & Support Lifecycle Housing Diversify Housing

Goal
Develop a Plan
December 2020

What We Are Doing to Develop a Plan that Develops & Supports Lifecycle Housing

2020

- In November, City Council adopted a Resolution covering 2021-2030 adopting affordable housing goals through the Met Council's Livable Communities Act (LCA) program.
- In October, City staff met with a developer to discuss possible single-family rental homes in Victoria.
- In March, City staff met with a developer on workforce housing in-fill development.
- In March, City staff met a developer interested in developing a senior with services project in the city.

What We Have Done to Develop a Plan that Develops & Supports Lifecycle Housing

2019

- Between May and July, staff engaged with 10 developers to discuss workforce housing, senior living with services, market rate apartment and single-family residential development projects.
- In June, the City Council approved a preliminary development agreement with Ron Clark for affordable, active senior living development on the City's 13.5-acre property ('Downtown West').
- In June, the City contracted with Maxfield Research & Consulting to conduct a Demand Analysis study for senior housing. The City is able to absorb 100 senior units every three years for the next six years
- In July, the City Council learned about affordable senior and workforce housing options through developer MWF.
- In July, the City Council approved a housing redevelopment project with Bethesda to provide a 52-unit affordable senior rental housing development ('Cornerstone Village') that includes 37-units in a three-story apartment building and 15-units of single level townhomes. This development project also includes inclusive independent living for adults with developmental/intellectual disabilities.



Diverse Housing Options, in Price Range, Style and Setting, Create Opportunities for All Residents to Thrive

The current limited range of housing options in Victoria is an obstacle to attracting and maintaining residents at all stages of life. **In 2020, the median home value in Victoria was \$434,300.** With the City on pace to issue approximately 120-150 new residential permits annually, City leaders want to ensure that there are diverse housing products - including senior, affordable and workplace housing - available.



Deer Run neighborhood, Victoria, Minn.

OBJECTIVE: Building fees will be fair, and in line with the market for the Minneapolis-St. Paul metropolitan area.

For a median-valued home of \$434,300, the City's total development and building permit fees represent only 4.3% of the sale price (approximately \$18,713).

1 DEVELOPMENT

\$40: sketch plat	\$1,690: water availability
\$130: preliminary plat	\$2,000: sewer availability
\$13: final plat	\$50: warning siren
\$500: development escrow	\$4,900: park dedication

2 BUILDING

\$2,250: water	\$3,206: building permit
\$1,650: sewer	\$100: mechanical permit
\$2,084: plan review	\$100: plumbing permit

**Estimated per-home city fees based on subdivision development of 50 single-family lots and new home value of \$434,000.*

STRATEGIES: The City of Victoria will work hard to provide housing options to attract and maintain residents at all stages in life.



Evaluate Senior Housing Needs

[What We Are Doing to Determine the Need for Senior Housing >](#)



Develop Lifecycle Housing

[What We Are Doing to Develop & Support Lifecycle Housing >](#)



Create Opportunities for Future Housing

What Are We Doing to Create Opportunities for Future Housing >



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Diversify Housing

Performance Summary

We are tracking performance indicators and reporting on our progress each quarter. Below is an at-a-glance look at our current progress.

		Achieved Goal 	
Develop & Support Lifecycle Housing Diversify Housing	Current	Goal	
	4 Completed Strategies	4 Completed Strategies December 2020	

Develop & Support Lifecycle Housing

1	Evaluate Need for Senior Housing	19-Jun	20-Dec	Complete
2	Build 1-2 Senior Housing Developments	19-Jun	20-Dec	Complete
3	Develop a Plan to Support Lifecycle Housing	19-Jun	20-Dec	Complete
4	Identify Residential Development Opportunities Around Marsh Lake Rd	19-Jun	20-Dec	Complete



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Diversify Housing

STRATEGY: Evaluate the Need for Senior Housing

The following is an at-a-glance look at our current progress related to evaluating the need for senior housing in our community.

Achieved Goal 	
Determine the Need for Senior Housing Diversify Housing	Goal Conduct Market Study December 2020

What We Are We Doing to Determine the Need for Senior Housing


2020

- In November, the City Council provided direction to change the city’s Land Trust Lot Fund to the “Affordable Senior Housing Fund,” in an effort to dedicate the fund balance toward enticing and securing a senior housing building in Victoria.

What We Have Done to Determine the Need for Senior Housing

2019

- In May, the Carver County Community Development Agency (CDA) updated the City Council on affordable housing in the county. This included a discussion on the need for senior housing in Victoria.
- The City contracted with Maxfield Market Research to conduct a housing market study. The study suggests that Victoria could initially capture roughly 120 units, with 300 units constructed in at least three phases over six years.

Achieved Goal 	
Construct 1-2 Senior Housing Developments Diversify Housing	Goal 1-2 Senior Housing Projects Constructed December

What We Are Doing to Construct Senior Housing

2020

- Bethesda Cornerstone Village construction held its grand opening on September 24, 2020.
 - [Watch the Grand Opening Celebration video here](#) [↗]
- Staff have engaged in ongoing discussions with a developer seeking a parcel for an active senior campus in Victoria.

What We Have Done to Construct Senior Housing

2019

- In June 2019, the City Council approved a preliminary development agreement with Ron Clark to construct an affordable, active-living development for individuals ages 55+ on the City's 13.5 property ('Downtown West').
- In September, staff met with two potential developers interested in bringing senior with services developments to the city.
- In July, the City Council approved a housing redevelopment project, Bethesda, to provide a 52-unit affordable senior rental housing development ('Cornerstone Village') that includes 37-units in a 3-story apartment building and 15-units of single level townhomes. This development project also includes inclusive independent living for adults with developmental/intellectual disabilities.
- In fall 2019, Bethesda's Cornerstone Village began construction. The project will serve seniors and adults with developmental/intellectual disabilities, with 11 of the 52 units being affordable.
- Staff met with five potential developers for active senior and "senior with services" projects between September and December 2019.



Bethesda's Cornerstone Village located in Victori was opened in September 2020. This senior development is ideally located just a short walk away from downtown Victoria, with nearby shopping, restaurants, parks, and recreation. Health and medical facilities are also conveniently located in the surrounding area.

[Learn more about senior housing projects, initiatives and statistics in Victoria on our Community Profile page.](#) [↗]



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2019-2020 Strategic Plan & Key Indicators

Why Diversifying Housing Matters

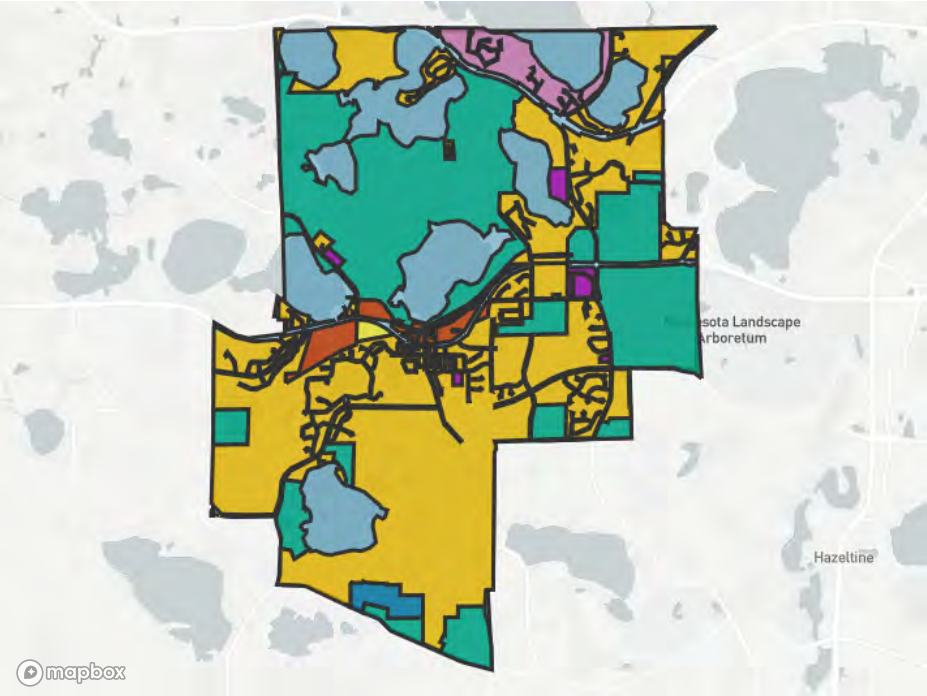
Housing and transportation are often the largest expenses for residents, and dramatically impact the affordability of a neighborhood. The City of Victoria wants to attract and maintain residents in all life stages. Creating a diverse residential community requires additional housing options that appeal to all age groups - from millennials to seniors - and provide for different levels of affordability.

For 2020, the median home value in Victoria is \$434,300.

Victoria is a desirable community. However, a lack of housing at different price points (owner- and renter-occupied) is an obstacle for attracting young people just starting out on their own, and seniors downsizing but who want to stay in the community. Additionally, limited workforce housing makes it difficult to attract essential workers to the community such as healthcare workers, teachers, government employees, etc.

[To learn more about housing indicators in our community, click here.](#)

Zoning Map of the City of Victoria



- R-1 Residential District 1
- R-2 Residential District 2
- R-3 Multiple Resident District
- CBD - Central Business District
- AG - Agriculture District
- I-1 Light Industrial District
- LMR- Lake Minnetonka Residential Dist
- Victoria, MN

Total Housing Units	Housing units
R-1 Residential District 1	2,372
R-3 Multiple Resident District	35
R-2 Residential District 2	1
AG - Agriculture District	216
LMR- Lake Minnetonka Residential Dist	124
Victoria, MN	3,304

Sources: US Census ACS 5-year

How Are We Doing?

Visit Performance Summary



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Economy

4,803
People
Working Population (Age 16+)
Victoria, MN

1,006
People
Total Workers (Daytime Population)
Victoria, MN

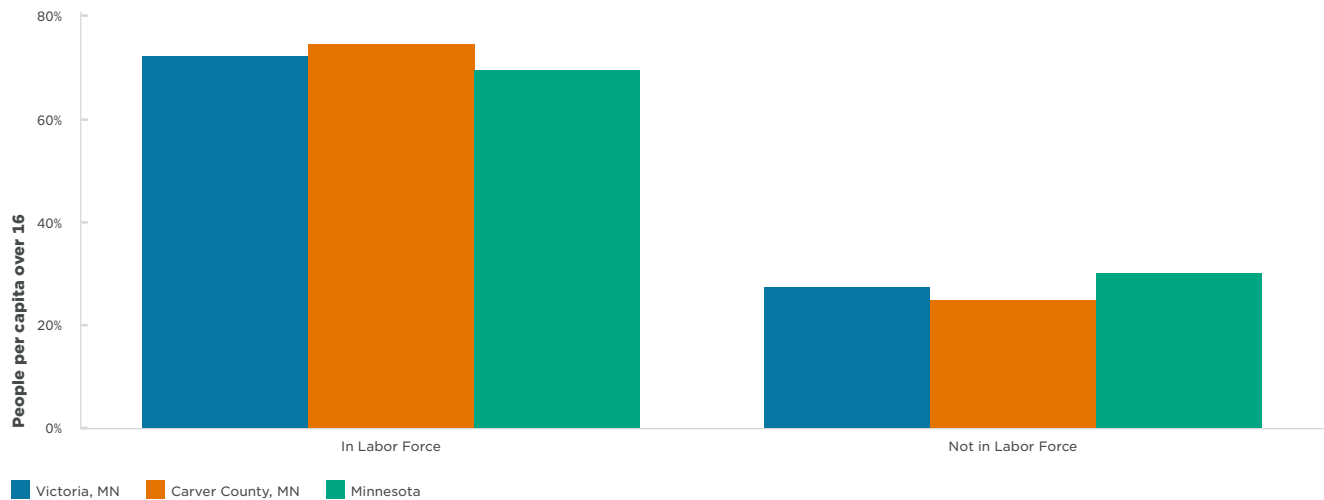
Sources: US Census ACS 5-year; US Census 2010, LEHD, etc. Note: Working Population (Age 16+) refers to the population based on home location. Note: Total Workers (Daytime Population) refers to the population based on work location. These workers may reside in any location.

Local Economy is the Connection to Sustained Self-Determination

We believe in workforce development, easy access to affordable resources, and a livable wage to support this result.

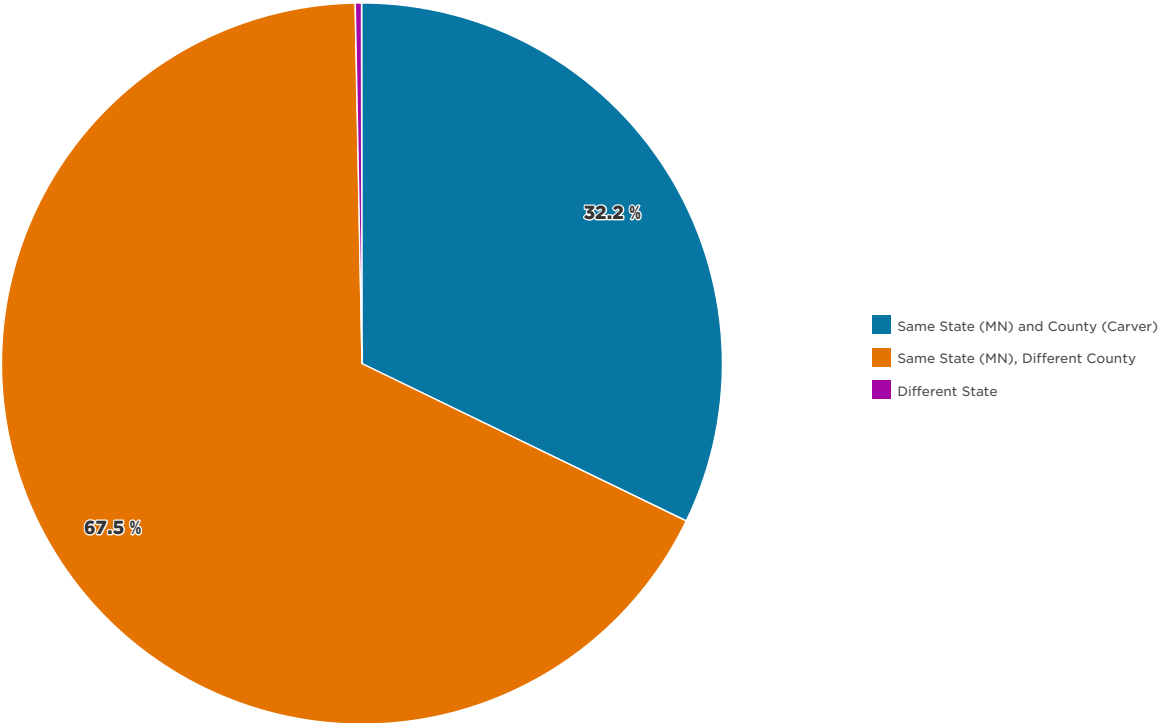
This section provides key indicators on economic development in Victoria. Carver County and the State of Minnesota are used as a baselines to help provide context.

Participation in Labor Force



Sources: US Census ACS 5-year

Work Location Relative to Residence Location



Victoria, MN
Sources: US Census ACS 5-year

Jobs
The City of Victoria is actively working to expand and enhance its taxbase — to bring new jobs and businesses to the city.

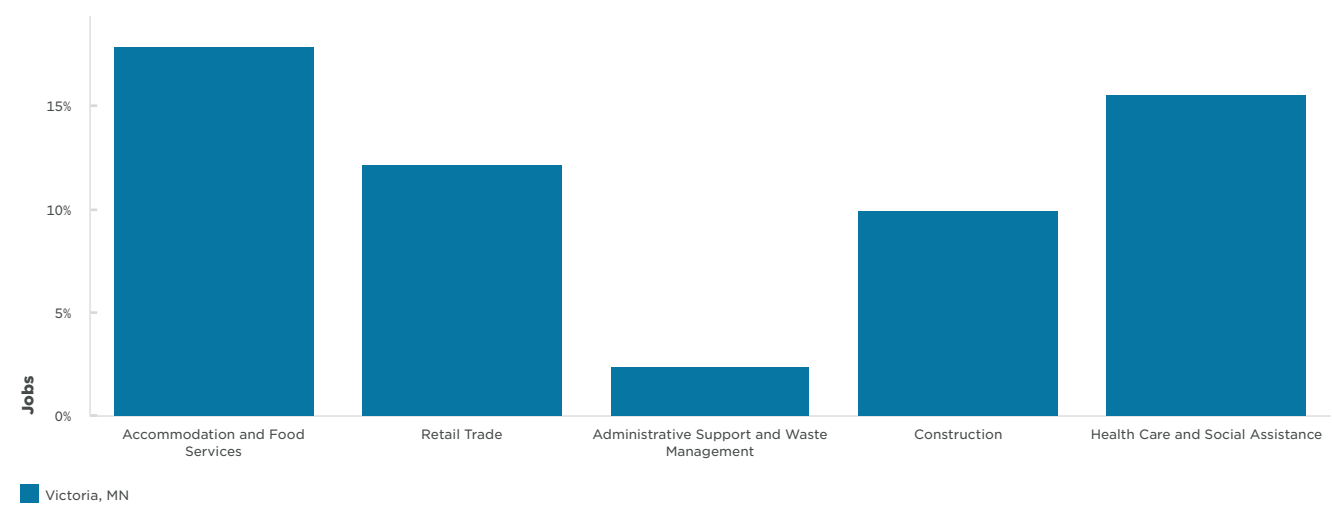
The city’s [Central Business District \('Downtown'\)](#) have development and redevelopment opportunities, and the city’s [south growth area](#) is envisioned to be the city’s largest commercial, industrial and retail area.

