

MIAMI VALLEY RESEARCH PARK

# MASTER PLAN

A working playbook for the next decade of **growth.**

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## Acknowledgments

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Dayton Development Coalition

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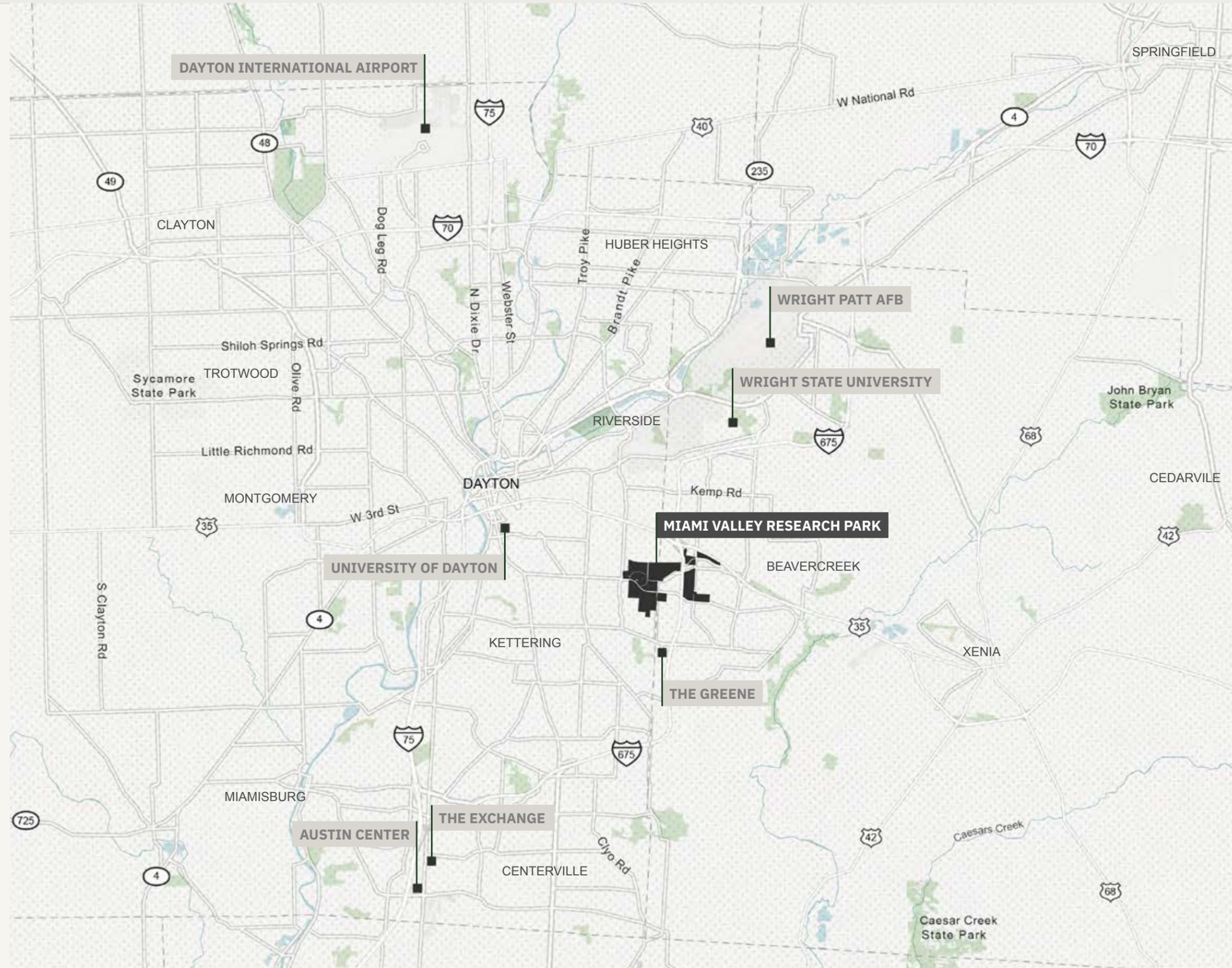
Five River MetroParks

Beaver Creek Wetlands Association

Resonant Sciences

## Introduction

As The Miami Valley Research Park (the Park) in Kettering and Beavercreek, Ohio, enters its 40th year since its first building was completed, the Miami Valley Research Association (the Association) is looking to modernize its approach to growth and broaden its position as a regional economic hub. Doing so will allow it to support its current businesses while enhancing its ability to attract new ones. To get there, the strategy will have to be a mix of practical and bold initiatives to overcome the dissolution of the Miami Valley Research Foundation and, as a result, the reduced role of its founding university partners. The Park needs to modernize its master plan, meet new market expectations, and update its governance structure.





In 2025, the City of Kettering, in its capacity as Miami Valley Research Park Association Developer, engaged the services of Yard & Company to facilitate a process to guide the Park into its next generation. This process included:

- Understanding the strengths and challenges that the Park faces
- Affirm the Park’s position in the regional marketplace and the role it plays in the local economies of Kettering and Beavercreek
- Advance a new and refreshed Vision and Plan for the Park
- Identify critical investments in infrastructure, amenities, design controls, identity, marketing, and governance

The planning process has energized the Park’s stakeholders around a bold and nimble action for the future. The Plan provides a framework for smart decisions and investment to leverage the growing “flight to quality” trend that demands amenitized work environments next to where people want to live and recreate.



## How to use this Plan

This Master Plan will be the primary reference guide for the Association to proactively grow the Park.

This document begins with a bold **Vision** centered around the Park's current and future greenways. The Vision also lays out four primary objectives that will keep the Association focused on its priorities and lays out four general phases of growth over the next ten years.

The bulk of the Master Plan focuses on an **Implementation** strategy for the first three years. In this section, specific initiatives are described to show where the Association can lead and support the work of its partners to build demand, organize capacity, and meaningfully shape future development and redevelopment of the Park.

A **Timeline** summarizes and sequences these initiatives to help measure progress and an **Appendix** provides useful references for how the recommendations were made and tools to further assist in the Plan's implementation.

### SECTION ONE

## VISION

Shows what Miami Valley Research Park can become and sets simple priorities to steer growth.

### SECTION TWO

## IMPLEMENTATION

Spells out how to act on the Vision, with a focus on the first three years through a focused set of moves.

### SECTION THREE

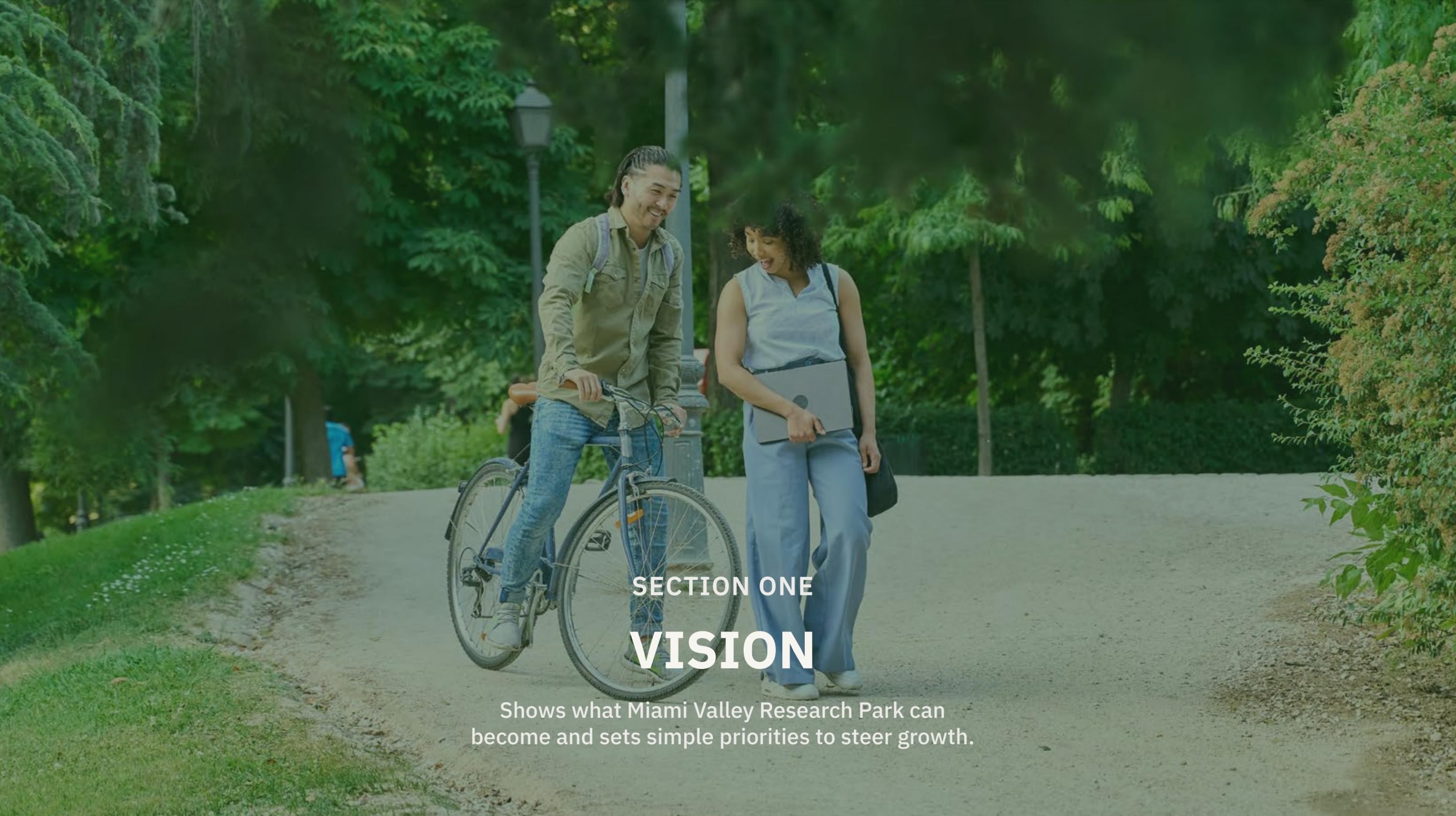
## TIMELINE

Lays out when each initiative could happen, how they happen, and what needs to line up each year to stay on track.

### SECTION FOUR

## APPENDIX

Maps, survey findings, and tools that back up the plan.



