

Community Committee Meeting 9

April 8, 2026



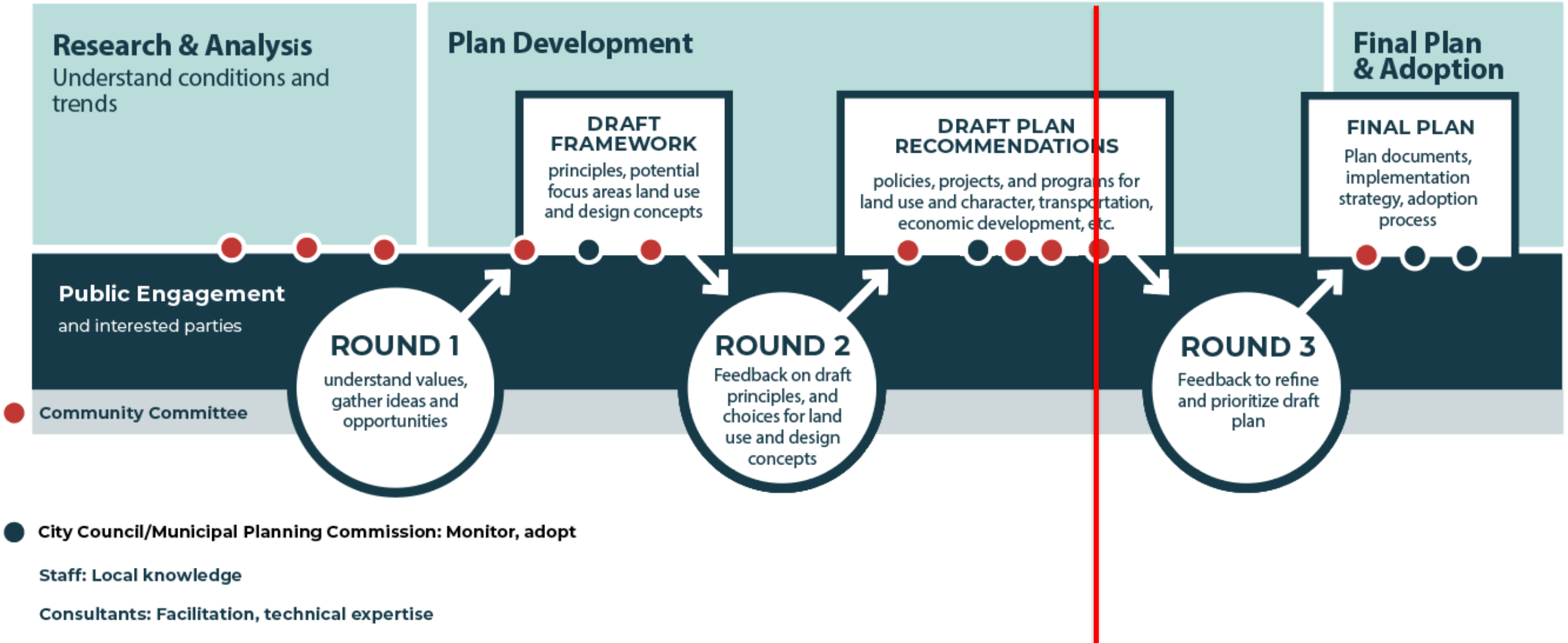
Agenda

1. Process Update
2. Housing and Neighborhoods
3. Environment and Resiliency
4. Economic Vitality
5. Preview Approach to Round 3 Public Input

As we review, consider: Are you comfortable sharing and obtaining feedback on the plan's draft recommendations?

