

DESIGN PLAYBOOK

A guide for Innovation Zone Design intervention

September 2023



INNOVATION ZONE DESIGN PLAYBOOK

1. Introduction

The innovation zone (IZ) is a local area designated to demonstrate and facilitate community involvement in innovation and sustainability and enhance partnerships between the municipality and local business community.

IZ offers opportunities for experiencing and developing the full urban ecosystem collaboration of the local government, SMEs, academic institutions, NGOs, schools and the local resident community to create a local area designated to demonstrate and facilitate community involvement in innovation and sustainability. The IZ is based on the existing potential, buildings, organizations and human capital already in place, with minimal resources required and no new construction except for the establishment of meeting and co-work spaces in existing public buildings.

Therefore, many challenges that the cities face can be advanced through the local creative community already in place. IZ's can also go beyond providing solutions to these challenges by becoming attractive to business and talents, developing wellbeing and sustainability and by creating a competitive advantage.

As cities usher in technology that changes the way we interact, move and develop our common spaces, it is vital to nurture inclusive spaces for innovation and conversation around shared values and goals. **Insisting on the public realm as the foundation for urban action is vital to the resilience of our cities in an age of change and uncertainty.**

Innovation Zone benefits:

Developing the potential of a street segment in the city, on the existing basis and without the need for new development and construction - to experience and develop cooperation of the local government, small and medium businesses, academic institutions, non-governmental organizations, schools and the local resident community.

Allow small and medium-sized businesses to develop solutions that are more suitable for the real needs of the cities, thereby enhancing the value contribution of the city in the smart cities market.

Enable the creation of a success story of innovation zones that will be communicated and will be a model for other cities in the Mediterranean region, leading eventually to a growing network of cities.

Give a face to the city by creating a legible, coherent visual language for people to know that the public sector is an active player in the field. Have an easily accessible person and website for people to be able to direct their motivation, ideas and initiatives.

This playbook presents the insights and experience of establishing an Innovation Zone in the city of Herzeliya, Israel, during the summer of 2023. The project team worked together with the municipal team to explore a prototype of what an Innovation Zone looks like and feels like. This playbook provides guidelines, methodologies, and design tools for indoor and outdoor public space interventions.

We hope this experience helps facilitate a vision that fits the needs and opportunities for your city too.

An Innovation Zone Team:

An interdisciplinary team of professionals who are able to work together in short schedules and limited budgets.

Project Manager - Tight grip on schedules, timelines, priorities, contracting, permitting and budgets. Quick decision-making and sharp senses to find where opportunities lie.

Urban Designer - experience with urban scale and placemaking, openness to quick-builds. Architectural background with knowledge of materials.

General Contractor - Multi-tasking professional able to creatively jump through constraints and keep an open mind.

Graphic Designer - Modern thinking, able to express intangible ideas like "innovation, collaboration" in an abstract way. Experience with cultural organizations, art and municipal mindsets.

Climate Advisor - Scientist / researcher to provide a foundation for data gathering and information design, supervise quality and depth of information.

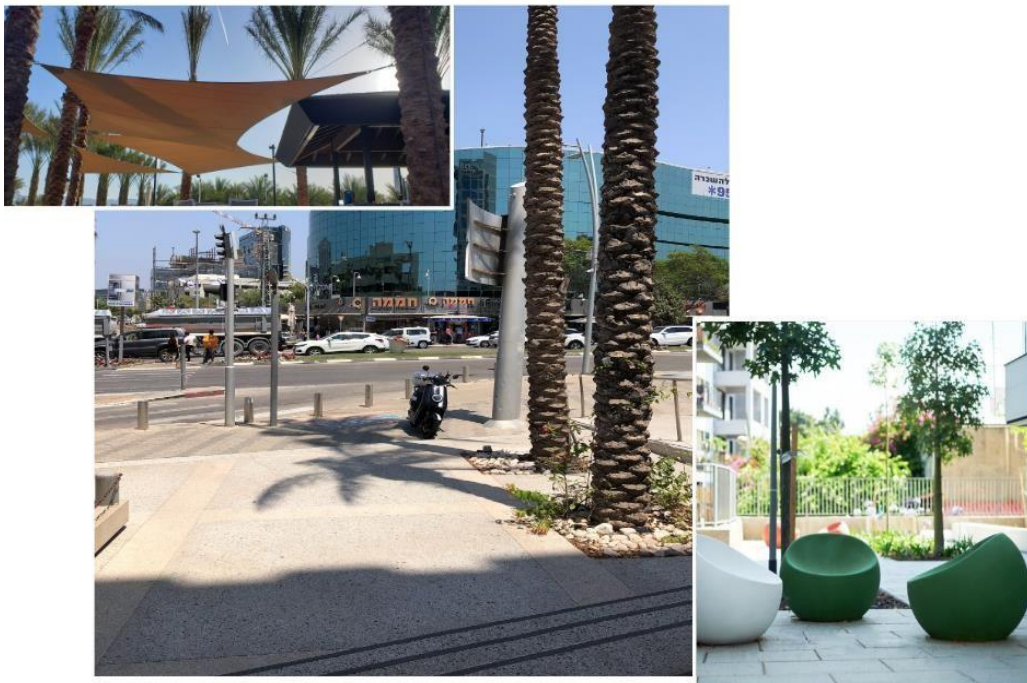
2. Threshold conditions: what is needed to establish a local innovation zone?