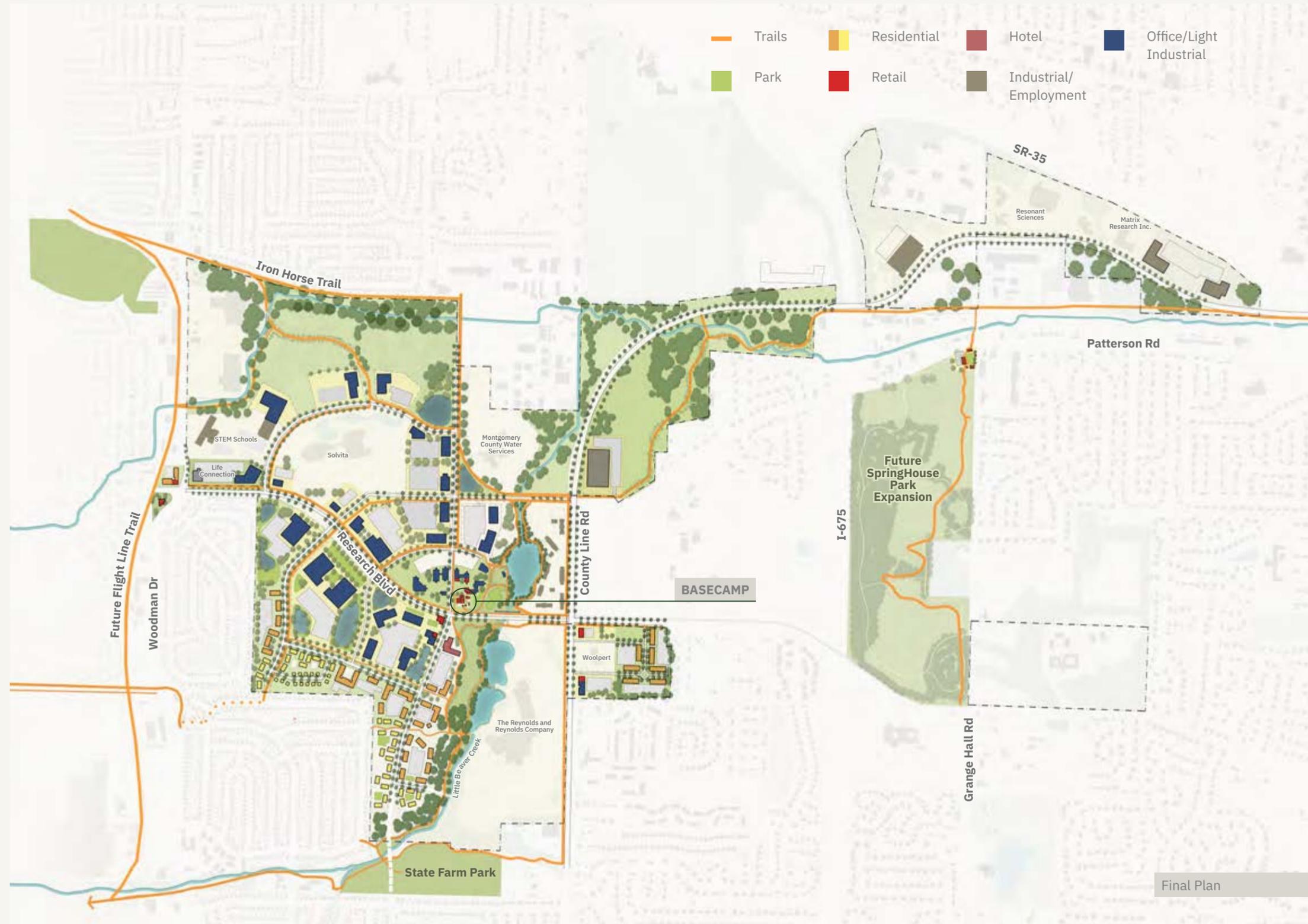
SECTION ONE  
**VISION**

Shows what Miami Valley Research Park can become and sets simple priorities to steer growth.

# Vision Statement

The Miami Valley Research Park will be a magnetic place for advanced productivity, restorative outdoor experiences, and community energy. This is where our region's best will choose to spend an hour, a day, a career, or even a lifetime.

Realizing the Vision will take discipline, partnerships, energy, and resources. Implementation centers around four key objectives that may be used to demonstrate value, maintain focus on priorities, engage aligned organizations, attract investment, and benchmark progress.



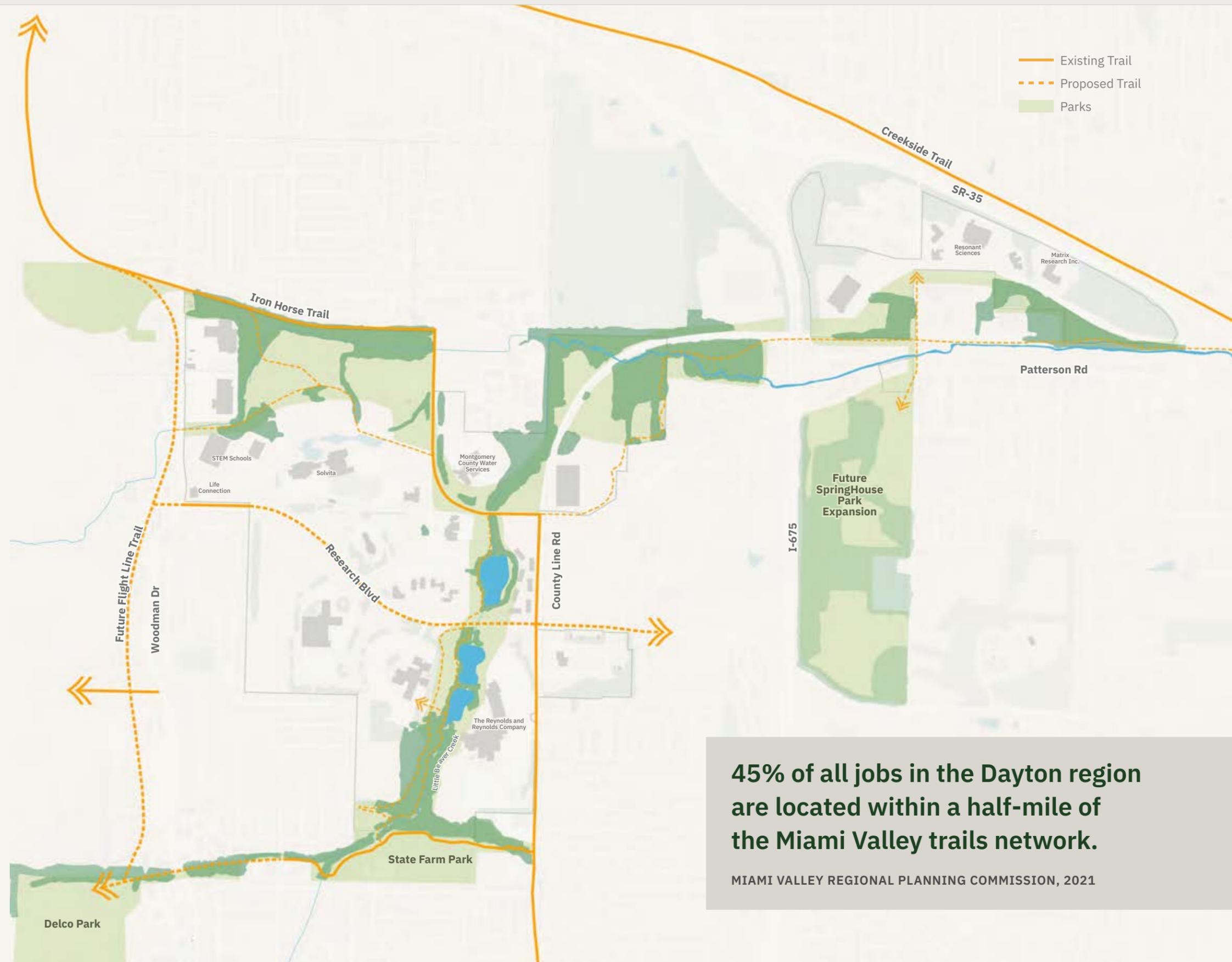
Final Plan

Objective

# 1

## Build the region's premier park and trails-oriented workplace

The Vision begins with tapping into the latent strength of our greenways, watercourses, and trails. These types of assets, not easily replicated by other employment centers in the region, have shown both nationally and regionally to be potent value creators and drivers of growth. Positioning Beaver Creek and trails as the centerpiece of the Park not only creates a focal point for the Park but fills a crucial gap in the regional parks and trails network.



**45% of all jobs in the Dayton region are located within a half-mile of the Miami Valley trails network.**

MIAMI VALLEY REGIONAL PLANNING COMMISSION, 2021



**How it supports growth:**

- Diversifies user base to sustain amenities
- Attracts and retains employers/employees
- Protects and enhances property values and tax revenues
- Differentiates the Park and furthers its brand awareness

**Partners**

- Kettering Parks, Recreation, & Cultural Arts Department
- Beavercreek Parks, Recreation and Culture
- Five Rivers MetroParks
- Miami Valley Trails
- Beaver Creek Wetlands Association
- Miami Valley Mountain Bike Association
- Destination Dayton/Dayton Convention & Visitors Bureau
- Miami Valley Regional Planning Commission

**Funding**

- MVRPA dues
- Potential for a New Community Authority, JEDD, Local Parks District, or Special Improvement District
- Clean Ohio Conservation Grants
- Clean Ohio Trail Fund
- Ohio NatureWorks Program
- Ohio Recreational Trails Program
- Ohio Department of Transportation and US Department of Transportation
- Safe Routes to School (SRTS) Program

**Weigh every project with these questions in mind:**

- Does it add more value than it replaces?
- Does it enhance trail activity?
- Does it enhance natural amenities?
- Does it enhance the active enjoyment of the Park?
- Does it unify development within the Park
- Does it better connect the Park to the surrounding neighborhoods and regional non-motorized options?

Objective

# 2

## Create the amenities that bring people together

The Vision creates opportunities for experiencing natural amenities, even if one does not work in the Park. Trail-oriented neighborhoods, opportunities to recreate, and spaces to gather form the infrastructure for the new Park. These amenities are where the brand of the Park is most publicly experienced and unleash the power of the Park to attract and retain the region's talent.



**Housing is now a top workforce issue in site selection, second only to labor availability, so adding quality housing near jobs strengthens hiring and retention.**

SITE SELECTION MAGAZINE, SITE SELECTORS SURVEY 2024



**How it supports growth:**

- Addresses growing demand for hybrid environments that provide the safety and security of business parks but the live-work dynamism of mixed-use places alongside outdoor amenities
- Allows corporations to focus on their core business growth while sharing costs of amenities in the Park

**Partners**

- Dayton Area Chamber
- Dayton Food Truck Association
- City of Kettering
- City of Beavercreek
- Private developers

**Funding**

- Private developers
- PILOTs and TIF

**Weigh every project with these questions in mind:**

- Does it attract and retain potential employees of the Park?
- Does it enhance and leverage the Park experience?
- Does it further enhance and diversify the Park's peak utilization times?

Objective

# 3

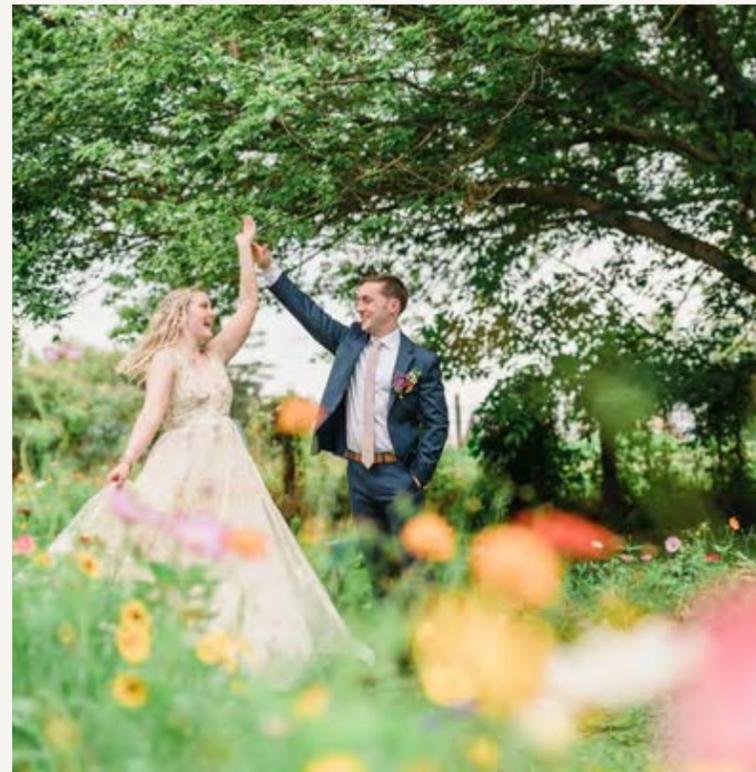
## Be known for what is happening here

The Vision is an invitation to be part of the Park, even if one does not work there yet. The Park's identity will be elevated through evocative storytelling, events, and marketing that welcome people, consistently high-quality experiences, and clear senses of arrival and belonging.



