

YARD & COMPANY

UNCOVER WHAT'S POSSIBLE

welcome to

YARD & COMPANY



YARD & Company is an urban growth firm that uses urban design and development strategy to help people uncover what is possible for their places through market making, storytelling, and problem solving. **We value authentic neighborhood growth, the hyper-power of what can be done in small spaces, collaborative development and a human-scaled approach to the way places can change for the better.** Our designers, tacticians, and neighborhood development specialists have over 25 years of combined experience in urban design, architecture, urban planning, public space activation, engagement, journalism, marketing, community development corporation leadership, and real estate development. We are unapologetically born out of the Midwest experience and export the lessons learned here about post-industrial cities and neighborhoods across the globe. Our core purpose is to provide real, active, and adaptable solutions for our clients that meaningfully grow their place.

CORE SERVICES

- » Urban Design + Development Strategy
- » Real Estate + Economic Development
- » Demand Discovery

BUILDING BLOCKS

- » Engagement + Discovery
- » Activation + Testing
- » Community Operations
- » Scenario + Story
- » Master Planning
- » Strategic Investment

CONTACT

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WHO WE WORK WITH



YARD & Company is connected to an international network of subject matter experts and creatives that we bring aboard as the specific needs arise. We bring on the right services at the right time and ensure that those individual services fit together seamlessly. Our model relies on integrating our energy and efforts directly into or as an extension of our client teams. We typically work shoulder to shoulder with the following client types:

- » Real estate developers
- » Cities and towns
- » Institutions
- » Nonprofits and community/neighborhood developers
- » Development authorities
- » Corporations
- » Other design and professional service firms
- » Brokers

PROBLEMS WE HELP SOLVE



We help organizations build amazing places. Our clients range from small volunteer-based grass-roots efforts to multi-national developers and corporations. Projects range in size from targeted pop-up efforts to billion dollar redevelopments of entire city districts. Every planning and design firm focuses on their clients. YARD & Company's focus on the end-user's job to be done and the problems they are trying to solve is what differentiates how we approach our work. We find that today's neighborhoods and districts, and the leaders that are charged with building them, are generally responding to one or more of these challenges through their building and development efforts:

» **Navigate and prepare for change**

- ▶ Create places their kids want to come back to or that they want to retire
- ▶ Retain existing talent and foster new ideas, companies, and innovations
- ▶ Restore/expand authenticity and vitality to lives and neighborhoods
- ▶ Unstick projects and places

» **Get to work after a plan is hatched**

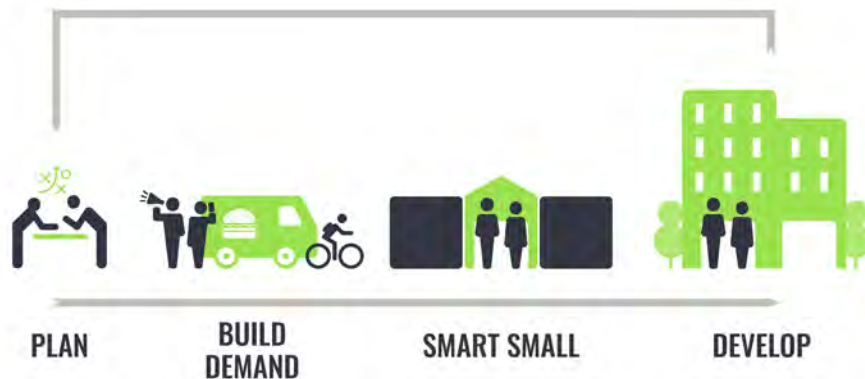
- ▶ Implement or make big visions real through doable steps
- ▶ Discover meaningful things that they can do to make neighborhoods better
- ▶ Attract and sustain investment amidst scant resources to subsidize it
- ▶ Attract developers and other partners
- ▶ Resolve conflict between developers and the community
- ▶ Determine how to shed tired perceptions and tell a better story

