

**WORTHINGTON CITY COUNCIL
SPECIAL MEETING**

**4:00 P.M. - Wednesday, October 11, 2023
City Hall Council Chambers**

A. CALL TO ORDER

B. CITY COUNCIL BUSINESS - COMMUNITY DEVELOPMENT (GRAY)

1. Comprehensive Plan

- a. Phase 1 Engagement Summary Presentation
- b. Review and Discussion of a Draft Vision Statement
- c. Review and Discussion of Five Goals

C. ADJOURNMENT

COMMUNITY DEVELOPMENT MEMO

DATE: OCTOBER 11, 2023

TO: HONORABLE MAYOR AND CITY COUNCIL

SUBJECT: ITEMS REQUIRING CITY COUNCIL ACTION OR REVIEW

1. COMPREHENSIVE PLAN

The attachment "Worthington Vision and Goals Draft" contains the main points we'll be discussing. At the start is a vision statement for the Plan. Following that are 5 goals (Livable, Connected, Active, Welcoming, and Economically Vibrant). These will constitute the overarching goals of the plan which provide the framework for the plan element objectives, implementation steps etc. There is a lot of information on this document – you don't need to look at all of it. Focus on the main goals (found to the right of each header). The key themes, supporting information, informed decision making, and plan element objectives will undergo further review later. For now we want to focus on the main goal statements.

Worthington
Engagement
Summary
PHASE 1

OUR WORTHINGTON 2045 COMPREHENSIVE PLAN UPDATE

PHASE 1 ENGAGEMENT SUMMARY (MAY - AUGUST 2023)

WHAT IS A COMPREHENSIVE PLAN?

A Comprehensive Plan is a visioning document that outlines what the city wants to look like in twenty years. It utilizes existing conditions to understand current issues and opportunities, sets goals for the city to achieve by 2045, and outlines specific actions that can be taken to reach our goals.

Over the next 20 years, this plan will be regularly used as a reference by all of Worthington to see how far we have come and what opportunities may come next.

COMMUNITY INPUT IS IMPORTANT:

Community feedback will shape the goals and priorities for the community. This information will be used by the City Council, city staff, and other partners to make decisions for the next ten to twenty years! The following pages share a summary of community input received, including pop-up events, an open house and an online survey.



WHAT ENGAGEMENT OCCURRED?



Pop up Engagement

Wind Surfing Regetta
International Festival
Night to Unite
County Fair



Open House Event

July 25 (5 - 7 p.m.)
JBS Field House



Online Community Survey

July 14 - August 12
260+ responses
1550+ ideas shared!



WHAT WERE THE COMMON THEMES OF COMMUNITY FEEDBACK?

- Community members have a **strong connection** to local **natural spaces and outdoor activities**. These include the park system, trail network, athletic fields, and Lake Okabena.
- Pride in their unique community **identity, welcoming atmosphere, and sense of place**.
- There is a need for both **rental housing** and **"starter" homes** in Worthington. This scarcity drives up prices for these housing types.
- Value their **neighborhood's character** and **local amenities**, including recreation.
- Most Worthington residents use a car to get where they are going. Many desire **increased bicycle connectivity** to get around town (both bike lanes and trails).
- Worthington residents prioritize **assisting local businesses** over other economic development goals.

PHASE 1 ENGAGEMENT SUMMARY

IN-PERSON ENGAGEMENT EVENTS (JUNE - AUGUST 2023)

Community input plays an important role in shaping the goals and vision that will guide the process to update the City of Worthington's Comprehensive Plan for 2045.

The project team worked to engage residents in meaningful ways, including pop-up events at community festivities, a public meeting for the 2045 Comprehensive Plan and a robust online community survey.



Engagement Events in Worthington

Windsurfing Regatta June 9-10 Sailboard Beach	International Festival July 14-15 Worthington	Public Meeting July 25 JBS Field House	Night to Unite July 28 JBS Field House	Nobles County Fair August 4 County Fairgrounds
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What is your vision for the future of Worthington?



Help us write a vision statement for Worthington by filling in the blank below:

In 2045, Worthington will be a community that is known for our

Vibrant Diversity Throughout Wgtn
(adjective - descriptive word) (noun - attribute, activity, location)

Worthington will celebrate the youth
(noun)

What should Worthington invest in?

At in-person engagement events we asked residents to identify where they would like to see the city focus on investments. The larger the circle, the more investment identified by the community.



