

# THE STRATEGIC PLAN FOR TEL AVIV-YAFO

The City Vision / December 2017



# **THE STRATEGIC PLAN FOR TEL AVIV-YAFO**

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**The City Vision / December 2017**



## A Message from the Mayor



This document presents the updated Strategic Plan for Tel Aviv-Yafo and sets forth the vision for the city's future in the coming years.

Approximately two decades have elapsed since we initiated the preparation of a Strategic Plan for the city. As part

of the change we sought to achieve at the time in how the Municipality was managed - and in the absence of a long-term plan or zoning plan that outlined our urban development – we attached considerable importance to a Strategic Plan which would serve as an agreed-upon vision and compass to guide our daily operations.

The preparation of the Strategic Plan entailed an unprecedented process of in-depth, comprehensive and multidisciplinary planning. Close to 1,000 residents and stakeholders who represented a variety of interests and areas of expertise took part in that process. It produced two main documents: The City Profile, which describes the state of affairs in the city as perceived by the public (published in 2002) and The City Vision, which includes an agreed-upon plan that outlines the city's long-term strategic courses and the policy guidelines deriving from it (published in 2005).

Today, nearly 13 years after their completion, we are able to appreciate the extent of the impact of those documents, on which the Municipality's operations were founded for over a decade, and the significant contribution they made to the renewal and development of Tel Aviv-Yafo and to making it what it is

today. It has gone from being a 'disregarded city' to a 'highly regarded city' with the largest population it ever had, and from a 'waning city' to a 'booming city' that is a recognized leader and pioneer in many fields in Israel and across the globe.

Because the world is constantly changing, the city – and especially a 'nonstop city' like Tel Aviv-Yafo – must remain up to date and not be a prisoner of the past when planning its future. For that reason, about two years ago we decided the time had come to revise the Strategic Plan documents and adapt our vision to the changing reality. That way we would be able to address the significant changes that have occurred in all spheres of life since drafting the previous plan and tackle the opportunities and challenges that the future holds.

As with the Strategic Plan, the updating process was also characterized by an open and broad-based dialog that made use of cutting-edge tools and approaches to urban planning and development. Hundreds of residents, opinion leaders and experts from different fields took part in workshops, forums and online platforms on the municipal website. Furthermore, the process included special collaboration with the 100 Resilient Cities Network pioneered by the Rockefeller Foundation.

To better meet the social, economic and physical challenges the city is likely to face in the future, Tel Aviv-Yafo became a member of the 100 Resilient Cities Network so it could incorporate a plan for increasing urban resilience in the revised Strategic Plan.

I believe that the products of this process – the updated City Profile and City Vision which are now being presented to the public – will enable our city to continue growing and flourishing in the coming years as well, while at the same ensuring an improved quality of life.

The founders of Tel Aviv-Yafo, headed by its first mayor, Meir Dizengoff, understood from the outset that the city is not only comprised of buildings and streets. Rather, it primarily relies on the spirit and values brought to it by the people who live there. Accordingly, from its early days as the first Hebrew city and up to the present, Tel Aviv-Yafo has played an important role in leading the civic agenda in the State of Israel and in shaping the image of Israeli society.

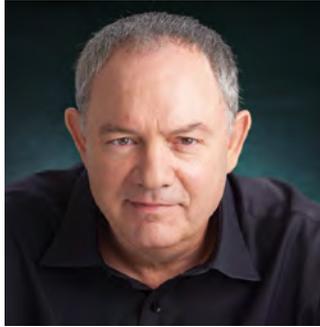
Therefore, it is no surprise that Tel Aviv-Yafo's values are intertwined with the revised vision and strategy documents: democracy, tolerance, fostering science and research, rational thinking, culture and art, a home for all denominations and minorities, and openness that includes exchanging ideas with the rest of the world. All these have been and remain our beacon – just like the lighthouse in the city's logo, which will continue to mark Tel Aviv-Yafo's path and lead its agenda within and outside the city.

I express my heartfelt gratitude to all those who took part in preparing and formulating the updated vision. I wish to thank the hundreds of residents who participated in the process as well as the people who spearheaded it – the City Engineer and the Strategic Planning Unit, the various departments at City Hall who were actively involved, and the professional consultants who facilitated the process.