» **Build capacity that supports extraordinary growth**

- ▶ Structure community development organizations
- ▶ Set up roles, procedures, and operations for community and master developers
- ▶ Leverage events, programming, and engagement strategies for optimum impact to place
- ▶ Unleash new possibilities in fundraising and crowd support
- ▶ Review investment, infrastructure, design, and development proposals

WHAT WE DO

We founded YARD & Company because we saw that the conventional planning and development process was incomplete. In the conventional practice, planners plan and then stop while developers go big without any steps seeming to fill the months or years between the plan and development. To amend this, we have reinstated two development stages: demand creation and smart small development. It eliminates the gap between planning and development that has plagued neighborhoods and districts for the past century. Not all places we work find themselves at the same starting point in the same stage. We know that we cannot confuse one's beginning with another's middle and that development does not happen in a straight line. **Our work is calibrated to meet you where you are.** We stand shoulder to shoulder with you as an extension of your team to help you identify needs, solve problems, build markets, and tell an authentic story about what we are building together.



CORE SERVICES

- » Urban Design + Development Strategy
- » Real Estate + Economic Development
- » Demand Discovery



Urban Design + Development Strategy

Our urban design practice provides the strategic vision for neighborhoods, districts, and urban core development. Our experience, market trends, and rapidly evolving demographics demonstrate a clear demand and premiums paid for walkable, connected, adaptable, and vibrant places. People are moving in, not out. We deliver programming, unit mix, development typologies, image, character, “phaseology” and a unique story that end users expect out of the places they spend time and money, are innovative and creative in their livelihoods, and rest their heads at night. It leads to results that are smarter, quicker, and more inclusive than conventional practice. Our work has been instrumental in guiding project stakeholders through the development process not only to expedite approvals, but to ensure that the project is meaningfully rooted to its context. Our unique approach helps market the project even prior to completion through beautiful drawings and renderings and by finding creative ways to broadcast a place’s story to get people to it.

BUILDING BLOCKS

- » Engagement + Discovery
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Real Estate + Economic Development

We work in both places where development is happening quickly and stakeholders are just trying to keep up and in communities that are stuck where local placemakers are simply trying to figure out how to get things moving again. In both cases we employ an active and engaged approach to problem solving that links demand exploration with supply development. We look at what happened yesterday and what could happen 10 years from now, but we are at our best when we are working with you to understand what needs to happen now and what could happen over the next 12-24 months. This process is iterative, creative, and adaptive to the daily hurdles that will inevitably emerge, but it is also grounded in the idea that development should not happen to a place, but instead with it.

BUILDING BLOCKS

- » Activation + Testing
- » Community Operations
- » Scenario + Story
- » Master Planning
- » Strategic Investment



Demand Discovery

Supply takes time. Demand can start today. We believe that everyone from neighborhood citizens to the largest institutional developers can and should approach growth and problem solving through the lens of demand discovery, a process through which the low-risk testing of ideas can lead to smart, small wins that add lasting value for places. It proves that uncovering demand (people's wants, needs, spending power, etc) is just as important as developing supply (buildings, parks, infrastructure, etc.) to driving extraordinary development. In our work, we have seen that Demand Discovery both attracts and shapes supply, leading to a much more powerful and lasting future. We use it to engage stakeholders, inform our designs and development strategies and curate memorable experiences for end-users. It also just happens to make projects less risky in its incredible ability to positively change a negative perception or nagging worry about a place.

BUILDING BLOCKS

- » Engagement + Discovery
- » Activation + Testing
- » Community Operations

BUILDING BLOCKS + TOOLS

YARD & Company has the unique ability to uncover demand for extraordinary places on one hand and, with the other, craft design and development strategies that shape the supply of buildings, public spaces and streets. This two-pronged approach yields extraordinary neighborhoods and districts. A different type of firm requires a different set of tools. **Our building blocks and tools are customized around you.** We have helped dozens of developers, cities, non-profits, corporations and institutions establish and reach their goal to build amazing places. They range from small, volunteer-based, grassroots efforts to multi-national developers and corporations. Projects range in size from targeted pop-up efforts to billion dollar redevelopments of entire city districts. Regardless of who you are and where you find yourself, we can tailor the below to meet your needs:

CREATE DEMAND WITH

ENGAGEMENT + DISCOVERY

Uncover community assets, establish priorities, quick test possibilities, and make decisions in active meetings and events.

