

# **PROJECT TITLE:** Bye Bye Freeway – Elevating the human stories behind Octavia Boulevard

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## **PROPOSER:**

IDEO LP

## **LOCAL OFFICE:**

Pier 28 Annex, The Embarcadero, San Francisco, CA 94105

## **FIRM HEADQUARTERS:**

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## **TAX ID:**

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## **PROPOSER'S CONTACT PERSON:**

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Managing Director, Play Lab

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JULY 27, 2021

# BYE BYE FREEWAY INSTALLATION

—  
An interactive installation to  
commemorate the history of activism  
around the anti Central Freeway  
movement in Hayes Valley.

BYE BYE  FREEWAY + IDEO

**\* Let's  
design it  
together!**

# YOUR OTHER HALVES

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We believe that collaborative teams that bring optimism, creativity, and expertise to the design challenge are critical to our success. There will be a core team of 4 IDEO designers dedicated to this project, with expertise in industrial design, technology, community design and interaction design. The core team will also be supported throughout by an extended relationship team with deep industry expertise in community design, experiential design and visual communication design.

## CORE TEAM



**YC SUN**  
Creative Technologist  
Community Designer



**ANDREW STEWART**  
Toy Inventor  
Installation Artist



**AMIE JENNY**  
Interaction Designer

## EXTENDED TEAM



**JENNY GOTTSTEIN**  
Experience Architect  
Community Facilitator



**MICHELLE LEE**  
Design Guide



**KEREN WONG**  
Design Guide



**STEPHANIE SIZEMORE**  
Visual Design



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- 02 CONCEPT-AT-A-GLANCE
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- 05 BUDGET

WHAT WE HEARD WHAT WE  
HEARD WHAT WE HEARD

“The neighborhood is  
always changing”

**“YOU HAVE A  
VOICE IN YOUR  
COMMUNITY”**

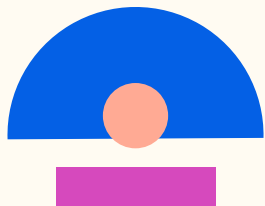
**“THERE NEEDS TO BE A BALANCE  
BETWEEN HISTORICAL REFERENCE  
AND INSPIRATIONAL PERSPECTIVES”**

“The social well-being of a  
community is inextricable from  
its physical fabric”

**“IT TAKES A LOT TO GO OUT  
INTO THE WORLD AND DO  
THINGS.”**

**“CREATING MOMENTS OF  
WHIMSY”**

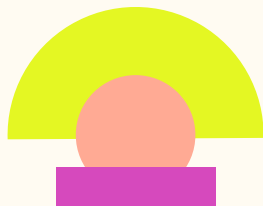
# PLACE YOURSELF INTO NEIGHBORHOOD MINDSETs.



## Toe-Dipper

is not a local and might spend up to 10% of their time in the area. They have come to town and stubble upon the tree-lined streets. With little knowledge of the neighborhood, they engage on a surface level.

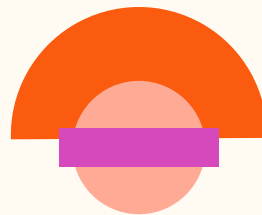
Visiting tourists  
Weekend shoppers  
Restaurant foodies



## Wader

is a local who spends 40% of their time in Octavia/Hayes. The neighborhood is their favorite place to relax on the weekend. They have little knowledge of the area's history but a deep desire to learn and connect.

Classroom tour groups  
Weekend shoppers  
Happy-hour goers  
Recreational retirees



## Deep Diver

is a resident who spends 85% of their time in the neighborhood living or working. They walk along the streets to work and stop at the corner market on their way home. The neighborhood's history is well known to them. They are involved in the community.

Local business owners  
Long term residents  
Community organizers

# CONCEPT

# AT A

# GLANCE

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# WELCOME TO TINY PERSPECTIVES

Tiny Perspectives is an interactive installation to commemorate the history of activism around the anti-Central Freeway movement in Hayes Valley.

Throughout the neighborhood, visitors will find sculptures that tell the story of the freeway's impact on Hayes Valley and the strides made by activists to revitalize their community.

# FINDING TINY PERSPECTIVES

This installation will serve **the community** — both locals and tourists — by highlighting the stories of civic activism in Hayes Valley. It is designed to inspire the next generation of activists.



# CALL-TO-ACTION PLATFORM

The Call-To-Action Platform, located at Patricia's Green, will serve as a stage for community events and contemporary activism.

Here, visitors are encouraged to document themselves and propose new perspectives and ideas for bettering the community.





TURK STREET

450 HAYES

PATRICIA'S GREEN  
PARCEL O

LAGUNA STREET

OAK STREET

AVALON HV

GOUGH STREET

VAN NESS AVENUE

CITY HALL

DON FISHER  
CLUBHOUSE

SLIDE 3  
HICKORY STREET

CENTRAL FREEWAY  
CIRCA 1987

HWY 80

OCTAVIA BLVD

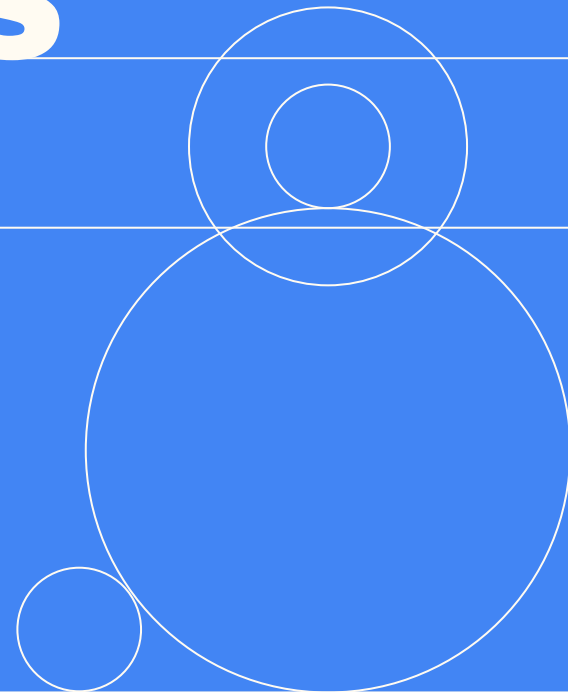
S. VAN NESS AVENUE

MARKET STREET

HWY 101 - CENTRAL FREEWAY

- Proposed Call-to-Action platform location
- Proposed Tiny Perspective locations

# TINY PERSPECTIVES TRAIL TOUR



**01**

**STUMBLE  
UPON A  
TINY  
PERSPECTIVE**

**02**

**IMMERSE  
IN  
STORIES  
& SOUNDS**

**03**

**CONVERGE  
AT THE  
CALL-TO-ACTION  
PLATFORM**

## 01

STUMBLE UPON A  
TINY PERSPECTIVE

Discover the tiny perspectives anywhere along the Tiny Perspectives Trail that follows the paths and outlets of the removed Central Freeway



# THE TINY STATUE STRUCTURE

fig 01

The featured  
perspective

fig 02

A reflective  
question

fig 03

1-2' Bronze  
mini-statue

fig 04

3' Stainless steel stand  
bolted to ground





# THE PERSPECTIVE SPECTRUM

The stories placed onto the sculptures will cover the history of the anti-freeway movement from the 1950s until today.