606
Jobs
Number of Jobs (2005)
Victoria, MN

970
Jobs
Number of Jobs (2015)
Victoria, MN

Sources: LODES Version 7.3Note: This represents the total number of jobs within the Riverdale impact area.

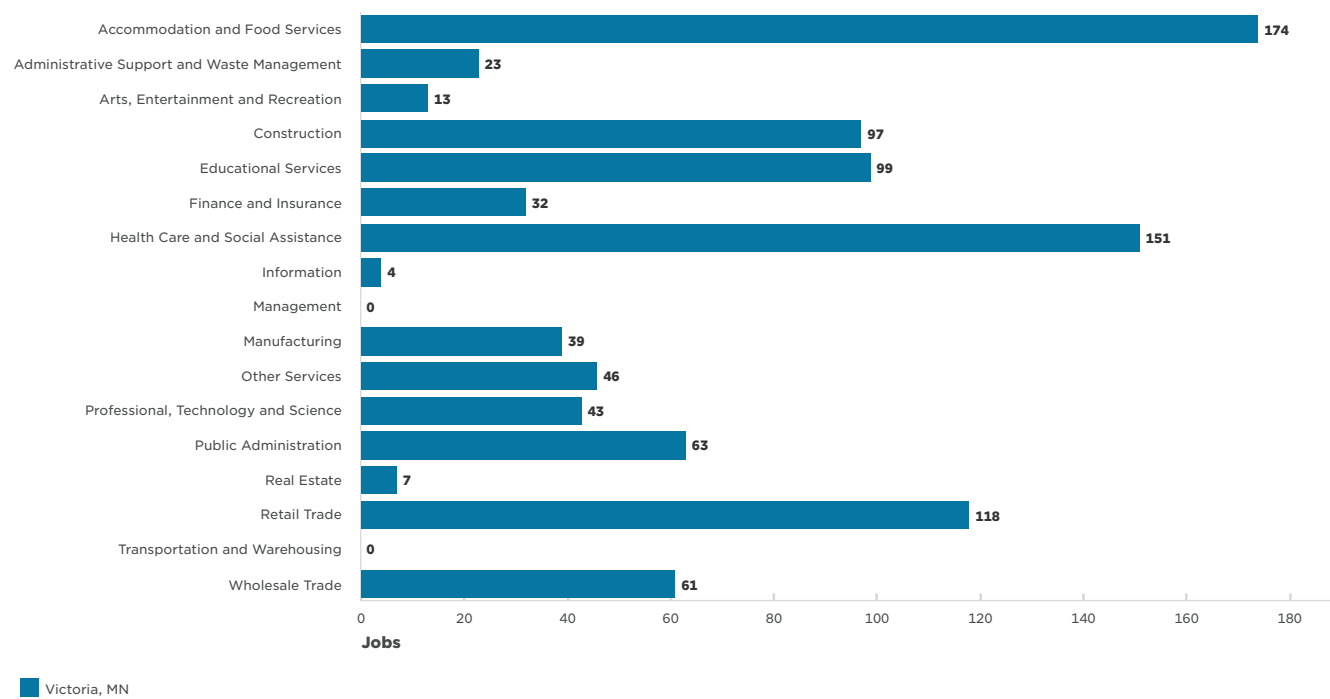
Industries with a Local Competitive Advantage



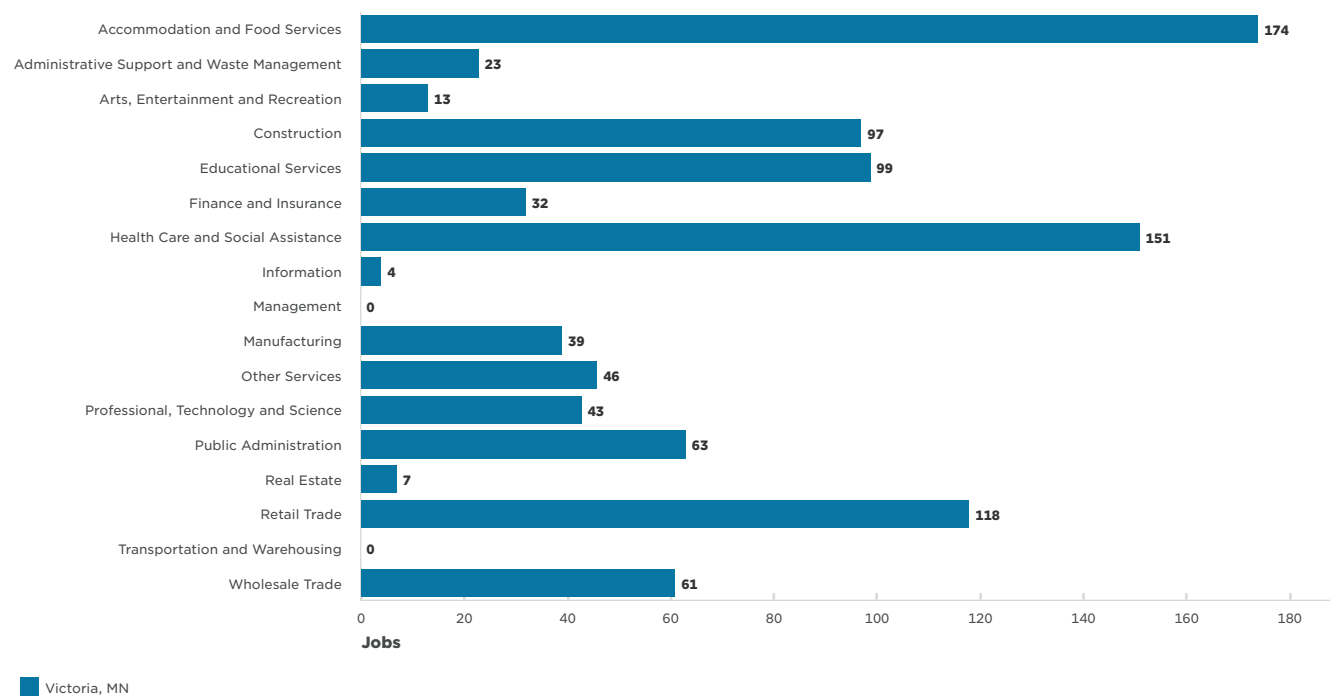
Sources: *LODES Version 7.3*

Note: The chart represents the top industries where there is a higher percentage of jobs in the area in comparison to the state.

Total Number of Jobs by Industry

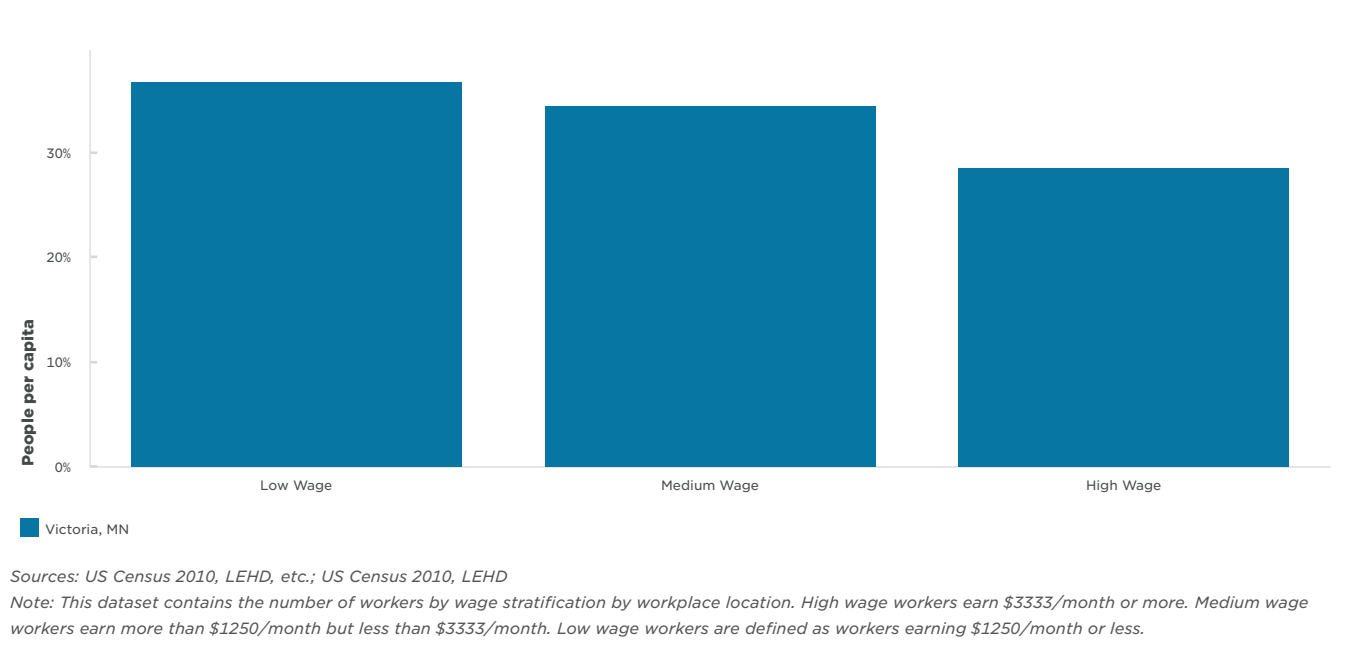


Sources: *LODES Version 7.3*
Note: Total number of jobs is indicated by workplace



Sources: *LODES Version 7.3*
Note: Total number of jobs is indicated by workplace

Wage of Workers



Employment & Income

This section provides basic statistics on employment and income in Victoria, including totals, trends, geographic distribution, and more.

\$152,137

USD

Median Household Income

Victoria, MN

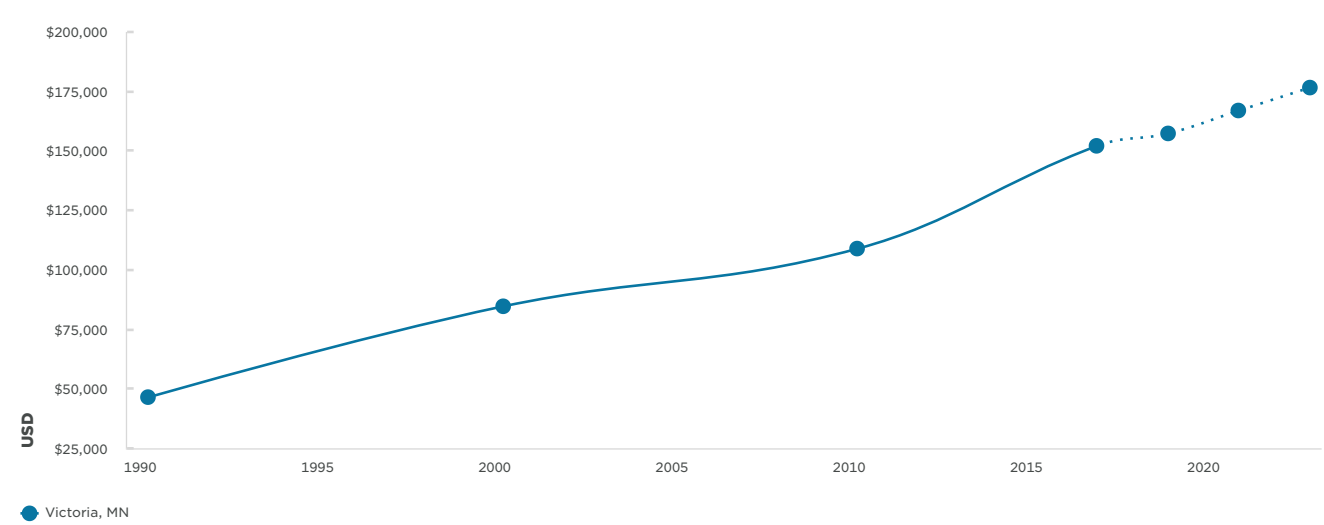
3%

Unemployment Rate

Victoria, MN

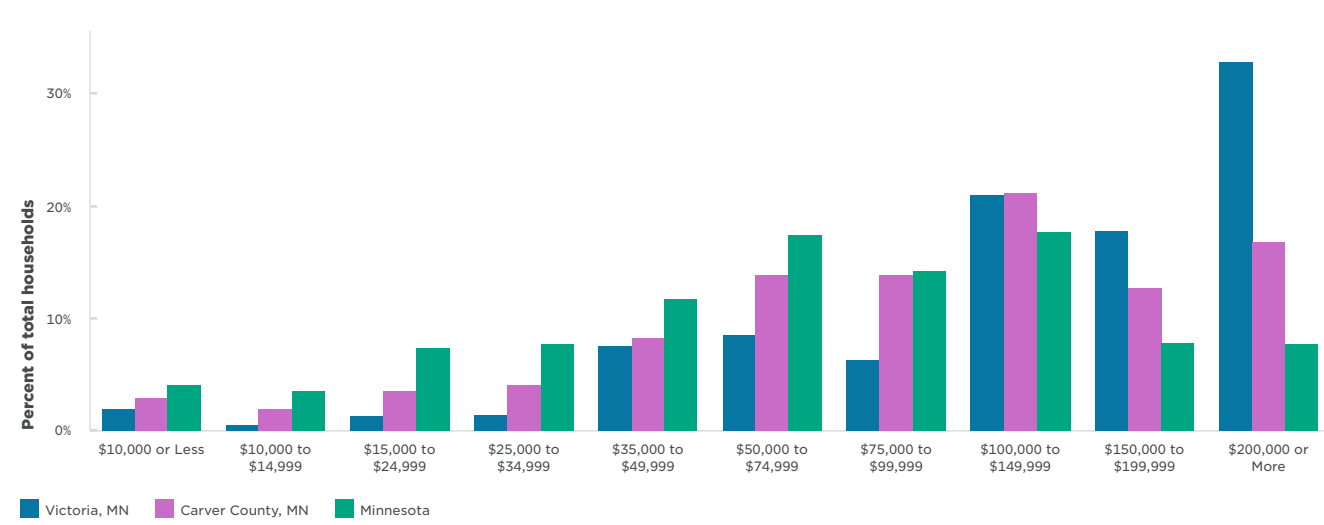
Sources: US Census ACS 5-year (in 2014 Inflation-adjusted Dollars) Note: The Census Bureau defines income as "the income received on a regular basis (exclusive of certain money receipts such as capital gains and lump-sum payments) before payments for personal income taxes, social security, union dues, medicare deductions, etc." Note: Unemployment rate is calculated by taking the civilian unemployed population age 16 and over and dividing it by the total civilian labor force age 16 and over. The Census Bureau defines the civilian unemployed population as "civilians 16 years old and over are classified as unemployed if they (1) were neither "at work" nor "with a job but not at work" during the reference week, and (2) were actively looking for work during the last 4 weeks, and (3) were available to accept a job. Also included as unemployed are civilians who did not work at all during the reference week, were waiting to be called back to a job from which they had been laid off, and were available for work except for temporary illness"