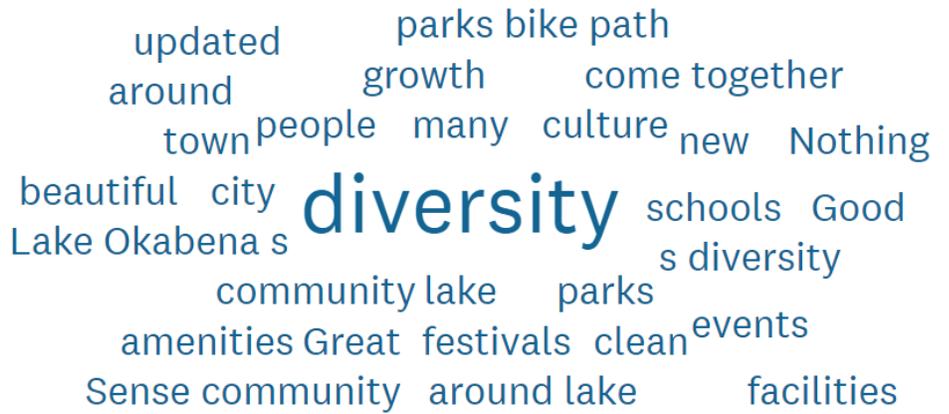
PHASE 1 ENGAGEMENT SUMMARY

COMMUNITY SURVEY SUMMARY (JULY 14 - AUGUST 12, 2023)

VISION AND GOALS

What is one thing that Worthington should be proud of?

*word clouds show the most frequent answers.



What is one issue or concern for the future of Worthington?

*word clouds show the most frequent answers.



What should be the City of Worthington's top priorities over the next 20 years?

*Top five responses shown

1	Housing - 63%
2	Economic Development - 60%
3	Retail Opportunities - 55%
4	Entertainment Options - 54%
5	Local Business - 52%

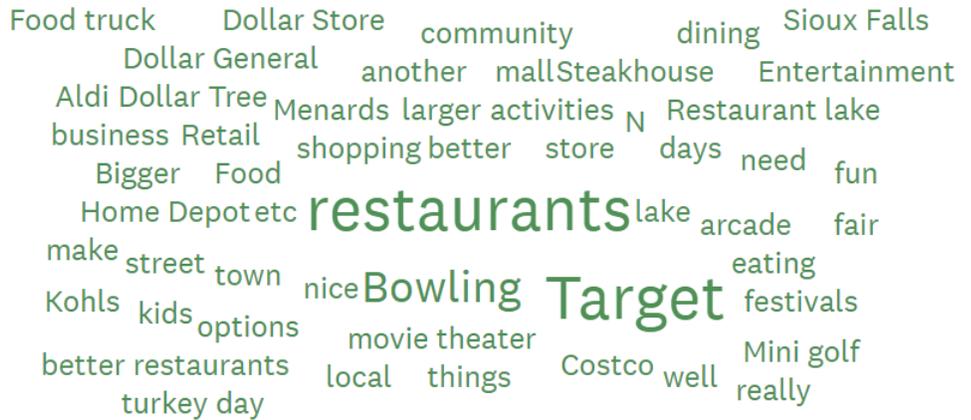


PHASE 1 ENGAGEMENT SUMMARY

COMMUNITY SURVEY SUMMARY (JULY 14 - AUGUST 12, 2023)

VISION AND GOALS

What is one business, event, recreational opportunity or amenity have you enjoyed in another community that you wish was in Worthington?



HOUSING & LAND USE

Please rate your level of support for the following development

- Vacant land
- Redevelop existing properties
- Expand city limits
- No new growth

Please rate your level of support for:	STRONGLY SUPPORT	SUPPORT	NEUTRAL	OPPOSE	VERY STRONGLY OPPOSE
Development of vacant or undeveloped property within the city:	29%	37%	30%	3%	1%
Redevelopment of existing properties within the city:	36%	41%	19%	2%	2%
Expanding city limits to allow new development areas:	35%	32%	22%	7%	4%
No new growth in Worthington:	10%	5%	12%	18%	56%

How should new development be prioritized?

- Large residential
- Medium residential
- Small residential
- Duplexes or townhomes
- Apartments
- Senior housing
- Accessory units

How should the following land uses be prioritized for new development?	NEED MUCH MORE	NEED A LITTLE MORE	STAY THE SAME	NEED A LITTLE LESS	NEED A LOT LESS
Large lot residential? (one home per lot) (1 acre or more)	7%	25%	39%	19%	10%
Medium lot residential? (one home per lot) (1/4 to 1 acre)	16%	38%	39%	5%	3%
Small lot residential? (one home per lot) (1/4 acre or less)	15%	37%	29%	11%	8%
Middle density housing? (duplexes, townhomes, condos, fourplexes)	22%	38%	31%	7%	3%
Higher density housing? (apartments)	25%	37%	26%	8%	5%
Senior housing?	17%	42%	37%	4%	2%
Accessory dwelling units? (mother-in-law apartments, granny flats)	10%	31%	40%	11%	9%



PHASE 1 ENGAGEMENT SUMMARY

COMMUNITY SURVEY SUMMARY (JULY 14 - AUGUST 12, 2023)

HOUSING & LAND USE

How satisfied are you with the housing available within Worthington?