## **How has IDEO chronicled these narratives?**

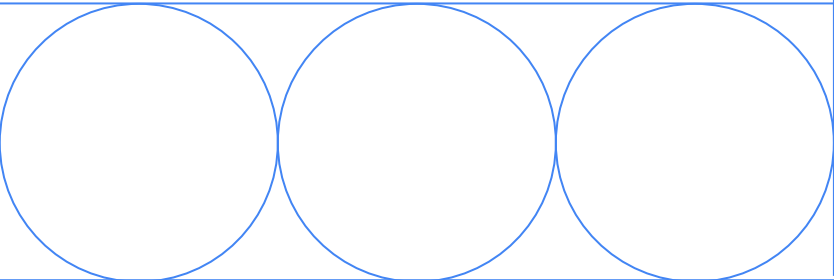
To collect the stories, IDEO has interviewed historians and community members who participated in freeway activism. The team proposes a month period of additional collection through interviews, community workshops, hotlines, archive research, and on-site interviewing.

## **Who will determine what stories are shared?**

IDEO proposes that the neighborhood association nominated a dedicated selection committee.

2020

<h1>EXAMPLE</h1>	
<h1>PERSPECTIVES</h1>	
	



## DRAFT PERSPECTIVE 1

## SECOND ACTIVISTS' REVOLT

## TOP PLAQUE DRAFT

*"In the 1990s, Hayes Valley residents disagreed on whether or not to rebuild the freeway. Activists on either side of the issue worked to garner support for local ballot measures by setting up phone banks, organizing house parties, holding signs at street corners, and collecting petition signatures at local events like Folsom Street Fair, Latino Summer Fiesta and Jewish Festival. After years of competing ballot measures, the anti-freeway activists gained critical momentum for change, and the freeway was finally approved for demolition."*

## BOTTOM PLAQUE DRAFT

*"What are ways you can spread the word about your idea or cause?"*

1990



## PROPOSED LOCATION

At the northwest corner of Octavia and Market, you will find the Activists' Second Revolt sculpture and its story.



1959

## DRAFT PERSPECTIVE 2

# FIRST ACTIVISTS' REVOLT

## TOP PLAQUE DRAFT

*"In 1959, the Central freeway was built from Bay Bridge to Turk street, despite opposition from Hayes Valley residents. The freeway divided the neighborhood - which included a large portion of the city's African American population - and negatively impacted local churches and businesses. By the 1960s, a thriving middle class neighborhood had dropped to one of the city's lowest socio-economic brackets."*

## BOTTOM PLAQUE DRAFT

*"Are you aware of issues that will impact the future of your neighborhood? Where might you learn more?"*



### PROPOSED LOCATION

North sidewalk on  
Fulton next to Don  
Fisher's Clubhouse



## DRAFT PERSPECTIVE 3

# M. HAYWARD PLAYGROUND

## TOP PLAQUE DRAFT

*In the 1950s, the last off-ramp of the Central Freeway went through the Hayward Playground. In 2020, community members - many of whom played here themselves as children - worked with the city to rejuvenate the park. It stands as a symbol of community once split apart, now reconnected.*

## BOTTOM PLAQUE DRAFT

*"What are ways you can help heal divisions in your community by activating public spaces?"*



**PROPOSED  
LOCATION**  
M. Hayward  
Playground at  
Turk & Gough



# MORE PERSPECTIVES

To bring Tiny Perspectives to life, we plan to conduct additional interviews with the community, put up posters in local businesses, facilitate community workshops, set up a public feedback hotline, explore archival documentation, and engage the committee on content reviews.

Other perspectives along the timeline we are exploring:

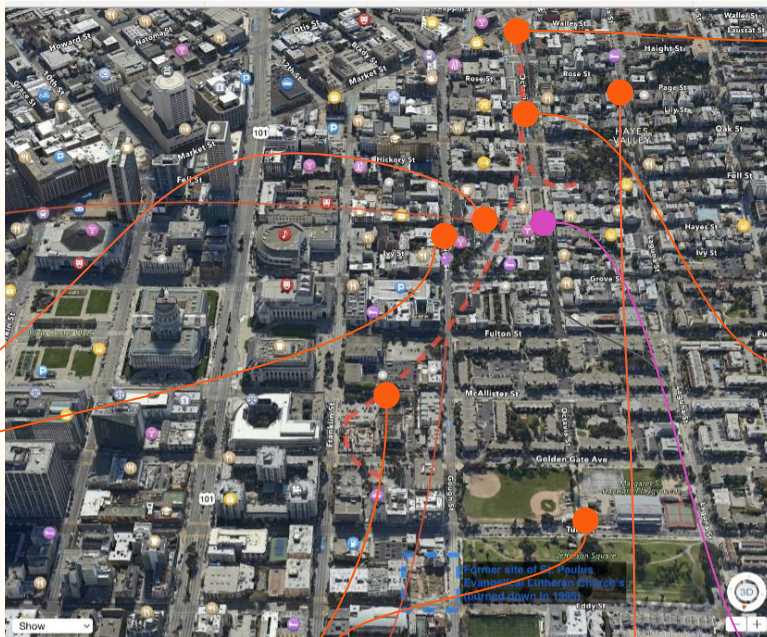
- The Gough Street Wall
- Community safety outreach events
- Business pillars of the community

To ensure a comprehensive representation for the commemoration, we plan to connect with the following local organizations for collective storytelling:

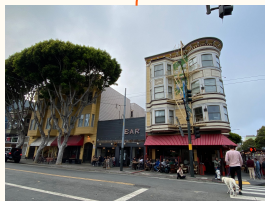
- Hayes Valley Neighborhood Association
- Hayes Valley Safe
- SF LGBTQ Center
- Openhouse SF
- African American Arts & Culture Complex
- SF African American Historical and Cultural Society
- CommunityGrows
- SF Youth Art Exchange
- TogetherSF

# PROPOSED LOCATIONS

The experience is designed to be non-linear but the location is tied to the narrative. Participants can discover statues in any order, at any time along the Tiny Perspectives Trail



Hayes street across from Patricia's Green



Corner of Hayes and Gough



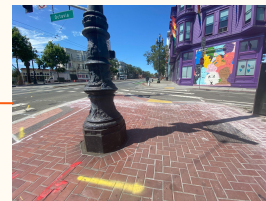
North Fulton next to Don Fisher's Clubhouse