Time Series: Median Household Income



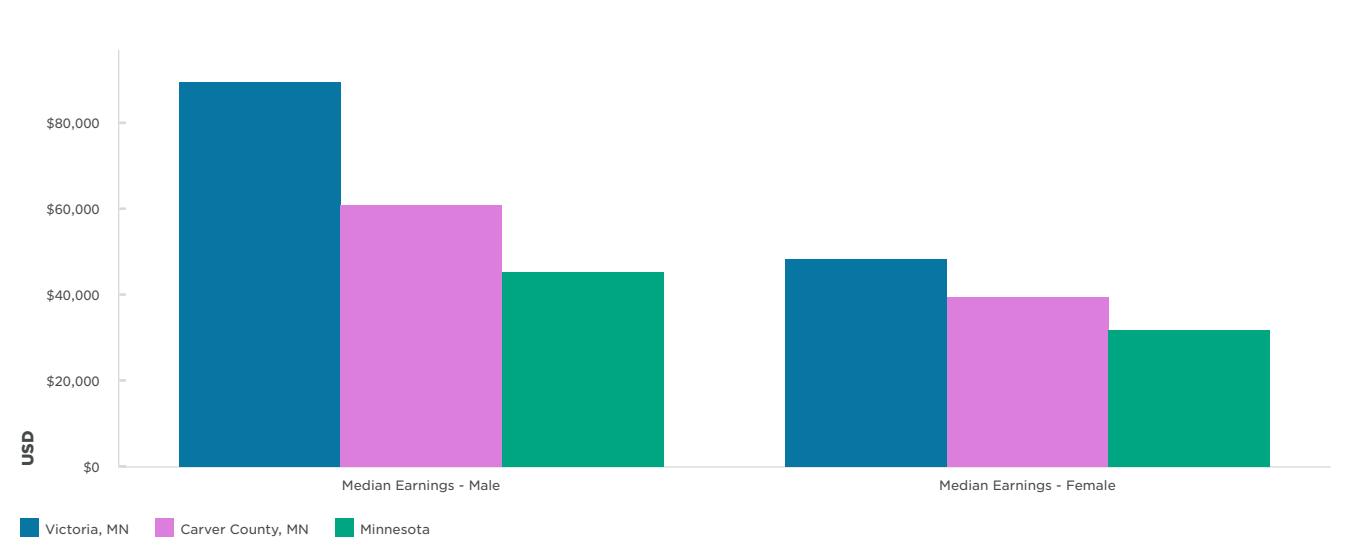
Sources: US Census 1990, 2000, 2010; US Census ACS 5-year
Note: The Census Bureau defines income as "the income received on a regular basis (exclusive of certain money receipts such as capital gains and lump-sum payments) before payments for personal income taxes, social security, union dues, medicare deductions, etc"

Household Income



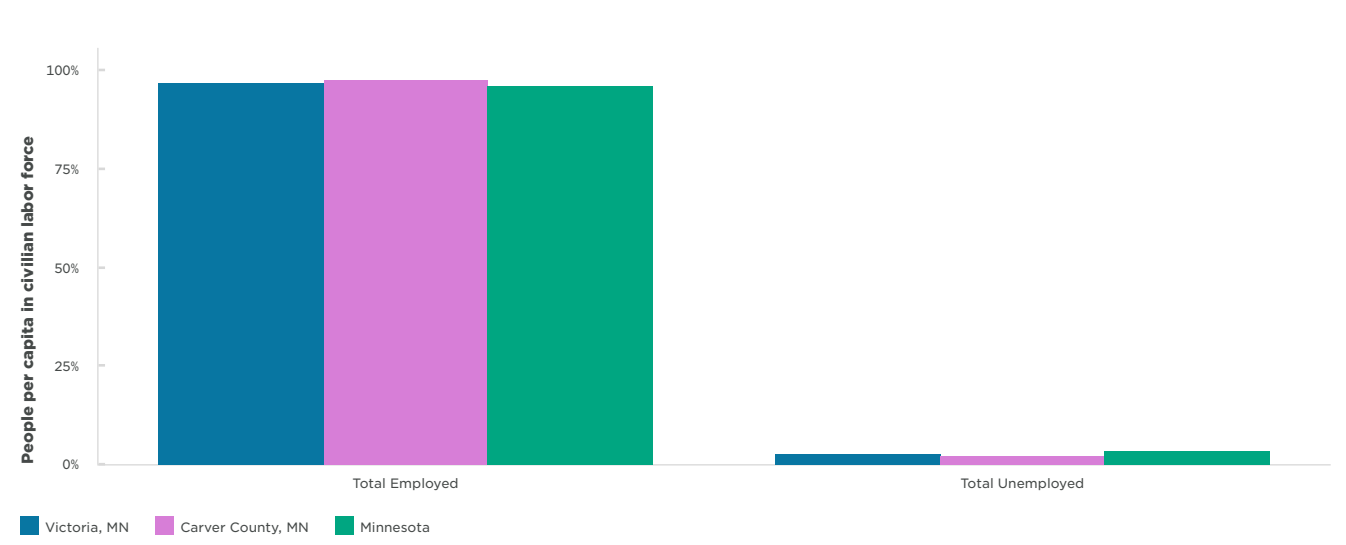
Sources: US Census ACS 5-year
Note: The Census Bureau defines income as "the income received on a regular basis (exclusive of certain money receipts such as capital gains and lump-sum payments) before payments for personal income taxes, social security, union dues, medicare deductions, etc"

Median Earnings by Sex



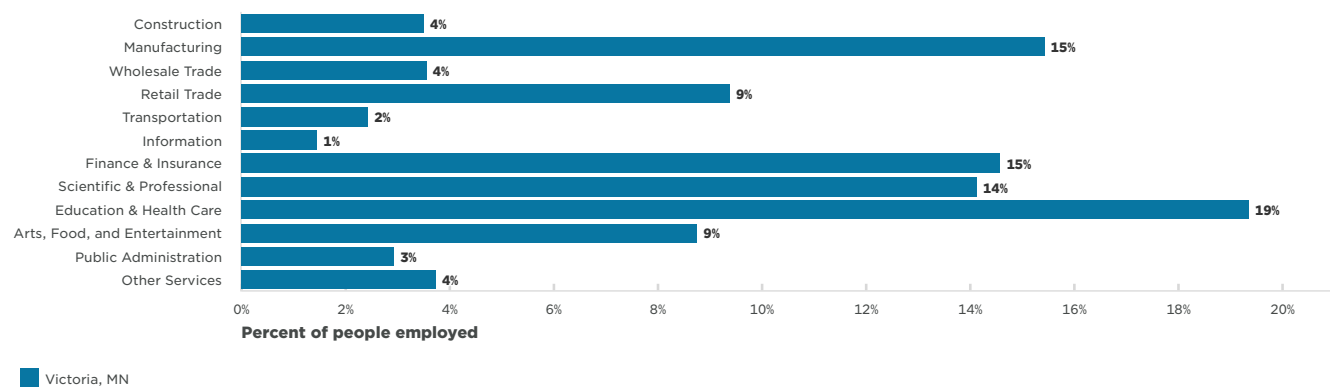
Sources: *US Census ACS 5-year*
Note: The Census Bureau defines earnings as "wage or salary income, net income (gross receipts minus expenses) from nonfarm and farm self-employment, Armed Forces pay, commissions, tips, piece-rate payments, and cash bonuses. Earnings represent the amount of income received regularly before deductions for personal income taxes, Social Security, bond purchases, union dues, Medicare deductions, etc"

Employment Status



Sources: *US Census ACS 5-year*
Note: Unemployment rate is calculated by taking the civilian unemployed population age 16 and over and dividing it by the total civilian labor force age 16 and over. The Census Bureau defines the civilian unemployed population as "civilians 16 years old and over are classified as unemployed if they (1) were neither "at work" nor "with a job but not at work" during the reference week, and (2) were actively looking for work during the last 4 weeks, and (3) were available to accept a job. Also included as unemployed are civilians who did not work at all during the reference week, were waiting to be called back to a job from which they had been laid off, and were available for work except for temporary illness"

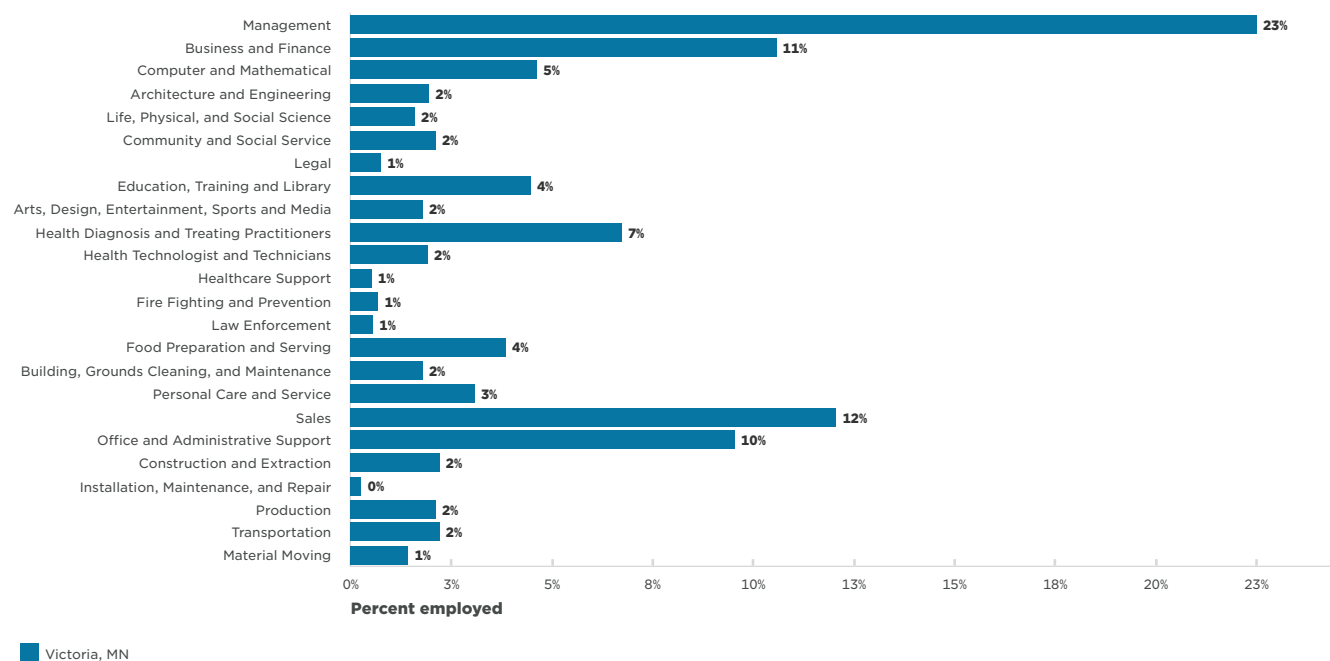
Employment Industries of Residents



Sources: US Census ACS 5-year

Note: This data represents the employment industries of residents within the Riverdale impact area, Prince George's County, and the US.

Occupations of Residents



Sources: US Census ACS 5-year

Note: This data represents employment occupations of residents within the city, state, and nation.

Workforce Development

8%

percent of Workforce

Blue-collar Workforce

Victoria, MN

12%

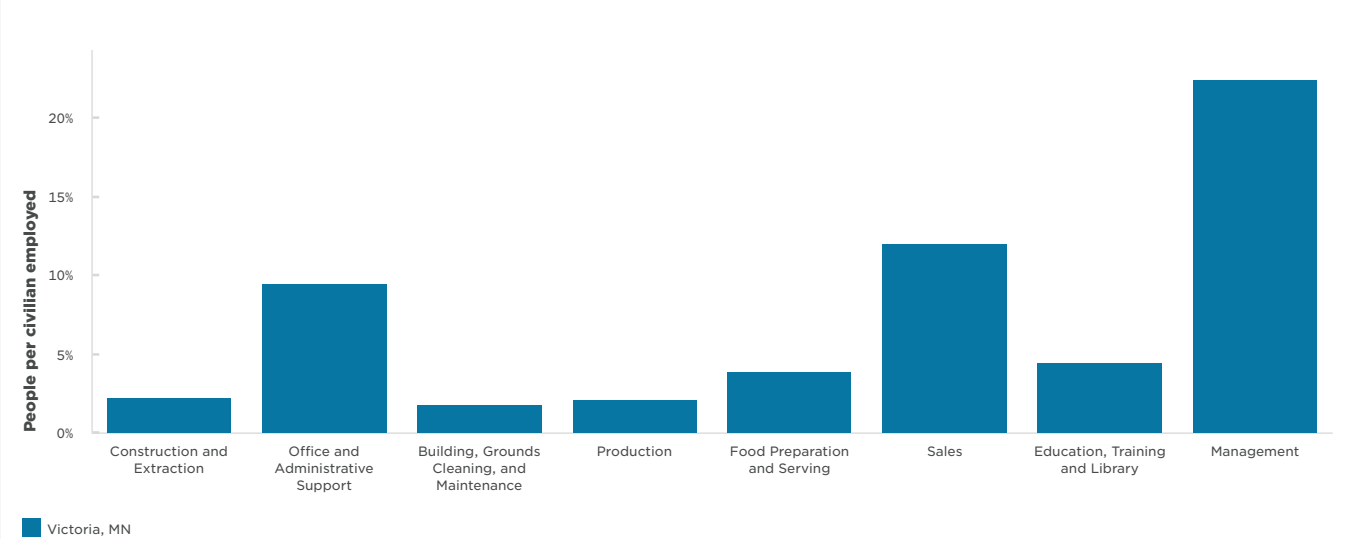
percent of Workforce

Middle Skill Job Workforce

Victoria, MN

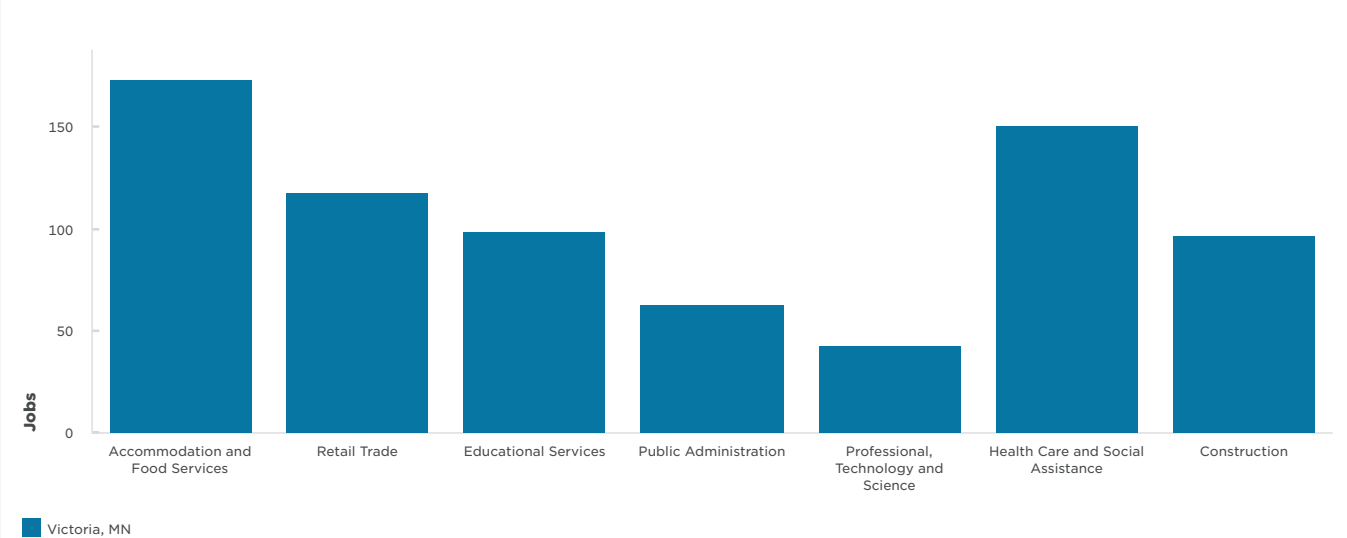
Sources: US Census ACS 5-yearNote: Blue-collar occupations are defined here as all natural resources, construction, and maintenance occupations combined with all production, transportation, and material moving occupations.Note: The Urban Institute and National Skills Coalition define middle skill jobs as occupations that "generally require some significant education and training beyond high school but less than a bachelor's degree." Middle skill occupations are defined here as office/administrative support, construction/extraction, and installation/maintenance/ repair.

Top Job Occupations by Location



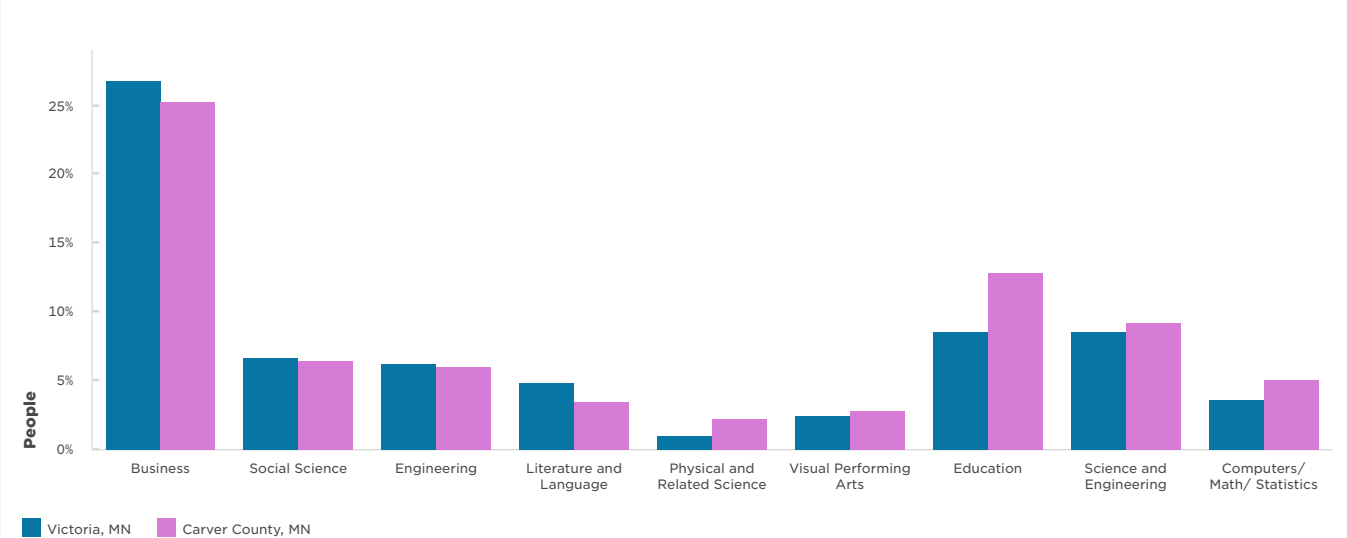
Sources: US Census ACS 5-year
Note: This dataset represents the count of civilian employed people age 16 and over, categorized by occupation in a given geography.