How satisfied are you with the housing available in Worthington?	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED
Cost/affordability	2%	7%	27%	43%	22%
Availability	0%	5%	27%	41%	25%
Location	2%	15%	56%	18%	9%
Housing types	0%	14%	50%	27%	9%
Quality	0%	11%	38%	37%	14%
Housing Overall	0%	10%	29%	47%	14%

What amenities do you look for when choosing housing?

*Top five responses shown

- 1 Neighborhood 81%**
(character & amenities)
- 2 Near parks/open spaces - 46%**
- 3 Accessible housing - 44%**
- 4 Access to technology - 42%**
- 5 Walkable/bikeable - 40%**

TRANSPORTATION

How do you access the following locations in Worthington?

- Work or school
- Grocery store
- Other retail
- Recreation

How do you access following locations?	CAR ALONE	CARPOOL	WALK	BICYCLE	TRANSIT (SCHOOL BUS)	RIDE SHARE OR TAXI
Work or school	94%	8%	17%	10%	9%	3%
Grocery store	95%	5%	8%	5%	3%	4%
Other retail	95%	8%	14%	7%	2%	3%
Recreation	88%	11%	36%	23%	3%	3%



PHASE 1 ENGAGEMENT SUMMARY

COMMUNITY SURVEY SUMMARY (JULY 14 - AUGUST 12, 2023)

TRANSPORTATION

Survey responses showed that driving a personal vehicle was the most common and most desired mode of travel in Worthington. Additional comments highlighted opportunities to improve walking and biking in Worthington.

"Bicycle trails are not consistent. Many roads that do not have sidewalks."

"All barriers are experienced during winter. Carpooling can be difficult due to increase in time travel. Walking is not ideal due to low temperatures. Taxis may take hours before you are able to receive a service."

"Biking is not much of an option as everything is so far apart. Need better biking paths."

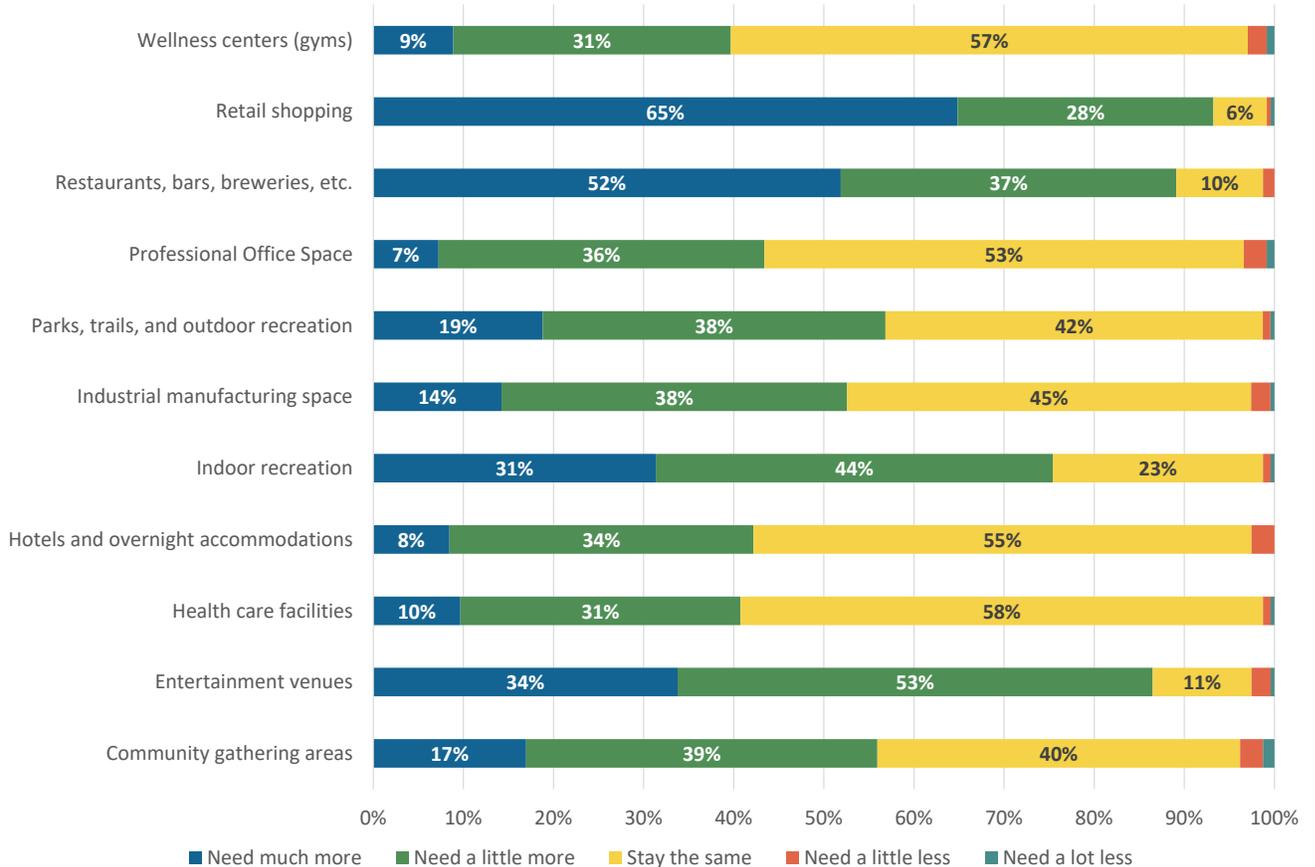
"It would be nice to have more travel available within the city by bicycle"

"I would like to see better walking options through the city."