ACTIVATION + TESTING

Stage amenities, initiatives, and other changes to build demand, confirm direction, and spark momentum with smart small investments.

COMMUNITY OPERATIONS

Ensure that your team and leadership have the right tools, procedures, and structure to bring about real, sustained growth and smart change.

SHAPE SUPPLY WITH

SCENARIO + STORY

Confirm goals and assumptions, test options for development capacity to confirm project viability, and back it all with the compelling stories about the places it can create.

MASTER PLANNING

Craft smart, 3-dimensional district, neighborhood, and site concepts that are practical, phaseable, build on what is there, and create extraordinary experiences.

STRATEGIC INVESTMENT

Plan for smart change and growth with specific, phased initiatives that start with what is possible today and reach new heights over the next 2, 5, and 10 years.



Engagement + Discovery

Every neighborhood has an essential DNA that we document through understanding hard and soft data. The hard data is gained from walking, biking, measuring, and photographing places to supplement information that comes from broader trends, the market, and mapping analysis. The soft data comes from listening to stakeholders on their own turf; leaders, investor partners, entrepreneurs, innovators, artists, and others vested in the growing health and well-being of a place. Our engagement strategies generate a working visual understanding of the physical and social makeup of a place and uses that knowledge to generate essential operating principles for how to approach the neighborhood's future. Working together, we find the full potential of a place through an energetic, efficient, and iterative design discovery process that vests owners and stakeholders in the development process. We use this process to shape and inform new development and growth to ensure that it is happening with you, not to you.

TOOLS

- » Engagement Brief
- » Facilitation
- » Tours
- » Analysis diagrams + maps
- » Dot-mocracy
- » Survey
- » Case studies
- » Neighborhood DNA Books
- » Design Discovery
- » Summary of Understanding



Activation + Testing

We engage in equal parts planning and prototyping. We work with neighborhood leaders to gain knowledge, establish early concepts based on that knowledge and test them in the built environment before the ink on the plan is dry. Is there a nook or cranny that could be a public space? Let's activate it through community-driven and economic programming. Can't get there from here? Let's work to test different street and route configurations. Are there entrepreneurs and small businesses who want to invest? Let's work together to find workarounds, training and support to go from pop-up to permanent. What worked? What did we learn? We take this intelligence, new partnerships and our professional development expertise to refine the Plan. This uncovers new possibilities to improve the Plan, broaden the coalition of support, and create the union between trust and action that allows our community to confidently embrace its future. We formalized this methodology in the 2016 [Neighborhood Playbook](#).

TOOLS

- » [Neighborhood Playbook](#)
- » Activation Plan
- » Partner recruitment
- » Story audit
- » Creative placemaking
- » Program management
- » Tactical infrastructure



Community Operations

Once change starts, change management is needed. From city departments and regional development entities to small and big nonprofits our team has experience in creating, structuring, managing and growing organizations that ensure places keep growing once they've started. Leadership recruitment, decision making infrastructure and fundraising strategies are just some of the help our team can provide. Too often growth stops before it truly begins. With a smart and strategic community operator in place communities can more easily sustain physical change, while ensuring that the change is reflective of and for the community it serves. Ultimately we believe that the people and organizations responsible for positive change are just as important as the change itself.

TOOLS

- » Operations Plan
- » Organizational Structure
- » Staff recruitment
- » Leadership training
- » Project and design review
- » Fundraising and source spotting
- » Developer and partner recruitment
- » RFQ and RFP writing



Scenario + Story

Whether you are confident in your program or just at the beginning of figuring it out before closing on the property, our team of designers and strategists can help you test, evaluate, and establish your preferred development options. Our approach goes further than simply determining what can fit between the lines. It bases the site capacity testing in a story about the place, what it links to, its image and character, how it solves problems for project partners, and the strategy for how it gets to market smartly. We are accustomed to doing this simply around a table with the project owners or as part of a collaboration with community partners as part of a structured Design Discovery process that efficiently gets to clear directives for the development as its understanding matures. We work in three dimensions and quickly so that no time is wasted in getting to clear answers that are supported by the ownership group, the community, and the market.

