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"In order to construct a building, the focus must be on the people"

Redesigning the Story

The Case of Urban Renewal in Jerusalem

Clever Research - Case Study from the Field of Visual Communication

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The Client

The administration of Urban Renewal, "Moria" Company, Jerusalem Municipality.

Background

Urban renewal processes gather within a wide range of disciplines, with the human aspect targeted to drive the whole process. Knowing that the inhabitants are the key for urban regeneration, Jerusalem municipality decided to transfer the management of the urban renewal area to the responsibility of "Moria" company. "Moria" has improved the accessibility to residents and allowed it to act as a social rather than an economic, entity. In its present location, the administration acts as a supplier of municipal services, without economic interests, as is common in other municipalities. For example, "Ezra and Bitzron" company in Tel-Aviv contains the gain or loss component of any urban renewal project that they promote.

Being an part of the Jerusalem municipal body that promotes broader municipal purposes, irrespective of economic functioning, significantly increases the public's confidence in its operations.

Since urban renewal processes begin with the human aspect, there is a greater significance to the interface and communication that happen with residents. At this point, both fields of visual communication and design management enter and offer unique tools and innovative ways to promote the relationship and dialogue with residents.

Targets of the Administration of Urban Renewal

The main target, according to managing director, Amit Poni, is promoting social, economic and environmental interests by adding further housing units in the city.*

However, it should be noted that the processes of urban renewal around the world include additional targets. These targets are sometimes even contradictory to the target suggested above. For example: reducing the number of housing units and increasing their territory in a way that contributes to the population diversity, to the empowerment of new populations or to encourage employment in disadvantaged areas. As defined by the municipality, adding housing units does promote social, economic and environmental interests:

1. Lowering housing costs (economic and social interest)
2. Reduction of construction in open areas (environmental interest)
3. Neighborhood's Renewal Opportunity

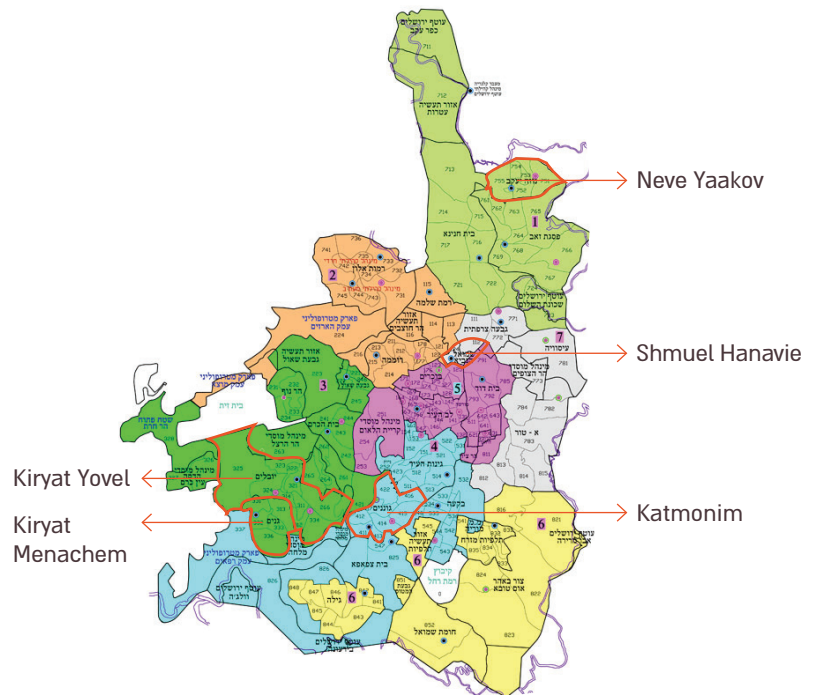
* Amit Poni, Urban Renewal Administration Manager, interview 1.6.16

** Data for this study was given with curtsy by the people of the Urban Renewal Administration in Jerusalem Municipality: Manager Amit Poni, Community Relation Coordinator Noa Afik and PR Coordinator Kerem Van-Mill.