"We need a network of walking and biking infrastructure that connects retail, recreation, and employment places."

ECONOMIC DEVELOPMENT

How would you describe the **NEED** for the following businesses, recreational opportunities, and services in Worthington?

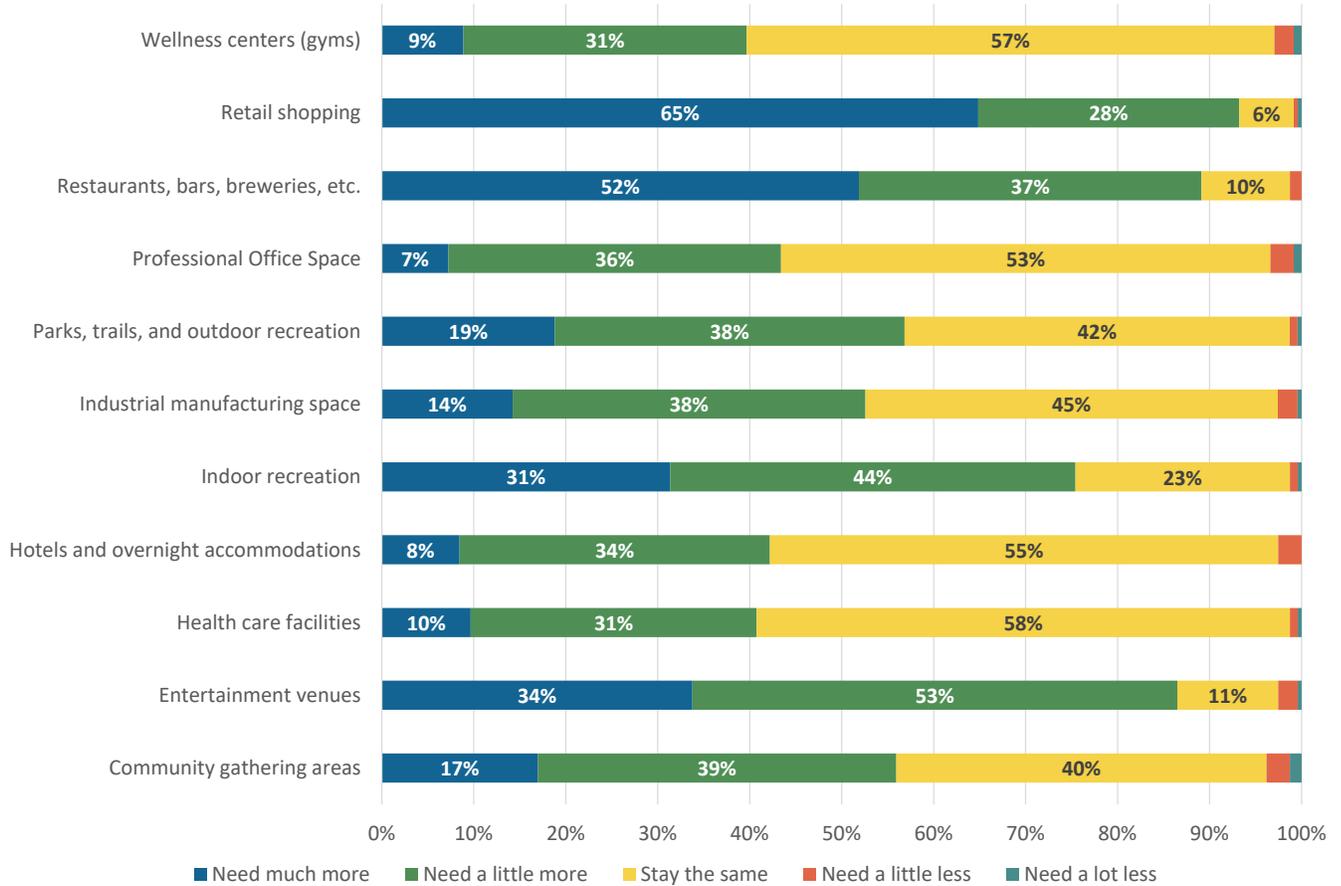


PHASE 1 ENGAGEMENT SUMMARY

COMMUNITY SURVEY SUMMARY (JULY 14 - AUGUST 12, 2023)