M. Hayward Playground at Turk and Gough



Laguna and Fell



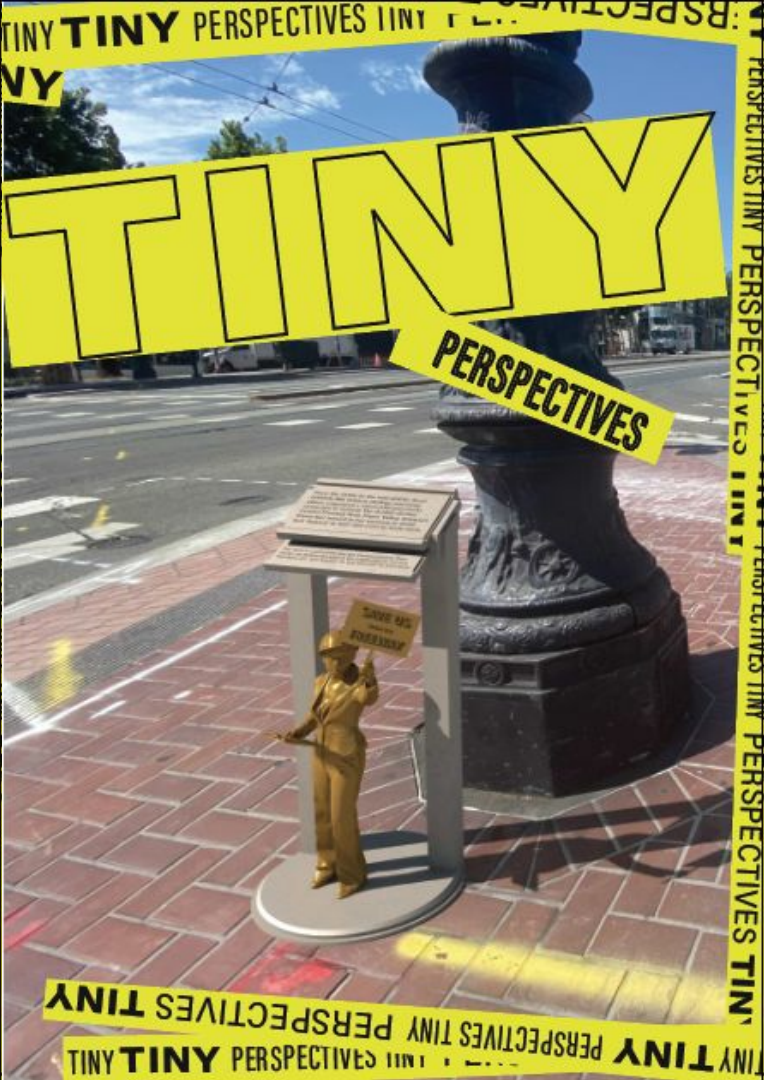
Corner of Octavia and Market



Center Island of Octavia and Oak



**Call-to-Action Pedestal**  
North end of Patricia's green, center of picnic tables



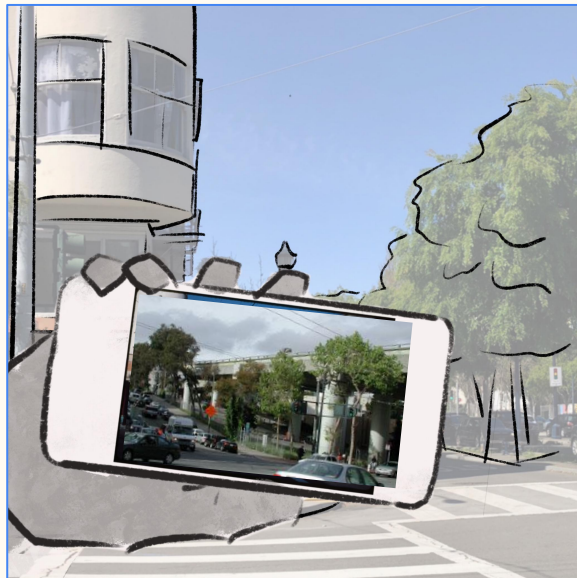
## 02

IMMERSE IN  
STORIES & SOUNDS

# IMMERSE IN STORIES AND SOUNDS



Visitors **text the number** on the plaque to receive historical photos and sound clips.



They can hold the photo in perspective to **see the evolution of the area.**



**Play audio clip** of a community member sharing their perspective.

## 03

# CONVERGE AT THE CALL-TO-ACTION PLATFORM

The platform will be the social engagement anchor of the scavenger hunt. It is here where visitors will learn what the project is all about, gain the full historical perspective, and learn how they can get involved.

Visitors will find the main platform at the north end of Patricia's Green in the center of the picnic tables.



# CALL TO ACTION PLATFORM

fig 02

A 9.5' tall shell invokes the shape of the freeway, and how it divided Hayes/Octavia. Cutouts in shell represent how the community saw pass the barrier of the freeway.

fig 01

The platform is surrounded by 4 plaques that give visitors context of the installation and ways to continue the work of local activism.

fig 03

During the day the platform casts intricate shadows. At night, the platform will be illuminated in color.

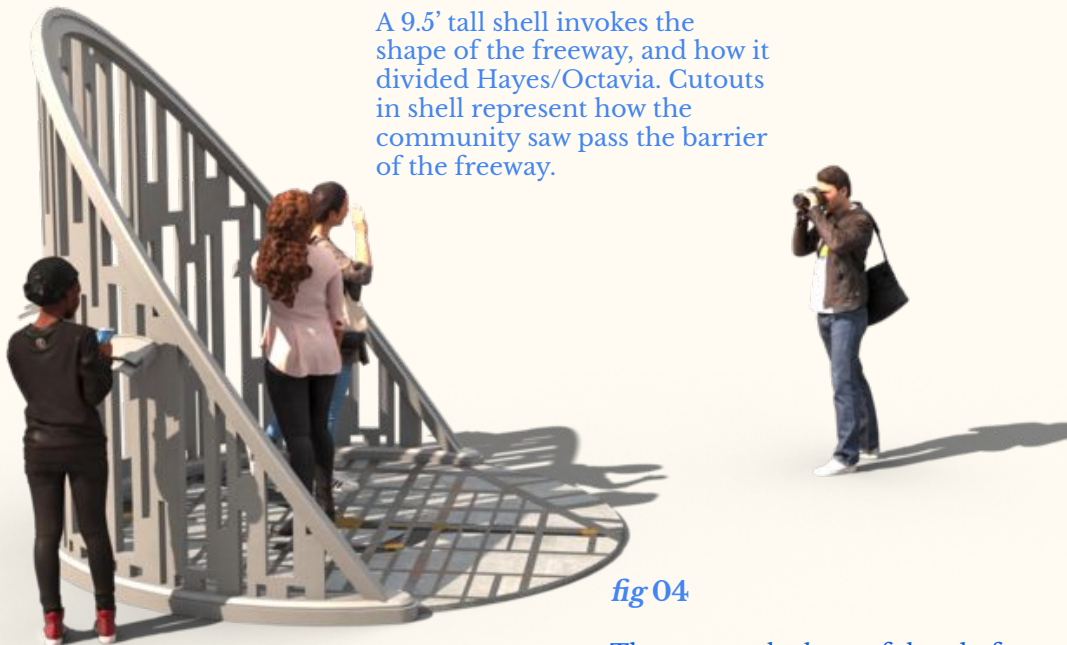


fig 04

The map at the base of the platform helps visitors easily locate all the hidden perspectives scattered along the Tiny Perspectives Trail

## PLAQUE DRAFT

*In 1959, the city of San Francisco attempted to build a link from the Golden Gate Bridge to the Bay Bridge. Mentality was it could do more good than harm. But the freeway divided Hayes Valley, less people were able to frequent local churches and businesses, neighbors were displaced, crime increased and cars dominated the landscape. By the 1960s, this thriving middle class neighborhood dropped to one of the city's lowest socioeconomic areas.*

*In 1989, the Loma Prieta earthquake caused the Central Freeway to collapse. Ten years later, the city, local residents and activists worked together to remove it.*

# THE FOUR PLAQUES

The Bye Bye Freeway Project  
introduction

An introduction to the history of the  
Anti-Central Freeway movement

Locate the Tiny  
Perspectives Trail map

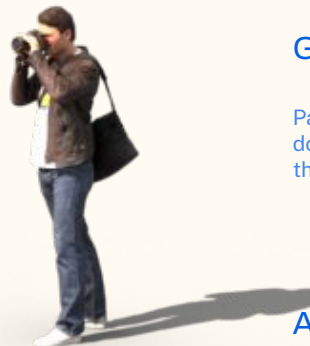
The “Call-to-Action” concept and  
instructions

# WAYS TO ENGAGE



## Propose Perspectives

Participants can submit new perspectives via video or audio file to be added to the digital layer of the installation.