Process Update

Process



- **Community Committee**
- **City Council/Municipal Planning Commission: Monitor, adopt**
- **Staff: Local knowledge**
- **Consultants: Facilitation, technical expertise**

Schedule

- **May 6:** Committee meeting 10 (may be virtual)
 - Prepare for Round 3 public input
- **May 13-June 3:** Public Input Round 3
- **June 17:** Committee meeting 11
 - Review public comments and draft plan
 - Implementation strategy
- **July 7:** City Council & MPC Joint Work Session
- **July 23:** MPC Adoption
- **September:** City Council Adoption hearings

Plan Structure

VISION WORTHINGTON

Principles

Land Use and Character

Mobility and Connectivity

Housing and Neighborhoods

Economic Vitality

Environment and Resiliency

- Strategic Priorities
 - Actions
 - Toolkit

Opportunity Areas

Implementation

15 Strategic Priorities

1. Comprehensive Zoning & Development Code Reform
 2. Catalyze and Strategically Support Mixed-Use Redevelopment
 3. Enable Incremental and Coordinated Mixed-Use Redevelopment
 4. **Support Neighborhood Character and Support Reinvestment in Existing Housing**
 5. **Expand Housing Options in Context-Appropriate Locations**
 6. Adopt and Implement the Updated Thoroughfare & Safety Framework
 7. Advance Active Transportation as a Core Network
 8. Prioritize and Plan Corridor-Specific Complete Streets Studies
 9. Coordinate and Advocate for Transit Improvements
 10. **Support great places and spaces that people want to live, work, shop, and eat**
 11. **Target industries that support Central Ohio's development focus and the context of Worthington's opportunity areas**
 12. **Ensure Worthington proactively strengthens its economic development capacity**
 13. **Establish clear policies and procedures for the use of incentives and other economic development tools**
 14. **Lead by Example in Environmental Stewardship and Resilience**
 15. **Update the Parks & Recreation Master Plan**
- Land Use and Character**
- Housing and Neighborhoods**
- Mobility and Connectivity**
- Economic Vitality**
- Environment and Resilience**

Land Use and Character

1: Comprehensive Zoning & Development Code Reform

2: Catalyze and Strategically Support Mixed-Use Redevelopment

3: Enable Incremental and Coordinated Mixed-Use Redevelopment

Rush Run Mixed Use

Employment-oriented mixed-use areas along High Street or Route 161 where Rush Run creates an opportunity to integrate ecological amenity, active transportation, and coordinated campus-scale development. These areas accommodate office uses as primary drivers, with residential and limited retail integrated into a live-work environment. Larger parcel sizes support coordinated redevelopment rather than lot-by-lot infill.

Land Uses

Primary	Secondary
Office	Mixed Use/Commercial
Residential	Civic/Institutional

Housing Types

Multi-family and mixed use buildings

Form Attributes

BUILDING FORM

Height	Setback
2-4 stories	Varies

TRANSPORTATION

Primary Modes	Secondary Modes
Walk, Bike, Transit	Automobile

Streets

Streets should promote a walkable and bikeable setting with short block lengths, wide sidewalks, and street trees.

Parking

Shared surface parking behind or to the side of buildings

Example Character



Housing and Neighborhoods

4: Support Neighborhood Character and Reinvestment in Existing Housing

Why: Worthington's established neighborhoods are a defining community asset. Supporting their character while allowing thoughtful reinvestment ensures long-term stability, housing quality, and opportunities for residents to remain in the community.

- 1. Refine compatibility standards for infill housing or additions in the Zoning Ordinance update.**
- 2. Provide housing repair support for qualified homeowners.**

5: Expand Housing Options in Context-Appropriate Locations

Why: A broader range of housing types supports young adults, families, empty nesters, and long-time residents at different life stages. **1,300** new housing units across various types should be introduced in locations that align with the Future Land Use and Character Map, infrastructure capacity, and community expectations for scale and design.

- 1. Focus higher-intensity housing in the opportunity areas.**
- 2. Enable small-scale housing types and ADUs within the rewrite of the Planning and Zoning Code.**
- 3. Monitor housing conditions and trends.**
- 4. Evaluate and refine the Workforce Housing Tax Abatement Program.**

Environment and Resiliency

14: Lead by Example in Environmental Stewardship and Resilience

Why: The City can lead by example, demonstrating environmental stewardship and resilience through its own capital projects, development standards, and operational decisions.