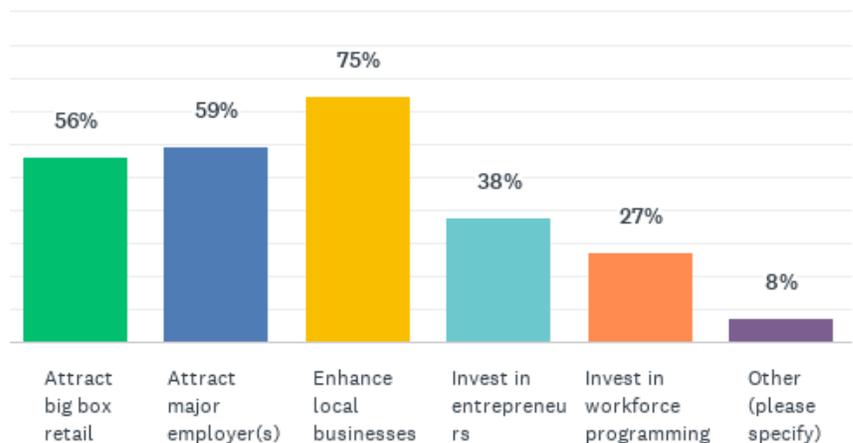
ECONOMIC DEVELOPMENT

How would you describe the *QUALITY* of the following businesses, recreational opportunities, and services in Worthington?



What should Worthington's economic development goals be?

- Attract big box retail
- Attract major employer(s)
- Enhance local businesses
- Invest in entrepreneurs
- Invest in workforce
- Other



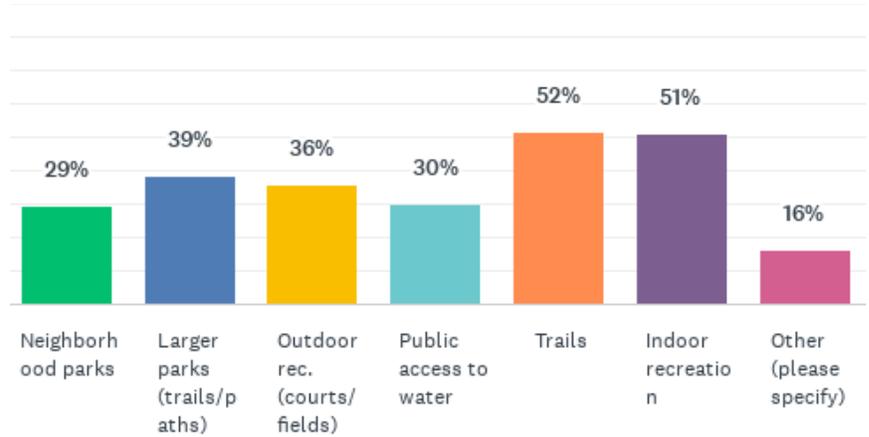
PHASE 1 ENGAGEMENT SUMMARY

COMMUNITY SURVEY SUMMARY (JULY 14 - AUGUST 12, 2023)

RECREATION

Which of the following recreation opportunities should there be more of within Worthington?

- Neighborhood parks
- Larger parks (trails/paths)
- Enhance local businesses
- Outdoor recreation (courts/ fields)
- Public access to water
- Trails
- Indoor recreation
- Other



OTHER IDEAS

Do you have any additional thoughts or comments about the future of Worthington?

*word clouds show the most frequent answers.



Vision Statement Examples

WORTHINGTON'S CURRENT VISION STATEMENT

Worthington aspires to be the best place in the region by providing a desirable environment to live, work and play for all people. Worthington seeks to offer the most complete array of housing, jobs, shopping, health care, religious and recreation opportunities that provide an excellent quality of life. Worthington works to be the best place to do business. Retaining existing businesses and attracting new businesses are keys to achieving this objective. Encouraging personal responsibility and respect for others in all areas of community life builds community spirit and pride and forms long lasting bonds to Worthington. All decisions and actions should be measured against the desire to make Worthington a better place. People will choose to stay in Worthington for the many reasons that make it complete.

This statement describes the vision for the future of Worthington. The City of Worthington has created and adopted this Comprehensive Plan as a means for realizing this vision.

-Worthington Comprehensive Plan, 2004

EXAMPLE VISION STATEMENTS FROM OTHER COMMUNITIES

FARIBAULT, MN: COMPREHENSIVE PLAN

Faribault is one of America's best small communities! A place where all people find opportunities to succeed, grow, and prosper. We celebrate our unique strengths in education, business, industry, medical, nature, recreation, leisure, and the arts – and we are proud of our historic downtown and iconic institutions. As a community, we embrace the future and plan for positive change through our commitment to innovation and excellence, making Faribault an outstanding place to live, work, grow, invest, and visit!