TOOLS

- » Development capacity
- » Site evaluation
- » Character studies
- » Case studies
- » 3-dimensional modeling
- » Development alternatives
- » Programming
- » Partner workshops
- » Design charrettes
- » Design Discovery

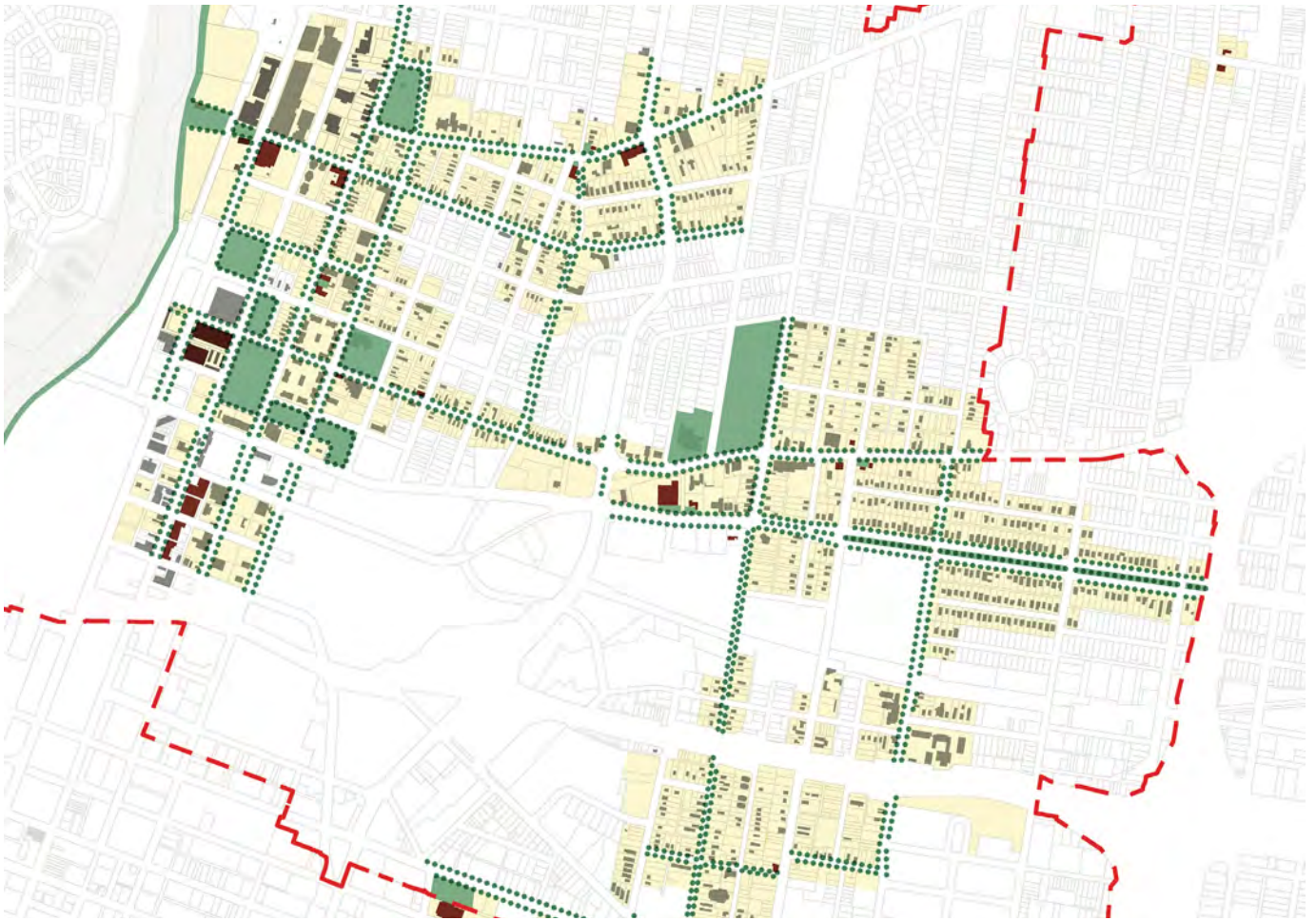


Master Planning

As development opportunities grow, larger assemblies of land and buildings become available for a new district or neighborhood to take root. This can come in the form of large industrial sites, an obsolete mall or school, post-disaster areas, waterfronts, removed highways, outmoded office parks, or simply areas scarred by earlier urban renewal or demolition. We reimagine these as powerful new opportunities for part or all of a new neighborhood, district, or downtown. We have developed master plans for universities and innovation districts, arts districts, entertainment districts, waterfront districts, mixed-income and mixed-use neighborhoods, urban agricultural districts, and shopping districts that collectively act as a community anchor. In all cases, we work hard to ensure that the new district not only connects to and benefits the broader community but that it is built of the same nuance, DNA, and human scale that defines our most memorable places.

TOOLS

- » District + neighborhood development master planning
- » Multi-modal transportation
- » Entitlements + approvals
- » Building typologies
- » Concept architecture
- » Public space + street concepts
- » Look books + project story