- 1. Strengthen environmental protection standards.**
- 2. Integrate green infrastructure into projects.**
- 3. Adopt standards and incentives to preserve tree canopy.**
- 4. Embed resilience into capital planning.**

15: Update the Parks and Recreation Master Plan

- A community visioning process to prioritize improvements and investments.
- Facilities and improvements at existing parks, with a focus on quality, usability, and long-term maintenance feasibility.
- Partnership opportunities with schools, nonprofits, and private entities.
- Awareness of budget constraints and lifecycle cost implications.
- A survey and benchmarking of amenities in peer communities.
- Integration of parks, trails, and civic spaces with Opportunity Area redevelopment strategies.

Economic Vitality

Economic Vitality: Findings

Connection to Vision Worthington



Worthington's economy is balanced and resilient.

Project Approach

- **Primary research including interviews in March and April of 2025 with economic development partners, real estate experts, and discussion groups**
- **Secondary data (existing reports)**
- **Economic Development Panel (10/27/25)**

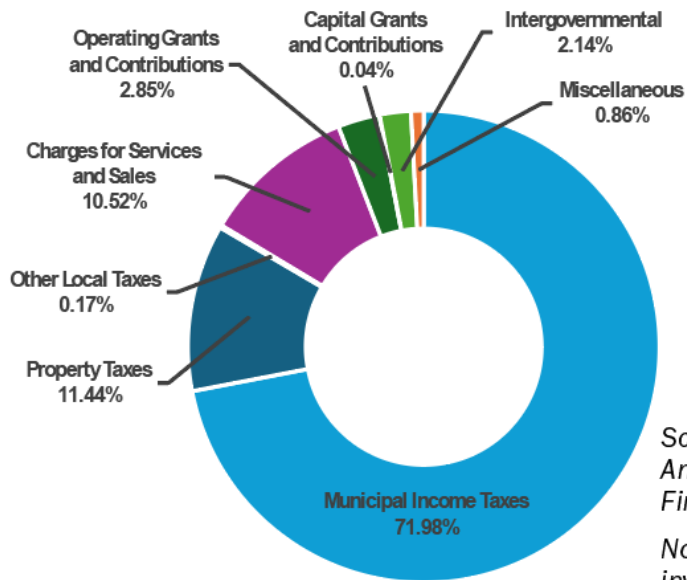
Need to drive more income taxpayers of all types

Payroll withholdings

Business income

Work From Home

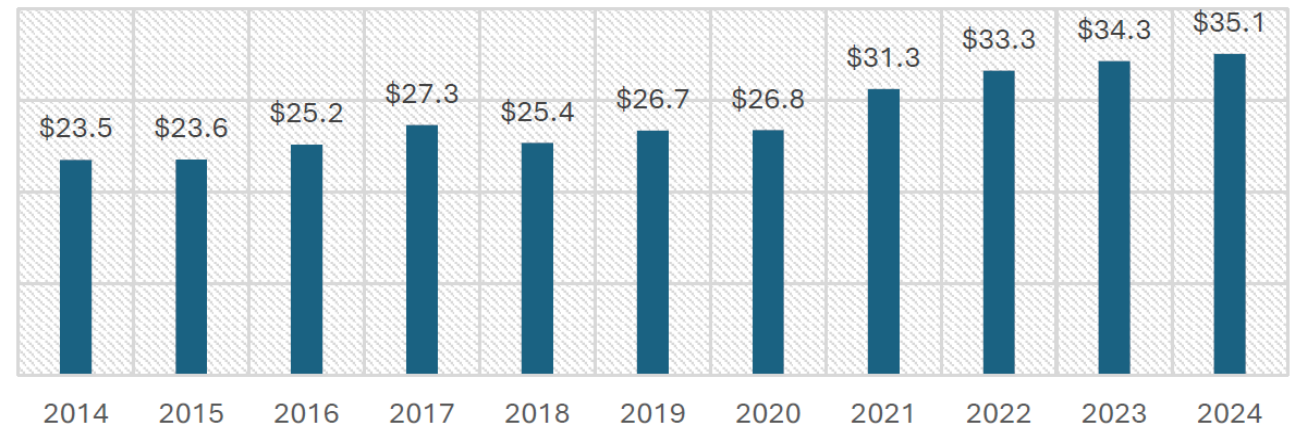
Sources of Funds (2024)