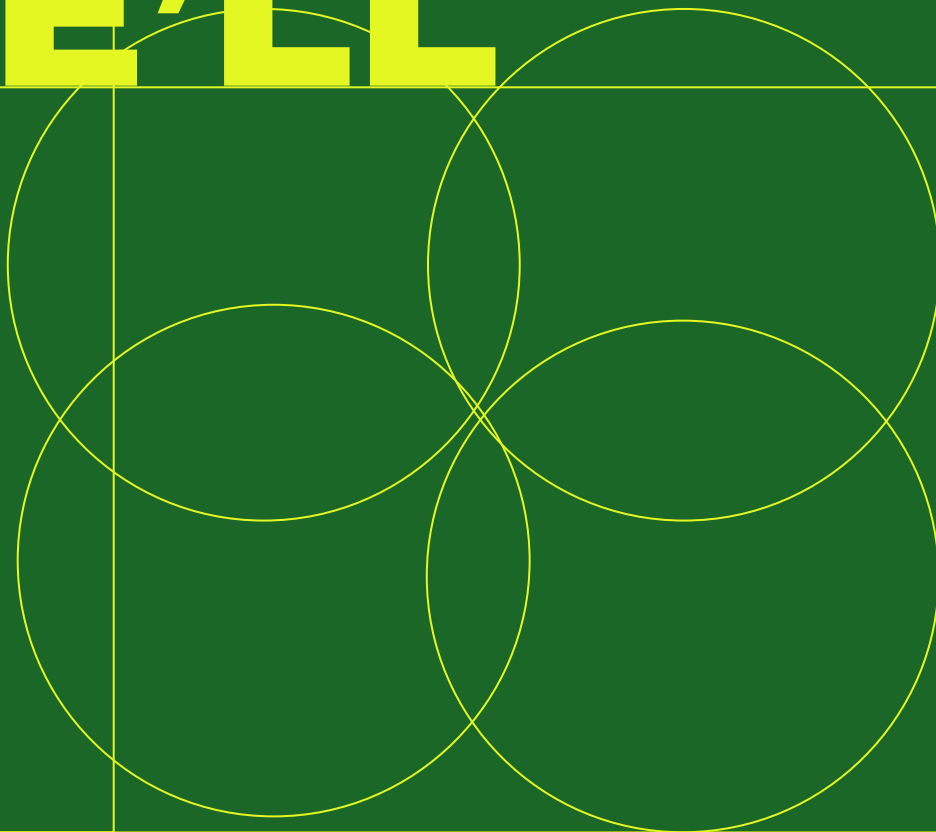
## Gather Community

Participants are encouraged to organize and document community gatherings hosted at the Call-To-Action Platform.

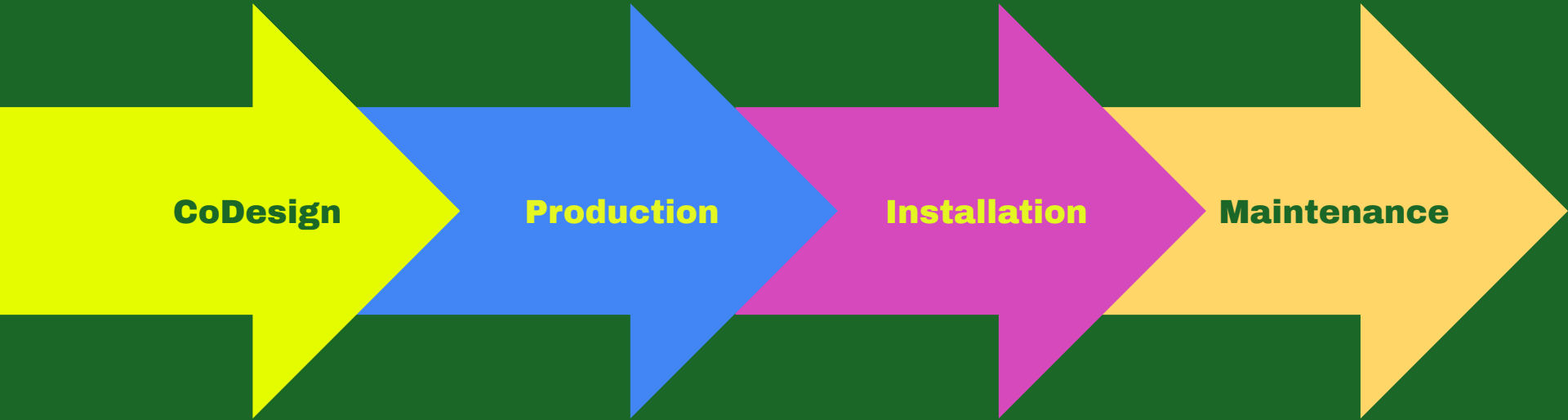
## Activate New Ideas

Participants can propose new ideas for activism in Hayes Valley via video or audio file. Winning ideas might receive funding or support.

# HOW WE'LL DO IT



# Phases

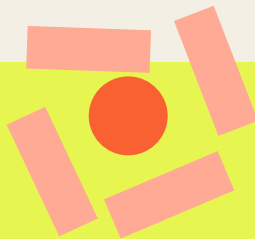


# COMMUNITY ENGAGEMENT PRINCIPLES



## Connection

Co-designing with community members and local organizations.



## Engagement

Engaging wherever they are based on their connection with community & interest.



## Evolution

Installation designed for the community & for decades to come.

# CoDesign



LISTENING TO AND EMPOWERING  
THE VOICES OF THE COMMUNITY

ESTIMATED: 1.5-2 MONTHS

## Perspectives Nomination

IDEO holds a listening tour with the local community to elicit stories and gather community nominated perspectives

- Interviews
- Community workshops
- Committee content reviews
- Feedback Hotline
- Outreach: HVNA, Hayes Valley Safe, SF LGBTQ Center, AACCC, Openhouse SF, etc

## Inclusive Representation

Create the look and feel for each sculpture that represents each unique perspective, balancing whimsy and empowering

- Interviews
- Community workshops
- Committee content reviews
- 

## Content Curation

Connecting with local historians and archives to create the multimedia digital experience

- Interviews
- Secondary archive research

# Production



REALIZING THE FINAL DESIGN  
WITH THE COMMUNITY

ESTIMATED: 5-10 MONTHS

## Permitting & Review

We will partner with Gizmo, a local SF art production company, throughout production and installation process.

- City permitting review with SFMTA, DPW, and SF Arts Commission
- Local review process with HVNA and MOCAC

## Fabrication

Gizmo will work with IDEO for:

- Prototyping and detail design
- Engineering Tiny Perspectives to be ADA compliant, secure against vandalism, and easy to maintain
- Metalwork for statue stands and Call-to-Action Platform
- Casting sculptures including clean-up and polish

## Community Updates

We'll keep the public up to date as the project progresses

- Project information site
- Feedback hotline
- Social media e.g. Facebook groups, Twitter
- At location installation announcements
  - ◆ Posters
  - ◆ Booths

# Installation



CREATING THE LI THE LIVING  
MEMORIAL INTO THE  
COMMUNITY

ESTIMATED: 2-4 MONTHS

## Installation

Installation announcements on location for every site.