WINDOM, MN: COMPREHENSIVE PLAN

Overarching Vision

1. Recognize that growth happens over time, and that all neighborhoods are on a continuum of improvement. City policies and regulations need to be flexible to allow for change and growth.
2. Incorporate Health in all policies into City planning and land use decisions.
3. Encourage new development without large expenditures for infrastructure (infill projects).
4. Enhance, Market, Promote – incorporate into all City planning.

CITY OF FARGO, ND: GO 2030

In 2030 Fargo will be a vibrant and sustainable city with a high quality of life, robust economy, and welcoming community atmosphere.

Vision Statement Examples

CITY OF DULUTH, MN: IMAGINE DULUTH

- Imagine a city of vibrant, people-centered neighborhoods – connected by good streets, convenient bus routes, and safe bike lanes – from Fond-du-Lac to the Lester River, up and down the hillside.
- Imagine neighborhood places where people can gather to build community. Local places you can go to shop, garden, play with the kids in a park, or simply enjoy time with friends. Imagine walking to a local coffee shop, a pub, or playground, biking across town to the lakeshore, or taking a bus to work or to a local trail to enjoy a ski, take a walk, or run.
- Imagine hundreds of new college graduates connected to local jobs, able to make Duluth their home and raise their families. Imagine Duluth as a city where housing is affordable, safe, and available to people of all incomes across all neighborhoods.
- Imagine a thriving economy with products produced by local businesses, connected to the rest of the country and the world through modern, efficient air, water, and rail transportation.
- Imagine Duluth known throughout the state and across the country as a sustainable, prosperous, innovative, and green city, recognized for its thriving urban gardens and locally grown food.
- Imagine Duluth's brand as the go-to destination place to enjoy a weekend or week, exploring well-maintained parks and trails, or simply relaxing in the ambience of its history and locally grown culture and talent.
- Imagine a city that balances economic growth with its ecology, history, and culture – whose starting values are that no neighborhood is disposable, cities should serve people, and green space has intrinsic value. Imagine a more connected, more resilient, more accessible, more sustainable, fairer, and healthier Duluth.
- Imagine Duluth 2035.

Vision Statement Examples

CITY OF DES MOINES, IA: PLANDSM

In 2040, Des Moines will have...

- Vibrant, healthy, and walkable neighborhoods with a mixture of housing, recreational opportunities, public spaces, schools, and mixed-use commercial centers.
- Housing that offers a diversity of choices in housing styles and affordability that meets the needs of residents throughout their lives.
- A complete transportation system providing safe and efficient infrastructure for walking, bicycling, mass transit, and automobiles.
- A resilient economy with a robust job environment and the provision of necessary land and infrastructure for business development.
- Protected natural resources and sensitive ecosystems, and clean air and water.
- Enhanced opportunities for urban agriculture.
- Compassion and inclusion for the physically, intellectually, and economically disadvantaged through programs to ensure accessibility to City services and facilities that are available to the public.
- Sustainable governance recognizing that policies and decisions have environmental, social, and economic impacts on the overall quality of life.
- A vibrant and creative cultural and recreational environment that inspires us as a community, educates us, promotes health and wellness, and is available for all residents.
- A strong and supporting environment for global residents from all heritages.
- Investment in the youth of the City to ensure equal opportunities for education and job training.

Worthington
Vision and Goals
DRAFT



WORTHINGTON COMPREHENSIVE PLAN

VISION STATEMENT

The City of Worthington is a thriving regional destination in Southwest Minnesota for all people to live, work, invest, and play. Our neighborhoods are welcoming, accessible, and safe, and offer a range of living options for families of all types. Worthington's businesses, workforce, and economy make us innovative and prosperous. Our community and greater southwestern Minnesota can readily access and enjoy our local services, city parks, Lake Okabena, trail systems, and recreational facilities. Worthington is a place where all can come together to actively shape our community's unique identity, culture, and sense of place.

In 2045, our Worthington will be **LIVABLE, CONNECTED, ACTIVE, WELCOMING,** and **ECONOMICALLY VIBRANT.**

GOALS AND OBJECTIVES

The following goal areas are intended to be overarching and representative of the specific feedback gathered to date. The goal areas are organized into the five themes of livable, connected, active, welcoming and economically vibrant, each defined to support the overall needs of the community. A list of objectives supports each goal area, aligning each of the plan's elements with the goal statement.



LIVABLE

Worthington is a livable and affordable community for everyone to call home. Our land use policies and ordinances cultivate high-quality and diverse living choices. Our utilities connections, city services, and development standards are strategically directed to facilitate appropriate growth. Our local businesses provide a range of job choices and provide living wage.

KEY THEMES

Housing	Residents of all incomes and family structures have a diverse range of housing options to choose from.
Services	The community values the services provided by the city, county, and other entities and wants to keep them thriving and accessible to all.
Workforce	Residents of different skill sets and specializations can find work at wages which allow them to prosper.