Before we get started, it's important allocate key municipal resources:

1. **Suitable location:** An existing stretch of a major street in a city, a 1~2 KM section of the street and areas extending up to 500 meters on each side of the street. The potential area must include a community building that can be used as an Innovation Zone focal point and meeting center, and at least three diverse stakeholder mix: Business, tech companies, public organizations, academic and learning institutions and the resident community.

2. Municipal leadership & commitment:

- Municipal Project manager - a local contact person in the municipality, to lead the project planning and executing.
- Decision makers commitment - Getting decision-makers on board: City Mayor, city CEO, logistic department, sustainability department and so on.
- Municipal budget: for planning, design, implementation, ongoing operation and activities.



Images: Suggestion for small scale interventions in the Herzliya Innovation Zone area

3. Pick the Right Sites

Carefully selecting intervention sites could determine the success of each site, and the innovation zone as a whole.

○ Visibility

- Avoid dark corners, inactive stretches of the street, find a place where people can stay comfortably.

○ Resonance

- Small change, big impact. Use contrast in color, texture and density to attract people. Smaller spaces seem fuller. In a messy, cluttered space, use clean, simple, light design. In a solid monochromatic place, use color and texture to stand out.

○ Activity

- People are attracted to other people. Find the local partners who will help activate the space throughout the day and evening.

○ Focus

- Choose a small number of ripe and visible projects to ensure tangible success.
- A successful pilot is likely to attract additional partners and funding in later stages, and start addressing additional issues using the enthusiasm created by successful pilots.
- Smart interventions will hint on a creative direction on larger issues through art, signage or data design.¹

¹ For more: Project for Public Places article on how to select a good spot for placemaking "[What Makes a Successful Place](#)"

○ Place Making

- The Project for Public Spaces concept – Light, Quick and Cheap inspired the spatial interventions. The IZ zone identified three "kick-off" intervention sites, intent on creating new areas for meeting and collaboration. Two of these spaces are outside on the street and the third is within the office space of the area's administration facility.
- The team also identified additional public spaces, which are unfriendly and uninviting for future interventions, in collaboration with partners from the area. The main entrance to the IZ, is probably the foremost space for future intervention. This is a junction funneling multiple traffic lanes into the business district, with high air pollution, noise and no shade. The challenge of the hot and crowded junction was incorporated into the work plan of the IZ for the coming year, with incremental light interventions with the design guidelines of the IZ.

4. Types of Interventions

Innovation is sparked by many factors, major ones are:

1. A clear need, backed with evidence
2. An environment that enables clear thought
3. An engaged group of collaborators.

To support these three factors, the innovation zone should include several types of interventions.

1. Information Collection and Dissemination
2. Places to Be, not Do
3. Collaborative Spaces
4. Connecting Fabric

o Information collection and dissemination

a. Data gathering stations

The Innovation Zone is also a type of Urban Lab, generating data and experimentation. These will be inviting and colorful data gathering elements, using the project branding to tie the element to the Innovation Zone, including a sign explaining what data is being collected and for what purpose. This hyper-local data will support hyper-local science-based solutions. When placing the sensor/camera/element – it's important to spark curiosity. Instead of trying to hide it (like CCTV cameras, or other government surveillance), make data visible.