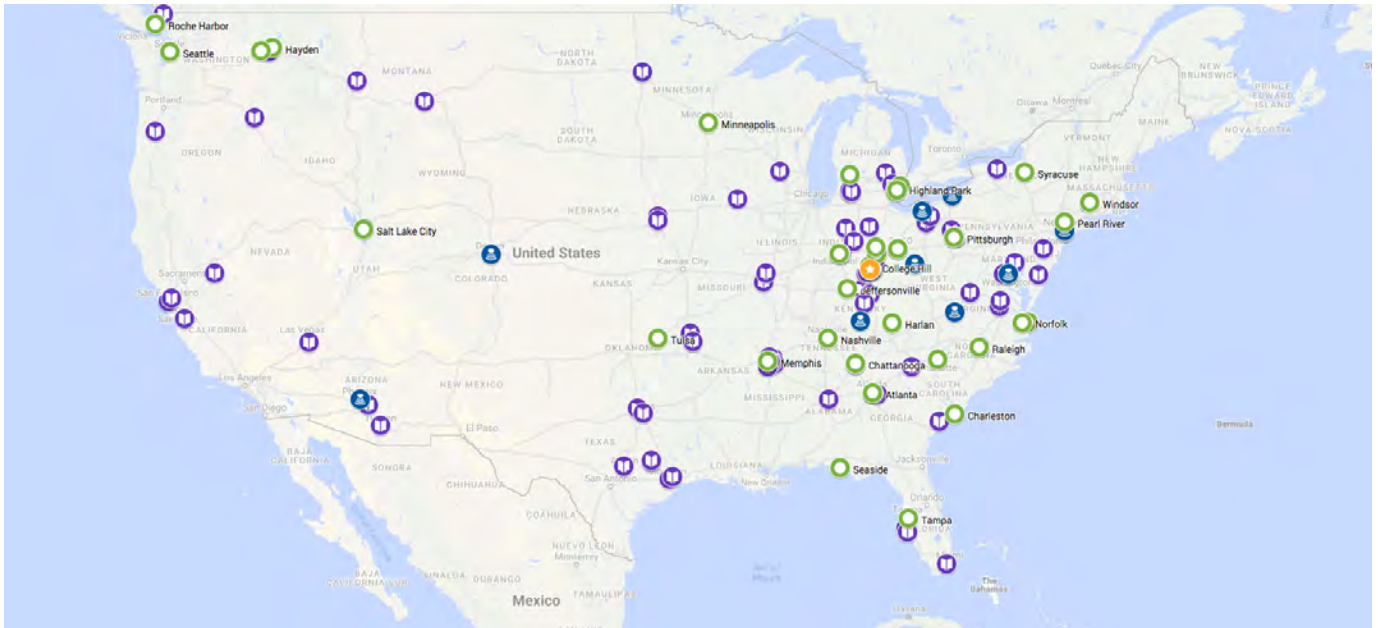
Strategic Investment

The work we will do with you will be as action oriented as it is a framework for policy to guide long-term growth. We typically suggest breaking the plan into action items for the next 24 months, 2-5 years, and 5-10 years. Whether you wish to remake your streets again for people, develop a trail network, or determine how and where you are going to bring online real estate development, we have developed numerous Strategic Investment Plans to help clients achieve their goals. We build Work Plans that guide efforts in the months and years that follow and recommend that the Work Plan is annually revisited to document the past year's successes, recalibrate as necessary based on that success and establish the game plan for the following year. The Work Plan doesn't live on someone's shelf but is "live" in the cloud so that leaders can be accountable to responsibilities and measure progress.

TOOLS

- » Alternatives analysis
- » Neighborhood plans
- » Downtown and district development strategies
- » Smart Small investments
- » Anchor + catalytic projects
- » Open space + streets
- » Smart City strategies
- » Resilience strategies
- » "Phaseology" Work Plan

WHERE WE'VE WORKED



● CINCINNATI, OH
 ● PLAYBOOKERS
 ● WORKSHOP/LECTURE
 ● PROJECTS