Number of Local Jobs by Industry



Sources: LODES Version 7.3
Note: This data represents jobs employing people within Riverdale and Prince George's County, workers may reside in any location.

Bachelor's Degrees Received



Sources: US Census ACS 5-year

Poverty & Public Assistance

This section provides basic statistics on poverty and public assistance in Victoria.

3%
of total population

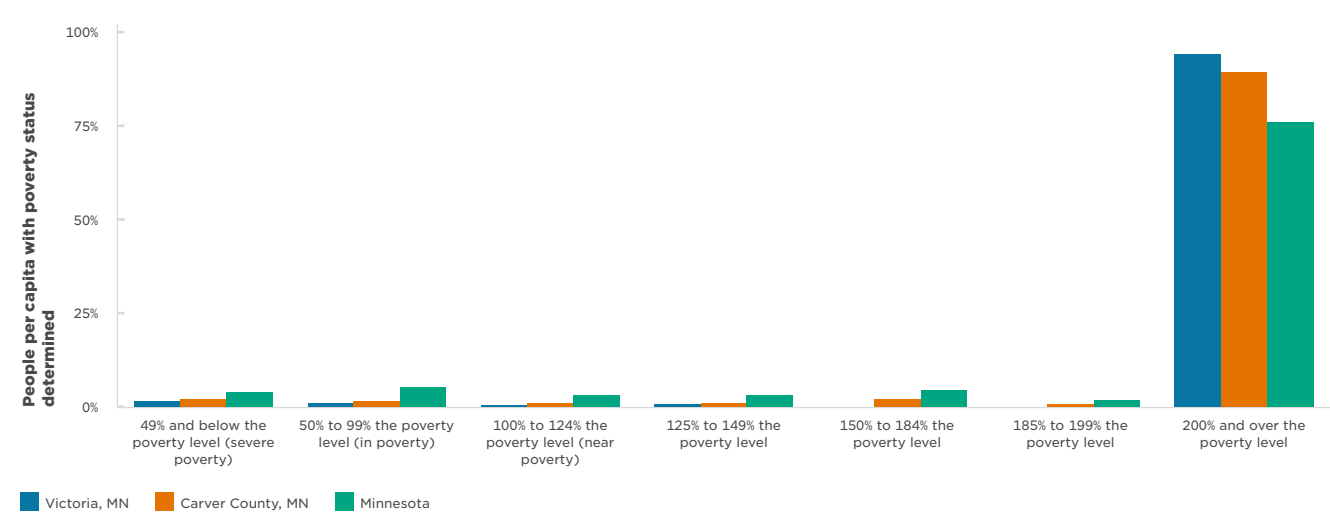
Individuals Below Poverty Level
Victoria, MN

0%
of total households

Households with Public Assistance Income
Victoria, MN

Sources: US Census ACS 5-yearNote: The ACS defines poverty as adhering to "the standards specified by the Office of Management and Budget in Statistical Policy Directive 14, the Census Bureau uses a set of money income thresholds that vary by family size and composition to determine who is in poverty. If the total income for a family or unrelated individual falls below the relevant threshold, then the family (and every individual in it) or unrelated individual is considered in poverty"Note: The Census Bureau defines public assistance income in the ACS survey as income that "provides cash payments to poor families and includes General Assistance and Temporary Assistance to Needy Families (TANF), which replaced Aid to Families with Dependent Children (AFDC) in 1997. Public assistance income does not include Supplemental Security Income (SSI), noncash benefits such as Food Stamps/ SNAP, or separate payments received for hospital or other medical care. To qualify for public assistance benefits, the income and assets of an individual or family must fall below specified thresholds. However, unlike AFDC benefits, TANF benefits are time-limited, require most adult recipients to work, and give states increased flexibility in program design"

Income to Poverty Ratio



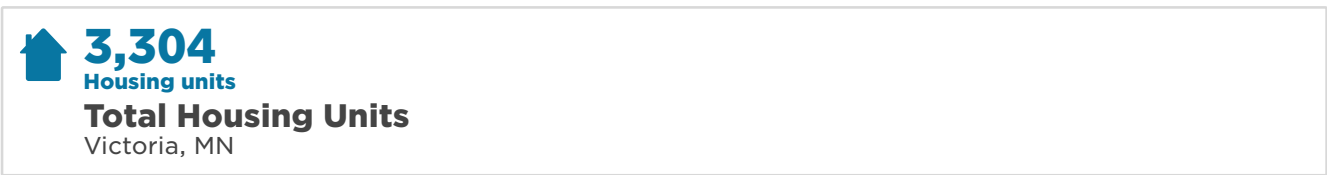
Sources: US Census ACS 5-year
Note: The data values are the count of people classified into seven categories relative to the poverty level. Ratios below 100 percent of the poverty level are below the official poverty definition. Ratios below 50 percent of the poverty level, which means that the income is less than half the poverty threshold, have been described as 'severe poverty'. While those above 100 percent the poverty level, but below 125 percent have been described as 'near poverty'. A larger percentage above the poverty level means the category contains people with higher incomes.



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Housing

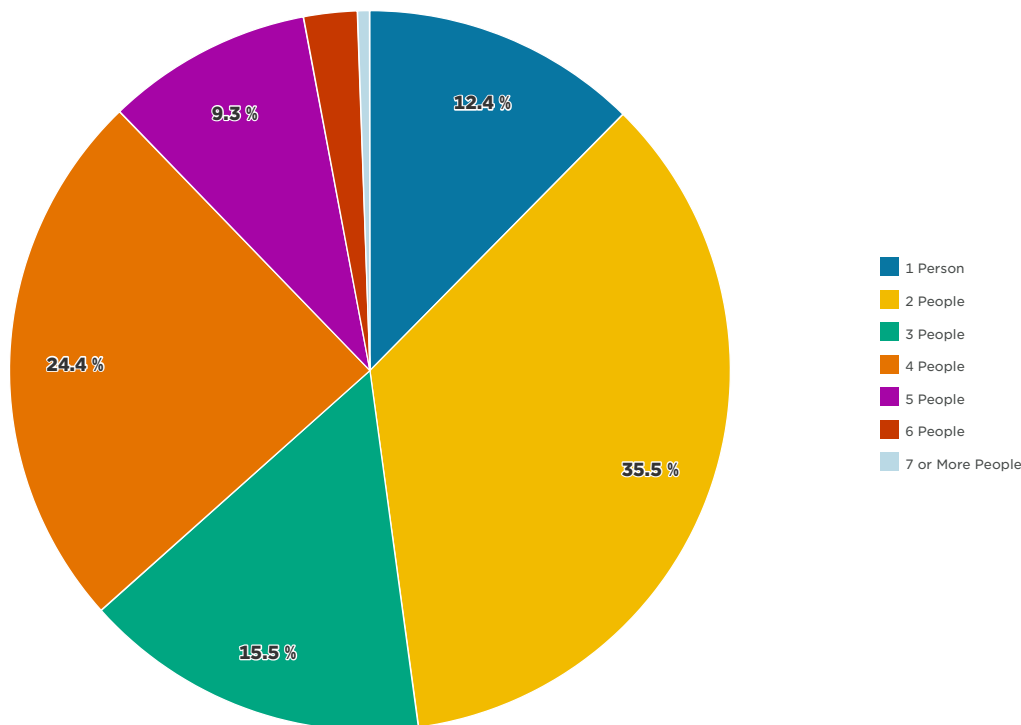


Sources: US Census ACS 5-year

A Residential Community

Today, nearly 98% of the city’s tax base is residential. Over the past five years, the city has averaged 120 new building permits for single family homes, and 27 new building permits for multi-family units.

Household Size



Victoria, MN

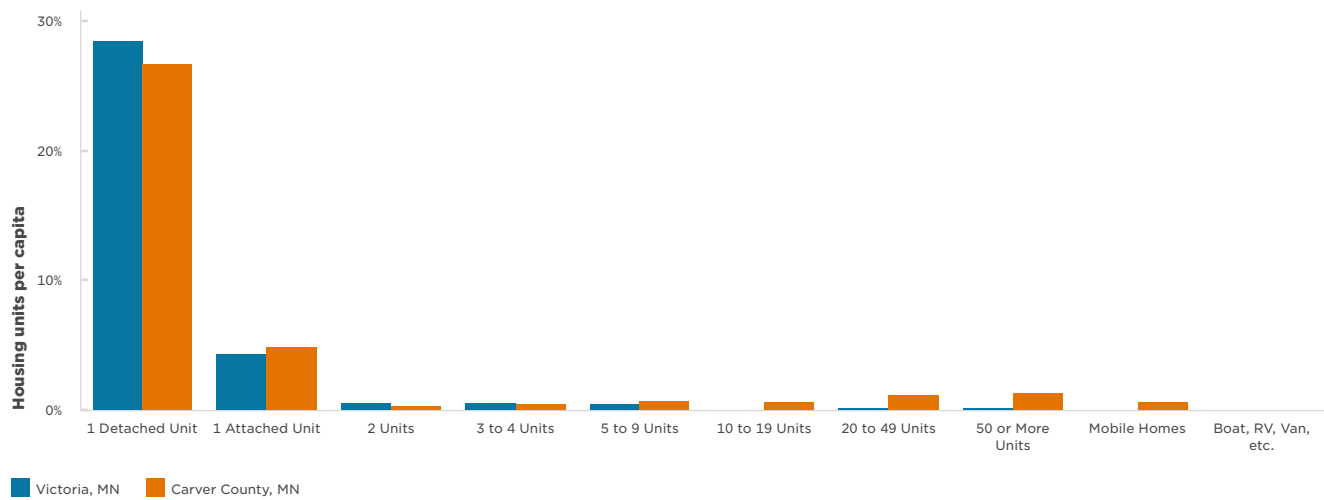
Sources: US Census ACS 5-year

Single family homes represent 85% of the housing stock in Victoria.

Attached multi-family units (e.g. townhomes) and apartments represent 13% and 2% of the housing stock in the community.

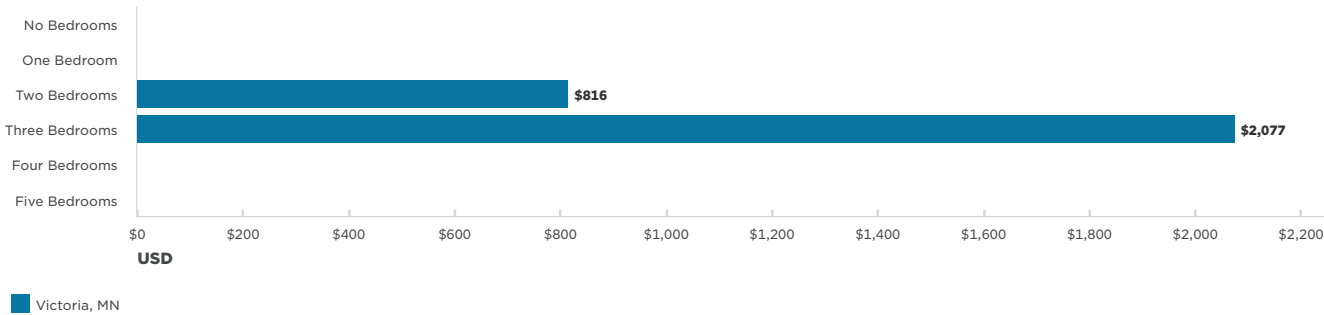
The following chart shows various housing types as a ratio percent of all housing units. It should be noted that "1 Detached Unit" is the US Census definition for a traditional single family home and "1 Attached Unit" are townhomes.

Units in Structure



Sources: US Census ACS 5-year

Median Rent by Number of Bedrooms

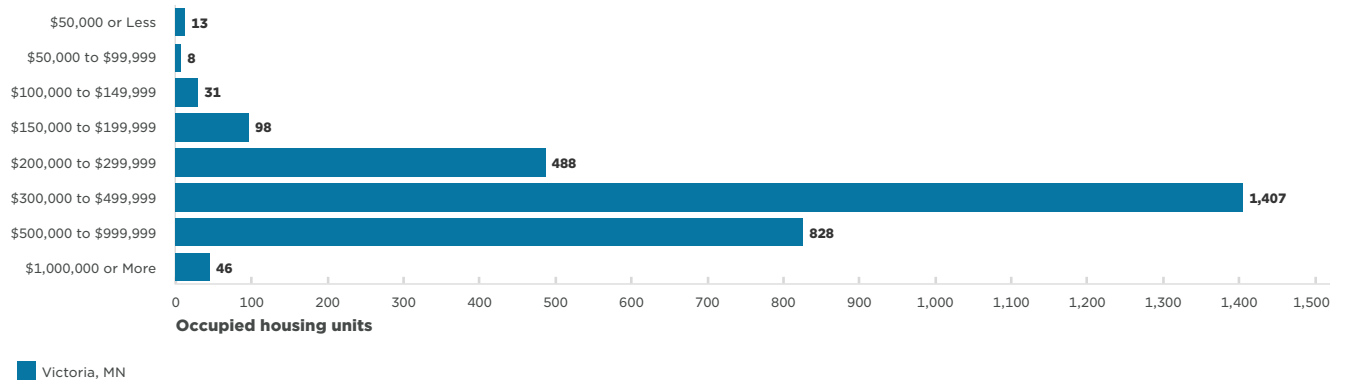


Sources: US Census ACS 5-year

The median home value in 2020 in Victoria is \$434,300.

This is an 8% increase in value over 2019.

Owner Occupied Home Value



Sources: US Census ACS 5-year

Housing Affordability

Housing costs in the greater Minneapolis-St. Paul ('Greater MSP') region are 70% of the average for the top US-metros, less than Dallas and Atlanta (Source: Greater MSP).

“According to the Center for Housing Policy, low-income families can rent a home and commute to work more affordably in Minneapolis-Saint Paul than in all but one other major metro area. *The Atlantic, 2015*”

According to a 2018 Freddie Mac survey of renters, nearly 9 in 10 renters are employed in the essential workforce (e.g. healthcare, education).

About 47% of renters pay between \$500 and \$999 for monthly rent, and 38% pay more than \$1,500.