Spread several of the elements in unexpected places and juxtapose them with interesting situations in the urban context, so that people will keep noticing new ones as they move around the streets.

The public data collection can be coupled with a citizen science campaign, engaging the local community, schools and municipal departments to contribute data on their own and to use the data for research and decision-making. It could be through installing additional sensors in their space, or through events that are built around a shared, fun experience of data collection.



b. Information signs

Present major highlights from the data on signs, in a way that sparks participation:

“In an average August afternoon, sunny sidewalks are 4 degrees warmer than shaded sidewalks. How might we protect people from the heat?”

Make data fun - use illustrations or humor to lighten up the empirical data. Integrate a QR code to more information and/or a live update dashboard. Use a friendly, funny tone to avoid being too academic or preachy.



c. Online dashboard

The online dashboard is a graphic “live” feedback of the information gathered by the data collection instruments in the Innovation Zone.

An Experience of Data

As a follow-up on the Israeli challenge of the SME4SMARTCITIES project – REDUCING THE URBAN HEAT ISLANDS, the Herzeliya innovation Zone, incorporates several data generating instruments. The local Environmental department is in charge of the IZ data point; the data supplements the municipal climate adaptation activities and is **open and available to all potential collaborators, developers and the community.**

- a. A Street Level Meteorological Station was set up in the main junction of the IZ, to be used as an urban Heat Island Data point.
- b. Thermal imaging – In collaboration with a leading data company we developed thermal images of the IZ, which will be updated periodically, and create an additional database for addressing urban heat and climate change as a collaborative effort of the IZ.

5. Places to Be, not Do

It's important to plan a route – not a bunch of separate spots but an Innovation path – that creates a whole, containing the following elements:

o Chill out zone

Buddha found enlightenment when meditating under a tree, and Archimedes had his Eureka moment when simmering in a hot tub. Creative thoughts arise when we are connected to ourselves.

Find an underused location in the area that can enable a relaxing moment for an individual or a small group. Somewhere to lean back, lie down, chill. The space should feel clean, safe and well lit. Ask people of different ages and

genders, “what would it take for you to comfortably meditate for 15 minutes in this place”?



Add elements to soften the experience - furniture that enables seating or lying down, hammocks, plants, sound of water, natural elements such as a birdhouse.

Be sure to include an informative sign or data point, to invite people to dream about the issues that require innovative thought.

○ Casual Conversation furniture - Lunch Spot

Where do people grab lunch in the area? Are there small restaurants, food trucks, sandwich spots? Enhance these areas with places for people to eat together, share moments and connect. A larger table (6+ people) would enable strangers to share. A smaller table (4 people) is perfect for a small group to eat together and talk. Provide shade or rain cover if needed. To prevent accumulation of trash, - partnerships with nearby businesses can be advanced, to take care of the place by presenting it as an amenity their clients can use.