**Many respondents say they don't know the Park's boundaries or what's open to the public, and a large majority of nearby residents want regular updates.**

MVRP COMMUNITY SURVEY



**How it supports growth:**

- Grows brand awareness of firms and the Park itself
- Showcases opportunities to invest in the Park by a wide range of end-users
- Makes site development and business operations more expedient and economical as part of the Park's renewed brand promise
- Provides clear points of entry and terms of use for visitors and residents, lowering costs associated with policing undesired behaviors

**Partners**

- Montgomery and Greene Counties
- Cities of Beavercreek and Kettering
- Dayton Area Chamber
- Dayton Development Coalition/JobsOhio
- Ohio Life Sciences Life Science Ready Communities
- Dayton Convention & Visitors Bureau
- Destination Dayton

**Funding**

- MVRPA Dues
- TIF administration fees

**Weigh every project with these questions in mind:**

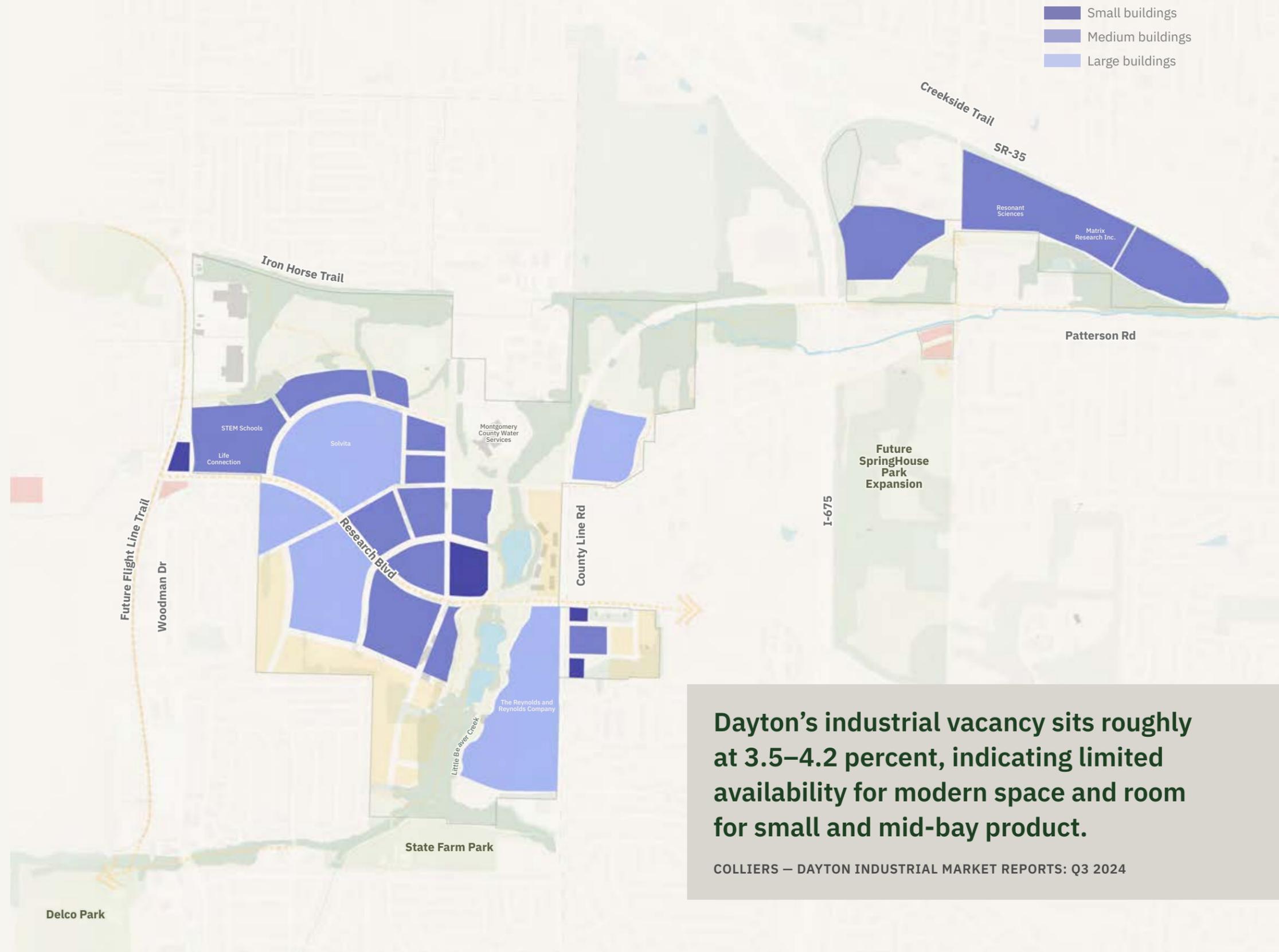
- Does it support the growth of the Park?
- Does it support the flourishing of Park users?
- Does it enhance the experience of being in the Park?
- Does it grow the visibility and awareness of the Park?
- Does it bring new customers and people to the Park?
- Does it clarify how the Park is to be used and who is welcome?

Objective

# 4

## Fill the gap in economic and talent growth

The Vision helps early-stage companies plant roots in a place that will support their growth and evolution. It will help reposition existing square footage or remove obsolete space while creating “missing middle” sites that are small enough to meet a firm’s current demands but large enough to support later-stage needs. Larger sites are reserved for specialized needs of typically more established firms.



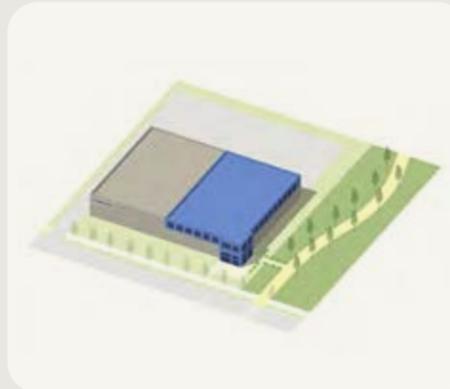
**Dayton’s industrial vacancy sits roughly at 3.5–4.2 percent, indicating limited availability for modern space and room for small and mid-bay product.**

COLLIERS — DAYTON INDUSTRIAL MARKET REPORTS: Q3 2024

**Common Building Types**

The Park’s future development pattern will have a wide range of building types, including many that are particularly customized to the use(s) they serve for large commercial and light industrial/manufacturing uses as well as retail, hospitality, and Park amenity buildings. However, the bulk of future building types may be categorized into one of six forms. Development that falls into one of these six categories (and meet any accompanying design guidelines that may be developed) are recommended to receive expedited review/approval whereas bespoke or customized proposals may require additional review for their ability to meet the goals of the Park.

**Commercial**



**Small Bay**

60-120k with  
30-36 foot bay  
heights

10-20% office



**R/D Flex**

20-60k with  
18-24 foot floor  
heights

30-40% office



**Office**

20-50k with  
8-15k floorplates

Potential for non-  
office ground  
floor uses

**Residential**



**Elevator  
Apartment  
Buildings**

30-80k buildings  
with 3-5 floors  
per building

24-100 units per  
building



**Single Stair  
Walkups**

2-24k buildings  
with 3-6 floors  
per building

3-24 units per  
building



**Townhouse**

1.2-3k attached  
or detached  
buildings

Potential for  
non-residential  
ground floor uses  
(i.e. home office)



**How it supports growth:**

- Builds on inherent strengths of the Park’s proximity to WPAFB, the airport, supply chains, health networks, universities, and on-site K-12 STEM schools
- Expands capabilities of industries such as information technology, bio manufacturing, and defense systems with anchors that are already attracting a talented workforce
- Leverages mix of shovel ready pads and existing spaces that may be retrofitted
- Meets demand for mid-size space that has a range of production/office splits
- Fills gap between pure lab or office environments and manufacturing-focused industrial parks
- Supports the growth of early stage companies into powerhouse innovators and employers
- Provides income tax and property tax revenues that are reinvested in the region’s quality of life

**Weigh every project with these questions in mind:**

- Does it complement the growth of target industries and current Park anchors?
- How much income and property tax per acre does it generate?
- How flexible is its building program (i.e. does it allow for reuse and expansion)?
- Does it support the culture and vibrancy of the Park community?
- Does it incorporate or otherwise support the success of one or more relevant Park amenities shown in this Master Plan?

**Partners**

- Private companies
- Kettering Development Corporation
- Beavercreek Development Corporation (BDC)
- ICP/Sixth River
- Dayton Development Coalition/JobsOhio
- Montgomery County Business Solutions Center
- Ohio Department of Development/Ohio Third Frontier (OTF)
- Dayton Area Chamber

**Funding**

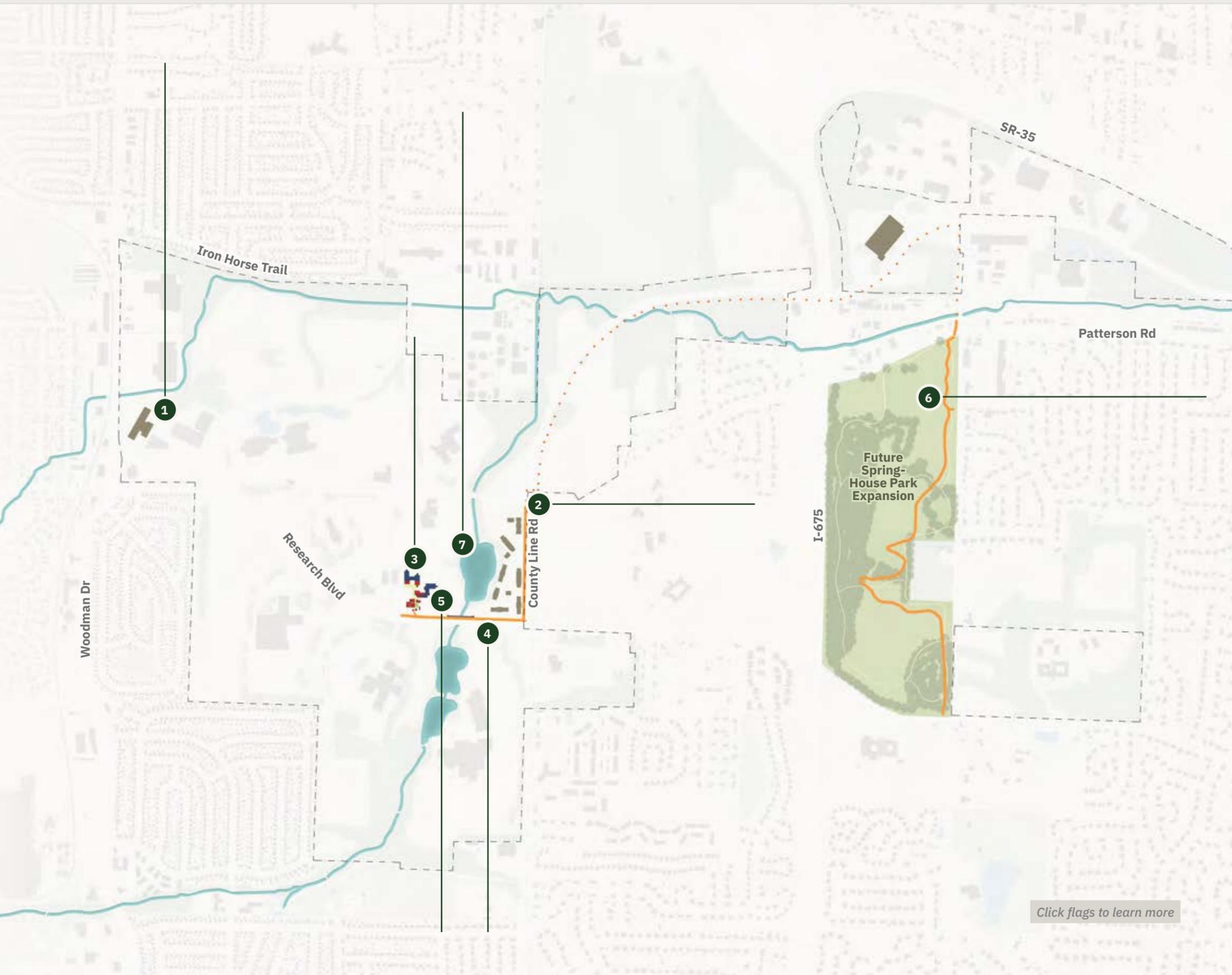
- Private companies
- PILOTs and TIF
- Income tax rebates
- Technology Validation and Start-up Fund
- ED/GE Grant (Economic Development / Government Equity) Program

## Phasing

The development strategy focuses on near-term wins that can realistically take place in today's market while initiatives that take longer to realize come into focus. Early stage work focuses on meeting current and creating new demand through activating the core part of the Park's public realm.