Our professional experience has brought us around the country to lecture, host workshops, and roll up our sleeves to work. Our work and passion is born out of the post industrial towns, cities, and neighborhoods of the American Midwest. It also just happens to be a great home base. Cincinnati is within a five-hour drive of seven state capitals, thirteen significant metro centers, and a sixth of the United State's population. It also has direct national and international flights to approximately 60 cities. Its traditional neighborhood form also provides a living lab teeming with possibilities to demonstrate the full range of what we do. Not on this map? Let's change that.

We have recent project experience across all of our service types in the following cities:

- | | | |
|-----------------|-----------------------|--------------------|
| Abu Dhabi, UAE | East Grand Rapids, MI | Raleigh, NC |
| Atlanta, GA | Erie, PA | Roche Harbor, WA |
| Baton Rouge, LA | Harlan, KY | Salt Lake City, UT |
| Bellevue, KY | Hayden, ID | Seaside, FL |
| Calgary, AB | Highland Park, MI | Seattle, WA |
| Charleston, SC | Indianapolis, IN | Spokane, WA |
| Charlotte, NC | Jeffersonville, IN | St. Petersburg, RU |
| Chattanooga, TN | Memphis, TN | Syracuse, NY |
| Cincinnati, OH | Minneapolis, MN | Tampa, FL |
| Columbus, OH | Moscow, RU | Troy, OH |
| Covington, KY | Nashville, TN | Virginia Beach, VA |
| Cleveland, OH | Norfolk, VA | Windsor, CT |
| Dayton, OH | Pittsburgh, PA | |
| Detroit, MI | Portsmouth, VA | |

COLLABORATORS

YARD & Company thrives on collaboration and standing shoulder to shoulder with our clients and teammates. We have had the great privilege of collaborating with some of the best minds and talents in the building industry. To name just a few:

AECOM	Gillespies	Nelson Byrd Woltz
Applied Ecological Services	Glaserworks	NeighborWorks
Barbara Goldstein	Greenstreet	Nicole Swerhun
Bayer Becker	Haile Foundation	Nore Winter and Company
BF&S	HGC	Opticos Design
BLDG	HKGI	Peter Swift
Bob Gibbs	HNTB	Project for Public Spaces
Braxton Brewing	Hub and Weber	Renaissance Covington
Carl Walker	Hyatt and Stubblefield	Resonance
Calfee Zoning	Infinite Scale Group	Retail Development Strategies
Carnegie Mellon University	Jeffrey Schwaiger Design	Robert Charles Lesser Company
Catalytic Fund	John Thompson Partners	Robert Louis Group
CEC	Jon Rubin	Sprout Fund
Center for Great Neighborhoods	Kimley-Horn	The Prince's Foundation
Cincy Stories	LaQuatra Bonci Associates	Torti Gallas & Partners
Cincinnati Development Fund	Lean Urbanism	Troy Foundation
Code Studio	Lee Waldrep	University of Cincinnati
Congress for New Urbanism	LiveWorkLearnPlay	Urban Design Associates
Corbin Design	LISC	Urban Fast Forward
Center for Planning Excellence	LJB	Urban Land Institute
Depiction Illustration	Main Street America	Walter Kulash
Design Workshop	MKSK	West 6th Brewery
Development Strategies	McBride Dale Clarion	Work Program Architects
Dover Kohl	McCormack Baron Salazar	WSP
DPZ CoDesign	Model Group	Zimmerman Volk Associates
Ettore Mazzola	MORTAR	
GBBN	National Endowment for the Arts	

AWARDS + EARNED MEDIA

Since the launch of the [Neighborhood Playbook](#) we have prided ourselves on spreading the word about the Playbook with some of the most prominent media outlets and conferences in the urban revitalization and placemaking profession. From the east coast to the west coast and everything in between we have marketed the playbook through earned media, owned media and public presentations. Whether it be the thousands of people we have presented to across the country, our several hundred social media followers or our earned media nationally and regionally we spread the word far and wide about our clients and the impact we have in the communities we serve.

EARNED MEDIA

- » Cincinnati Magazine
- » SmartCities
- » StrongTowns
- » Kresge Podcast
- » Governing Magazine
- » NPR (WVXU) Interview
- » Gravel Lot Podcast
- » Plural of You podcast
- » Revitalization News
- » Private Side of Public Work podcast
- » Home 2.0 blog
- » NKY THRIVES
- » Soapbox Media
- » WCPO

SPEAKING ENGAGEMENTS

- » CityWorks (X)po (Roanoke, VA)
- » Saving Places Conference (Denver, CO)
- » APA National Conference (New York City, NY)
- » Carnegie Mellon University (Pittsburgh, PA)
- » NeighborWorks America (Washington DC)
- » PCRG Summit (Pittsburgh, PA)
- » APA Ohio (Columbus, Ohio)
- » Niehoff Urban Studio (Cincinnati, OH)
- » People's Liberty Kickoff (Cincinnati, OH)
- » Main Street America Conference (Kansas City)
- » Smart Growth America

OWNED MEDIA

- » Twitter: 3,250 (Joe + Kevin + Playbook + YARD)
- » Instagram: 358
- » Facebook: 343
- » Website: approx 40,000+ visitors per year

PARTICIPATION MODELS



Development does not always happen in a straight line so why should you expect your design, planning and strategy teams to push you onto one? Participation and collaboration are at the core of YARD & Company’s values and we bring that ethos into **three fee structures: Subscription, Building Blocks, and Workdays**. Subscription based services are where we work with you to identify and solve problems together and provide real-time resources and support to help you create a lasting impact on a place. Building Blocks are ideal when you know what you need and we provide tailored development and growth tools that can power your work while inspiring others to join you. The Workdays model is most appropriate when you need to workshop an idea for a day or two.

	WORKDAY	BUILDING BLOCK	SUBSCRIPTION
IDEAL FOR	Inspiration and quick problem solving	Known issue or opportunity	Adaptable and flexible expertise
TYPICAL DURATION	1 - 6 days	2 - 9 months	3+ months
FEE RANGE	\$1,500 / day	\$3,000 - \$250,000+	\$500 - \$20,000+ / month

THE YARD IS MEMORABLE

THE YARD IS WHERE THINGS HAPPEN

THE YARD BRINGS PEOPLE TOGETHER

THE YARD GROWS AND CHANGES

THE YARD IS A MEASURING STICK

THE YARD IS HUMAN PACED

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