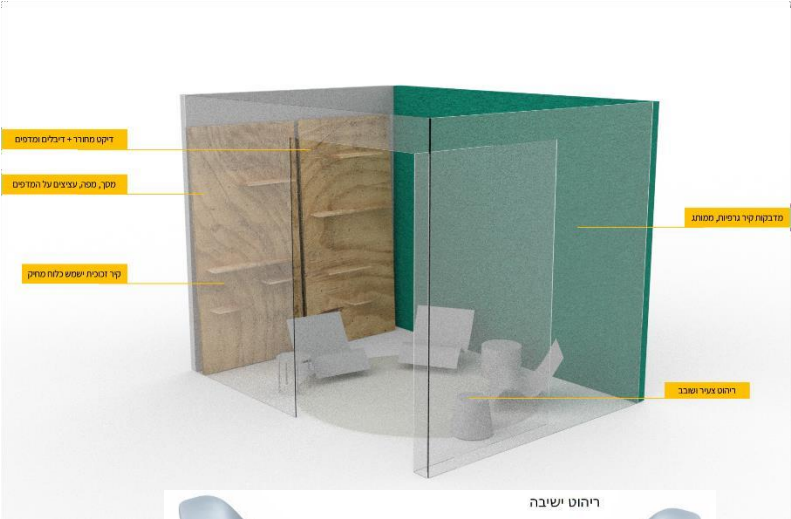
○ Collaborative Spaces

Outdoor gathering place - **Public Room**

- Plant a mature **tree** or a grove of trees in a place where it will have longevity. Ensure the city's gardening unit is involved and takes responsibility for all the new planting in the area.
- Integrate an “**activity wall**” and a space for 12-18 people to sit together for discussions and co-creation activities.
- Create a **Mural** that draws from local story and connects to an innovative future. Highlight interaction and conversation as values that the mural can include. Be sure to partner with a local artist who can uncover layers of history or conflict in an engaging way.
- Use furniture that can be moved and stored, that is resilient, requires little care. Find the sweet spot between hip and sturdy for Herzeliya, colorful concrete and wood furniture was chosen.

Indoor gathering place - **Spark Room**

- De-formalize the space
- Offer different ways to hold the body - upright, leaning back, standing up.



6. How to Design an intervention

○ Observe

- What life exists in this place now? Spend at least 15 minutes at three different times of day. Note the living creatures, human and non-human. Note the activities, congregations, connections. A bird eating a fruit off a tree. A person reading a book, a group of delivery people on bikes taking a break. How do you preserve life, while enhancing it and expanding it to more groups?
- Take photos.
- Ask the people who use the place - why did you choose to use this place? What would you do to the place to make it more useful?²

○ Define Design Values

- Some designers, especially those educated in a more humanistic approach, value arriving at a project as a blank slate to listen to the client needs, and the reality on the ground, before they give attention to what they may propose. The innovation zone, naturally, would require an innovative approach.
- Being transparent about yourself, as a designer, this will enable a stronger connection with stakeholders and a sharper vision of reality. Everybody can smell a fake.
- Define the Values - What are the values you want to interject in the world to make it better? What does the future of public space feels like? Have a written/sketched vision in mind to return to, throughout the project, while keeping an open mind to the ebbs and flows of reality.

○ Site Research

The IZ should be place based, with a past a present and a future - Get to know the area, the different sites, the stakeholders, the administration, the flows and the structure. The IZ development process begins with a "deep dive" into the characteristics of the zone, which are compiled into the playbook. The playbook includes a short brief on all relevant aspects which will be translated to the IZ design, map and activity book.

a. History

² For more: Use methods developed by Jan Gehl and Brigitte Svare in [How to Study Public Life](#), Island Press (2013)

- b. Future plans
- c. Climate
- d. Transportation
- e. Stakeholders
- f. Statutory analysis - ownership, zoning and potential permitting pitfalls

Co-Creation all along.....

An IZ is a collaborative process, designed, planned and owned by the community, engaged stakeholders are crucial.

Create partnerships with planning and logistic departments in the municipality to make sure you have people to approve and take care of elements in the public space, have ambassadors invite new people to join activities. Partner with schools, non-profits and businesses to create activities that happen in and around these interventions. After an initial “artificial boost”, spontaneous activity is more likely to occur.

o Design Approaches

● Begin with.....

- o Take a step back and throw 3-5 ideas on the page for each spot
- o Intuitive design - lay out the design on site with tape, spray and paper to “feel it out”,
- o Invite stakeholders to feel it out and give feedback

● Map out existing energy

- o Local initiatives - harness energy to include in your site
- o Tap into real need - climate change, nightlife, safety, belonging etc.
- o Frame within larger plans for area
- o Read interviews to find common threads

● Tangible....

- o Materials - durability, usability,
- o Colors
- o Mobile elements - people like moving their chair
- o Biodiversity and non-humans
- o Budget - design with abundance in mind, and then find ways to make it affordable. Be sure to keep a Wishlist in case additional budget is found or other parts of the project are cancelled and budget can be rerouted. Good design can convince.

- **Design for everybody.....**

- How would a person with extreme mobility needs use the space you are creating? Collect feedback and ideas from a person in a wheelchair, a non-native speaking person, a visually-impaired person, women, children, elderly people. If your design feels safe and inviting for them, an able-bodied person will surely feel safe as well.

Suggestion for “public room” – an open gathering space



a.

7. Getting to know the space – Mapping the Innovation Zone

A local mapping process allows us to see a familiar urban space with new perspective, analyze users and local business community needs, identify new opportunities and plan our participatory process accordingly.

Why is current status mapping necessary as a basis for decision-making?