SUPPORTING INFORMATION

- 
Community Input
 Discussions with community members and the community survey indicated that the costs of both homeownership and renting are a challenge.
- 
Critical Implementation Strategies
To be determined
- 
Plan Element Key to Success
To be determined

INFORMED
DECISION MAKING

Consider the connection between housing ordinances, land use, the market rate of housing stock, and what qualifies as “affordable” for local wage-earners. For example, land use and development policies and regulations should be analyzed and updated to ensure that they allow and encourage the development of diverse housing options in locations throughout the community.



LIVABLE: Plan Element Objectives

Housing:	Support the development of policies and tools that increase the availability of affordable housing. Explore tools and resources that provide housing education to support community members in making housing decisions.
Land Use:	Intentionally make land use decisions which positively impact affordability and employment growth.
Transportation:	Direct housing to locations in proximity to employment, education, and other destinations. For example, allowing residents to live within walking distance of their place of work is more affordable for residents.
Recreation:	Maintain and expand Worthington’s recreational facilities, events, and activities, particularly those which are free or low-cost.
Public Buildings:	Ensure connections to public buildings and their related services are accessible, affordable, and relevant for all residents.
Utilities:	Use provision of utilities as a growth management mechanism, directing development to areas which support the extension of utilities in a fiscally responsible manner.
Economic Development:	Support the types of employment which yield wages high enough to live and thrive in the community.

CONNECTED

Worthington’s residents can connect to the destinations and services they need for daily life. Our transportation system meets the needs of all modes (walking, mobile assistance device, bicycle, bus, and personal vehicle) and is designed for all residents, regardless of age, income, or ability. All residents can reliably connect to Worthington’s public buildings, recreational facilities, public events, and services needed to support a high quality of life.

KEY THEMES

Maintenance	Worthington’s sidewalks, trails, bike lanes, and streets should be continually maintained and preserved to a high standard.
Active Transportation	Worthington should consider opportunities to expand the existing sidewalk, trail, and bicycle lane network.
Connection	Sidewalks, bicycle lanes, and trails should connect to desirable destinations.
Transit	Public transit should provide consistent, reliable, and affordable service to Worthington’s many desirable destinations.

SUPPORTING INFORMATION



Community Input

Through community engagement and the Community Survey, maintaining the existing multimodal transportation system was identified as a high priority. There was also a desire for expanded multimodal options.



Critical Implementation Strategies

To be determined



Plan Element Key to Success

To be determined

INFORMED DECISION MAKING

Prioritize improving and accommodating the movement of pedestrians, bicycles, buses, and other transportation options where practicable. This is most often conducted when developing transportation plans, transit service plans, and improving transportation infrastructure.



CONNECTED: Plan Element Objectives

Housing:	Housing should be located in areas where residents can access amenities. People should be able to live in reasonable proximity to areas of employment, education, and daily needs.
Land Use:	Land use decisions should be made with all abilities in mind while prioritizing density and mixed uses, both of which positively impact accessibility.
Transportation:	Support decisions that build a transportation system designed for all users regardless of age, income, or ability, including those who do not have ready and reliable access to a personal vehicle.
Recreation:	Support recreational facilities, festivals, and events should be accessible for all residents, and are responsive to the changing needs and desires of the community
Public Buildings:	Public buildings and connecting infrastructure should be in compliance with the Americans with Disabilities Act (ADA). Public buildings should be open during standard operating hours, and materials should be available to resident who speak languages other than English.
Utilities:	Maintain accessible and dependable public utilities, including power, water, and sanitary sewer.
Economic Development:	Support employment opportunities and tools that provide fair access to economic development opportunities for all, including financing mechanisms and entrepreneurship resources.

ACTIVE

Worthington is a community that provides ample opportunities to be socially and physically active year-round. Whether participating in team sports, enjoying a playground, cooling off in Lake Okabena, gathering with friends at the pavilion, or using the trail system, Worthington offers opportunities for everyone to be active and support a healthy lifestyle. Worthington continues to provide many community festivals, events, and public gathering activities while supporting private recreational opportunities.

KEY THEMES

Field Sports	Desires for additional recreation facilities, including fields sports such as soccer.
Year-Round Needs	Need for "all weather" facilities which can be utilized all year, especially during winter months. The JBS Field House and the YMCA are valuable resources but can become crowded and insufficient for community needs.
Cost	Need for a range of free or low-cost events and activities throughout the year, including Lake Okabena, playgrounds, splash pads, parks, and trails.
Events & Festivals	Need for public events and festivals such as the Worthington International Festival, King Turkey Day, and the Windsurfing Regatta and Music Festival.

SUPPORTING INFORMATION

Community Input
 In the Community Survey and public engagement events, expanding the range of field sports was identified as a need.

Critical Implementation Strategies
 *To be determined*

Plan Element Key to Success
 *To be determined*

INFORMED DECISION MAKING

Continue to seek opportunities to improve and expand upon the range of recreational and sports opportunities. Opportunities include programming of activities, such as community events oriented around Lake Okabena and local/regional sporting events, as well as construction of new and expanded facilities infrastructure.