Source: City of Worthington Annual Comprehensive Financial Report 2024 pg. 9

Note: excludes \$2,380,019 in investment earnings

Worthington Income Tax Collections Nominal Dollars (\$millions)

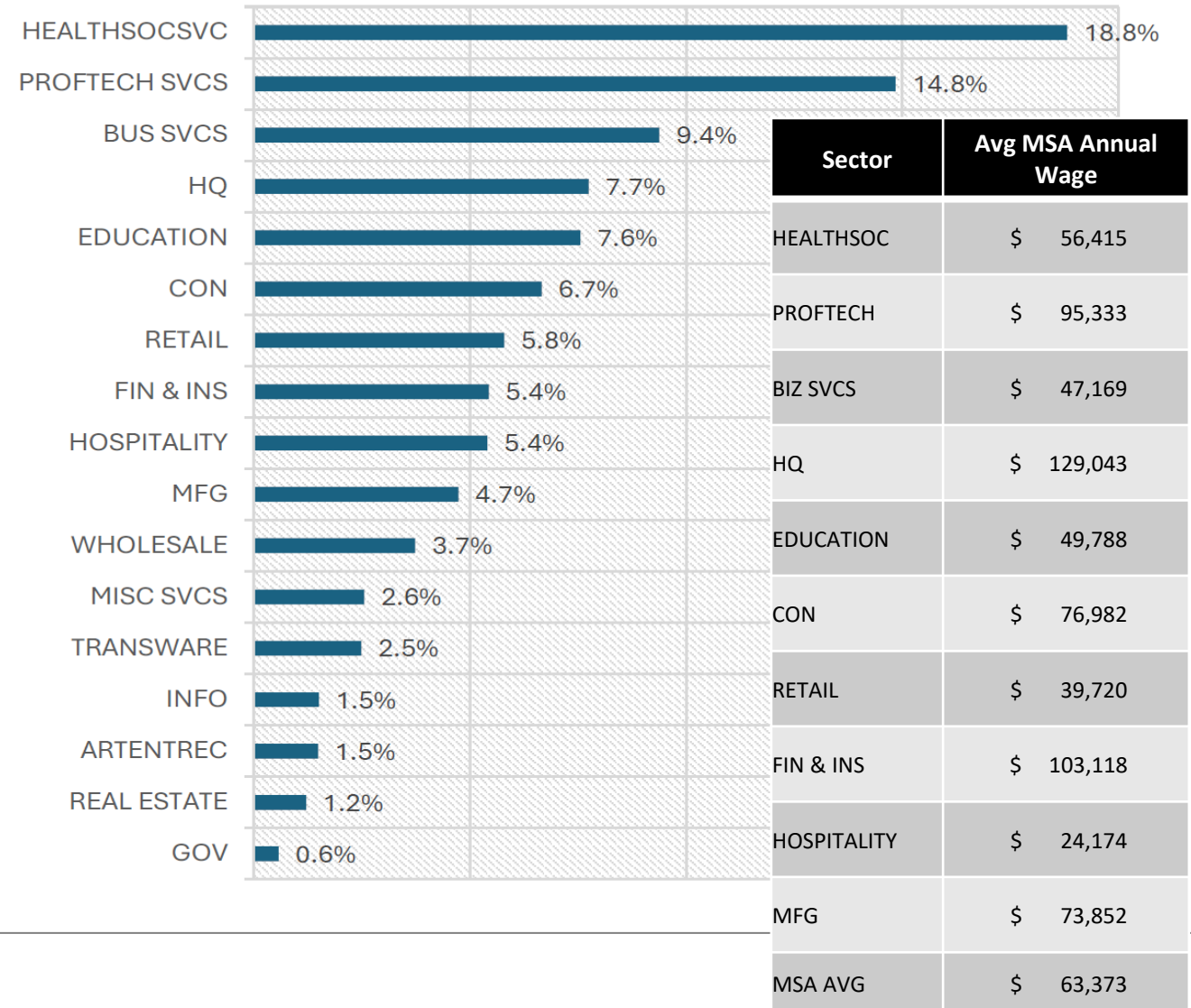


Source: Ninigret Partners analysis of city 2023 Comprehensive Annual Financial Report (CAFR) pg S -11 and the March 2025 Income Tax Report

Current employment mix

- Largest employment sector facing potential federal healthcare spending headwinds
- Professional technical services growing in Worthington and region – local services vs “national” opportunities and implications for facility requirements

Key Industries in Worthington, % of jobs (2022)



One Columbus Industry Targets

Not everything fits with Worthington's available land especially depending on the value chain / supply chain

- The office parks
- Forge Fields
- Key corridors

As noted in the 10/27/25 Panel Discussion on Economic Development: having the right product mix and "elevate quality of product ... to make the offering more appealing"