Even when there are many years of familiarity with the space and the stakeholders, the mapping helps to flood new information, organize existing information - and examine it with a fresh eye. The mapping is used in two decision-making channels:

- Decisions concerning the design of the physical interventions in the space - "placemaking", meeting points, visibility in the public space
- Building the local work plan to promote the Innovation Zone

○ Observe

What life exists in this place now? Spend at least 15 minutes at three different times of day. Note the living creatures, human and non-human. Note the activities, congregations, connections. **A bird eating a fruit off a tree. A person reading a book, a group of delivery people on bikes taking a break. How do you preserve life, while enhancing it and expanding it to more groups?**

Take photos.

Ask the people who use the place - why did you choose to use this place? What would you do to the place to make it more useful?

○ Mapping the Physical Space

Building a map that creates a visual presentation of all the physical features of the space: where the stakeholders are, physical aspects related to micro-climate, shade, shadows, open spaces, mapping of public life (how the space is actually used), background and context to the neighborhood and the city.

Examples of map content:

- Economic anchors
- Social anchors
- Research anchors
- Climate Tech companies in the area

- Civil society organizations
- Commercial/economic mapping - to present the variety of businesses in the area
- Open spaces: trees, vegetation, water....
- Transportation: bus stops, light train, bike paths, pedestrian paths, destinations, peak times, traffic light time.
- Public life - street trading, people's behavior.

○ **Map stakeholders**

The stakeholders are the fabric of the Innovation Zone, they form the networks and the activity platform for co-creation. They can be key figures in the Business sector, HITECH industry, culture, trade, NGO's and together with relevant municipal entities. In-depth interviews and surveys with interested parties make it possible to understand their activity, their needs, interest and collaboration with the municipality.

There are differences between the organizational culture of a public body such as a municipality and business companies, especially startups - there are many barriers that arise from the organizational difference and shortfalls in communication and the coordination of expectations arising from it - stakeholder mapping can help bridge these gaps and help plan a process that is adapted to all parties.

○ **Map Strategic Potential**

Strategic mapping collects the value concepts of the stakeholders in the Innovation Zone.

Strategic mapping identifies where the project connects to the municipal policies and goals and existing opportunities in the city.

Elements of Strategic Mapping:

- Relevant municipal policies
- Existing and future plans in the municipality related to climate and innovation
- Collaborations already in place
- Corporate Responsibility and community collaboration activities
- Opportunities for collaborations with economic, social and research

anchors.