**Ron Huldai**  
Mayor of Tel Aviv-Yafo

## A Message from the City Engineer



I am pleased to present the City Vision document that summarizes the second stage of updating the Strategic Plan for Tel Aviv-Yafo.

The preparation of the Strategic Plan positions Tel Aviv-Yafo among cities in the world that have adopted this

innovative planning and municipal management methodology. Thanks to the Strategic Plan, Tel Aviv-Yafo was able to formulate a vision that will guide the city's operations in a competitive and changing environment. Advancing the plan has been a significant professional challenge because of its multidisciplinary nature and the fact that it involves many stakeholders in the city who had to reach a consensus within a short period of time.

The City Profile document summarizes the first stage of formulating the plan. That document outlines the city's profile, analyzes the existing situation, notes what was learned from other cities around the world, and defines the challenges that the city will face in the coming years.

The current City Vision document presents a desired image of Tel Aviv-Yafo in the future as envisioned by multiple participants. This vision defines four strategic courses, 33 goals and scores of policy guidelines and courses of action that will enable us to address urban challenges.

Hundreds of residents and stakeholders were involved in the process of formulating the plan, both through workshops as well as online participation. The fact that dozens of employees and managers at City Hall from different fields were also involved in the process contributed to interdepartmental collaborations.

The formulation of the plan is not a one-time endeavor. Rather, it is a management process that incorporates a way of life characterized by ongoing learning, analysis and staying informed. Our continued work will focus on monitoring and evaluating to what extent the Strategic Plan and the directions it has taken have succeeded.

I wish to express my gratitude and admiration to the Mayor, Ron Huldai, for his support and good advice. That support is vital to advancing the City Vision and has no substitute.

I also extend special thanks to the Director General of the Municipality, Menahem Leibe, whose recognition of the importance of the plan has been critical to turning it into a dynamic and influential process.

Additionally, I am grateful for the special collaboration with the 100 Resilient Cities Network pioneered by the Rockefeller Foundation and its contribution to updating the Strategic Plan.

I would like to thank and congratulate all the participants in the process as well as our numerous partners who helped prepare this document. I wish to thank the manager of the Strategic Planning Unit, Cili Bar-Yosef, the Strategic Plan coordinator, Oded Ginosar, the department heads at the Municipality, the Strategic Plan Team that includes the team leaders and coordinators, the staff of the Strategic Planning Unit, the representatives from other municipal units, and the outside consultants for their hard work in preparing the City Vision.

A handwritten signature in black ink, appearing to read 'Oded Gvuli'.

**Oded Gvuli, Architect**  
City Engineer

## A Message from the President of 100 Resilient Cities Network



On behalf of the entire 100 Resilient Cities family, I want to congratulate Mayor Ron Huldai, the city of Tel Aviv-Yafo, and Chief Resilience Officer Efrat Makin, on the launch of the Tel Aviv-Yafo City Vision, a major milestone for the city and 100RC's partnership with it.

100RC is extremely proud to have Tel Aviv-Yafo as a member since 2016. The appointment of the CRO and the creation of the Resilience Office in 2017 helped establish the foundation and momentum for our partnership. Since then, we have worked together to engage with the local community in areas such as assessing citizens' perceptions of resilience, defining Discovery Areas and aligning Tel Aviv-Yafo's own strategy development process with 100RC's.

Our collaboration now continues as we work on the further development of Tel-Aviv Yafo's Vision which will establish how resilience will be integrated and implemented through the Resilience Strategy. Together with the city's Resilience Office, we will support this process through collaboration with our networks of CROs, platform partners, and other resources for supporting implementation.

We strongly believe the work developed in Tel Aviv-Yafo has the potential to serve as a reference to other cities, across our network and beyond. Importantly, the Strategic Plan shares our priority of focusing on those poorest and vulnerable in cities. It addresses the challenges of promoting the city's growth as an economic and cultural leader while also ensuring greater equality and a high quality of life economically, environmentally, and socially, for all residents.

This document is the result of the hard work and dedication of Tel Aviv-Yafo's Strategic Plan Team and various city departments and local stakeholders. It is an important achievement and marks the next stage of 100RC's partnership with Tel Aviv-Yafo. We are excited to see the city continue its path of innovative interventions to ensure a vibrant, collective, and equal future.