From there, perceptions will start to change, aided by enhanced gateways and marketing. As this new market understanding matures, a concerted effort can be built from the core outward. As larger opportunities are created, they may be captured and positioned to further enhance the Park's vitality.

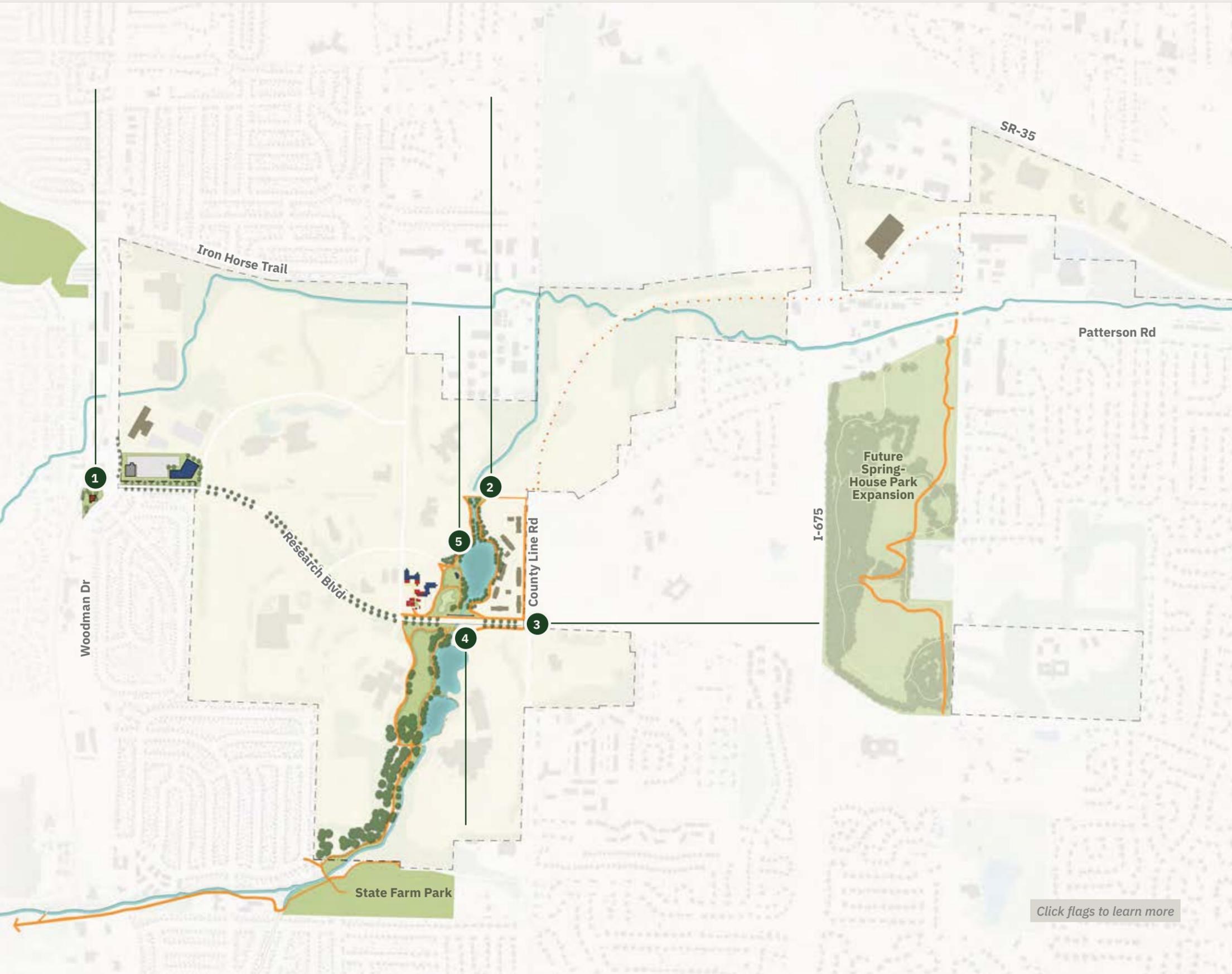




## Phase 1 Activation

The *Activation* phase of work centers around filling Sixth River's newly rehabilitated spaces, captures the new energy of the Vision Apartments, and brings together these two audiences in a central amenity called the Basecamp.

[Click flags to learn more](#)



## Phase 2 Reframe the Park

The *Reframe the Park* phase enhances the primary entrances to the Park, unveils a newly accessible Beaver Creek with trails, and further strengthens the Basecamp with a permanent operator. This work will be accompanied by a rebuilt Association with capacity to expand marketing and attraction efforts.



### Phase 3

## Build Out the Core

The *Build Out the Core* phase sets out to develop pads as close to the Sixth River site as possible to maximize employment density and infrastructure efficiencies. Additional investments in housing, trails, and Park amenities will also be developed during this phase.

[Click flags to learn more](#)

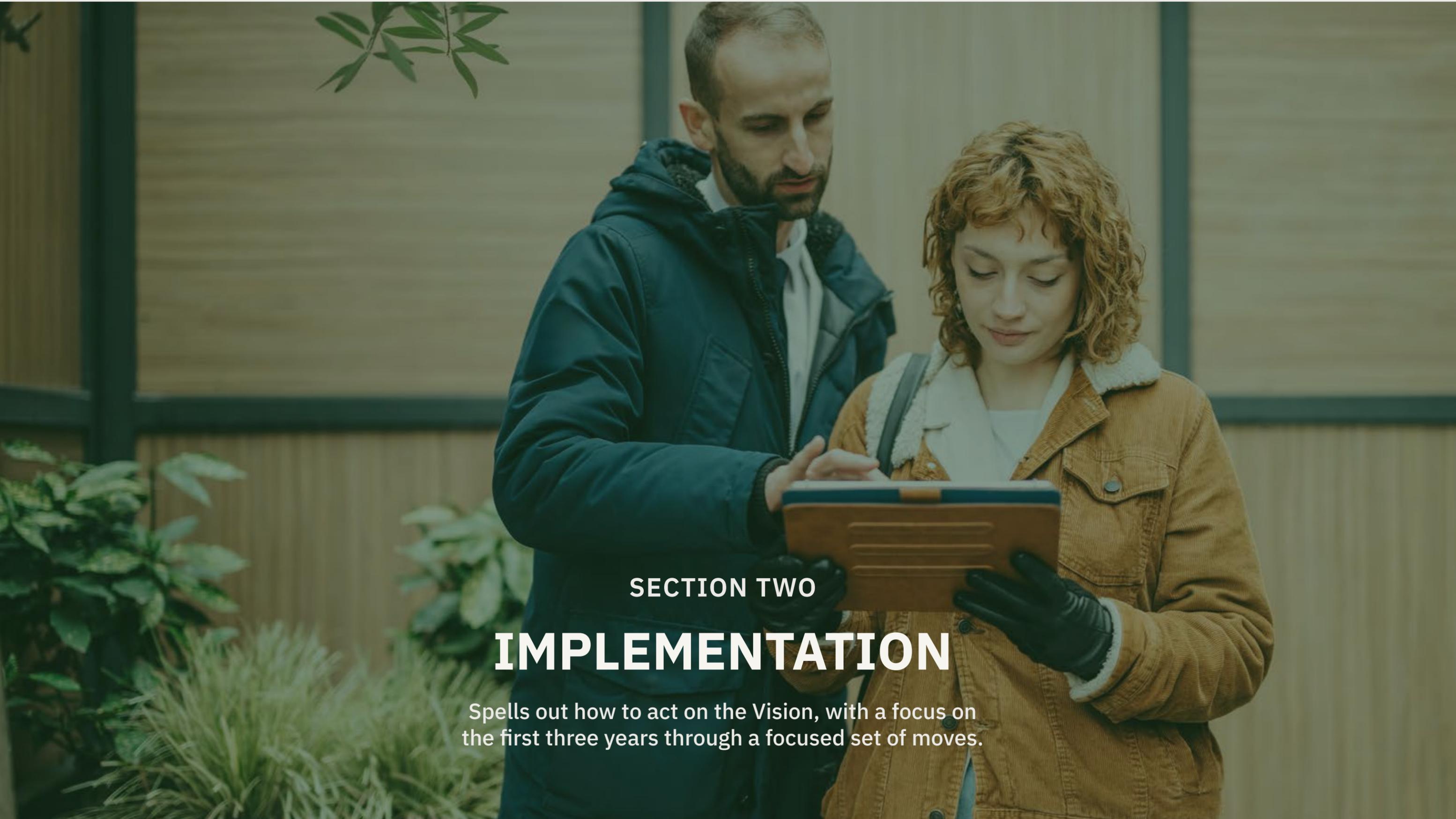


## Phase 4 Create and Capture Opportunities

The final stage of work will happen more incrementally as opportunities are created through prior stages and market demands dictate what can and should be built. Sites will be made available for employment at a variety of scales with additional residential neighborhoods coming online to meet growing demand and transition from commercial development patterns to more residential ones that surround the Park.

	Office	257,385 SF
	Light Industrial	678,228 SF
	Industrial	420,000 SF
	Retail	58,478 SF
	Residential	1,203 units
	Trails	14,455 LF
	Park	207 Ac
	Hotel	103,000 SF

[Click flags to learn more](#)



## SECTION TWO

# IMPLEMENTATION

Spells out how to act on the Vision, with a focus on the first three years through a focused set of moves.

## The Job-to-be-Done

This Plan sets the course to modernize the identity of the Park and the development strategy that supports it. The first three years are critical to a successful launch along that path.

### Challenges that must be overcome in the first three years

**The Park has a number of inherent strengths to build upon that include:**

- Proximity to WPAFB, a commercial airport, supply chains, the Kettering and Premier health networks, universities, and an on-site K-12 STEM school
- Industries such as information technology, bio manufacturing, and defense systems with anchors that are attracting a talented workforce
- Nearby access to world-class trails and greenways

**However, the Park also has some key challenges that must be addressed in order to grow:**

- Relatively low demand for legacy stand-alone office parks and buildings
- Lack of on-site master developer or implementer of the Vision
- Cost of land, infrastructure, and vertical development coupled with accelerating changes to technology and workplaces
- Insufficient traffic to support shared amenities

To effectively implement the Vision, the Park must directly confront these challenges by simultaneously building demand and making smart investments in the supply of infrastructure, amenities, and development to meet that demand. At the center of it all will be organizing new capacity to effectively own the Vision and serve as its active implementer.