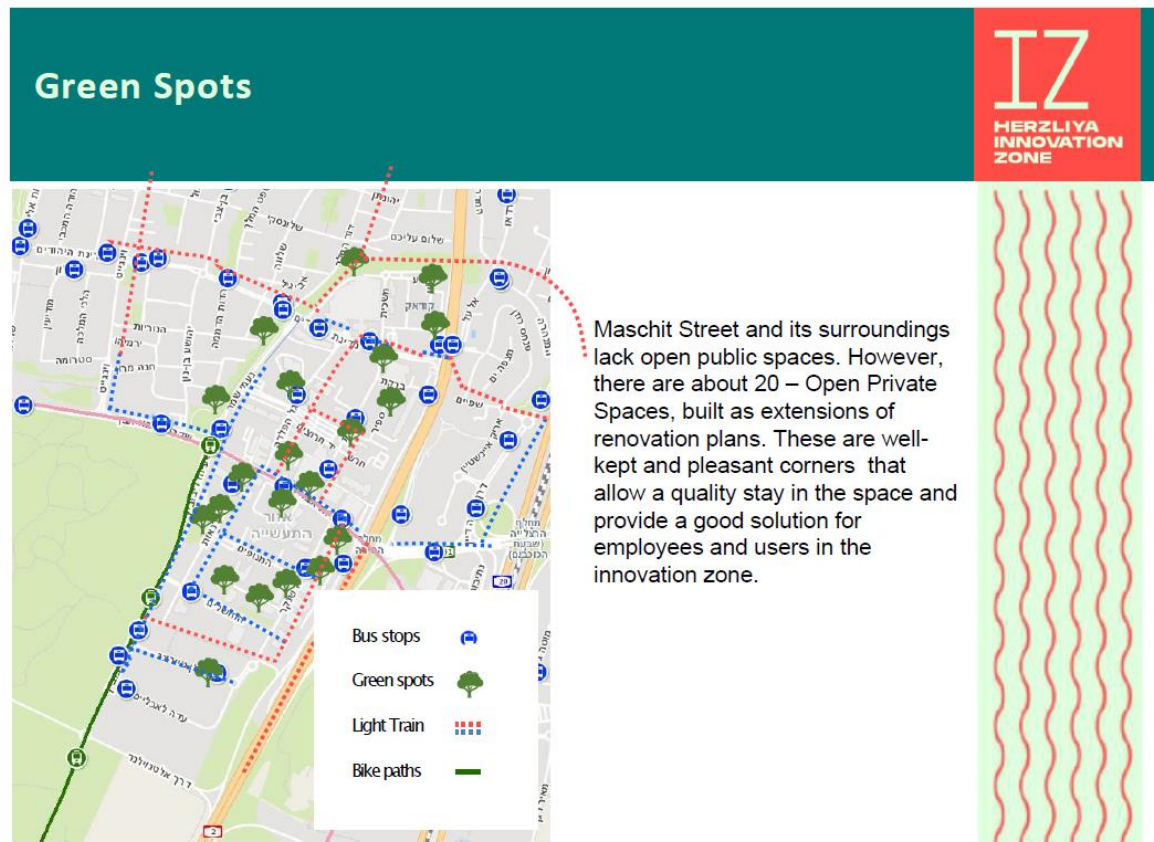
- **Contact Base**

The mapping process is an opportunity to increase exposure to the project and get to know more stakeholders. You should save the contact details for the continuation of the joint work within the Innovation Zone through the activity plan.

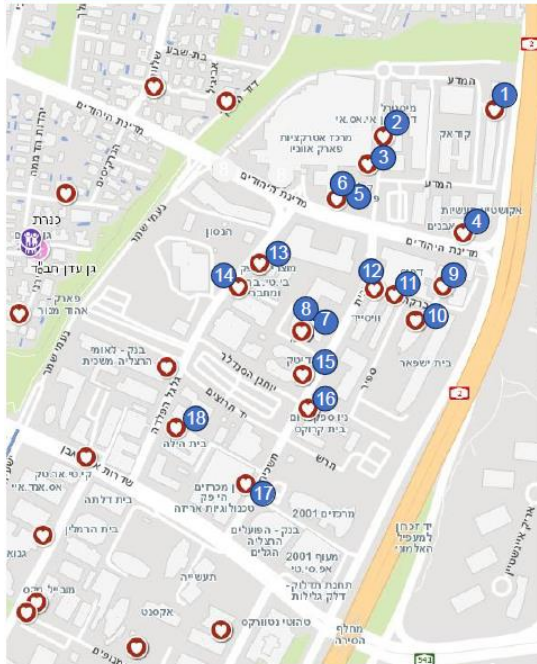
- **Innovation Zone Map**

The map shows the potential that the Innovation Zone has to offer and helps to identify challenges and opportunities in the space. The map will to be designed with the visual pallet of the Innovation Zone, and disseminated throughout the zone, on the street, inside venues and online.

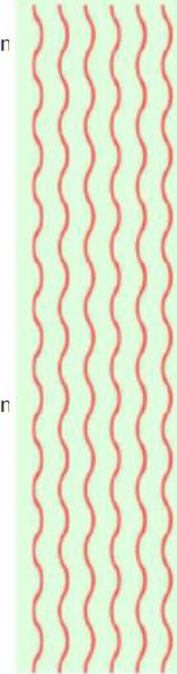
Example: The Herzliya Innovation Zone Maps