By supporting the implementation of this Strategic Plan, we can help ensure a resilient future for Tel Aviv-Yafo, and all those who reside there.

**Michael Berkowitz**

President of 100 Resilient Cities  
Pioneered by the Rockefeller  
Foundation

## **Members of the Public Steering Committee**

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Ron Huldai - Mayor  
Asaf Zamir - Deputy and Acting Mayor  
Meherata Baruch Ron - Deputy Mayor  
Meital Lehavi - Deputy Mayor  
Aharon Maduel - Deputy Mayor  
Reuven Ladianski - City Council Member  
Dan Lahat - City Council Member  
Nathan Elnatan - City Council Member  
Carmela Ozeri - City Council Member  
Menahem Leibe - Director General of the Municipality  
Eran Avrahami - Deputy Director General, Director of the Planning, Organization and Information Systems Division  
Daniela Posek - Ministry of Finance, Chair of the District Planning and Building Commission, Tel Aviv District  
Naomi Angel - Ministry of Finance, Tel Aviv District Planner  
Ofer Cohen - National Insurance Institute  
Yoram Horowitz - Ministry of Environmental Protection, Director of the Tel Aviv District  
Oz Katz - Ministry of Economy and Industry, Director of the Environment and Sustainable Development Administration  
Mina Ganem - Ministry of Tourism, Senior Division Head for Strategic Planning and Policy  
Menachem Wagshal - Government, society and social services consultant  
Avner Yashar - Architect  
Yossi Heymann - CEO of Eshel, JDC-Israel  
Yoav Heller - CEO of Maoz  
Maya Natan - Director of JFN Israel  
Adina Shapiro - Partner at the Herzog Fox & Neeman

law firm and member of the Board of Directors of Bader Philanthropies Inc.

Omri Carmon - City resident, young adults' representative

Nimrod Bouddo - City resident, media representative

Rachel Malchi - Resident of south Tel Aviv, Neve Golan neighborhood

Ronit Menachem - Resident of south Tel Aviv, Shapira neighborhood

Nechama Goldwasser - Resident of east Tel Aviv, Nachlat Yitzhak neighborhood

Maya Greel - Resident of central Tel Aviv

Ilan Lukatch - Ever Hayarkon resident, Northwestern Quarter

Shimrit Tagger - Ever Hayarkon resident, Northeastern Quarter

Gabi Shmaya - Ever Hayarkon resident, Kochav HaTzafon neighborhood

## **Members of the Municipal Steering Committee**

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Menahem Leibe - Director General of the Municipality

Rubi Zluf - Deputy Director General, Director of the Operations Division

Eran Avrahami - Deputy Director General, Director of the Planning, Organization and Information Systems Division

Avi Peretz - Deputy Director General of the Municipality, Director of Human Resources

Oded Gvuli - City Engineer

Moshe Giltzer - City Treasurer

Sharona Hershko - Director of the Construction and Infrastructure Administration

Ronit Farber - Director of the Community, Culture and Sports Administration

Shirley Rimon - Director of the Education Administration

Sharon Melamed - Director of the Social Services Administration

Ami Katz - Director General of the Governance of Yafo

Asher Ben Shoshan - Director of the Transportation, Traffic and Parking Authority

Leora Schechter - Director of the Computerization and Information Systems Division

### **Strategic Plan Teams**

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#### **Management and Integration Team**

Cili Bar-Yosef - Manager of the Strategic Planning Unit, Team Leader

Oded Ginosar - Strategic Planning Unit, Team Coordinator

Guido Segal - Methodology consultant

Efrat Makin - Knafo - Director of the Urban Resilience Plan, 100 Resilient Cities Network pioneered by the Rockefeller Foundation

Hedva Finish - Deputy Manager of the Strategic Planning Unit

Moshe Shachar - Planning and Control Manager, Planning Division

Leah Ashuach - Director of the Center for Economic and Social Research

Zohar Sharon - Chief Knowledge Officer

Dana Carmel - Manager of the Public Participation Unit, Community, Culture and Sports Administration

#### **Consultants**

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Society and community - Prof. Shlomo Hasson

Urban economy - Rotem Strategy Ltd. [Ze'ev Rotem, Ella Avnon, Asaf Sepkuty]