## Growing the Park by building demand

The Park's history once allowed it to wait for tenants to come to it. Today's realities require shifting from a reactive to proactive approach, from waiting to competing for aligned industries and Park end users. At the core of this evolution will be building new market demand for the Park through rigorous placemaking, storytelling, and partner attraction.

### The Park's placemaking will be rooted in:

- Attracting both core Park users and a broader customer base who does not yet feel welcome visiting the Park
- Cultivating a shared culture of energy, outdoor recreation, human flourishing, and advanced work
- Leveraging lighter-quicker-cheaper interventions located in the Park's unique spaces that can be activated with events, leagues, promotions, and the serving of everyday conveniences

### The Park's storytelling work will:

- Celebrate current industry-leading anchors by elevating who is already here
- Widen the user base by spotlighting what can be done here and by whom
- Regularly and visibly demonstrate why the Park is at the center of the flight to quality for advanced work
- Communicate clear incentives for locating your place of business at the Park
- Reliably share compelling updates and hosting activities with current and potential Park users

The placemaking and storytelling efforts will underpin an attraction strategy that grows what the Park already has and reach new target industries, customers, and advocates. While not there yet, this will ultimately result in enhanced brand awareness and an emboldened identity for the Park that will incentivize greater self-selection in the marketplace.



### Growing the Park by building capacity to implement

The attraction strategy, along with the placemaking and storytelling that fuel it, does not happen by itself. The current Miami Valley Research Park Association (MVRPA) is not set up as an implementation engine and lacks the capacity to proactively and sustainably grow the Park. In the short term, community partners and several Park anchors have stepped up to fill the early gap but a more comprehensive restructuring of the MVRPA will be necessary to solve the question of who owns and implements this Vision.

Central to the restructuring will be a disciplined commitment to where the revamped MVRPA leads versus where it supports and leverages the important work of others in and near the Park. This clear focus will allow the Park to effectively grow its capacity and demonstrate value to its members.



## Growing the Park by shaping supply

The Park is a vast territory that historically could take a first-come, first-serve approach to its build-out when large single-site users were the predominant customer. Over time, however, the costs of maintaining this development pattern, coupled with changes to industry demands, require a new mindset.

A phased, incremental approach targeted to specific geographies within the Park is central to this shift. Clustering development around blue, green, and gray infrastructure (prioritized in that order) can optimize the return on investment in that infrastructure. Amenities may also be thought of as critical infrastructure for the Park. Complementing uses such as housing, recreation, entertainment, and gathering places will further de-risk the Park’s development through diversification and attract core employer/employees as their site selection prioritizes those amenities.

The necessary outcome of this approach is to grow the employment base and value of the Park. To that end, the future supply of the Park’s employment base can further benefit from a focus on:

- Targeting and clustering “precision and protection” industries that build off current strengths
- Removing obsolete structures and converting retained single use spaces into multi-tenant ones that support the needs of early-stage firms that may grow with the Park
- Providing “missing middle” flex building formats, finer-grained parcelization with shared infrastructure to minimize site costs, and revised policies that support more economical buildings with a range of office/production splits

## First Job: Launch the Growth Committee

Restructuring the MVRPA into an implementation-focused entity will take time. In the interim, an ad-hoc Growth Committee (the Committee) may be formed to consistently guide the current energy and provide the foundation on which to build the revamped organization. This allows for critical progress to be made without waiting for the future organization to be established.

### MISSION/PURPOSE

**To be a bridge from the Miami Valley Research Park Association's current interim leadership to a revamped organization that is wholly focused on supporting members and implementing the Master Plan to grow the Park.**

*Type of Committee: Ad/hoc committee*



## Scope of authority and reporting structure

### The Committee will:

- Work under the direction of the MVRPA Board with the Board’s Chairman serving as the Committee’s primary point of contact
- Meet monthly with approved minutes provided to the Board
- Have an operating budget approved by the Board tied to the tasks the Committee is expected to deliver less any funding that is expected to be raised through sponsorships, etc.
- Hire and manage a contractor(s) focused on executing the tasks and responsibilities identified in the Master Plan until such a time that the MVRPA is able to replace it within its standard operating procedures. For example, these tasks and responsibilities may include, but are not limited to:
  - Commissioning and approving a new landing page for the Park
  - Overseeing the development of and approving content for the landing page and social media, newsletters, and other appropriate communications
  - Overseeing the development of and assisting in the execution of placemaking projects (ie the Basecamp), events, and programming
  - Providing feedback on the implementation of public art, the Research Boulevard bridge replacement design, and wayfinding concepts
  - Guiding the strategic planning process for the restructured MVRPA and assist, as appropriate, in hiring future staff
  - Supporting grant writing for water quality, parks development, trail projects, and other infrastructure
  - Providing recommendations to the MVRPA Board as part of the Board’s current development proposal review process
  - Assist in the coordination of ongoing infrastructure design and sequencing in and around the Park by Kettering, Beavercreek, and others

## Members of the Committee

### There will be five (5) committee members:

- The Committee chair will be a staff member of the City of Kettering until such a time that the MVRPA is able to replace it within its standard operating procedures
- Remaining members will be appointed by the MVRP Board and be representative of businesses located within the park

Members provide on-the-ground insights and organizational viewpoints; they should possess a collaborative spirit and strong commitment to the Miami Valley Research Park Master Plan.

### Committee members should:

- Commit to approximately 4 hours per month: 1–1.5 hours for the monthly meeting and 1–3 hours for meeting preparation and initiative-related tasks (such as reviewing materials or visiting program sites)
- Have the ability to serve as champions to the Master Plan, identifying and pulling in people from their networks to participate in and support the growth process
- Have the ability to advise on priorities, opportunities, and community dynamics
- Have the ability to ensure transparency and alignment with the Master Plan

**Lead** actions are the primary moves the MVRP Association and core partners should own and initiate, because they unlock momentum and drive the plan forward.

**Support** actions are enabling moves that strengthen or speed up the lead actions, often led by other agencies or partners, and coordinated through the Association as needed.

## Building Demand in the Park

The Park can no longer rely on tenants finding it on their own. Today it must actively build demand by competing for the industries and users that best fit its future. This shift requires a deliberate strategy centered on placemaking, storytelling, and partner attraction. Doing so will make the Park more welcoming to new and existing users, cultivate a shared culture of energy and advanced work, activate unique spaces with lighter-quicker-cheaper interventions and events, elevate the success of current anchors, and consistently show why the Park is a premier destination for high-quality work. Together, these efforts will expand the Park's audience, strengthen its identity, and increase the number of businesses and users who choose the Park by intent rather than by chance.

### ASSOCIATION LED WORK

**Curate events, experiences, and end-user engagement centered around an active hub of energy called the Basecamp.**

### ASSOCIATION SUPPORTED WORK

**Leverage incentives and other public investments at the edge of the Park to raise its profile in the region.**





**LEAD**

## Gather at the Basecamp

Basecamp is a simple, welcoming outdoor hub designed as an early activation for the research park. The intention of the space is to bring office park employees and neighbors into the same place. The vibe is light, playful, and rooted in the outdoors, using the natural landscape and nearby creeks as the backdrop to build connection. The space includes a small coffee shop and bar with walk-up service and optional quick pickup. Casual seating, outdoor games, and flexible spots to meet up, relax, or host small gatherings are also central to the space. Basecamp creates an easy, comfortable destination that begins to show what this place can become.



**Programming Schedule**

*Weekdays*

*Weekends*



**Morning at the Basecamp**

Coffee, quiet seating, and space to meet or work outdoors

**Midday at the Basecamp**

Lunch-hour hangouts, outdoor games, and rotating pop-ups

**After Work at the Basecamp**

Bar open, music playing, and room to relax with friends and coworkers

**Saturday at the Basecamp**

Coffee and cocktails, community pop-ups, wellness classes, and family-friendly fun

**Sunday at the Basecamp**

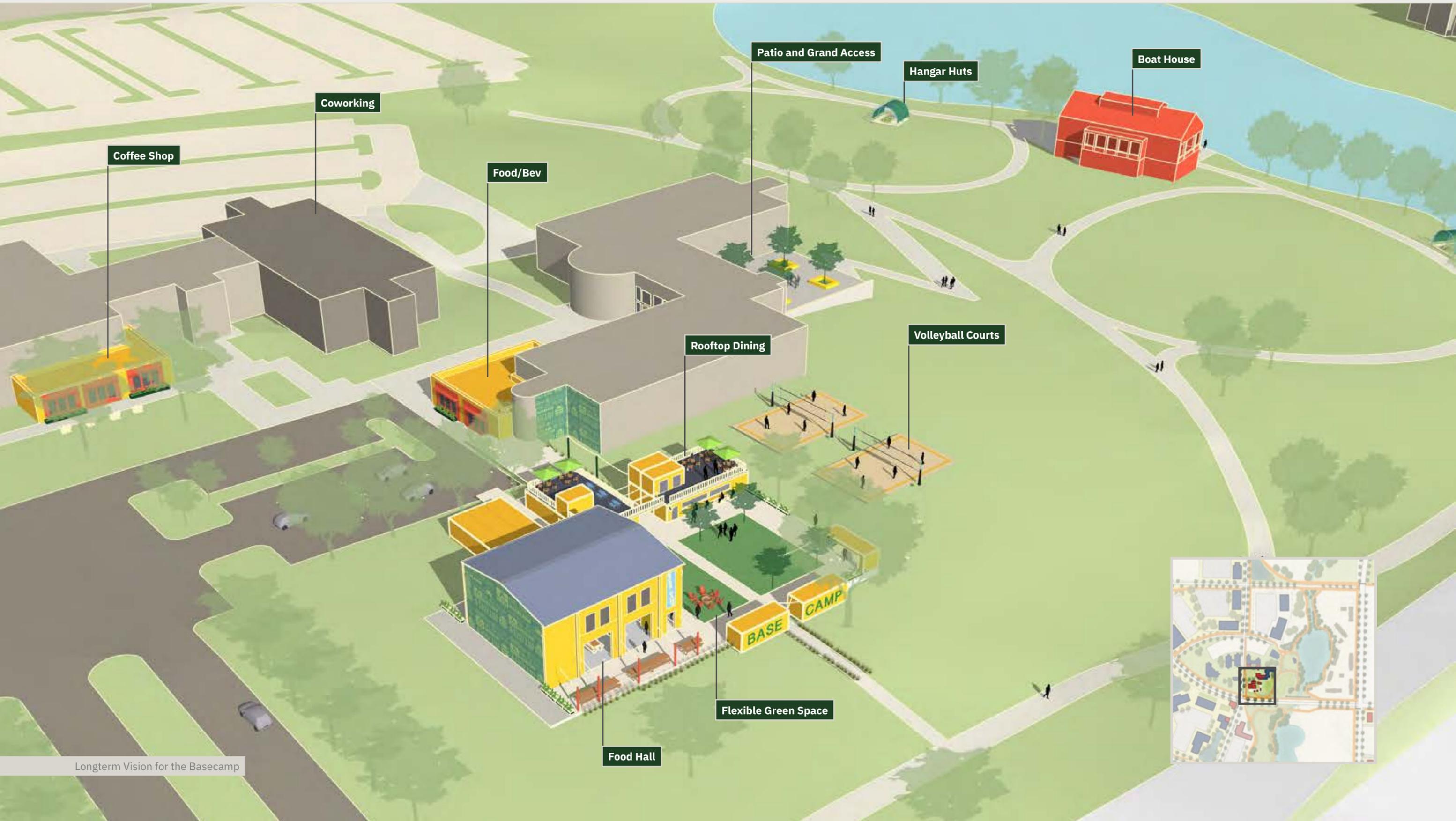
Slow mornings, creekside seating, acoustic music, and space to unwind