- Packing and delivery
- Initial on-site work (concrete pour, etc)
- Follow-up on-site work (electrical, lighting, etc)
- Inspection and permit sign-off

## Unveilings

In addition, to public updates on progress, we hope that each Tiny Perspective sculpture complete can be a moment to celebrate

- Individual sculpture unveilings
- Block party kickoff after full installation
- Invitation for groups to walk the Hayes Activist Trail

# Maintenance



CEMENTING THE LIVING  
MEMORIAL INTO THE  
COMMUNITY

ESTIMATED: 5+ YEARS

## Regular Upkeep

Part of the budget will be set aside for routine maintenance

- Gizmo will identify maintenance vendors with the city
- Checking in/repairs needed for main podium lights
- Regular powerwashing of sculptures and main podium

## Adopt-a-Statue

Grassroots community partnership model, similar to SF's Adopt-a-street program

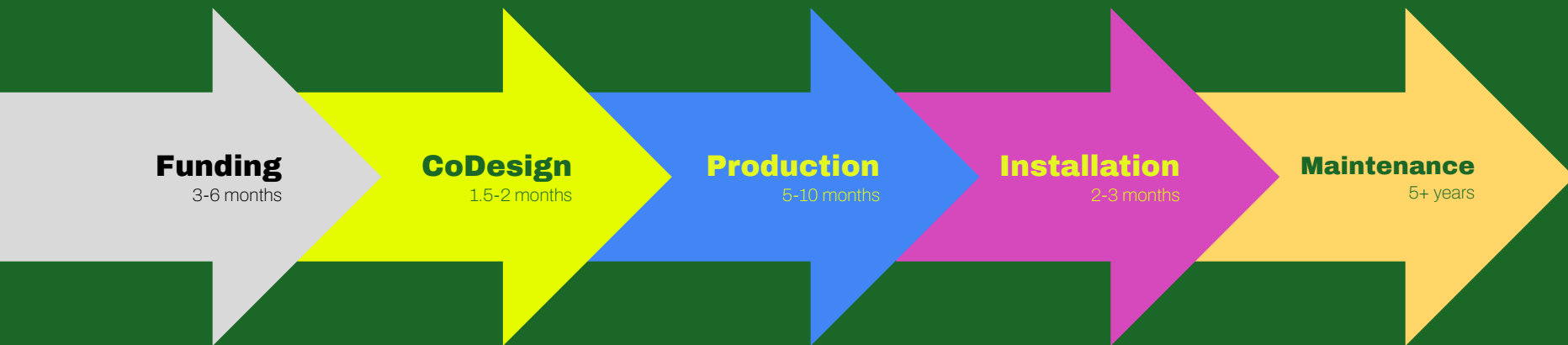
- Locals can sign up to be a "statue steward"
- Statue stewards are invited to biannual community gatherings where they are provided materials to clean the statue and surrounding areas
- These community gatherings might include snacks, music and other activities to make statue stewardship a celebratory event.

## Evolving Perspectives

As locals unearth more stories or nominate additional perspectives to become statues, additional budget can be set aside for new statues or updating existing ones.

- Casting new statues and rotating figures at existing locations
- Identifying new locations and new perspectives to every few years
- This budget will also be used to repair egregious vandalism and recastings

# Phases



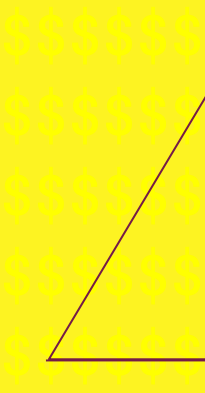
Assuming a 6 mos timeframe, starting in Aug 2021 to obtain grant funding, IDEO's codesign phase can begin in Feb 2022.

Ideally, production would start in May, and depending on the progress of permitting and review, on-site installation can begin as early as Fall 2022, and be finished near the end of the year.

Realistically, we can aim for project close-out in Winter 2022 or Spring 2023, and transition towards maintenance.\*

\* see detailed timeline in Appendix

# BUDGET PROPOSAL



# IDEO CO-DESIGN & STEWARDSHIP ACTIVITIES & LABOR BUDGET

IDEO PROFESSIONAL FEES: \$440,000

WEEK 0	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6	6 MOS
Project & Research Planning	Immersion & Inspiration			Concept Development & Prototyping			Stewardship

- Align with BBFW Team on project plan and goals
- Create co-design and research activities
- Recruit community workshop participants

- Further uncover stories through live community workshops and interviews
- Historical imagery, video, and sound research dive with local and personal archives
- Media processing
- Synthesize opportunities for storytelling and narrow in on stories to be featured
- Create process for visual and text copy approval with selection committee

- Finalize statue text and stories with community and committee
- Finalize visual representations of statue
- Create digital interactive SMS experience
- Prepare for Gizmo hand-off/stewardship phase

- Stewardship through Gizmo production & installation

## Key Meetings:



 Kick-off Workshop



 Story Prioritization Workshop



 Begin Gizmo stewardship phase

# GIZMO PRODUCTION ACTIVITIES & LABOR BUDGET

ACTIVITY	COST
Project management, design, mobilization, permitting, ADA consultant, and mock-ups	\$75,000
Installation of all sculptures, stands, and platform	\$45,000
Platform formwork, casting, and lighting	\$80,000
Sculpture planning, molding, and casting (price for 10 or more)	\$12,000 /sculpture
Per sculpture stand	\$8,000 /sculpture

## GIZMO FEES

Fixed: \$200,000

Production Cost Per Sculpture: \$20,000

Suggested maintenance cost: \$25,000

(~3% of overall professional fees, covering annual powerwashing, etc)

# Project Fee Details

CODESIGN & STEWARDSHIP	\$440,000 USD
PRODUCTION & INSTALL	Variable
5 statues	\$300,000 USD
10 statues	\$400,000 USD
20 statues	\$500,000 USD
MAINTENANCE (FOR FIVE YEARS)	\$25,000 USD

## OVERALL FEES (10 STATUES)

PROFESSIONAL FEES:	\$865,000 USD
EXPENSES:	\$73,000 USD
ALL-IN COST:	\$938,000 USD

This fee is based on our understanding of the program as described in this Statement of Work. Should the program scope or timeline change, the fee will be impacted and a revised fee will be submitted. Unless explicitly specified otherwise in this Statement of Work, this fee is valid only for the calendar year in which it was issued.

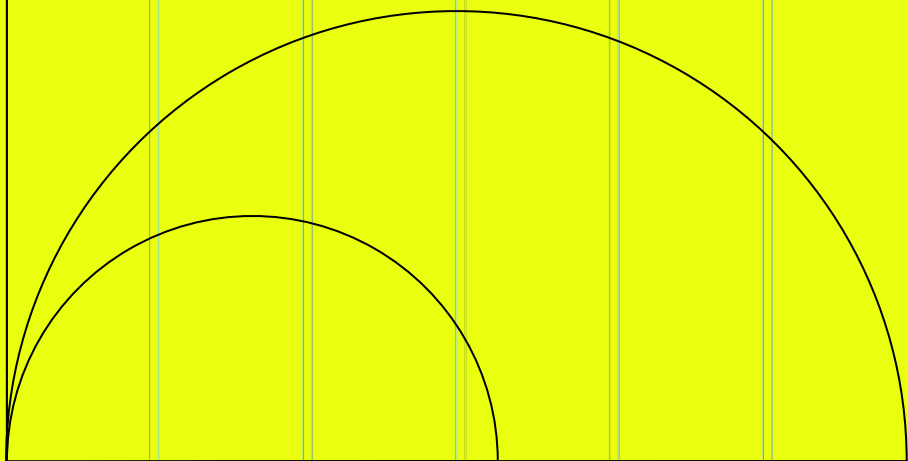
## EXPENSES

Expenses for this engagement are included in the total cost. Expenses typically include external research and recruiting costs, shipping, prototyping supplies and materials, printing, equipment rental, photography and film production, and travel-related expenses.