ACTIVE: Plan Element Objectives

Housing:	Support the development of denser, more walkable housing with adequate walking distances to recreational amenities.
Land Use:	Support the continued expansion of the quantity of maintained recreational and open spaces citywide. Emphasis should be placed on providing recreational amenities to areas which are currently without or that respond to changing needs. Land use decisions will support both public and private active living opportunities.
Transportation:	Support multimodal connections (sidewalks, trails, bike lanes, etc.) between recreational spaces and residences, schools, and other common destinations, including other recreational spaces.
Recreation:	Support decision making to advance overall community desires, including the desire for expanded public activities, recreational spaces, and sports facilities.
Public Buildings:	Maintain buildings with public recreational and activity components that are accessible to all, regardless of age or ability. Public recreational facilities should include consideration to the needs of older adults and those with limited mobility.
Utilities:	Provides adequate utilities at public events and recreational facilities. This includes sufficient power, water, sanitary sewer, and emergency services to accommodate large events and associated crowds.
Economic Development:	Continue partnerships with private business and the local/regional economic development agencies to host and sponsor recreational facilities and public events and festivals such as the Worthington International Festival, King Turkey Day, and the Windsurfing Regatta and Music Festival.

WELCOMING

Worthington celebrates its diverse culture, people, places, and economy. Our community is safe and welcoming, and draws from a range of heritages, cuisines, music, and traditions of our community today and tomorrow. We strive to create a community that provides everyone with an equal opportunity to thrive.

KEY THEMES

City Services

City regulations, communications, and amenities are designed with Worthington’s full community in mind.

Cultural Resources

Public events, festivals, public art, and traditions recognize and celebrate our diverse backgrounds.

Opportunity

Opportunities for education, employment, entrepreneurship, and aid are extended equally to all residents.

INFORMED
DECISION MAKING

Continue to act as a welcoming community that provides a variety of opportunities for people from all backgrounds. Community members feel safe and welcomed in Worthington.

SUPPORTING INFORMATION



Community Input

Public engagement identified Worthington’s sense of welcoming to people of diverse backgrounds as one of its primary strengths and opportunities.



Critical Implementation Strategies

To be determined



Plan Element Key to Success

To be determined



WELCOMING: Plan Element Objectives

Housing:	Support the development of policies and tools that increase the availability of affordable housing which reflects a range of family styles and needs.
Land Use:	Incorporate equity and inclusion into land use decision making, thereby creating opportunities for all to connect and thrive.
Transportation:	Design the transportation system with our diverse community in mind. Residents have a range of travel choices to carry out their daily needs.
Recreation:	Maintain a variety of recreational offerings and amenities that are responsive to changing needs.
Public Buildings:	Support access to public buildings and services that meet the needs of community members, and consider access that aligns with the needs of various cultures (i.e., time of day, amount of space, etc.)
Utilities:	Maintain a system of infrastructure and services that are available and accessible to all.
Economic Development:	Support a economic climate that reflects the community's needs.

ECONOMICALLY VIBRANT

Worthington’s economy is a regional leader, driven by a diverse and dynamic mix of business, employment, and workforce development opportunities. Our primary and secondary educational institutions, and a range of adult education opportunities, prepare residents for productive and prosperous working lives. Worthington cultivates an environment where workers and industries can grow, learn, and collaborate.

KEY THEMES

Education & Workforce Development	Worthington’s primary and secondary educational institutions prepare students with “life-ready” skills. Adults can continue to grow their skills with a range of continuing education, nontraditional learning, and apprenticeship opportunities.
Local Businesses	Local entrepreneurs are provided with a range of equal opportunities to grow and thrive.
Shopping Options	Worthington provides an exciting mix of local retail, restaurants, and consumer goods options.

SUPPORTING INFORMATION



Community Input

Public engagement identified Worthington’s economy, business mix, retail options, and support for local businesses as primary priorities.



Critical Implementation Strategies

To be determined



Plan Element Key to Success

To be determined

INFORMED DECISION MAKING

Continue to invest in education and workforce development. Worthington should continue to cultivate an environment where small businesses can start, incubate, and respond to consumer demand.



ECONOMICALLY VIBRANT: Plan Element Objectives

Housing:	Support the development of policies and tools that allow residents to perform appropriate entrepreneurial activities from home.
Land Use:	Support land use decisions that allow entrepreneurial and educational activities to take place in appropriate areas.
Transportation:	Create a transportation network that accommodates diverse business activities, including the movements of large freight.
Recreation:	Connect recreational offerings, destinations and activities to local businesses.
Public Buildings:	Provide public building spaces to support economic development and entrepreneurial services support.
Utilities:	Thoughtfully plan for the extension of city utilities to support business expansion.
Economic Development:	Support decision making that allows for economic growth in a manner that supports existing industries, while identifying opportunities for expansion to diversify the working environment.