9.41%

of Housing Units

Overburdened Home Owners

Victoria, MN

2%

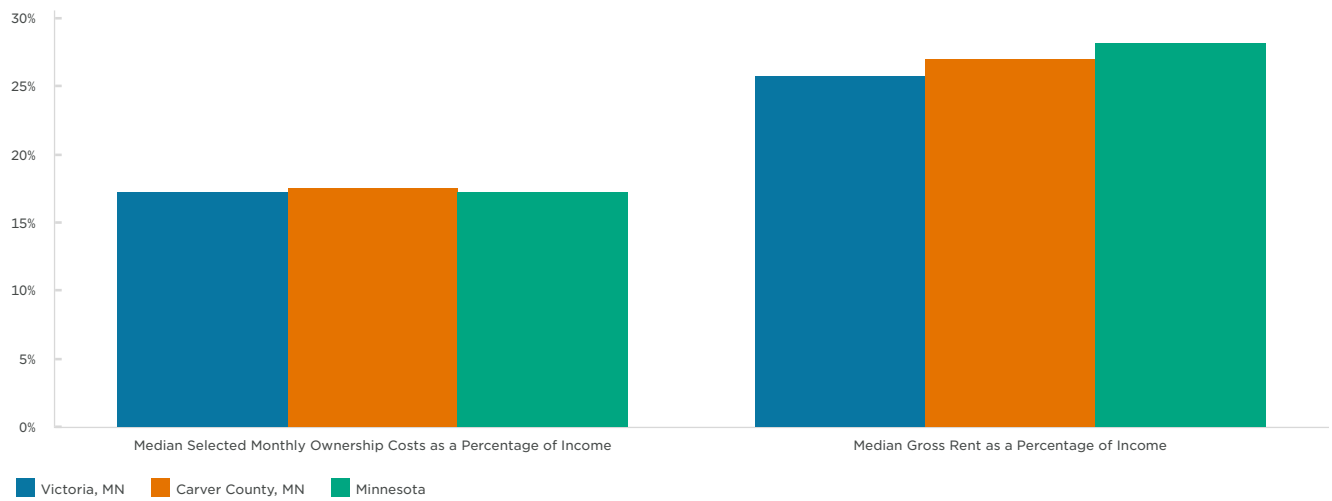
of Housing Units

Overburdened Home Renters

Victoria, MN

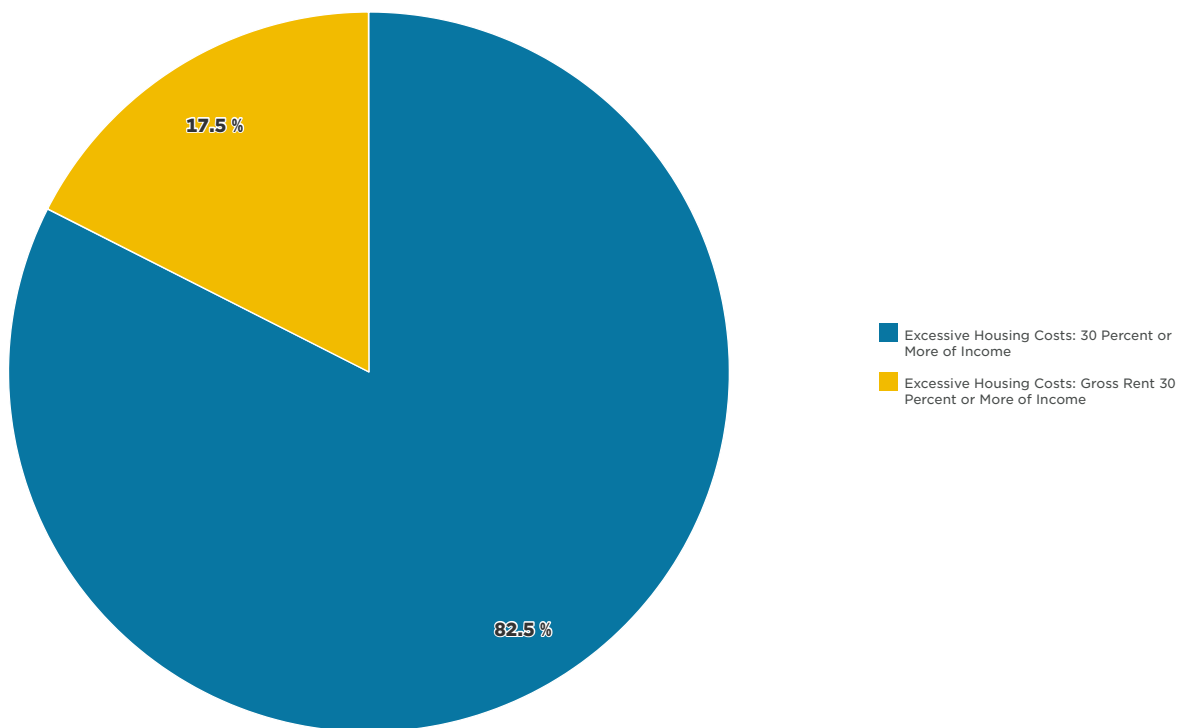
Sources: US Census ACS 5-year Note: Overburdened households is defined as households that spend 30% or more of their income on selected housing costs.

Median Selected Costs as a Percentage of Income



Sources: US Census ACS 5-year

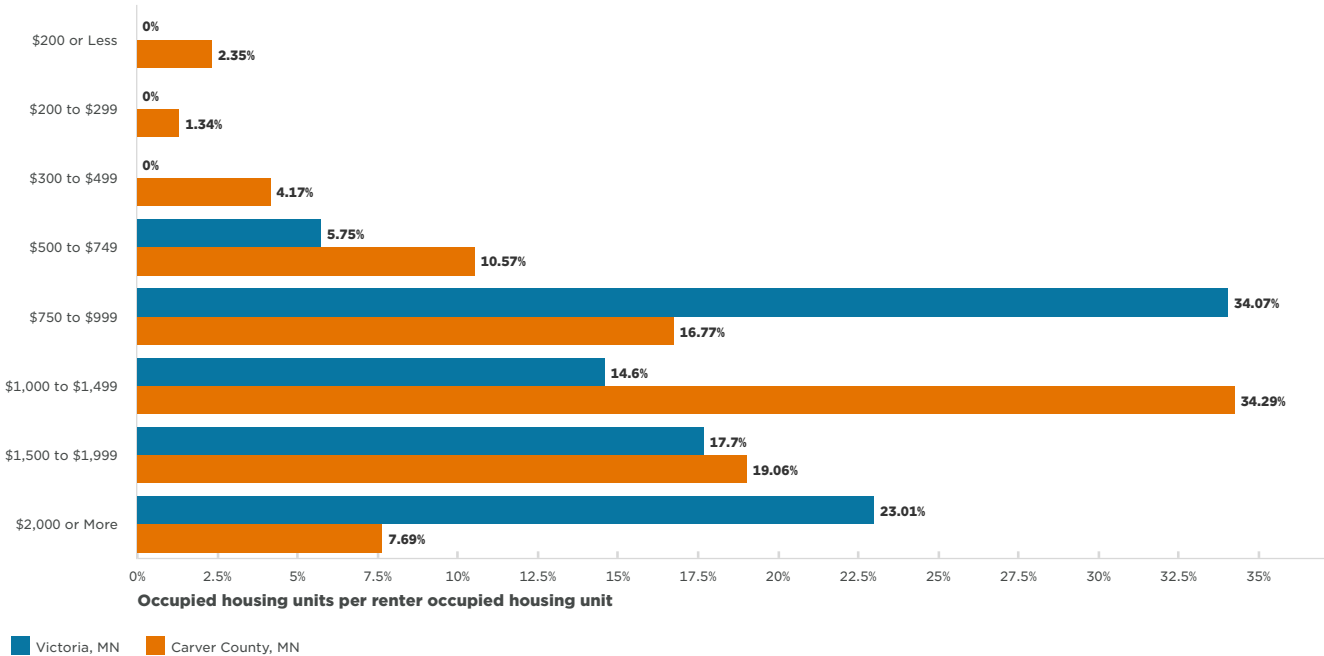
Excessive Housing Costs: 30 Percent or More of Income



Victoria, MN

Sources: US Census ACS 5-year

Monthly Home Rent



Sources: US Census ACS 5-year

Fewer renters plan to buy a home if they move.

In a 2018 Freddie Mac survey of renters, only 34% of renters indicated they planned to buy a home when they moved next.



Victoria Flats is a renter-occupied apartment building located in downtown Victoria.

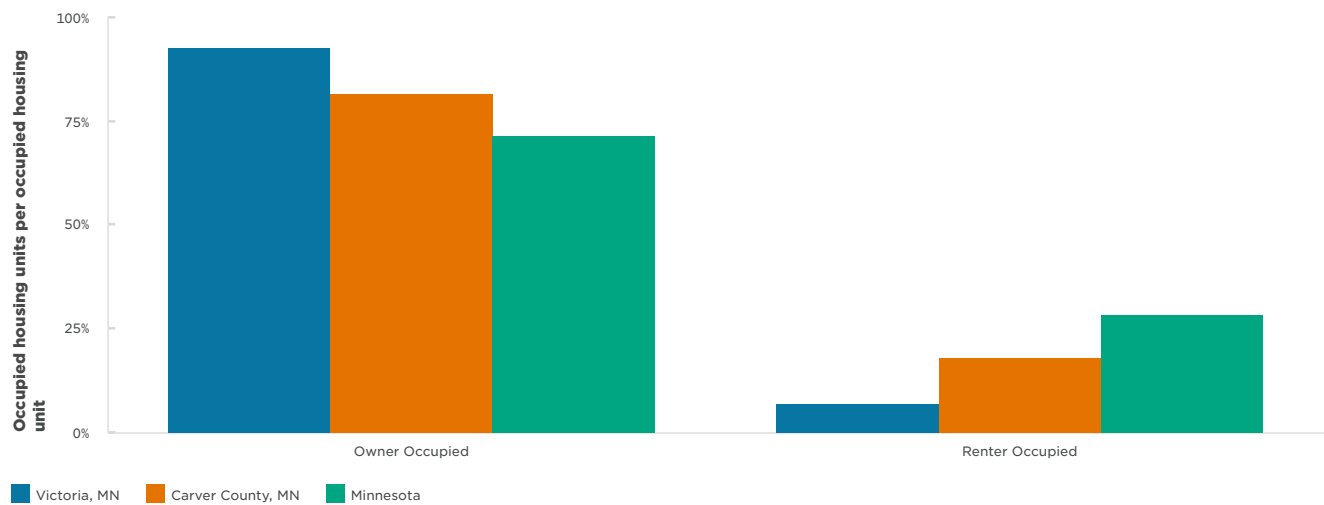
Owner- vs. Renter-Occupied Housing

Owner-occupied homes account for 93% of the total housing stock in Victoria.

Victoria, MN		Occupied housing units
Owner Occupied Housing Units		2,919
Total Renter Occupied Housing Units		226

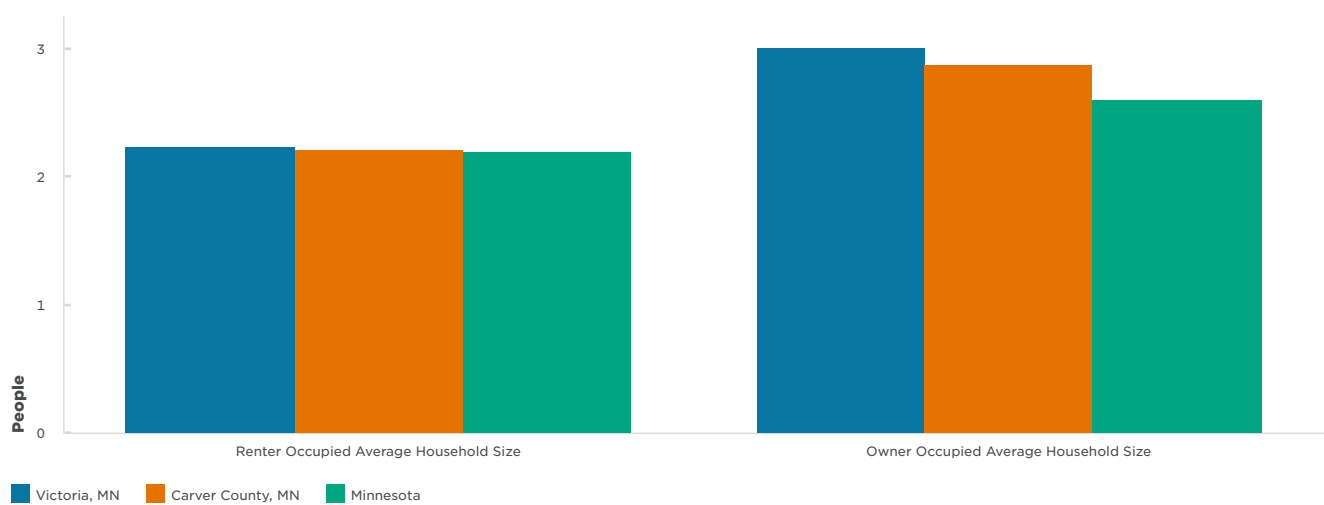
Sources: US Census ACS 5-year

Owner vs Renter Occupied Housing



Sources: US Census ACS 5-year

Average Household Size in Owner vs Renter Occupied Housing



Sources: US Census ACS 5-year

Housing Vacancy

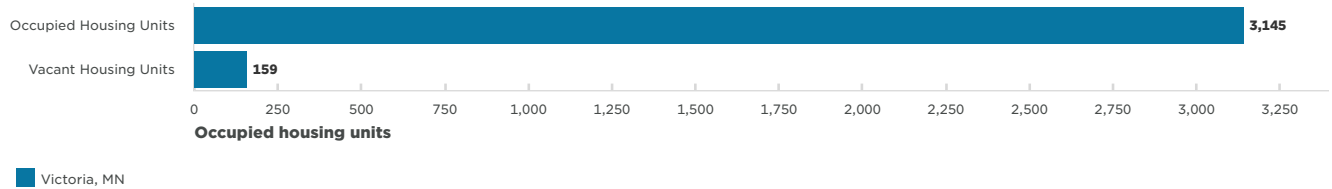
Low vacancy rates in Victoria mean that properties do not sit empty for long and are generally harder to find.

Vacancy rates help show how easy or difficult it is to find a place to own or rent in a community. The rental vacancy rate is the proportion of rental inventory that is vacant for rent. The homeowner vacancy rate is the proportion of homeowner inventory that is vacant for sale.

Victoria, MN	
Rental Vacancy Rate	0%
Homeowner Vacancy Rate	2.9%

Sources: US Census ACS 5-year

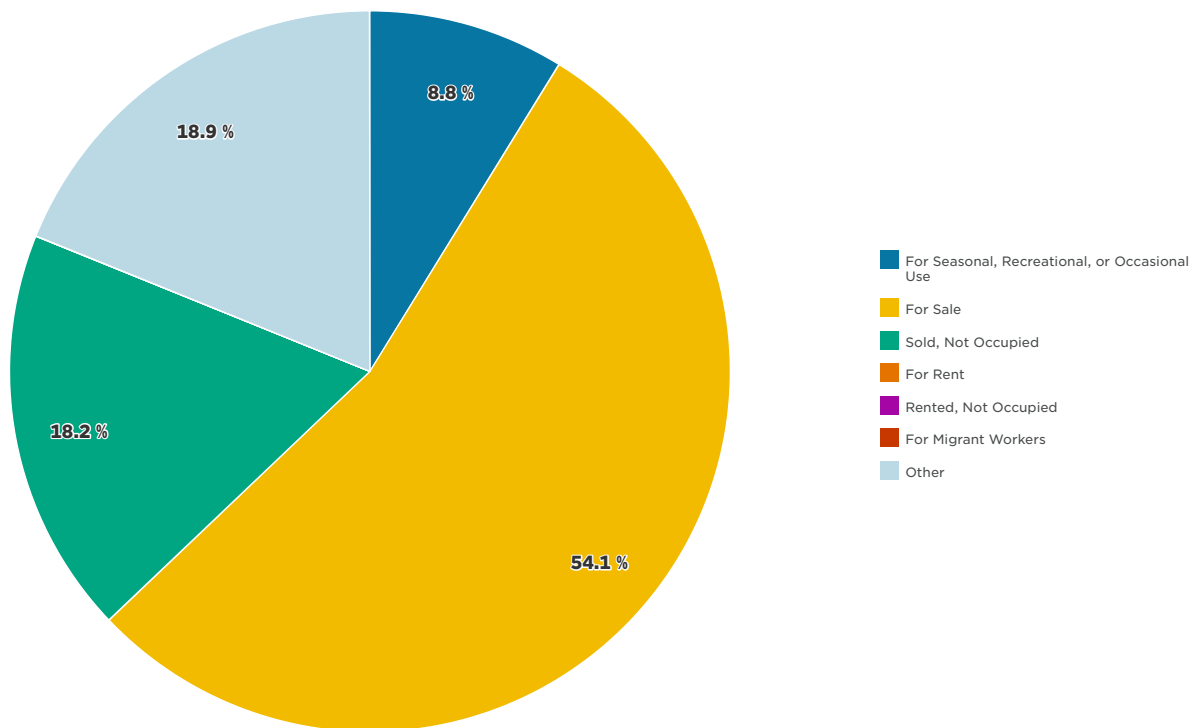
Vacant vs Occupied Housing Units



Sources: US Census ACS 5-year

Vacancies occur for various reasons. Common reasons for vacancy include a unit being for sale, or rented but not occupied, or the home is seasonal. **In Victoria, just over 70% of the units vacant were result of the unit being listed for sale or sold and not occupied.** Common reasons for a unit's vacancy status to be listed as "other" include: the owner is using the unit for storage, the owner is elderly and living in a care facility, or the unit is being renovated. In Victoria, the vacancy status "other" represents 19% of vacant units.