**Partners**

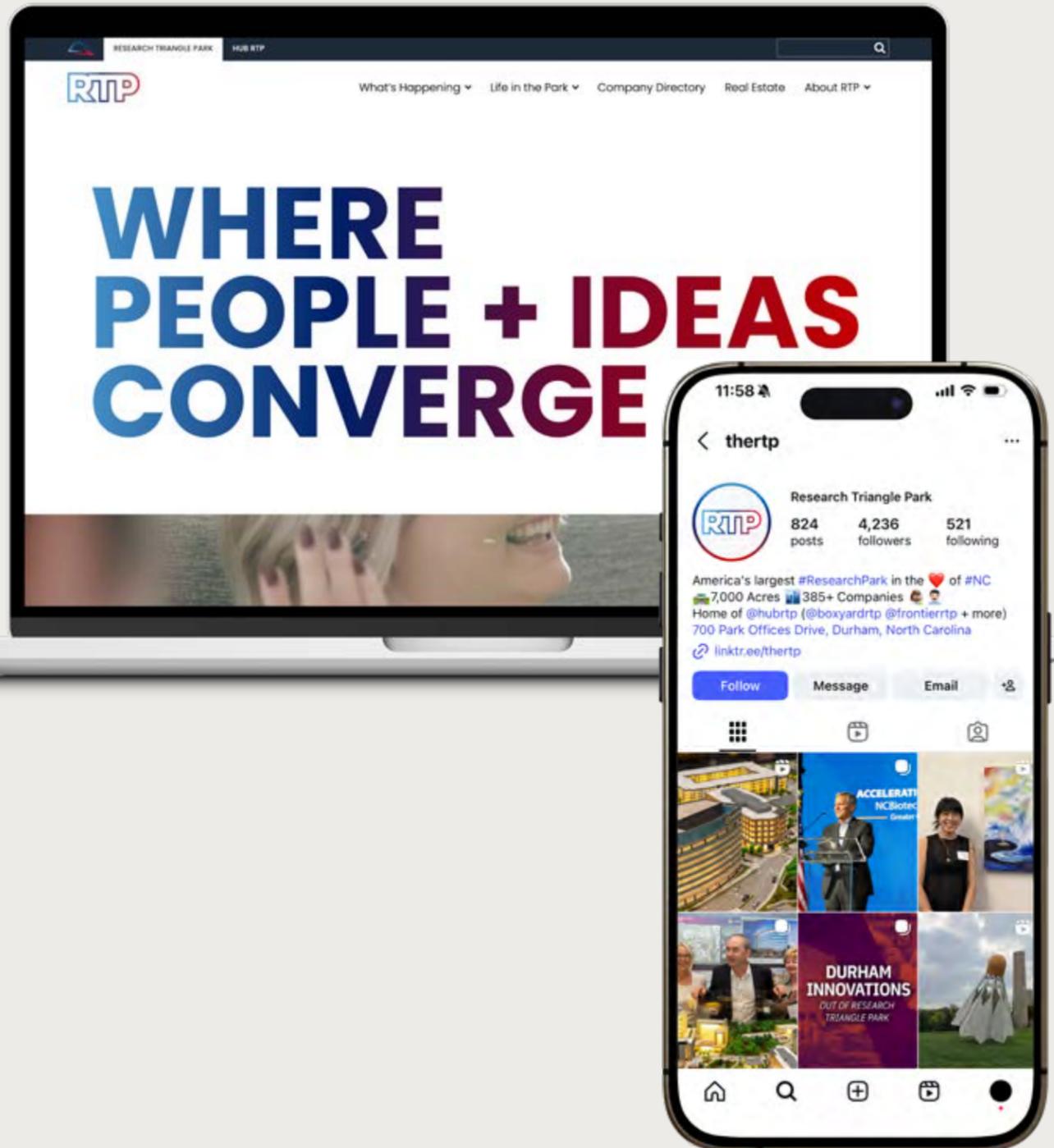
- City of Kettering
- ICP
- Dayton Food Truck Association

**Budget**

- Installation: \$491k
- Programming: \$12k/month



Longterm Vision for the Basecamp



**LEAD**

## Enhancing engagement to build relationships

Demand for the Park can grow through expanded storytelling efforts in a variety of media. Using existing communication channels, a quarterly newsletter may be digitally circulated that shares updates from the Park, in-depth company stories, and upcoming events. Other early stage investments can include a new landing page for the website that contains critical contact information. As events and stories become more visual, social and earned media strategies can begin to grow and be maintained to drive further engagement and traffic at gathering spots.

While these efforts are underway, the Park should undergo a comprehensive brand refresh that will subsequently drive a new website, marketing platform, and programming schedule.

### Partners

- City of Kettering Communications & Engagement

### Budget

- Brand: \$60k - \$85k
- Website: \$25k - \$30k
- Marketing/storytelling management: \$35 - \$40k/year
- Corporate events: \$60k/year



## Additional Initiatives

### SUPPORT

#### Attraction Incentives

The Park has a significant amount of existing space in buildings such as Time Equities and the Sixth River campus that is attractive for early-stage and/or downsizing-but-upgrading firms. The costs of relocating to the Park may be partially offset by an Income Tax rebate incentive that would be made available by the City of Kettering.

### LEAD

#### Beavercreek pond clean-up events

In conjunction with the programming of the Basecamp, work with partners such as the Beaver Creek Wetlands Association and Corporate sponsors/volunteers to hold cleanups, build days, and other projects that can improve the aesthetics and accessibility of Beaver Creek and its surrounding areas.

### LEAD

#### Recruitment Permanent Basecamp Operator

As the initial Basecamp becomes consistently active, proactively recruit a permanent operation to the site. This operator should have the capacity and experience to partner with the Association, the City of Kettering, and, depending on the preferred site, Sixth River, to deliver a permanent destination near the Creek and Research Boulevard.

### LEAD

#### Organize and hold site selector and economic development events

While many events, particularly those at the Basecamp, will be focused on attracting both Park corporate users and the general public, industry-focused invited events, roundtables, site selector events, and luncheons may also take place in the Park to facilitate relationship building across firm boundaries and strengthen a shared connection to the Park's corporate community.

### SUPPORT

#### Create and implement the Firehouse/CVS Activation Plan

As changes to the deed restrictions and current use agreements are pursued, the Association should support the City of Kettering's development of an activation and leasing strategy for the firehouse that forms a vibrant western anchor to the Park and along the future Flight Line Trail. This strategy should also encompass the former CVS site across Patterson Road from the firehouse.

## Building Capacity in the Park

Realizing the Park’s attraction strategy—and the placemaking and storytelling that power it—will require a stronger implementation engine than exists today. The current Miami Valley Research Park Association is not structured or resourced to proactively and sustainably grow the Park. While community partners and key anchors have helped bridge early gaps, a more comprehensive restructuring is needed to clearly own and execute the Vision. Central to this evolution will be a disciplined focus on where a revamped MVRPA leads versus where it supports and amplifies the work of others, enabling it to build capacity, demonstrate value, and serve as an effective steward of the Park’s future.





**LEAD**

## Pursue the Life Science Ready Designation

The Association should assemble a well-positioned application to the Ohio Life Sciences Association that clearly demonstrates the Park’s current alignment with **Life Science Ready Community criteria** while telling a confident story about the Park’s future. This includes showing that life science uses fit within the Park framework. The package should include land-use excerpts from the Plan, a site-readiness inventory, and a clear utilities map showing that MVRP is genuinely “plug-and-play” for production, lab, or R&D users.

Workforce content should focus on the Park’s and region’s strong labor pool, Sinclair/UD/WSU/STEM pipelines, the presence of anchor life-science employers already in the Park (Solvita, Resonetics, Life Connection, etc.), and cross-sector tech neighbors like Resonant Sciences and Matrix Research. The community narrative should lift up the Park’s Vision to show how the Association, the City of Kettering, Beavercreek, and education partners are aligned to support high-value tenants.

More information about the potential content for this application may be found in the **Appendix**.

### Partners

- Kettering Development Authority
- Beavercreek Development Corporation (BDC)
- ICP/Sixth River
- Dayton Development Coalition
- Ohio Life Sciences Life Science Ready Communities
- Park corporate partners

### Budget

- \$50k - \$75k

*DB: I believe we still need to create exhibits for this in Appendix?*



**LEAD**

## MVRP Association Strategic Plan

Under the guidance of the Growth Committee, a functional organizational framework that supports long-term implementation of the Plan will be created. This includes defining how the Park should be governed, how decisions get made, how partners coordinate, and what operational capacity is needed to manage growth, investment, and tenant support. The outcome will be a clear, actionable restructuring of the Association oriented to the successful growth of the Park.

To do this, the Association will review existing operational practices relative to the objectives in the Plan, evaluate potential funding and governance tools such as NCAs or JEDDs, and gather insights from key public, private, and institutional partners. The Association will then shape a strategic plan that outlines priorities, roles, early actions, and long-term responsibilities, supported by an implementation matrix and legal/financial analysis. If appropriate, the Association may also initiate the formation of a dedicated operating or funding authority to create a reliable revenue stream and ensure the Park’s ability to invest in infrastructure, amenities, and economic development over time.

**Partners**

- Kettering Development Authority
- Beaver Creek Development Corporation (BDC)

**Budget**

- \$50k - \$125k



## Additional Initiatives

### LEAD

#### **Establish shared use agreements and signage for private paths**

The Park currently contains numerous private paths that have been installed by property owners and businesses over time. In order to create a larger contiguous on-site network that ultimately connects into the regional main line trails, use agreements, gap connectors, and signage shall be established to enable and promote the use of the trail system.

### LEAD

#### **Hire a MVRP Association Executive Director**

Based on the outcomes of the MVRP Association Strategic Plan, recruit, hire, and onboard a permanent Executive Director (or similar) who will be charged with building the new organization and leading the implementation of the Plan.

### LEAD

#### **Add staff per the Strategic Plan**

Based on the outcomes of the MVRP Association Strategic Plan and the budget availability to do so, recruit, hire, and onboard support level staff and contractors that will further the organization's capacity to implement the Plan.

### LEAD

#### **Establish Open Space Management Agreement per the Strategic Plan**

Based on the outcomes of the Strategic Plan, work with appropriate partners to structure a sustainable Open Space Management Agreement that will ensure the quality, upkeep, and vitality of the Park's greenways and trails will be kept to its standards.