TARGET INDUSTRIES



SEMICONDUCTORS

AUTOMOTIVE / EV SUPPLIERS

LIFE SCIENCES

AAV/UAS



IT / FINANCE / INSURANCE

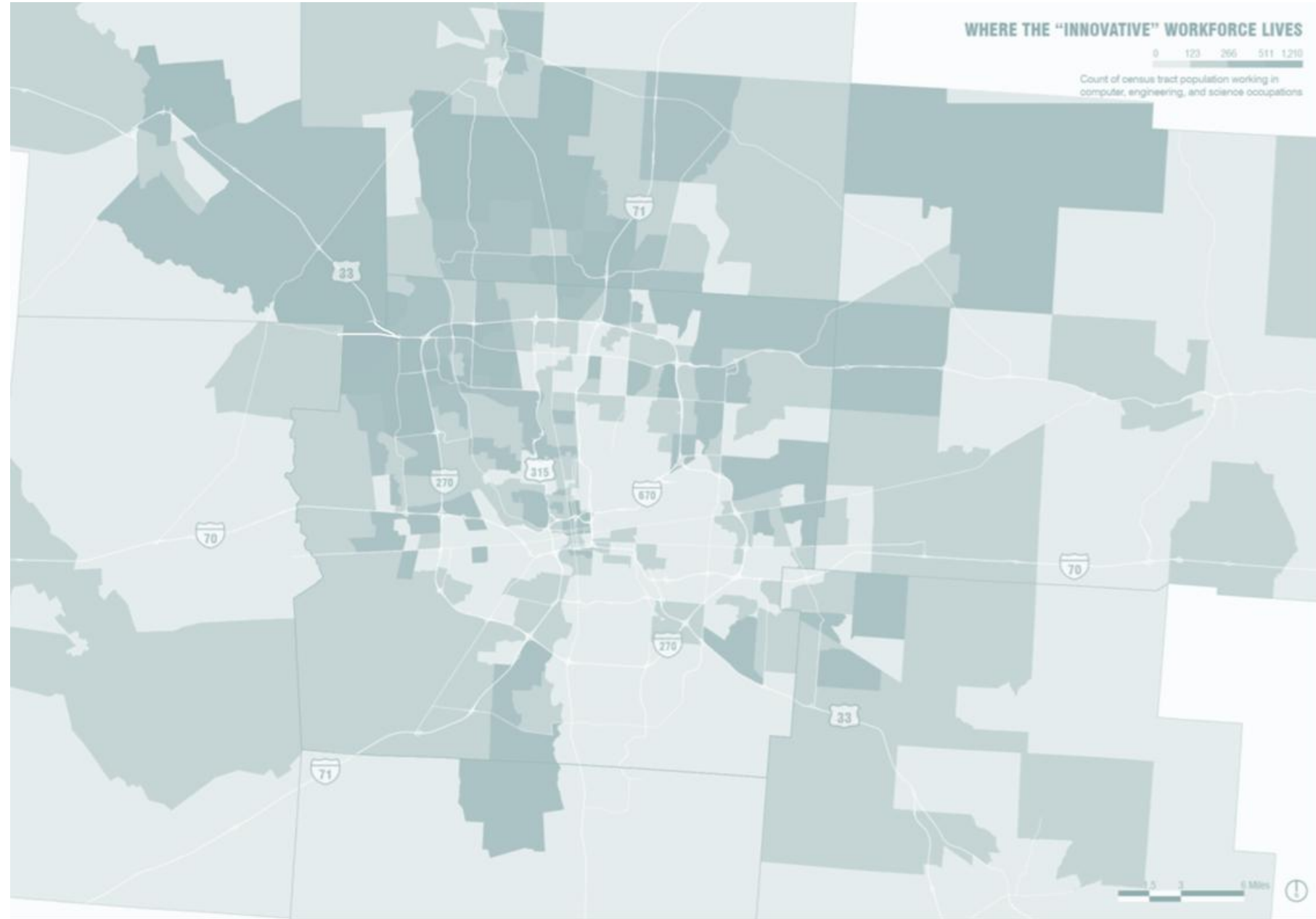
HEADQUARTER OPS

LOGISTICS

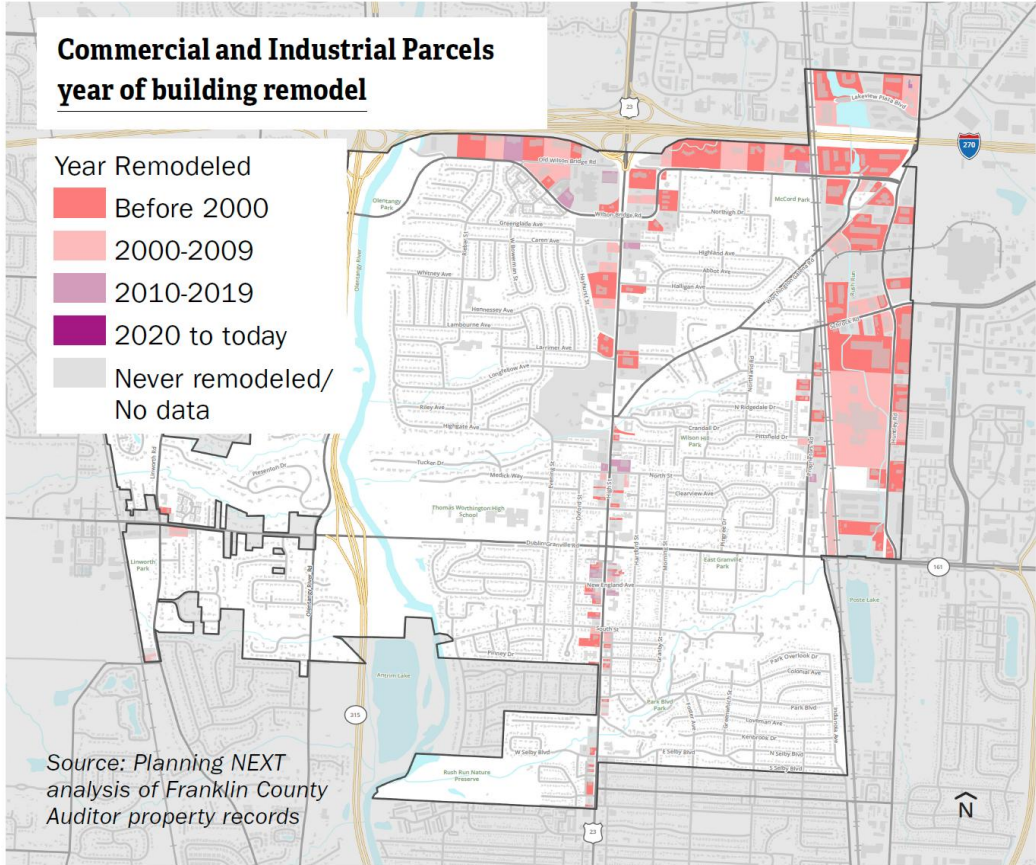
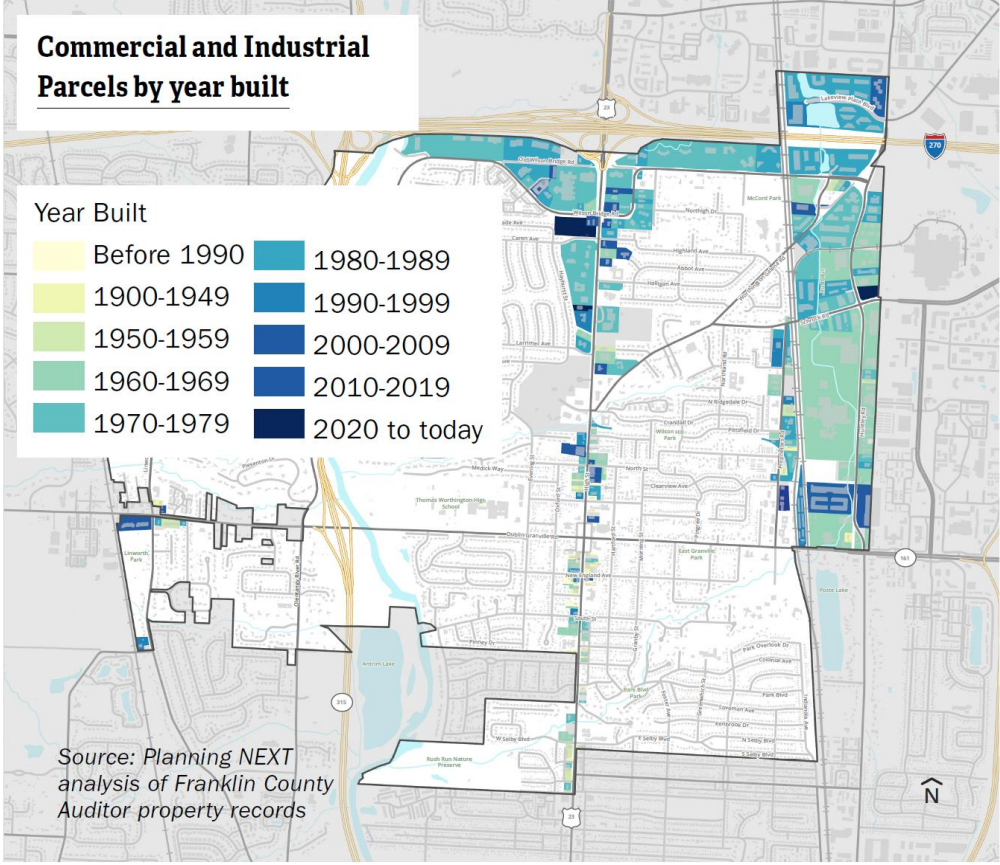
DATA CENTERS / AI OPS

Talent Access

Worthington can pull from either side of 315 talent pool.



Need a focus on redevelopment and modernization of employment areas



Economic Vitality Priorities

10: Support great places and spaces that people want to live, work, shop, and eat (ties to other topics)

11: Target industries that support Central Ohio's development focus and the context of Worthington's opportunity areas

12: Ensure Worthington proactively strengthens its economic development capacity

13: Establish clear policies and procedures for the use of incentives and other economic development tools

10: Support great places and spaces that people want to live, work, shop, and eat

Why: Worthington's ability to attract and retain employers depends on the quality of place. The strategic directions under this priority set the economic rationale for place-based investment.