Vacancy Status



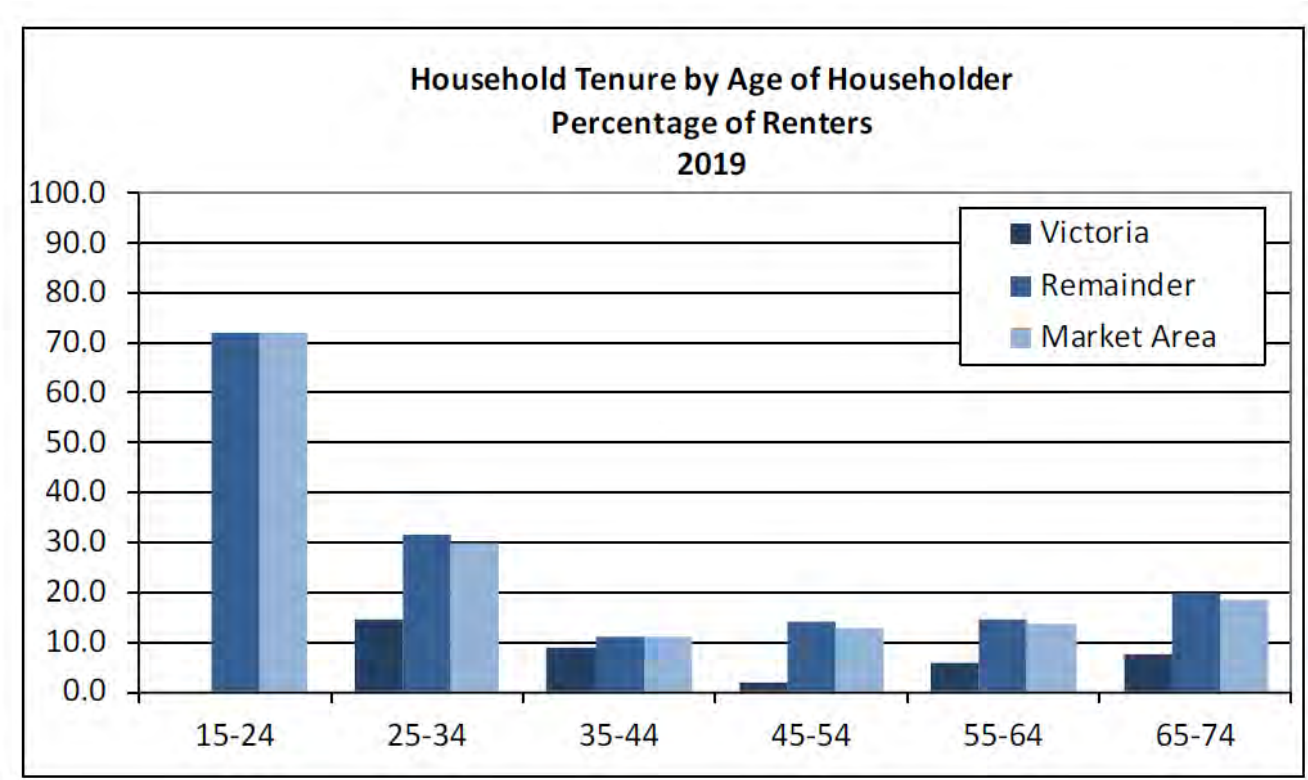
Sources: US Census ACS 5-year

Housing for Seniors

Diversifying housing allows Victoria to meet needs for various individuals in different stages of their lives who want to remain or move to our vibrant community.

Seniors often no longer need the space of a single-family home, some travel frequently or have a second home in the warmer climates and others just want/need to rid themselves of the burden of home maintenance.

By the time households reach their senior years, rental housing often becomes a more viable option than homeownership. In a June 2019 report (*Maxfield Research Demand Analysis for General Occupancy Market Rate Rental Housing in Victoria, MN*) showed this to be true for 18.2% for households age 65 to 74 to 35.8% for households age 75 and older. The dramatic increase between these two age cohorts indicates that seniors move into housing alternatives in their mid-70s.



Source: Maxfield Research & Consulting Demand Analysis for General Occupancy Market Rate Rental Housing in Victoria, MN (June 2019)

Housing Conditions

Housing and community problems can significantly affect the health and well-being of residents.

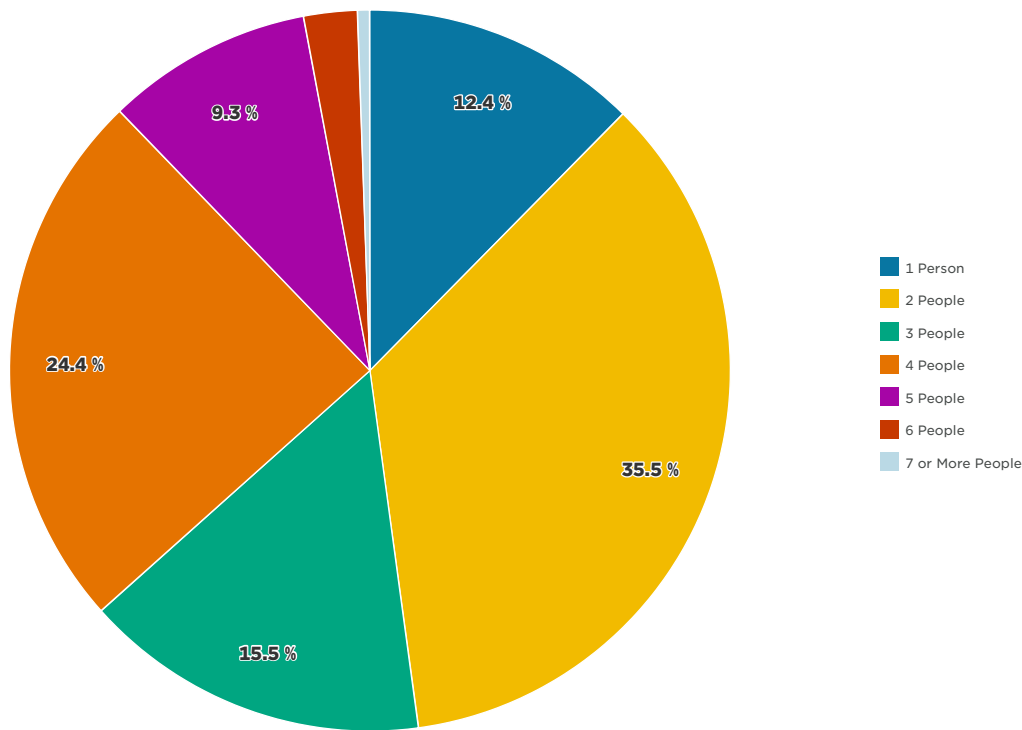
This section demonstrates key indicators of housing conditions in Victoria.

0.91%
of Housing Units
Vacant Housing Units
Victoria, MN

0.21%
of Housing Units
Overcrowded Housing Units
Victoria, MN

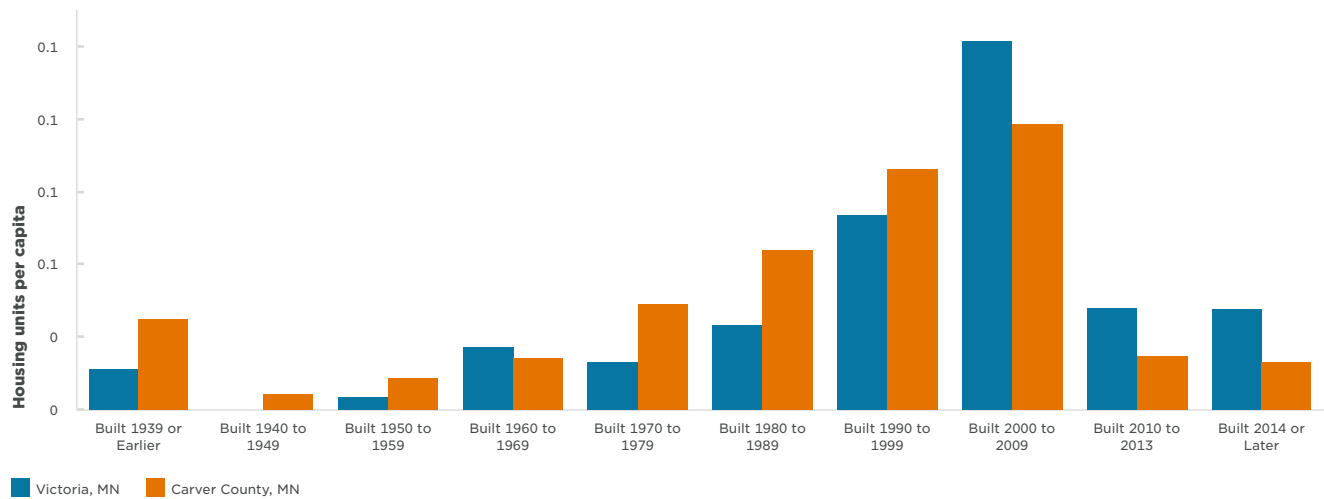
Sources: US Census ACS 5-yearNote: Overcrowded housing units are defined as occupied homes with more than one person per room.

Household Size



Victoria, MN
Sources: US Census ACS 5-year

Building Age of Housing Units



Sources: US Census ACS 5-year



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2019-2020 Strategic Plan & Key Indicators

Community Profile

The information in this section is intended to help residents, decision-makers and developers or businesses interested in Victoria better understand the trends and dynamics within our community.

The Community Profile provides up-to-date information and visualizations from a variety of local and national sources to highlight the major elements that shape our community and contribute to our overall quality of life.

Livability

The 2018 [Community Livability Report](#)¹ revealed **93% of Victoria's residents rate their quality of life as excellent or good**. At least 9 in 10 residents gave positive ratings to their neighborhood as a place to live; Victoria as a place to raise children; and the overall appearance of the city. About 75% of residents positively rated the overall image of Victoria and the city as a place to retire.

A sense of community is important to the overall health of a city, and approximately two-thirds of residents gave this an excellent or good rating. **About 90% of residents plan to remain in Victoria for the next five years and would recommend living in the city.**



Families enjoying music at the Charlson Thun Community Bandstand in downtown Victoria.



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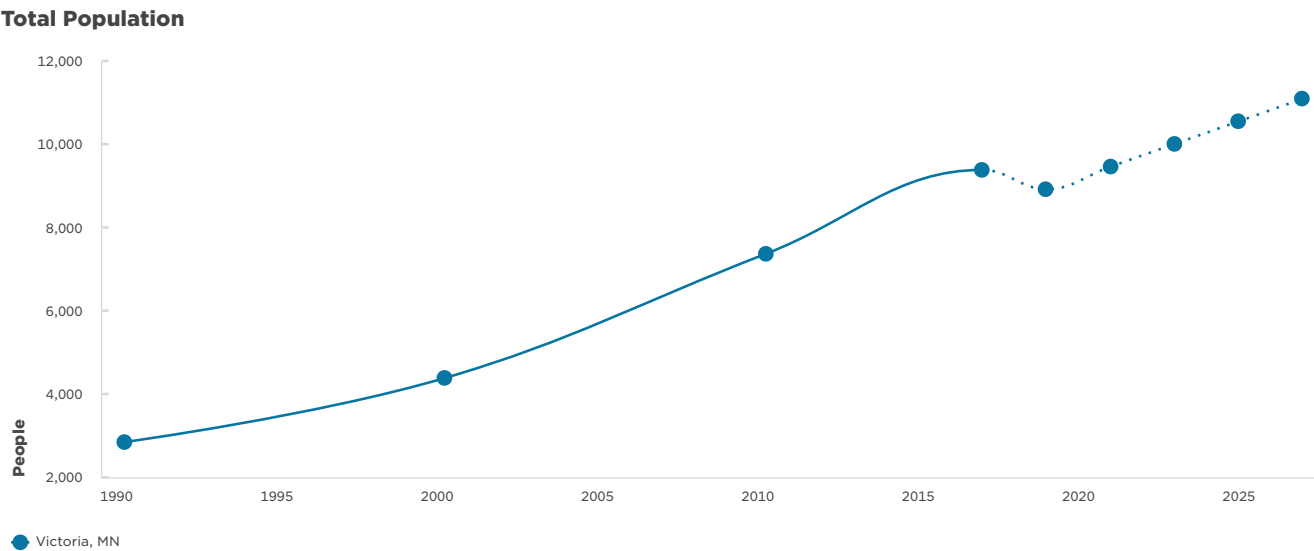
Population & Demographics



Sources: US Census ACS 5-year; US Census 1990, 2000, 2010

Victoria Continues to Grow in Population.

The city has seen a sharp increase in population for the past 20 years, and is expected to grow at a rapid pace over the next 20 years. **With this increase in population, the city must be ready to house, employ and entertain new residents.** The challenge will be maintaining the unique natural landscapes and small-town feel that attracted people to Victoria in the first place as the city continues to grow.



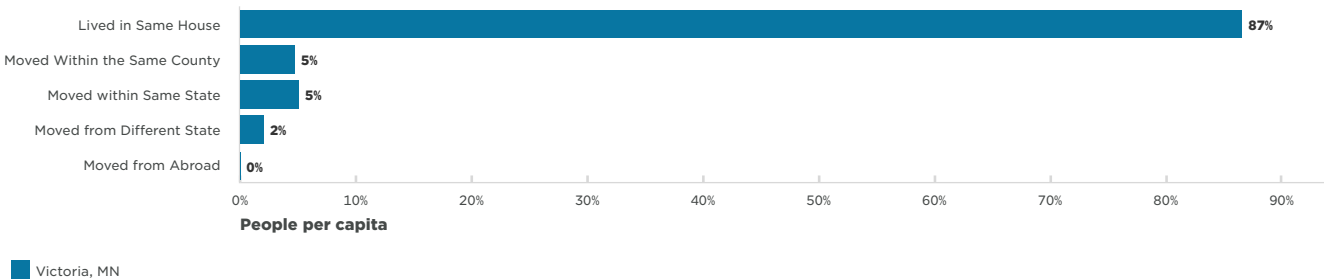
Sources: US Census 1990, 2000, 2010; US Census ACS 5-year

Population Changes

Population change occurs either by natural increase (the difference between births and deaths) or through net migration (the change in people moving to/from the community).

Local population growth typically occurs from people and families moving to a community, usually for economic opportunity or quality of life reasons.

Place of Residence Over Past Year



Sources: US Census ACS 5-year

Population & Income

Total Population

9,383

People
Victoria, MN

12,131

People
Waconia, MN

4,771

People
Carver, MN

25,657

People
Chanhassen, MN

26,371

People
Chaska, MN

7,621

People
Minnetrista, MN

Median Household Income

\$152,137

USD
Victoria, MN

\$99,602

USD
Waconia, MN

\$114,906

USD
Carver, MN

\$124,125

USD
Chanhassen, MN

\$85,143

USD
Chaska, MN

\$171,786

USD
Minnetrista, MN

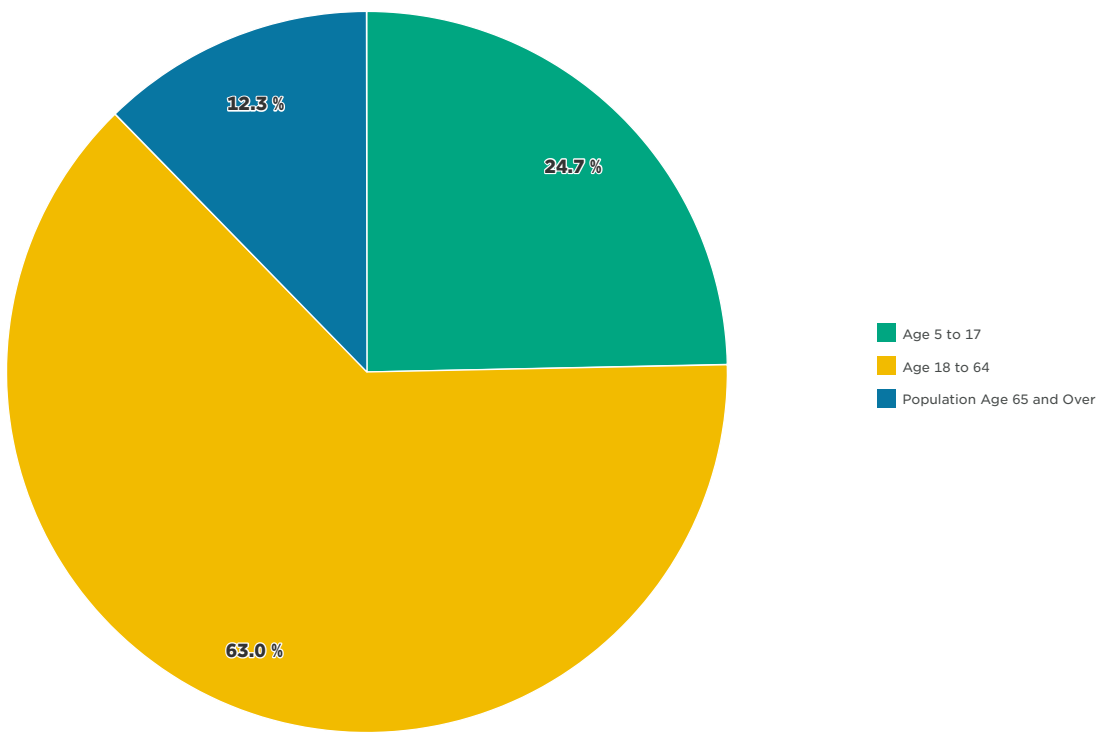
Sources: US Census ACS 5-year

Age

A majority of the residents in Victoria (62%) are working age, between 18 and 64 years old.