Designated Urban Renewal Neighborhoods in Jerusalem

1. Katmonim
2. Kiryat Yovel
3. Kiryat Menachem
4. Shmuel Hanavie
5. Neve Yaakov

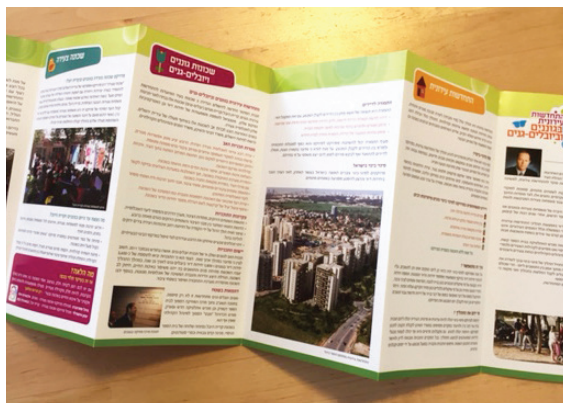
Common to most of these neighborhoods is being peripheral. Many buildings in these neighborhoods are old residential buildings that contain low standards of construction. Due to the fact that cost of construction in all neighborhoods of the city is similar, it occurs that naturally the urban renewal process happens in upscale neighborhoods where there's higher asset value. Therefore, public intervention is necessary to regulate the management of the projects in neighborhoods where the Urban Renewal is in need as a public and urban interest. The Administration of Urban Renewal works to promote urban renewal projects in disadvantaged neighborhoods by providing residents access to information and assistance to those who are interested in promoting these processes.



The field of visual communication has a significant value proposition to municipal efforts to mediate between the various bodies dealing with urban renewal. It has the tools that can help reduce gaps of information and communication with residents, and actually serve as a significant factor driving the urban renewal process.

Outdated P.R materials

Before approaching the new design, the Jerusalem Administration of Urban Renewal had no significant visual identity or graphic design tools. Brochures without associated design language were in use. The former design had colorful and childlike elements. It lacked a clear visual that would link the viewer intuitively to urban renewal idea. In the old visual materials there was an information overload and no infographic division that would have made the process of urban renewal clear.



The Challenge

Two main challenges related to the human factor were identified as part of the preliminary study, before the restructure of the urban renewal management in the municipality,:

1. **Mistrust in the Establishment** - a sense of suspicion, fear of the unknown (especially in real estate issues), knowledge gaps, fear of endless bureaucracy and a complex process and a lack of control throughout the process.
2. **Community Involvement** - implementing insights teach that residents who are interested in a urban renewal project must take responsibility for the process and promote it themselves. In order to promote the process - residents need to be active. This is a challenge that isn't easy to handle.

In fact, a strategic change had formed. The main insight was that promoting urban renewal processes is led not only by entrepreneurs - but through the the locals. **Apartment owners were recognized as a key rather than the barrier to the renewal process.**

Another comprehension was that there is a need to decrease knowledge gaps between the triangle of residents, the authority and the entrepreneurs. Only then, this triangle will form and combine common interests. This will allow promotion of regeneration projects for the benefit of the residents and the city.

At this point, the field of visual communication offers professional tools in order to present the complex information and strengthen the connection to residents. Some examples of these tools: infographic flowcharts, icons, marking stages using different colored branding, providing a visual identity, and of course giving the whole process an emotional and human aspect.

Studies performed by the client showed that there must be connection and comprehension between the concept of urban renewal and the target audience. The old visual language was based on marketing building projects. The informational materials showed architecture simulations. This imagery didn't communicate with the target audience. The message passed through them seems too polished, too professional and complex. Most of all, it seemed like an entrepreneurial project created to utilize economic potential by the building entrepreneur, thereby increasing the fears and distrust of residents.