- 1. Promote "Trophy" Mixed-Use Development on key opportunity sites.**
- 2. Keep Old Worthington healthy and vibrant.**
- 3. Promote infill redevelopment of selected commercial and industrial properties.**
- 4. Support modernization and diversification of employment space options.**

11: Target industries that support Central Ohio's development focus and the context of Worthington's opportunity areas

Why: The City has competitive advantages: its geographic position in north central Ohio, a highly skilled resident workforce, and a high-quality place. Focusing recruitment on industries that match these assets and on sectors consistent with One Columbus regional targets ensures that the City pursues opportunities it can win, rather than competing on every front.

Target industries

Citywide

- **Software Systems.** Examples include cybersecurity, AI applications and orchestration, customer service support centers, software-as-a-service (SaaS) businesses, and modeling and simulation.
- **BioPharma Sector.** Examples include research labs, product development, regulatory and clinical trials management, and administrative operations.
- **Creative / Design Sector.** Examples include industrial design, architecture, engineering, advertising and marketing, and digital production.
- **Professional / Technical Services.** Includes accounting, legal, and consulting firms not captured in other target industry categories.
- **Headquarters and Operations Centers.** Includes corporate C-suite functions, regional leadership, and internal support functions such as accounting, human resources, and data processing.
- **Ambulatory Medical Services.** Distinct from a standard medical office, this category includes ambulatory surgery centers, infusion services, medical labs, and radiology.

Forge Fields / Northeast Area

In addition to those mentioned in the Northeast Area Plan.

- **Life Science Supply Chain.** Businesses that provide equipment, services, and logistics supporting biotech, pharmaceutical, and research laboratory operations.
- **Aerial Autonomous Vehicle (AAV) Supply Chain.** Component manufacturers, sensor and control systems suppliers, and logistics functions related to crewless aerial vehicles.
- **Electric Systems Supply Chain.** Businesses that design, manufacture, distribute, or support equipment for electrical power and control systems in electric vehicles, battery storage, and the power grid.
- **“Cottage” Food & Beverage Manufacturing.** Small-scale food production or beverage businesses requiring combined manufacturing, distribution, and management space.
- **Specialty Packaging Materials and Services.** Businesses that design and/or manufacture packaging solutions for products ranging from electronics and biopharma to food.
- **Cold Chain Services.** Businesses that provide specialized storage, handling, and transportation of temperature-sensitive products such as vaccines, biologics, or fresh food.

12: Ensure Worthington proactively strengthens its economic development capacity

Why: The City is likely to face an unusually large number of major development projects over the next several years, which will consume substantial staff time and compete directly with day-to-day business retention, small business support, and recruitment functions. At the same time, realizing the redevelopment potential of Worthington's opportunity areas will require tools and organizational structures that the City does not yet fully have in place.

- 1. Invest in the City's Community Improvement Corporation (CIC).**
- 2. Ensure adequate staffing capacity for economic development functions.**
- 3. Expand the small business development toolkit.**

13: Establish clear policies and procedures for the use of incentives and other economic development tools

Why: Worthington currently uses a range of economic development tools, including TIF, CRA agreements, NCA financing, the Venture Grant program, and negotiated incentive packages evaluated on a project-by-project basis. As redevelopment activity intensifies and the scale of individual projects grows, clear policies are important to avoid inconsistent outcomes and difficult negotiations with schools and other taxing entities.

1. Formalize incentive policies and evaluation criteria.

Public Input Round 3

Purpose

Obtain feedback for refining and prioritizing recommendations
(both support and concern)

Format

Open House – major plan recommendations organized by topic

Initial Presentation – set expectations and orient participants

Written comments – Input on comment cards

Thank you!