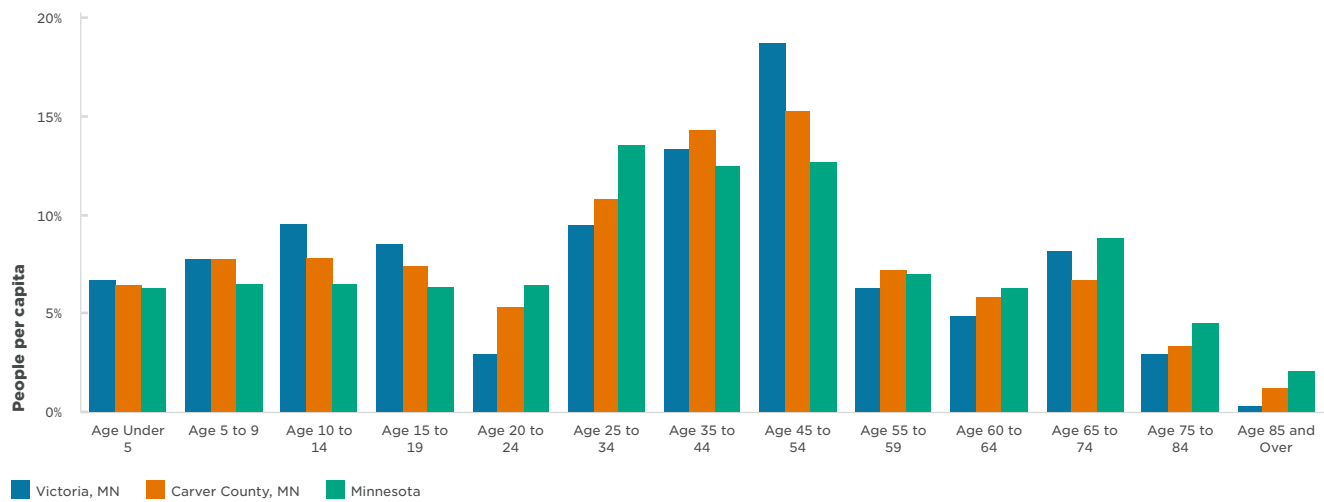
Nearly 11% of Victoria’s residents are 65 years or older. A lack of housing options that appeal to those older than 65 may be a contributing factor as to why Victoria doesn’t have more seniors.

% Population by Age Group in Victoria



Victoria, MN
Sources: USDA ERS Food Envir. Atlas; US Census ACS 5-year

Age Groups



Sources: US Census ACS 5-year

Diversity

The City of Victoria is an inclusive community.

Diversity goes beyond gender, race or sexual orientation in a community. It can include geography of members, age and experiences. If only certain people feel comfortable joining or having opportunity to move into our community, we're cutting out potential residents, workers, consumers and visitors.

464

People

Non-White Total Population

Victoria, MN

5%

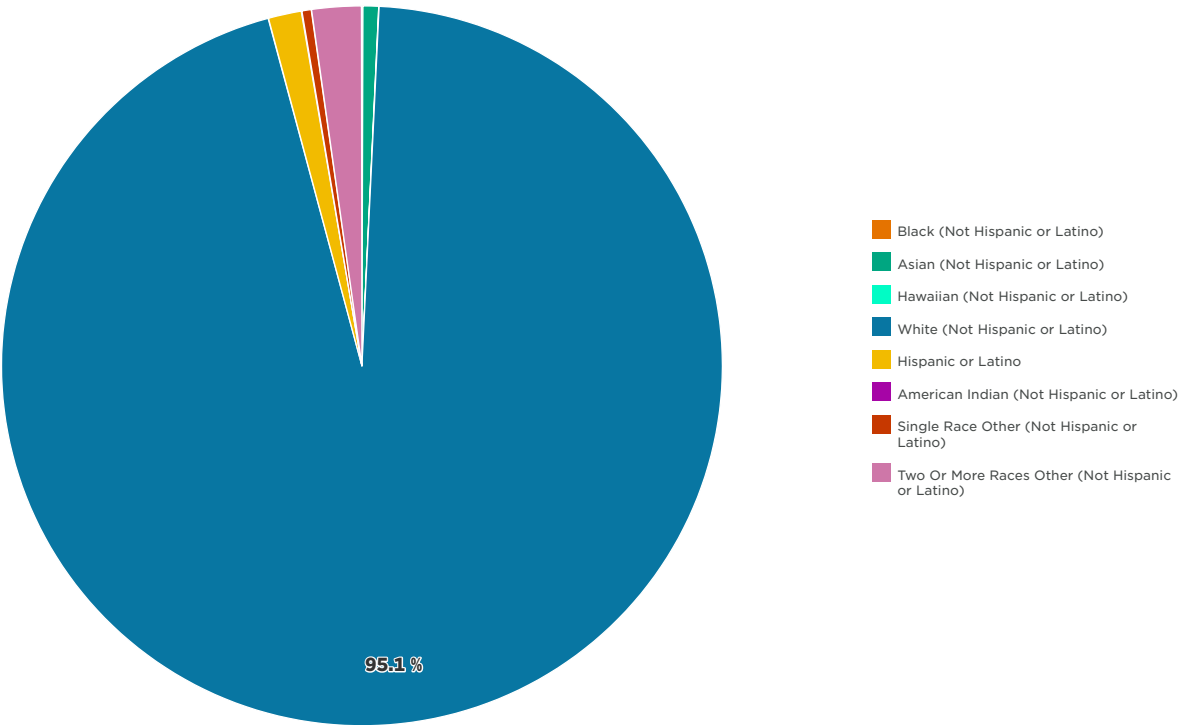
Percent of Total Population

Percent Non-White Population

Victoria, MN

Sources: US Census ACS 5-year

Race/Ethnicity Totals

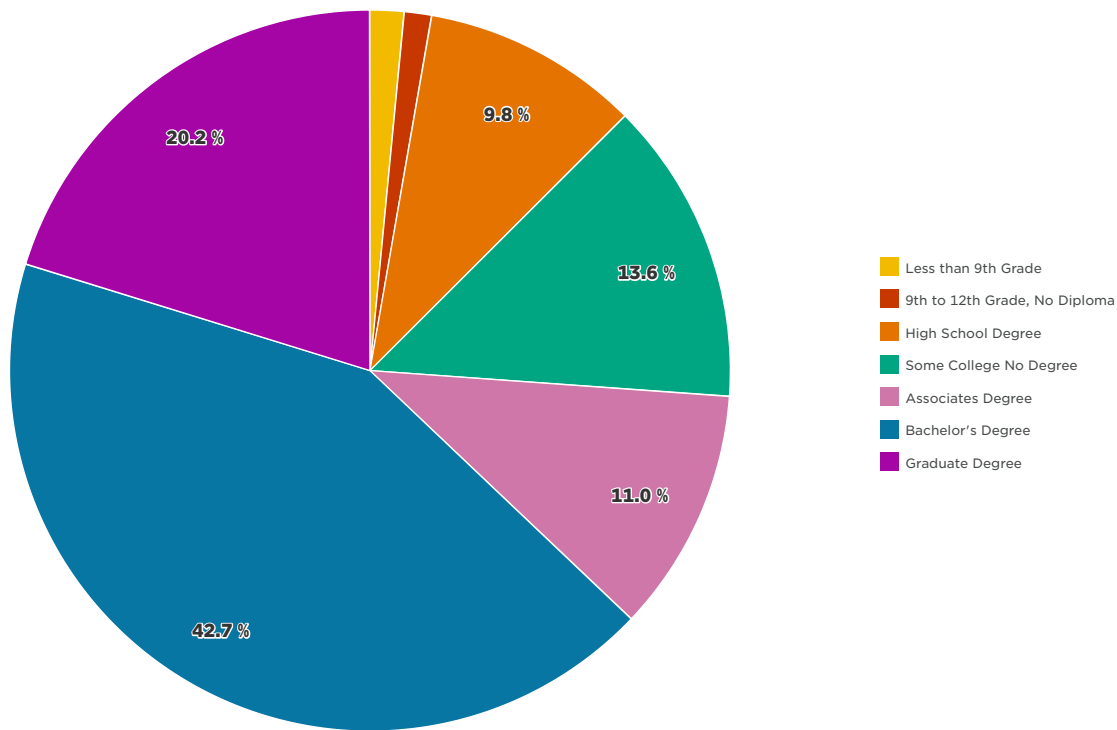


Victoria, MN
Sources: US Census ACS 5-year

Education

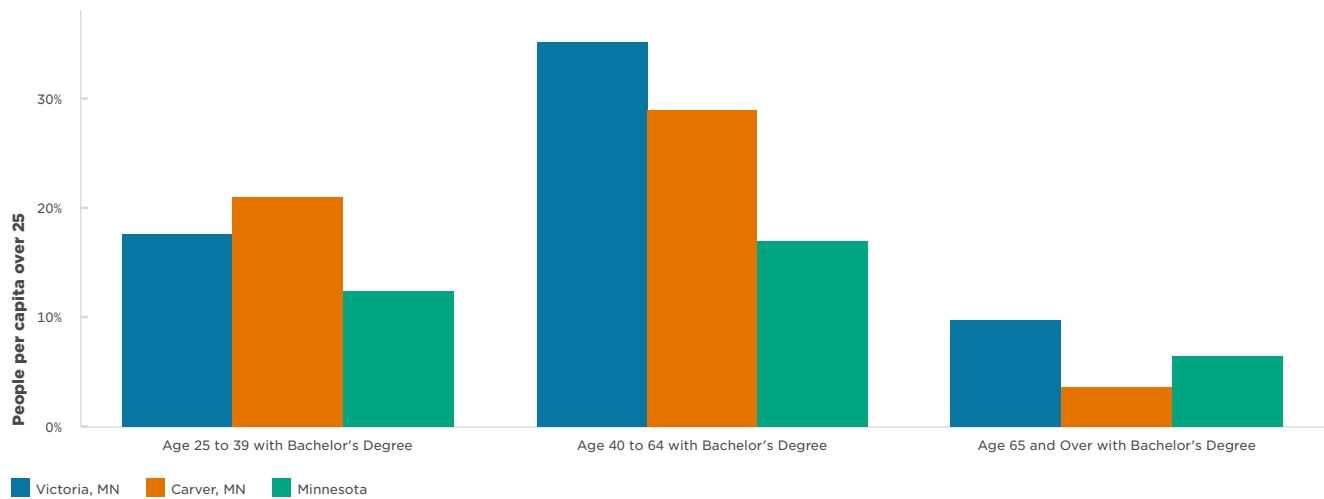
Just over 70% of Victoria residents have either an Associates, Bachelors or Graduate degree, and 97% have at least high school degree.

Educational Attainment - Victoria Residents



Victoria, MN
Sources: US Census ACS 5-year

Population with Bachelor's Degree or Higher Attainment by Age



Sources: US Census ACS 5-year





Comprehensive Annual Financial Report

The Comprehensive Annual Financial Report (CAFR) is a detailed account of the city's financial statements, notes, schedules and statistics.

The City of Victoria received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association each year 2007-2018.

[Financial Reports Website](#)



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'AAA' Credit Rating

In June 2020, Standard & Poor's (S&P) Global Ratings awarded the City of Victoria a 'AAA' bond rating on its existing general obligation (GO) debt. This is the highest rating possible for a municipal agency.

The 'AAA' rating reflects Victoria's strong budgetary performance, very strong reserve levels, and very strong economy with an extremely strong market value per capita and very strong incomes, supported by very strong management policies and practices.

The 'AAA' rating will result in lower interest rates when the city issues general obligation bonds, which are issued for projects such as street reconstruction.

S&P cited the following factors in its assessment of the city's ratings.

- Very strong economy
- Very strong management with strong financial policies and practices
- Strong budgetary performance with operating surpluses
- Very strong budgetary flexibility (fund balance of 60% operating expenditures)
- Very strong liquidity
- Weak debt (31% of expenditures) with 74% of debt scheduled to be retired in 10 years

The City of Victoria is one of only 27 Minnesota municipalities and 426 nationally with this AAA rating.



[View 2020 S&P Rating Report](#)
[Read More](#)

Certificate of Achievement for Excellence in Financial Reporting

The City of Victoria is proud to have received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association each year 2007-2018.

This award is the highest form of recognition in the area of government accounting and financial reporting. **Only about 1% of cities under 10,000 in population in the United States receive this award.**



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Annual Budget & Capital Improvement Plan (CIP)

The City of Victoria's budget is a commitment to how best to spend our resources to strengthen and build resiliency for our community. The annual budget process, officially kicks off in June with city council adopting a final budget for the upcoming year in December each year. We welcome and encourage all to participate.

Budget Process

Department directors prepare budget requests that align with the city council's strategic and budget goals. The city manager, along with the finance director, oversee the annual budget process and meet with department directors beginning in May of each year to review budget requests in detail.

[Current Year Budget](#)

City council budget workshops are generally scheduled for:

<input type="radio"/>	June - Preliminary Budget Discussion (current services, budget pressures)	22-Jun-20	Completed	
<input type="radio"/>	July - Preliminary Budget Discussion (Fees & Charges, CARES Act Funds, Trail Fund/Pedestrian Crossings, and Cost Savings & Efficiencies)	27-Jul-20	Completed	
<input type="radio"/>	August - Maximum Tax Levy Discussion	24-Aug-20	Completed	
<input type="radio"/>	September - Preliminary 2021 Tax Levy and General Fund Budget	14-Sep	Completed	
<input type="radio"/>	November - Enterprise Funds, Capital Funds	20-Nov	Scheduled	
<input type="radio"/>	December - Adoption of Final Budget and 5-Year Capital Improvement Plan	20-Dec	Scheduled	



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Local Tax Rate

Cities do not directly set a tax rate. Instead, the tax rate is a function of the city's levy and the total tax base. The only factor that cities directly control is city council setting the city tax levy.

Determining Tax Rates

To determine the local tax rate, the county first determines the total tax capacity that will be used for spreading the levies. The total tax capacity is calculated by first aggregating the tax capacities of all parcels within the city. Several adjustments to this total must be made because not all tax capacity is available for general tax purposes. The result of this calculation produces taxable tax capacity. Taxable tax capacity is used to determine the local tax rates.

Victoria's Tax Rate

In 2020, the city's tax rate decreased slightly to 32.1 percent (32.1%) from 32.4 percent (32.4%) in 2019. This is the result of an increase in taxable market value and the city's fiscal disparities contribution.



Estimated Market Value in Victoria

In 2020, the city's estimated market value increased from \$1.5 million to \$1.7 million, a 13.8 percent (13.8%) increase.

SAMPLE PROPERTY TAX CALCULATION

Consider the following sample property tax calculation on the hypothetical median valued home of \$434,400:



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Financially Sound

The City of Victoria values transparency and openness and works hard to employ best practices related to governance and operations. The city strives to make judicious use of taxpayer dollars and economic resources to achieve and maintain solvency and build resilience for our community. Prudent governance and financial management will help Victoria continue to grow and evolve over time and prosper for years to come.



Historic Victoria, Minn.





2019-2020 Strategic Plan & Key Indicators

Quarterly Financial Reports

Quarterly financial reports (unaudited) are prepared and presented to the city council. The reports highlight trends, and larger variances from the budget.

[Financial Reports Website](#)



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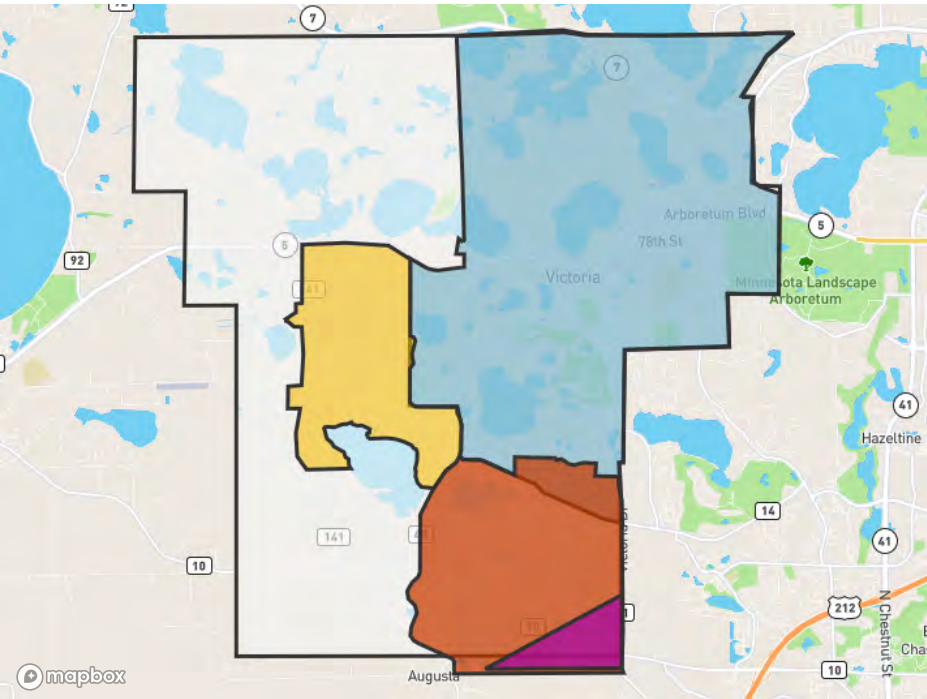
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2040 Comprehensive Plan

The Comprehensive Plan for the City of Victoria confirms a vision for the community that has been carried forward for decades. The plan takes ideas identified in prior plans and establishes a course of action to move those ideas forward. The plan also identifies new directions for growth and charts a path forward to further vet the new ideas and figure out how they might apply as Victoria grows consistent with the community's vision.