## Shaping Supply in the Park

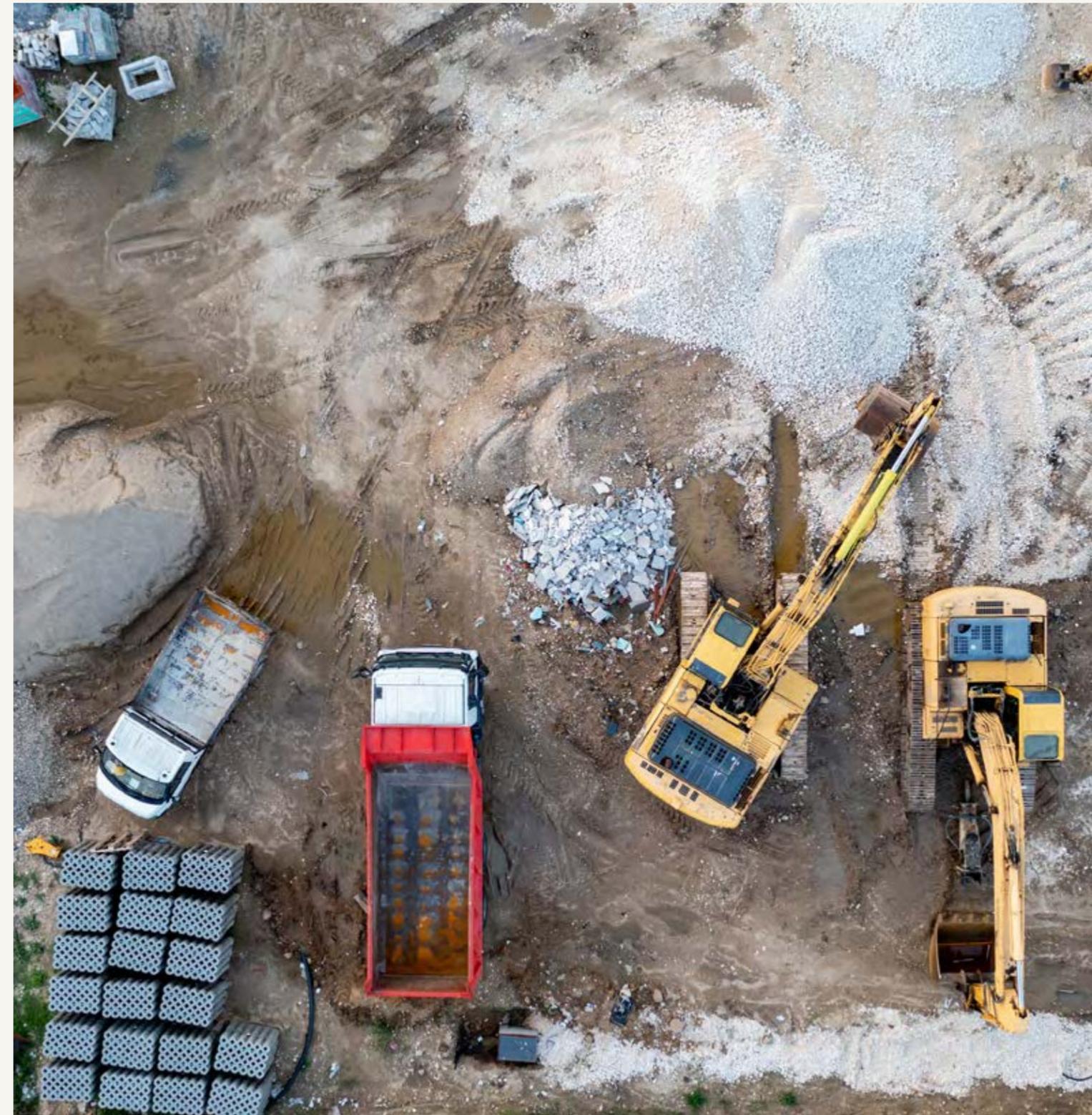
The Park’s scale and legacy development model that was designed for large, single-site users and first-come, first-served build-out no longer align with today’s realities. A shift to a phased, place-based approach is needed, focusing growth within targeted geographies and clustering development. By treating amenities as essential infrastructure by introducing complementary uses such as housing, recreation, and gathering spaces, the Park can diversify risk, strengthen its employment base, and increase overall value. This evolution will be reinforced by attraction of “precision and protection” industries that build on existing strengths, repositioning or removing obsolete facilities, and delivering more flexible, fine-grained building types and policies that support emerging firms and a broader range of office-production needs.

### ASSOCIATION LED WORK

**Advance the design of essential infrastructure, drive investments in signage and wayfinding, and implement nimble and flexible policies that favor reuse of current square footage, building additions/modifications, and standard building forms that are aligned with Plan.**

### ASSOCIATION SUPPORTED WORK

**Be a proactive partner in the building of infrastructure and phased establishment of development-ready sites clustered around that infrastructure.**



LEAD + SUPPORT



## Make Necessary Zoning/Design Review Updates

The Association will modernize the development review environment to better support high-quality, timely, and strategically aligned investment. This will assist in the successful pursuit of the Life Science Ready Community Designation.

Today, all projects move through a detailed Design Review Committee (DRC) process before advancing to the cities of Kettering or Beavercreek for local regulatory approval. While this layered approach protects architectural quality and environmental sensitivity, it also increases the time, variability, expertise, and cost required for development compared to typical business parks. Zoning frameworks differ across jurisdictions resulting in a regulatory landscape that can feel fragmented to prospective tenants.

**Removing regulatory and process risks and expenses are critical to the Park’s competitive advantage.** To create a more development-ready environment in line with this Plan while upholding the Park’s established character, the Association will work with the Growth Committee and both cities to recommend targeted updates to the MVRP Design and Enforcement Manual and related zoning standards.

### Partners

- DRC
- City of Kettering
- City of Beavercreek

This includes revising design requirements, expanding permitted uses, adjusting Business Park standards in Kettering as part of the City’s broader Comprehensive Plan and likely subsequent Code update, and identifying opportunities for greater consistency or flexibility in Beavercreek’s zoning. Clear, visual, supportive materials could help clarify expectations for applicants. Through this effort and based on the outcomes of the Association’s own Strategic Plan, the DRC, Kettering, and Beavercreek may collaborate to ensure clearer pathways, aligned regulations, and a more predictable development process for future investment. For example, a more collaborative site plan review process that brings the DRC and a relevant municipality representative at the same table as part of a joint meeting could result in significant time and design cost savings.

### Budget

- \$80k - \$120k

### Focus for new Design Standards

The highest standards of care for development (openings, lobbies/entries, architectural investment) should be in those areas that can be seen and experienced from the trails/greenways followed by primary streets. Flexibility for parking, servicing, and other building functions, should be afforded anywhere beyond those vantage points with more of a focus on architectural screening, landscaping, and mechanical/electrical standards.

Opportunities for increased infrastructure sharing should be sought throughout. The prevailing large development format has led to user-designated parking and stormwater provisions. Revised standards should encourage reduced on-site parking minimums, especially where there are opportunities for parking demand to be met through shared facilities. Similarly, stormwater and conservation area capacities should be measured across

the Park instead of site-by-site to reduce necessary lot sizes and site development costs.

New standards should prioritize human-scale and context-sensitive designs. Examples of this have occurred in recently built projects in the Park. Reduced building setbacks are key components in the design guidelines to consider for modification, along with site access standards that assume vehicular entry as the prevailing mode. Adjustments or removal of minimum square feet per acre ratios would also help provide an increase in the variety of building formats described in this Plan. As additional land use types become by-right via modifications to zoning, supportive guidance on providing appropriate buffers and other transitions will help foster harmony among mixed-use environments. Additionally, incentives could be explored to encourage Low Impact Development practices as described in the current MVRP Manual.



SUPPORT

## Trails & Open Space Development

The Association will be an engaged partner of its Cities and the Miami Valley Regional Planning Commission to phase in coordinated parks and trail projects to fill gaps in the regional network. Parks will range from conservation areas with restored and protected wetlands and water courses to preservation areas with minimal development to curated and amenitized parks for active use. Similarly, trails will range from low-impact single-track trails for hiking or mountain biking to concrete paved trails in higher traffic areas.

### Trail guidelines

Two primary types of trails will be key to enhancing how users engage with and navigate the Park. Naturalized trails will support recreational opportunities introduced to the area, while paved trails supplement the connectivity network.

**Naturalized Multi-use Trails** should aim to protect the environment, meet user needs and expectations, and require little maintenance. These trails should be designed to mitigate erosion caused by water, follow natural contours, and connect desired access points to help keep users on the path. Clear signage is key so various types of users know who else to anticipate on the trails (ex: hikers, mountain bikers, runners). Trailheads and wayfinding should effectively communicate the trail system.

**Roadside Multi-use Pathways** should be a minimum of 10 feet wide and uninterrupted for a minimum distance of ½ mile. A 5-foot minimum landscape buffer between the pathway and the roadway is recommended. A delineation that separates slower-moving travelers (ex: pedestrians) and faster users (ex: cyclists) is encouraged. This can be done with pavement markings, a traversable surface, or a landscaped buffer. Lighting, landscaping, seating, waste receptacles, and bicycle parking should be provided along the path. Strategically incorporate public art and other means of visual interest and activity, as well as space for trail-oriented programming and events. For example, staging areas for pop-up vendors, performances, and gatherings.

### Water quality and conservation

Critical to this effort will be assessing the current Beaver Creek’s water quality and determining the most appropriate scope for its restoration as an accessible asset for the community for recreational use. This may further include the pursuit of placing it under conservation with Clean Ohio.

### Partners

- Kettering Parks
- Miami Valley Trails
- Miami Valley Mountain Bike Association
- Miami Valley Regional Planning Commission

### Budget

- Trails: \$5 million - \$8 million
- Parks and open space conservation and enhancement: \$15 million - \$25 million



Road diet - Seattle, WA



Edgewater Drive road diet - Orlando, FL



Memphis Medical District road diet - Memphis, TN

**SUPPORT**

**Research Boulevard Bridge & Road Diet**

A significant gateway to the Park is being modified in the near future. The Ohio Department of Transportation (ODOT) is scheduled to replace the Research Boulevard Bridge in 2027. The City of Kettering has the opportunity to augment the bridge’s functional design with lighting, signage, decorative veneers, and paint. Additional gateway elements can be added on the approach to the span.

In addition to the bridge, the Park has an opportunity to work with the City and ODOT to right size Research Boulevard through a road diet while preserving capacity for future growth. With current traffic volumes at an average of about 8,300 vehicles per day, two lanes plus a central turning space is sufficient to manage vehicular users. A tactical modification to the road may be installed without modifying its current curbs and drainage. The surplus space created by the road diet would provide additional surface for bicycle and pedestrian accommodations, plus added landscaping buffer areas, while slowing traffic through the Park. A similar road redesign was recently installed along Far Hills Avenue in Kettering and may be referenced to inform similar changes along Research Boulevard.

**Partners**

- The City of Kettering
- ODOT

**Budget**

- \$500k - \$2 million



## Additional Initiatives

**SUPPORT**

### Fill and support existing square footage and businesses

Approximately a half billion dollars has been invested and over two million square feet has been built in the Park over the past forty years. The needs of the companies that currently reside in the Park will continue to be supported and engaged to the extent practical as part of the implementation of this Plan. Improvements to buildings and expansion of facilities should be administered in a timely way that focuses review against the considerations present in the Plan’s objectives. Company leadership and staff will be engaged through events and other meetups to build relationships across company boundaries and grow awareness of the Park’s core end-user needs.

**SUPPORT**

### Support completion of the new STEM Elementary School

The STEM campus on the Park’s west side is an asset for the entire Park. As the campus’s most recent project finishes, ensure that ample accommodation may be made now or in the future for bike/ped connectivity from the STEM campus east into the Park and, eventually, to Beaver Creek and the Basecamp.

**SUPPORT**

### Complete Research Boulevard multi-use path

A trail segment that connects Founders Drive to County Line Road is funded. This connection will be further enhanced by the new bridge project at this location and may also inform complementing traffic calming and road dieting projects along the corridor.

**SUPPORT**

### Flight Line Design and Funding

The Flight Line is a trail contemplated to extend along the western side of Woodman Drive. The Association will support the design and development of this important corridor and assist in connecting it into the Park’s own trail network.