Approaching a New Design

With these research insights, the administration, along with the executive producer of the design project Lior May from May Media company approached to the Rinat Gilboa's studio, an illustrator and graphic designer with a Bezalel Masters Degree in Design Management. At the beginning, the design brief included only a request for a "renewed" building illustration. However, during the process it was understood that there is a need to expand the entire illustrative language which was forming. The new illustrative approach will also include an infographic of the process and complementary illustrations that will demonstrate the local neighborhood atmosphere. The conclusion was that an illustration, as opposed to sophisticated architecture simulations - can demonstrate humanity, humor and an optimal combination of preserving each unique community in the renovated environment.

The duration of work on the project took approximately 3 months. May Media company inhouse designers - the project producer - performed the layout and editing of information booklets.

Currently, as the project continues, Rinat is working on two animated informational videos intended for distribution on social networks. This work is done in collaboration with Dov Abramson Studio.

Human Based Design

The new design is intended to express the shared value to the residents and the developer, preserving the character of the neighborhood and promoting cooperation between residents with a special emphasis on the human point of view.

The main design management challenge of this project was developing methods of communication with the city's diverse population: the need to contact various people through one language, while exploiting the relevant tools from the visual communication field.

The new design motivated the following processes:

1. Promoting trust between residents to the Administration of Urban Renewal.
2. Reduction of knowledge gaps by encouraging residents to read understandable materials.
3. Creating openness to the idea of urban renewal.

The challenges that Arose During the Project

1. **The Building vs. the Neighborhood** - the need to differentiate between the renovated building and the older buildings that have not undergone regeneration, yet respecting the character of existing neighborhoods.
2. **Diversity** - Putting the emphasis on population diversity that characterizes the city of Jerusalem: the elderly, families and young people, religious, secular, traditional, and so forth.
3. **The Building Itself** - the need to look at current buildings that were renovated and renewed but still keeping it integrated into the environment and fitting in local nature of the neighborhood (Jerusalem stone, for example).

Method

Rinat Gilboa's studio is located in an area in Jerusalem which is designated for urban renewal. This fact actually helped forming the illustrative language. The materials - posters in neighborhoods, advocacy kits including a folder and 5 distributed brochures and website are all being used frequently.

Promoting the common interest >> empowering residents >> promoting cooperation of residents

1. Residents will recognize themselves in the new design - this is made possible through illustration medium and less by architectural renderings and imagery.
2. Empowering the community, putting an emphasis on the local Jerusalem atmosphere that passes through the illustration.
3. Building renovation but with optimal combination in the neighborhood atmosphere - although it is higher and renovated / rebuilt.

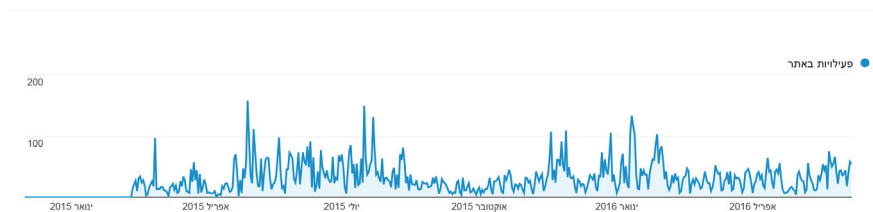
The new design will have an effect on the level of cooperation and willingness of residents to promote urban renewal projects.

Using Infographics can break down a complex process and make each stage in the process clear, thus reducing the inequality built in the discourse between the resident, the developer and the municipality.