2040 Comp. Plan (PDF)



- Small Area Site Plan
- South Growth Area 2040
- West Growth Area 2040
- Victoria, MN
- Ultimate Boundary 2040

Map not to scale. View 2040 Land Use map at <https://www.ci.victoria.mn.us/120/Comprehensive-Plan>





Experience Victoria

As a growing city, Victoria's vibrant downtown has much to offer long-time and newer residents as well as visitors.

Incorporated in 1915, the 2010 US Census placed Victoria's population at 7,345. Today, the city continues to grow at a rapid pace and is projected to reach 10,000 with the 2020 Census. **When fully developed, the city will be the largest community in Carver County** exceeding the population of Chaska, Chanhassen and Waconia.



Stieger Lake Lane, Downtown Victoria

Victoria's [2040 Comprehensive Plan](#)¹² envisions 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. 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.”

Maintaining the city’s unique charm while balancing the creation of new development is a top priority.

As the Minneapolis/Saint Paul metro grows, residential growth occurs farther from the metro core. **Victoria is an attractive place for those spilling out of the cities because of its beautiful natural landscapes, and recreational amenities combined with a vibrant urban-core downtown** with access to a variety of independent shops, eateries, entertainment and recreation. Growth and development will happen with or without the city’s involvement so Victoria plans to mindfully oversee development to mitigate growing pains and preserve its sense of community.

In a 2018 community livability survey, the **natural environment and the economy were the two highest priorities** for Victoria’s residents, making the balance of open space and development a critical planning issue.



Victoria’s well-educated community helps build a strong foundation for economic success.

Nearly 98% of Victoria’s residents have at least obtained a high school education. Additionally, 60% of Victoria’s residents are college educated; for reference, the national average is 29%.

Victoria’s neighboring cities also attract well-educated residents; thereby, making our community an ideal location for corporate offices, medical and professional businesses, retail and other high paying, highly-skilled industries.

Percent College Educated

63%

Victoria, MN

46%

Chaska, MN

65%

Chanhausen, MN

63%

Minnetrista, MN

54%

Carver, MN

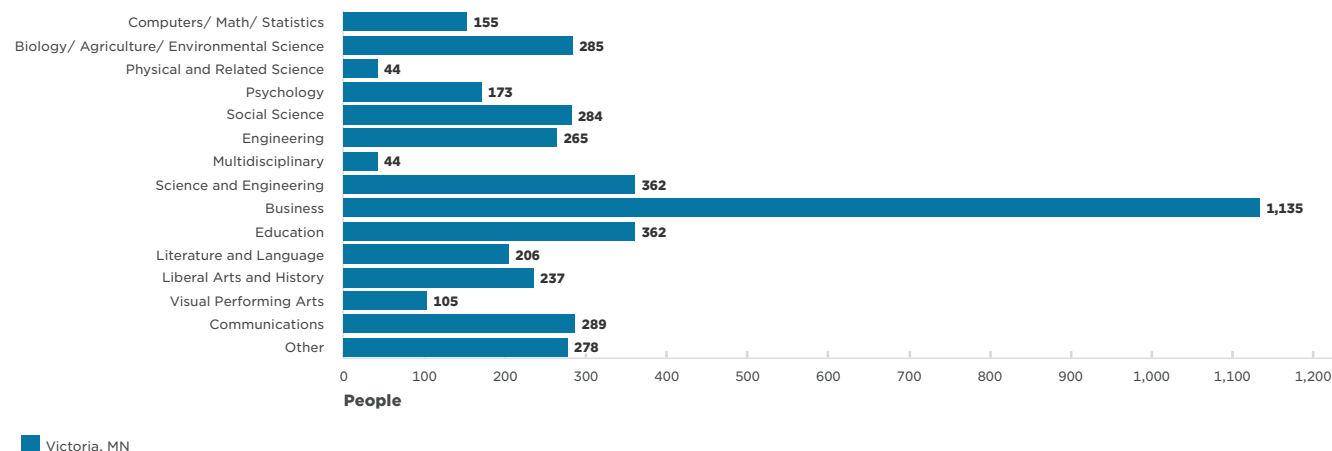
51%

Waconia, MN

Sources: US Census ACS 5-year

Diversity in fields of study is also key to maintaining a healthy and sustainable economy. Attracting diverse employers through high-paying and highly-skilled jobs will contribute to Victoria's vibrant community.

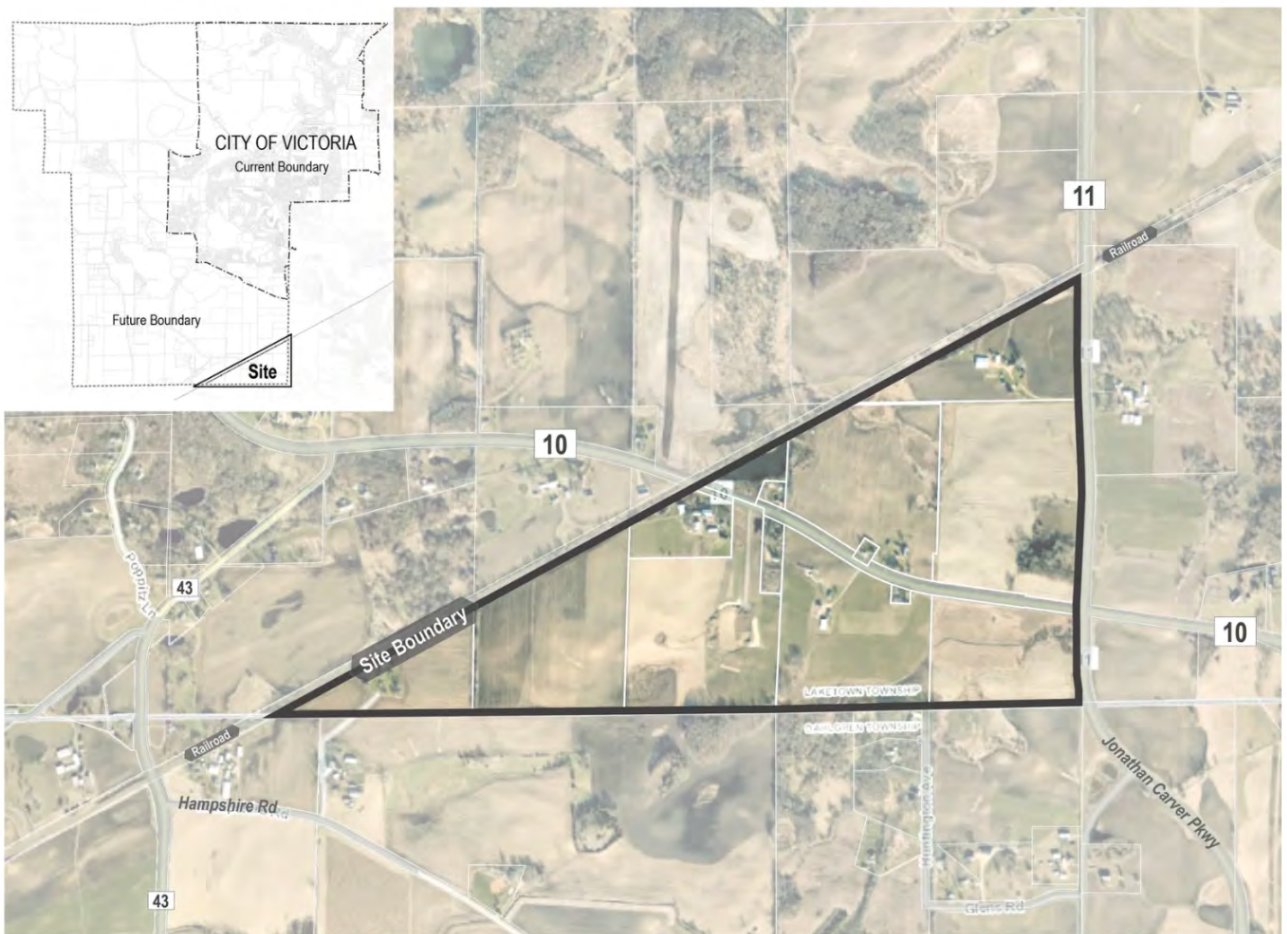
Bachelor's Degrees Received



Sources: US Census ACS 5-year

We're paving the way for our residents to work closer to home.

Current employment opportunities are concentrated in the food and service industries. **The city has identified 300 acres in its south growth area for the community's only large commercial and retail area.** This area is ideally situated along a major east-west corridor (County Road 10), just over 1 mile west of Highway 212, three miles south of Highway 5 and minutes from thousands of homes.




City of Victoria's 300 acres of land guided for commercial and retail in the city's south and west growth area

Daytime Worker Population

The city does have specific growth challenges on its radar. With **nearly 75% of the city's working age population leaving home during the day to earn an income**, residents' commute times are getting longer and there is a greater desire to work closer to where one lives.

 **1,420**
Workers over 16
Daytime Worker Population
Victoria, MN

 **5,291**
People
Population Age 16 and Over with Earnings
Victoria, MN

Sources: CTPP; US Census ACS 5-year



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2019-2020 Strategic Plan & Key Indicators

Victoria Is A Growing Community

As the city continues to grow, it is important for the city to harness community trust and for residents to feel connected. In a [2018 Community Livability Survey](#)², about two-thirds of Victoria's residents rated the sense of community in the city as excellent or good, which was similar to the national benchmark.

The City of Victoria has continued to add population over the last several years. The city's population has increased from just under 4,400 residents in 2000 to nearly 7,400 residents in 2010 and around 9,170 residents in 2017.

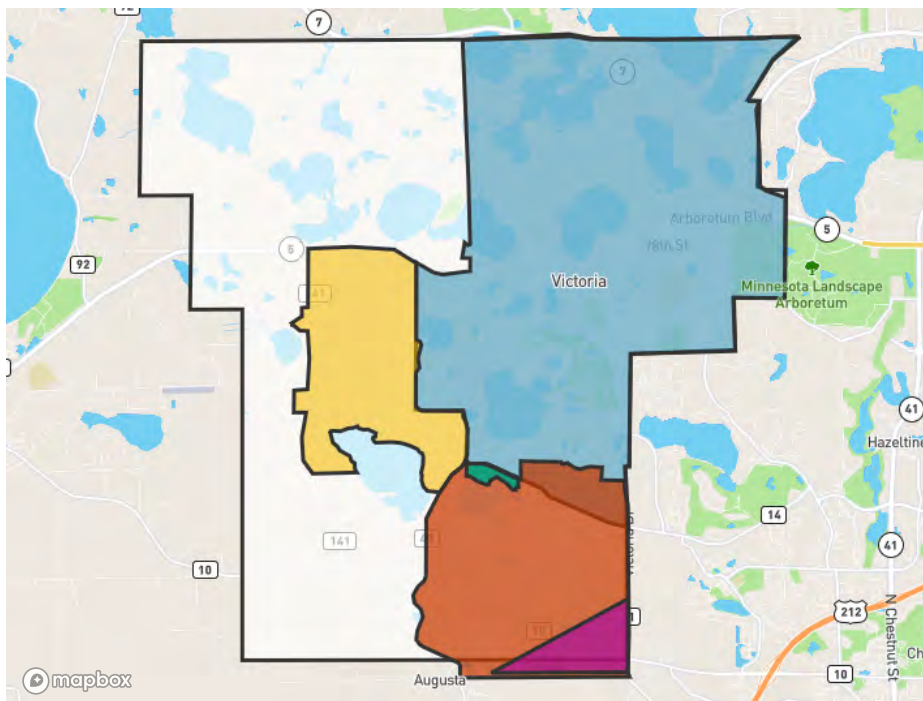
Since 2010, Victoria has gained residents at a faster rate than other communities in the County, and the city's population increased by a total of 27 percent from 2010 to 2017, representing a larger percentage increase than its peer communities, Carver County as a whole, and the Twin Cities metro area.

The continued western expansion of the metro area and the appeal of the schools, neighborhoods, and amenities in Victoria have contributed to our community's recent growth.

You can learn more about Victoria's [population and demographics here](#).

Development Area Overview

The City of Victoria's current focus is growing south and west of the city's current municipal boundary. An orderly annexation agreement is in place with Laketown Township, which allows Victoria to plan for future growth in this area. The area of focus is 300 acres south of Marsh Lake Road along County Road (CR) 11 to CR 10 and then west on CR 10 to CR 43.



© Mapbox © OpenStreetMap

- Small Area Site Plan
- Meatcutters Property
- South Growth Area 2040
- West Growth Area 2040
- Victoria, MN
- Ultimate Boundary 2040

Map not to scale. View 2040 Land Use map at <https://www.ci.victoria.mn.us/120/Comprehensive-Plan>

Site Access

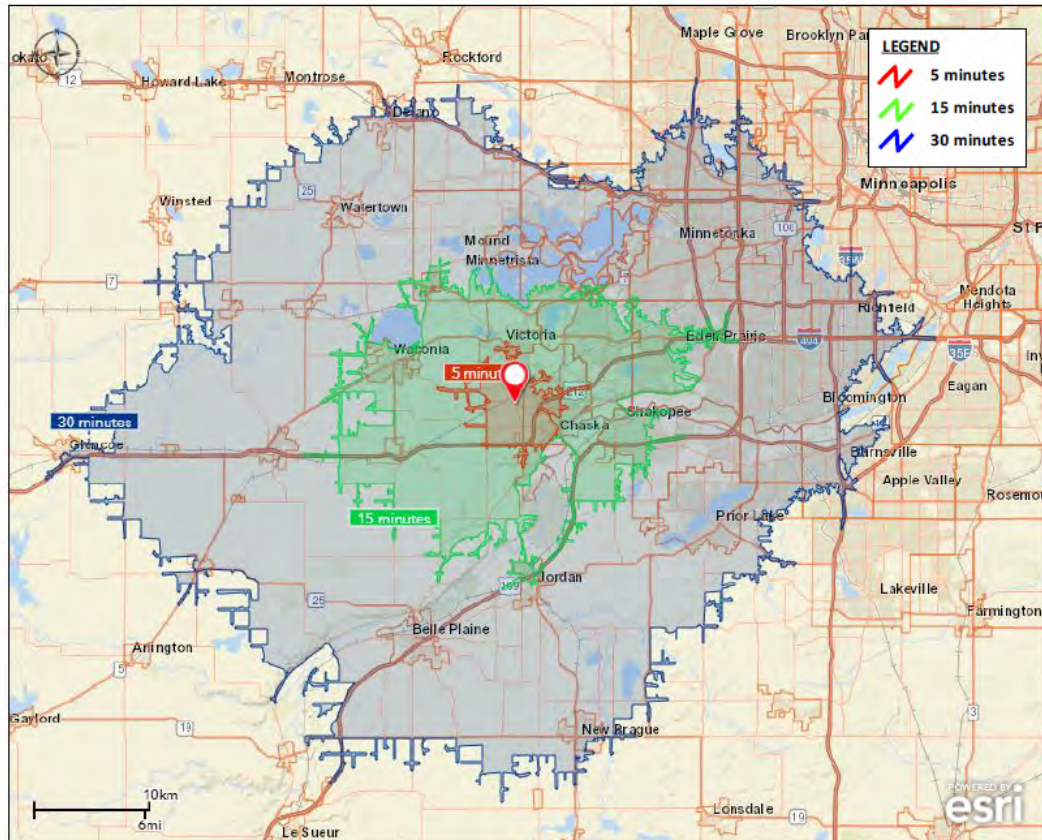
Located in Carver County, Victoria is an outer ring suburb of the Minneapolis-St. Paul metropolitan area. **The development site can be reached within a 30-minute drive from 770,350 people and 310,369 households**, as well as a number of key locations including:

- Minneapolis
- St. Paul
- Twin Cities International Airport

The 30-minute drive to the site reaches as far as Plymouth and Delano to the north, Bloomington to east, New Prague to the south, and Glencoe to the west.

Another 138,812 currently people live within a 15-minute drive to the site. The number of people residing within 15 minutes of the site is expected to continue to grow; a nearly 7% increase is projected in both population and number of households by 2024.

Drive Time Map



Source: Maxfield Research and Consulting Market Analysis - August 2019

Development Goals



Balanced Over Time

Development Goal #1

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



Grounded in Market Realities & Flexible

Development Goal #2

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



Phased Improvements

Development Goal #3

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



Job Creation & Increase the Tax Base

Development Goal #4

Development that results in job creation and land uses that diversify and increase the tax base for the city



Affordable Housing

Development Goal #5

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



Natural Features & Open Space

Development Goal #6

Natural features and open space corridors are integrated with development and connect to the city and region



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