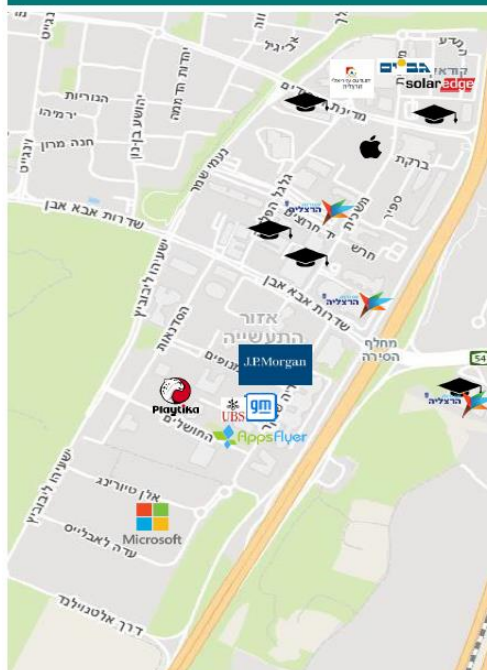
Civil Society Organizations



1. Cultural and Art Center
2. The Israel Grid Technology Association
3. JCS
4. Gandir Foundation
5. The Organization for Financial Education
6. Pisgat Amir
7. Menomadin Foundation
8. Mitrelli Group
9. Friends of Atidim
10. Organizaiton for Brian Cancer
11. GAVYAM Social Change
12. Hertzeliya Theater
13. Israel Venture Network
14. The Israel Arab Economic Development Center
15. Born for Life
16. The Organization for Lost Property
17. Economic Consultants Association
18. The Congress for Judaism and Democracy
19. Jacobzou Foundaiton
20. Delek Foundation
21. Haim Israeli Foundaiton



Anchor Organizations



1. Microsoft
2. Solaredge
3. GavYam
4. APPEL
5. PLAYTIKA
6. Hertzeliya Outlet
7. General Motors
8. UBS
9. JP MORGAN

Municipality:

1. Area Administration Office
2. Public Parking designated for re-planning as a public space
3. Hertzeliya Theater

Academia:

1. HiTECH College
2. GAYA College
3. SEPERIA College
4. Kernelios Cyber Course
5. Yitzhak Shamir School



8. Graphic Language

Graphic Language

August 2023

Public Room
Herzliya Innovation Zone

Headline
Favorit Extended
Bold

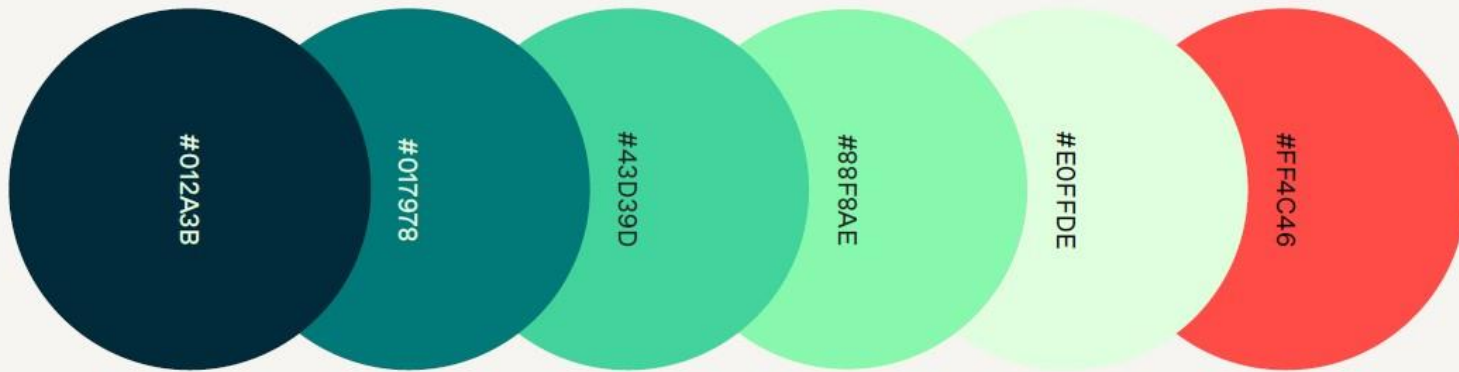
HERZLIYA INNOVATION ZONE

Subtitle
Favorit
Book

Innovation Mile is an adaptable playbook for cities in the Mediterranean region on how to engage small businesses and community partners in collaborative innovation of climate solutions.

Text
ABC Favorit
Book

The Innovation Mile initiative was produced with the financial support of the European Union under the ENI CBC Med Programme. Its contents are the sole responsibility of the project partners and do not necessarily reflect the views of the European Union.





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New Message

To | Cc Bcc

Subject

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SAVE THE DATE

השקת רצועת החדשנות של הרצליה
יום חמישי 21.9.23 • שעה 12:00

ENI CICMED
EUROPEAN UNION
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SME4SMARTCITIES

Graphic Language

Thank You