**SUPPORT**

### Complete Vision Apartments

The Vision Apartments project is the first residential development in the Park. The Association will support its successful completion, lease up, and integration into the growing energy of the Park. Ongoing development of the Basecamp should be inclusive of this audience as should broader events to enhance the use of the Park’s trails and greenways along Beaver Creek.

**SUPPORT**

### Complete Springhouse Park Trail

The Association will support the 2027 Springhouse Park Trail connecting into the MVRP path network by finalizing alignment, safe crossings, and trailhead connections so the trail reads as a continuous connection.

**SUPPORT**

### Create tactical connection to Springhouse Trail

So that the Springhouse Park Trail is further connected to the heart of the Park, a provisional connection between its northern terminus and Research Boulevard’s intersection with County Line Road will be marked, buffered, and signed along the road shoulder.

**LEAD**

### Design new configuration of Spaulding, Founders, and Iron Horse Trail

To better connect the center of the Park from the north, design and prepare a budget to realign Founders and Spaulding Road. Additionally, integrate into the project Iron Horse Trail’s diversion into the heart of the Park from the northwest.

**SUPPORT**

### Bus Service assessment

The Dayton Regional Transit Authority (RTA) can be a partner in making the Park accessible by bus over time as growth occurs. Currently, Route 7 runs along Woodman Drive, the Park’s western edge. The new STEM school and Vision apartment development, paired with other new users nearby, could soon warrant an assessment for enhanced/extended service. There had also been an exploration of a new regional service route to connect Kettering with Huber Heights through the Park, dubbed the “East Connector.” Such a project may be more viable as planned developments at the Park and elsewhere begin to come to fruition.

**LEAD**

### Procure and install new signage

Leveraging a new brand, destination experiences, and anchors, design, fabricate, and install new gateway and wayfinding signage at primary entry points and along primary parks and trail corridors.



## Additional Initiatives

SUPPORT

### Woodman Drive Strategic Plan

Woodman Drive plays an important role in shaping perceptions of the Park from the west. The Association will be an active stakeholder in a small area corridor planning study that may evaluate, among other components, the identity, infrastructure, land use, and development strategy of the corridor. The outcome will also include the impact of the Firehouse and former CVS Activation Plan implementation.

SUPPORT

### Install Iron Horse Trail Spur

Based on completed designs and budget, install the spur of Iron Horse Trail that connects the Park’s northwestern corner into the Beaver Creek trail system.

SUPPORT

### Build Founders/Spaulding

Based on completed designs and budget, implement the realignment of Founders and Spaulding. Modify available development parcels to align with the Plan’s Vision for missing middle commercial uses and current market demand.

SUPPORT

### Demolish Time Equities as market demands

Based on current vacancy, determine the viability of maintaining the current structure. Should it be preferable to demolish, relocate any existing tenants to other available spaces in the Park and demolish the current structure to a state ready for future redevelopment in accordance with the Plan. As appropriate, support the meanwhile use of the created pad to test demand for future Park amenities.

SUPPORT

### New residential behind Woolpert

As the Park transitions to residential neighborhoods in the east, the Association will support the development of aligned residential development and any supportive community-serving retail.

LEAD

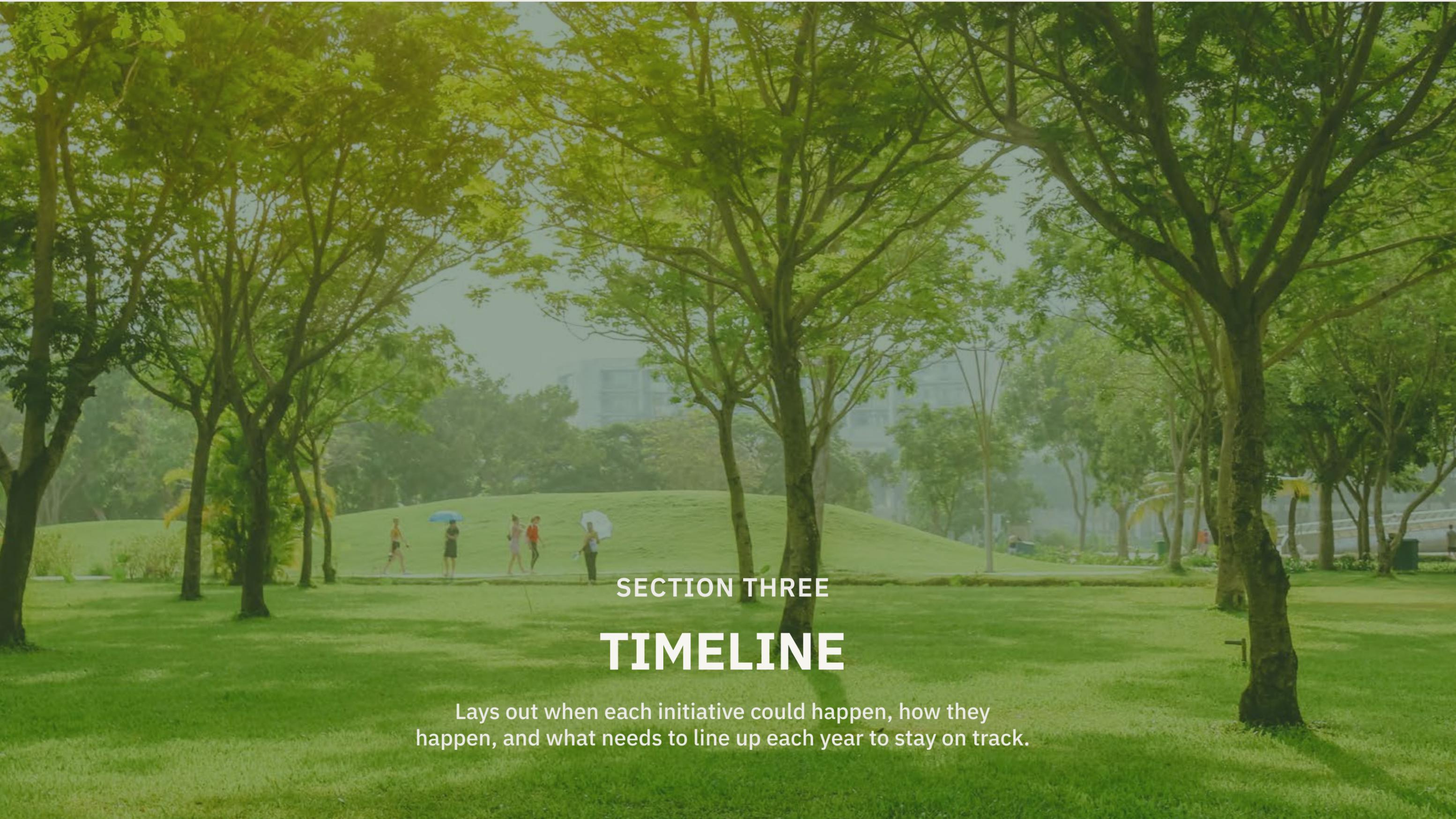
### Design infrastructure and set pad readiness south of Research Boulevard

As available space and land north of Research Boulevard is absorbed, the Association will work with its community and regional planning partners to design and budget for new street, utility, and public space infrastructure. This investment will create viable pad sites for residential, hospitality, and commercial uses.

SUPPORT

### Develop pads and creekside residential

As demand warrants, develop compact, contiguous sites that minimize the over extension of infrastructure and optimizes the clustering impact of new mixed-use development.

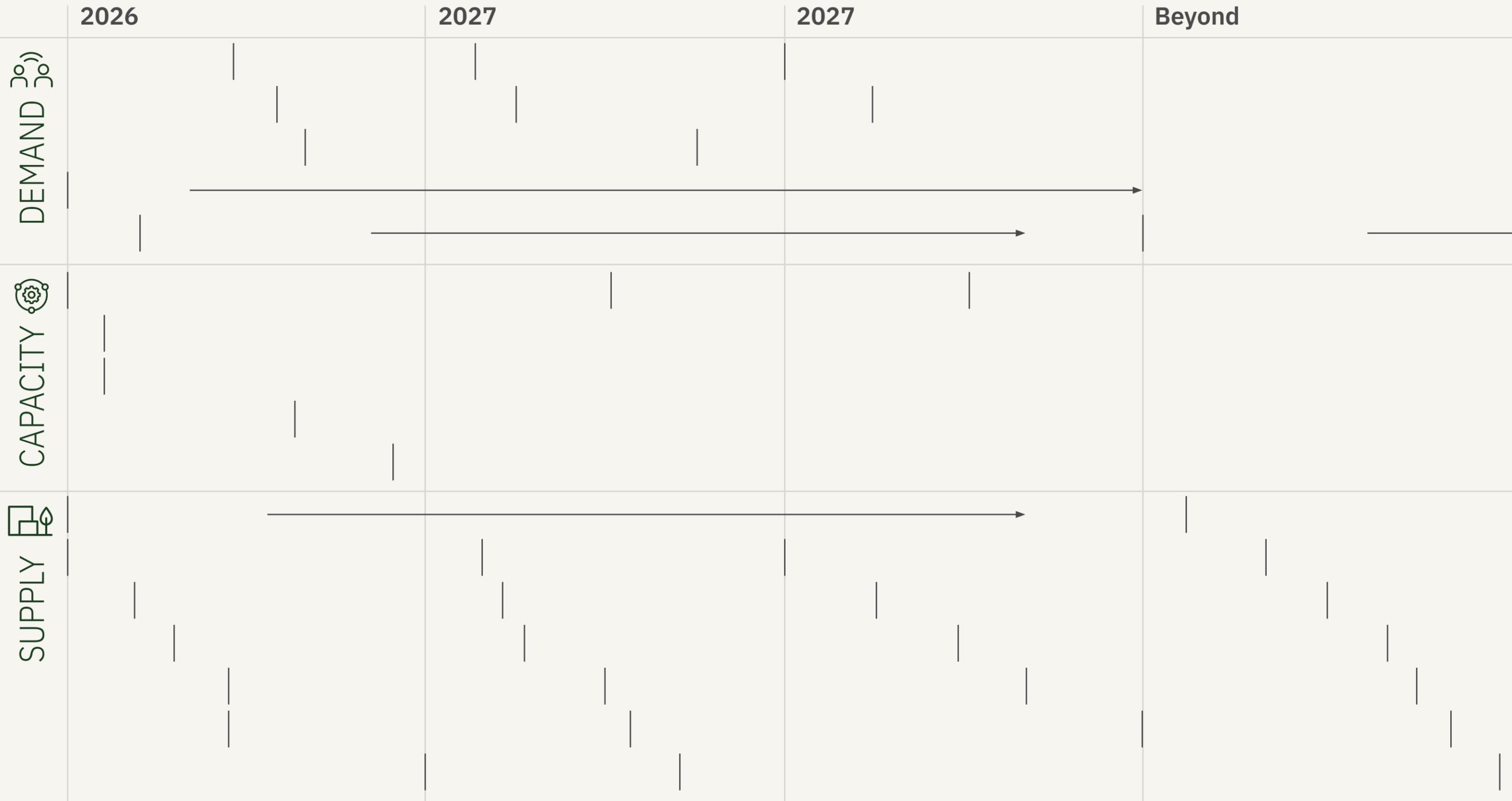


SECTION THREE

**TIMELINE**

Lays out when each initiative could happen, how they happen, and what needs to line up each year to stay on track.

Click each to learn more LEAD SUPPORT







## SECTION FOUR

# APPENDIX

Maps, survey findings, and tools that back up the plan.

MIAMI VALLEY RESEARCH PARK  
**MASTER PLAN**

YARD  
& CO.