# Thank you!



# APPENDIX



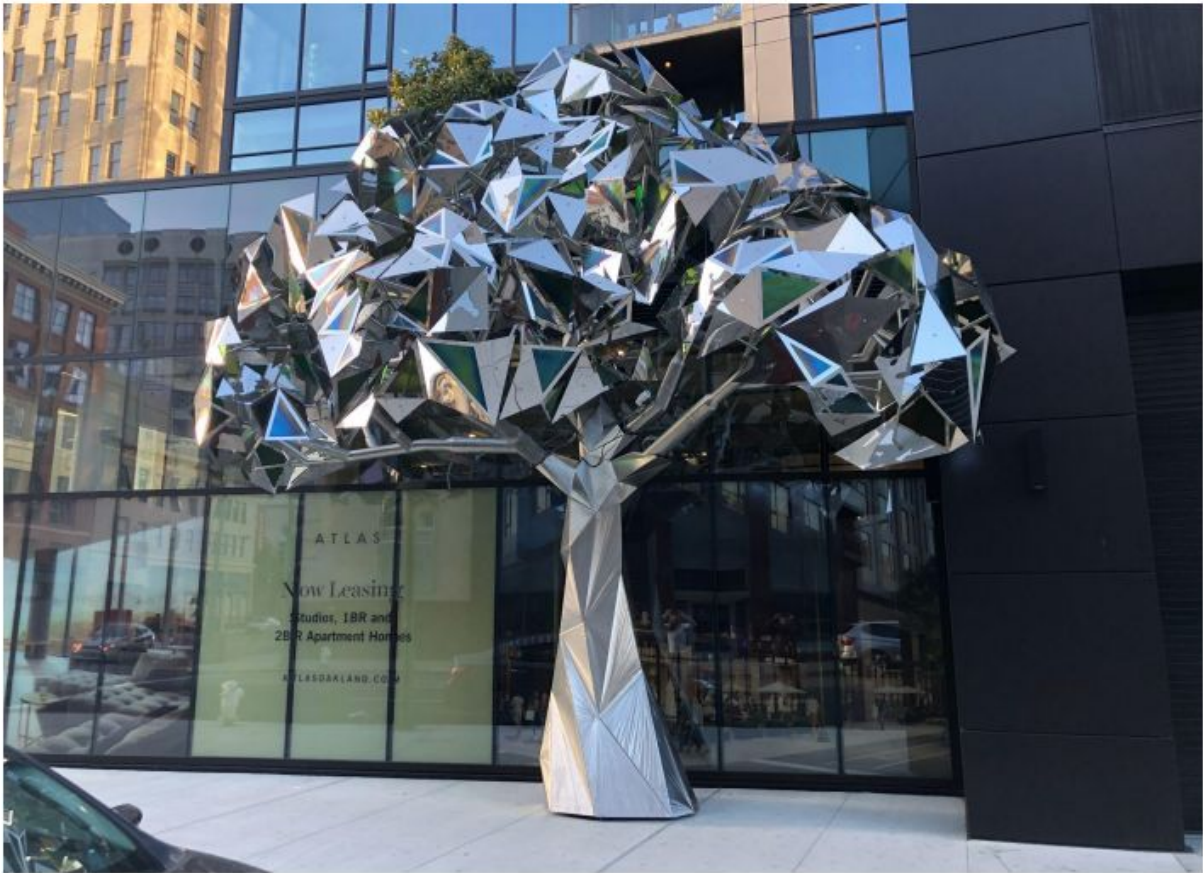
# GIZMO SAMPLE PRODUCTION TIMELINE





**Gizmo Art Production, Inc.**

Cast Metal Project, Oakland



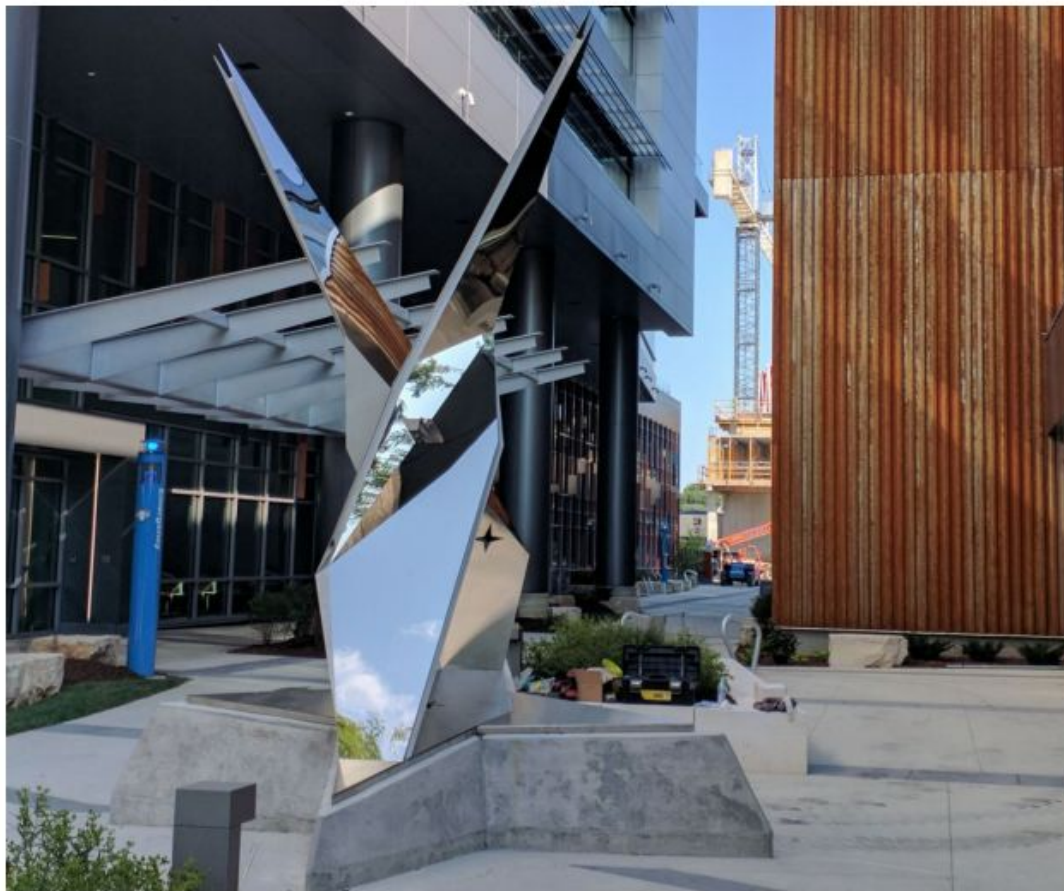
Sausalito Project (In Progress)



## Sidewalk Painted Metal Project, San Francisco



## Metal and Concrete Project, Madison, WI



## Cast Metal Project, Las Vegas



*These images are from IDEO's work in designing the experience strategy and signature moments for Museum of the Future in Dubai, United Arab Emirates, a cultural institution that invites visitors to look beyond the present and interact with possible worlds to come.*



# How these case studies are relevant to your challenge.

## Foldhaus Sculptures

In this series of installation, we create oversized sculptures of the natural world, from flowers to mushroom. These living sculptures move in performance with visitors, responding to sound and presence.