Measures for Evaluating the Effect of the New Design

1. Exposure data at the web site - traffic by dates since the launch of the new site:



שפה	המרות			התנהגות			רכישה		
	ערך יעדי	יעדים שהושלמו	שיעור המרות ליעד	משך ממוצע של פעילות באתר	דפים / פעילות באתר	שיעור יציאה מדף הכניסה	משתמשים חדשים	% פעילויות חדשות באתר	פעילויות באתר
	\$ 0.00 0.00% מה"כ (\$ 0.00)	0 0.00% מה"כ (0)	0.00% ממוצע לתצוגה מפורטת: 0.00% (0.00%)	00:01:54 ממוצע לתצוגה מפורטת: 00:01:54 (0.00%)	2.29 מפורטת: 2.29 (0.00%)	65.70% ממוצע לתצוגה מפורטת: 65.70% (0.00%)	12,686 % מה"כ: 101.08% (12,551)	80.59% ממוצע לתצוגה מפורטת: 79.73% (1.08%)	15,742 % מה"כ: 100.00% (15,742)

The designated site of urban renewal manager first went on air in May 2015. Google Analytics data show that 15,700- people visited from the date of its release. It is important to note that there is no comparison to the site before since the current site is the first to organize and gather the information in a separate way.

2. The number of calls, projects and the activity level of the Urban Renewal Administration.

Summary presentation of 2015 Urban Renewal Authority reveals the following data:

- During 2015-2016 there was an advertising campaign in print media through advertisements in local newspapers
- Featured presentations and informational kits were distributed to apartment owners interested in urban renewal projects, in 10 gatherings.
- Informational kits were distributed during 80 meetings that held with landlords about the potential renewal in their property.
- Informational kits were distributed during 22 public meetings which were held with representatives of landlords (an advanced stage in the process).
- After receiving the materials and starting the process - 8 buildings received advice and help from the administration.
- After receiving the materials and promotion process - 3 areas signed a management agreement.
- During a course that taught tools and information on possible renewal process for apartments during 2015, informational kits were distributed.

Summary

The case of urban renewal in Jerusalem reflects the power of a design management process, and the development of strategy based on design.

The tools used by the Urban Renewal Administration from the field of visual communication aims to promote the city's diverse population connection and accessibility to the urban renewal subject. The illustration tool made personal approach possible and so do the other graphic tools - infographics for example - allowed the creation of a unified, clear and accessible language.

The realization that the **residents are the key to the process and not the barrier** is expressed unequivocally through the design. The diverse Jerusalem community is dominant in the process of renovating the neighborhood. The entrepreneurial and economic aspects are not the most dominant aspects of the process.

Results of the Design Process - Urban Renewal in Jerusalem



New Educational Materials

The concept included developing a unified and distinguished design language:

1. A consistent (and adult) color palette
2. Posters and flyers in designated compounds for urban renewal
3. Focusing on the human factor and locality – dividing the information in a clear and infographic way to stages.
4. Clear color key – a different color for every stage.

Urban Renewal Website
Housing.org.il



Posters and Flyers



Facebook Page



Free information kits for interested residents.

Resume

Rinat Gilboa is an illustrator, graphic designer and lecturer. Graduated industrial design at Bezalel (M. Des) Design Management course.

Owner of an independent studio of design and illustration. The studio is located in the Talpiot area of Jerusalem and is involved in an array of disciplines: illustration and design for print media - stamps, books, newspapers, branding, games, advertising and also digital media - illustration and design of applications, especially in digital apps for children.

Besides working in the studio, Rinat is a lecturer in the Bezalel Preparatory Program, and teaches courses and workshops of digital illustration in several colleges.

Rinat's work combines traditional techniques with digital methods and has a unique style.

The Studio collaborates with local clients and from abroad. Among its clients: **Israel Postal Service, the Municipality of Jerusalem, Barkan Wineries, National Geographic Kids newspaper, The Jerusalem Post, the Koren Jerusalem Publishers, Behrman House Publishers** and others.

Her more known works: Memorial Days stamps for the State of Israel in 2014-2015, 50 years for the Knesset stamp, Siddur Koren for Diaspora Jewry, a series of illustrated maps of the cities of Israel for the Jerusalem Post newspaper, the Jerusalem Urban Renewal project, an illustrated map of Jerusalem for the "City-Academy" in Jerusalem Municipality and more.

Website: www.rinatgilboa.com