## Moogfest Beach Ball Synth

Finding simple, yet evocative ways for audiences to interact with the installation and create their own narratives to take into the world will be critical for the Octavia Commemoration. See how we used simple beach balls to engage participants to create music.

## Verizon Innovative Learning Explorer Lab

See how Verizon Innovative Learning created an immersive digital educational experience to engage middle school students in STEM exploration. We're keen to see how this commemorative installation might capture young minds and families with children with a digitally enabled approach.

## Canada Goose Digital Concept Store

See how we engage customers through multiple senses to bring the brand and its story to life. For this installation, we're excited to see how we might leverage a combination of media to inspire visitors.

## National Underground Railroad Freedom Center

With this exhibit, we were able to create an immersive and cohesive experience, working around a non-linear arrangement, a spatial and storytelling challenge that we see at play for this installation.

## Lake Nona Learning Center

See how separate installations were thoughtfully woven together to express a holistic content and brand strategy for a firm's learning and development center.

## CASE STUDY FOLDHAUS

# Larger-than-life kinetic sculptures

*Immersing visitors at the intersection of nature and technology*

FoldHaus is an art collective based in the San Francisco Bay Area that creates interactive experiences at the intersection of art, engineering, and technology with the mission of bringing people together. Many of its members work at, or used to work at, the design firm IDEO, where members spend weekends and evenings building and creating art.

Each art piece is based on extensive experimentation with different fold patterns to create the desired shape and movement, as well as multiple prototypes to develop the supporting structures and digital interaction.

FoldHaus's art pieces have been exhibited globally, appearing at the Oakland Art Museum, Burning Man, the Smithsonian, and other public spaces around the world.





# Redefining retail in the age of experiences

*Immersing guests in the places and stories that inspire Canada Goose products*

In an age of digital convenience, physical retail requires constant innovation to maintain relevance, and consumers demand more compelling experiences to draw them to stores. Canada Goose sought to create a deeper connection with its customers by entrusting IDEO to design an experiential flagship store. The store immerses visitors in an authentic experience of the brand by bringing the people, places, and stories that inspire Canada Goose's products and values to life.

IDEO designed an immersive, experiential retail concept for Canada Goose that pushes the boundaries of technology and interactivity in retail – from an ice-cracking digital floor, to interactive jackets that reveal the functionality of different design features with the touch of a hand, and a fully immersive cold room with narrative video and real snow. To gain confidence, we built a full-scale prototype on Canada Goose's factory floor, and brought over 100 users through the experience. The flagship store opened in December 2019, less than one year from when the concept design began. Upon opening, the store has received significant press from outlets like CNBC, Bloomberg, Drapers, and more.





**CASE STUDY** MOOGFEST BEACH BALL SYNTH

# Teaching music through interactive play

*Inviting participants of all ages to channel and express creative confidence*

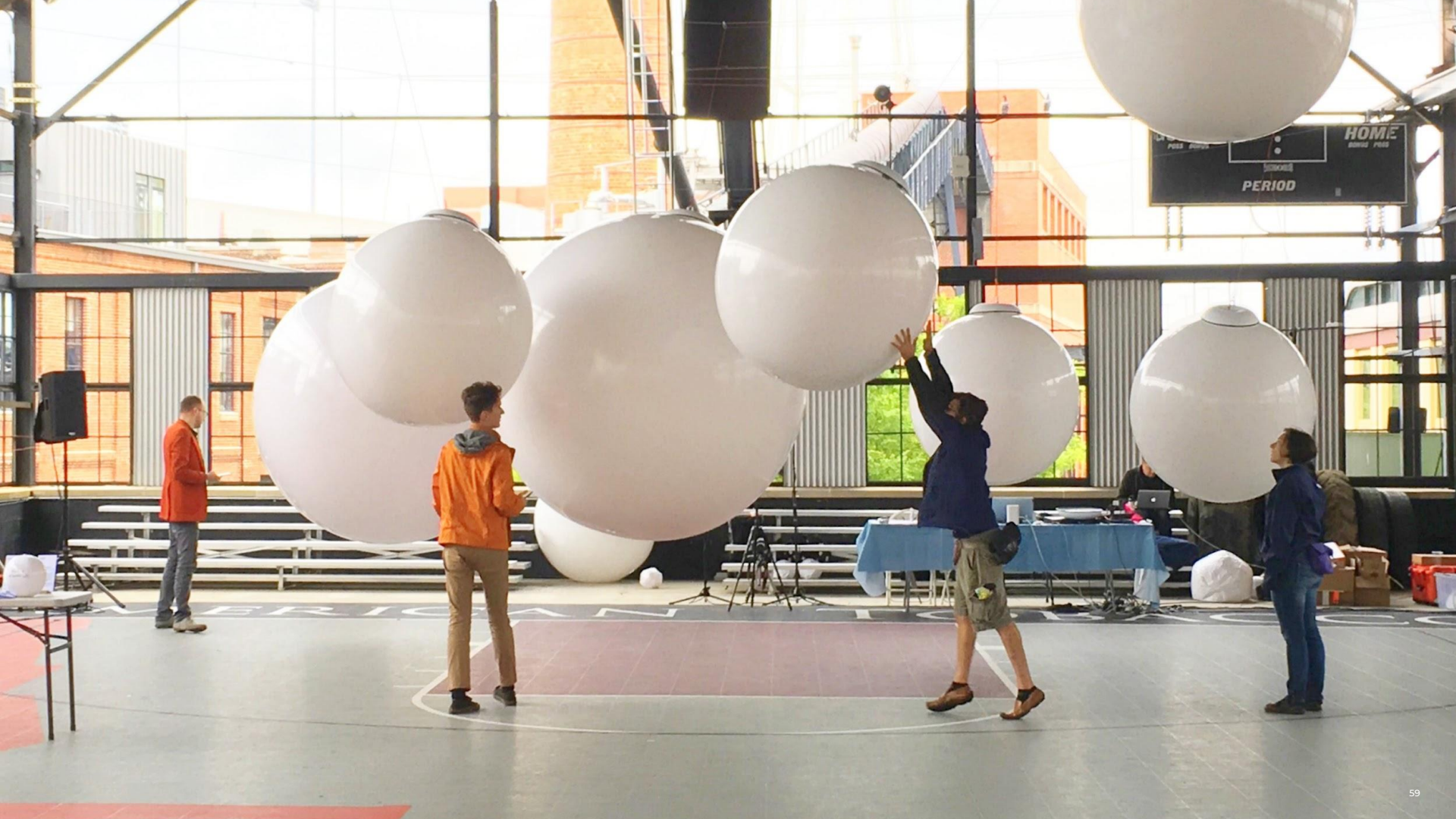
Moogfest invited IDEO to design an interactive installation for its annual festival, a convergence of artistry and engineering in the spirit of Bob Moog, pioneer of the analog synthesizer.

We began prototyping a number of promising concepts – a quadraphonic phase-music vocoder sampler to make spoken phrases musical, a computer-vision Post-it® Note step sequencer to bring musical life to an un-intimidating object and generative word games to try to tease out a crowd-sourced narrative arc of the festival.

Our final concept manifested in a set of oversized suspended beach balls that allowed participants to produce different sounds based on where each ball was hit. The goal was to build an instrument from a whimsical object using play as an interface. The interactive experience enables participants to create great sounding music no matter how they interact with the beach balls.

Ultimately, the playful experience lowers the barrier to entry, enabling even novice musicians to experiment and get inspired to make beautiful music.





**CASE STUDY** NATIONAL UNDERGROUND RAILROAD FREEDOM CENTER

# Sounds Along the Road to Freedom

*An interactive audio-visual sensory experience to celebrate a museum milestone*

In a two-week sprint, IDEO was asked to design the concept for an interactive exhibit for an upcoming anniversary of the National Underground Railroad Freedom Center. IDEO needed to create an empathetic and authentic experience across a large demographic, create an experience that fit in the non-linear arrangement of the museum, and create something scalable and interchangeable.

“If Walls Could Talk” is an interactive audio-visual sensory experience that encapsulates and brings to life the spirit of the National Underground Railroad Freedom Center. As the centerpiece of a NURFC visit, a mobile app is designed to connect both permanent and special exhibits in a cohesive interactive experience, resurrecting the forgotten voices of people who may have occupied that space.

Visitors can choose from a host of characters to guide them through the center, each with a unique historical perspective. The classroom application is meant to extend the story and encourage visits to the center. It provides students with an empathetic decision-making experience that puts them at the crossroads of tough decisions, tests their ingenuity, and introduces them to the trials of an enslaved person on the Underground Railroad.



## CASE STUDY VERIZON

# Verizon Innovative Learning Explorer Lab

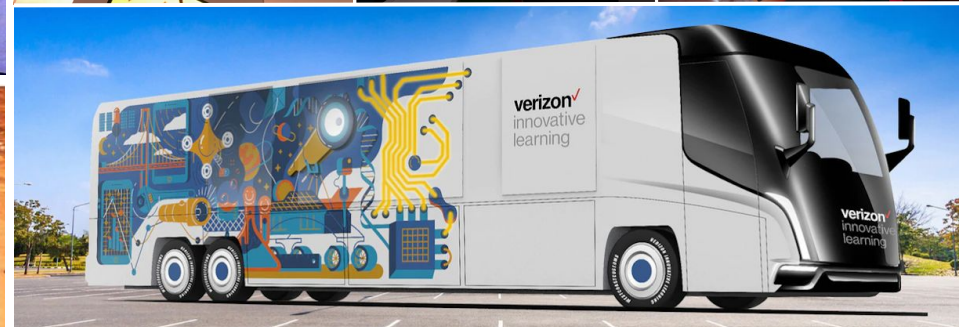
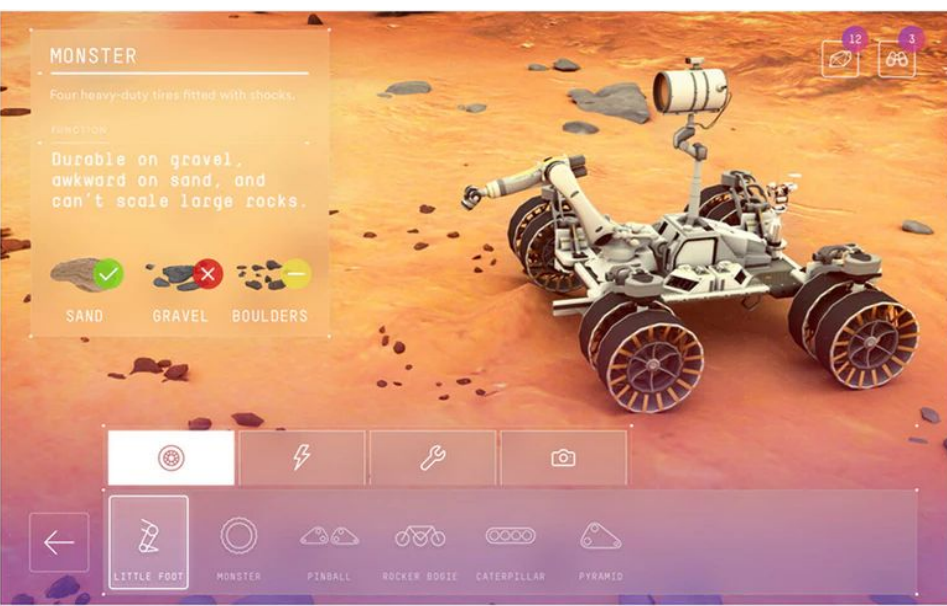
*Bringing STEM exploration to students everywhere*

The Verizon Global Corporate Citizenship team identified a vast disparity in school age children that have access to high-speed internet and the resulting gap this produces in low-income students choosing careers in STEM. Verizon, positioned to leverage mobile technology for education, collaborated with IDEO to design a mobile learning experience that leveraged the magic of role play and immersive experiences to bring innovation and exploration to schools and students in underserved communities. The IDEO team designed the programming, roles, and environment for the Verizon Innovative Learning Explorer Lab, a virtual reality experience that sends middle school explorers on interactive STEM missions without leaving the school parking lot.

The interactive experience takes place on a bus and features content aligned with the Next Generation Science Standards for middle schoolers brought to life through movie-quality video, special effects, and hands-on educational gaming. Experienced teacher-facilitators lead students on virtual missions to far off locations such as Mars and supplementary lessons help teachers translate the experience to the classroom. Once on Mars, students are called upon to save NASA's mission, and play a series of interactive games with their peers to rescue the Curiosity Rover.

The Verizon Innovative Learning Explorer Lab hit the road in 2017, visiting thousands of middle schoolers in the Washington, DC area. It also made visits to summer camps in Delaware, Maryland, New Jersey, North Carolina, Tennessee, and Virginia.





# Lake Nona Learning Center

*Crafting a strategic narrative and designing spaces for lifelong learning*

This two-part program involved the design of a strategic narrative to inform, influence, and impact the seventeen distinct workstreams leading the design and development of a learning, development and innovation center for a big four accounting firm. This strategic phase was followed by a design phase where the IDEO team developed a series of launchable experiences for the firm that aligned with the strategic narrative and brought to life the firm's brand and culture across an integrated guest experience. The first phase of this work culminated in a series of strategic deliverables to guide the design and development of the guest experience at this training and development center. The second phase invited the team to design into the strategic narrative to create a cohesive brand and content strategy for the space as well as envision a series of spatial experiences that would serve as tangible manifestations of this unique brand, strategy, and culture across the center's space and programming. We stewarded this work through the opening of the facility.





## Lake Nona AR

### EVERYTHING NEEDS LOVE

1939, Curators at London Zoo ask Roderick Peat, son of William Peat and a renowned zoologist, to care for some baby pythons as they have too many at the zoo to care for due to war time rationing. In 1963, representatives from the London Zoo visit Peat to obtain data about the pythons and are shocked to learn that they are still alive and under his care. "I kept them in my hothouse, fed them whatever foods were available, and gave them lots of love. And the love was the most important, gentlemen. Everything needs to be loved, even snakes."



## GATEWAYS OVERVIEW

The more people move  
through the gates, the  
brighter they glow.

The gates play natural sounds of birds  
and wind leaves, to amplify the  
experience of being outdoors.

The base of the gate is an articulated  
threshold in the pathway and is  
illuminated as well.