Culture - Hila Shetreet

Tourism - Matrix Ltd. [Ilan Rubin, Prof. Yaniv Poria, Eran Kaplan, Shachar Beit Halahmi]

Sustainable environment - Dr. Orli Ronen

Urban environment - Derman Verbakel Architecture [Els Verbakel, Liz Leibovich]

Human capital at the Municipality - Mirkam Consultants [Gabi Neiman, Tammy Rubel-Lifschitz]

Tel Aviv-Yafo's standing in the metropolitan area and in Israel - Prof. Shlomo Hasson

Sustainable transportation - Becky Shlisselberg, Oded Kutok, Iris Kashman, Marcus Szeinuk

Stakeholder participation - Modus Participatory Processes [Amitai Har-Lev]

Online public participation - The Center for Economic and Social Research, Tel Aviv-Yafo Municipality

### **Society and Community**

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#### **Work Team**

Michael Vole - Manager of the Community Planning and Development Unit, Community, Culture and Sports Administration, Team Leader

Ella Weber - Strategic Planning Unit, Team Coordinator

Prof. Shlomo Hasson - professional consultant

Hedva Finish - Deputy Manager of the Strategic Planning Unit

Roie Ivri - Strategic Planning Unit

Oded Ginosar - Strategic Planning Unit

Avital Gabay - Social Services Administration

Sivan Shor - Community, Culture and Sports Administration

Eyal Bar - Urban resilience team

### **Steering Committee**

Ronit Farber - Director of the Community, Culture and Sports Administration

Sharon Melamed - Director of the Social Services Administration

Michael Vole - Manager of the Community Planning and Development Unit, Community, Culture and Sports Administration

Alma Shiran - Southern Region Manager, Community, Culture and Sports Administration

Iris Mor (deceased) - Manager of the Culture Division

Ziva Gabay - Manager of the Community Division, Governance of Yafo

Ruth Sofer - Manager of the Community Resources Unit, Social Services Administration

Noa Shalom - Director of the Eastern Division, Social Services Administration

Leah Zaide - Manager of the Department of Elementary School Education

Orit Keller - Manager of the Educational Welfare Department, Education Administration

Noam Bar-Levy - Urban Innovation team, Bloomberg Philanthropies

Eynat Geffen-Segal - Head of Education, Public Information and Environmental Training, Environmental Protection Authority

Shlomit Zonenstein - Eastern Planning Department, City Planning Division

Eyal Ronen - Manager of the Eastern Planning Department, City Planning Division

Tamir Kehilah - Northern Planning Department, City Planning Division

Raz Blanero - The Center for Economic and Social Research

Natalie Chayut - Control Center Manager, Municipal Security Patrol

Nurit Zakai - Budget Division

Lior Meir - Tel Aviv Global & Tourism

Moshe Shachar - Planning and Control Manager, Planning Division

Dafna Harel - Manager of Municipal Service and Customer Inquiries

### **Urban Economy**

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#### **Work Team**

Eran Friedler - Manager of the Budget and Economy Division, Team Leader

Michal Tausig - Strategic Planning Unit, Team Coordinator

Rotem Strategy Ltd. - professional consultants [Ze'ev Rotem, Ella Avnon, Asaf Sepkuty]

Cili Bar-Yosef - Manager of the Strategic Planning Unit

Ella Weber - Strategic Planning Unit

Hanan Fried - Budget Division

Naomi Levi - Budget Division

Shirit Derman - The Center for Economic and Social Research

Adi Barel - Tel Aviv Global & Tourism

Sharon Landes - Tel Aviv Global & Tourism

#### **Steering Committee**

Moshe Giltzer - City Treasurer, Committee Chair

Herzl Sayag - Deputy Treasurer and Manager of the Accounting Division

Ayelet Wasserman - Manager of the Business Licensing Department  
Eliav Blizowsky - Director of International Relations  
Eyal Shavit - Manager of the Business Promotion Administration  
Eytan Schwartz - CEO of Tel Aviv Global & Tourism  
Eran Friedler - Manager of the Budget and Economy Division  
Leah Ashuach - Director of the Center for Economic and Social Research  
Eitan Ben Ami - Director of the Environmental Protection Authority  
Itai Eiges - Head of the Urban Innovation Team, Bloomberg Philanthropies

## **Culture**

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### **Work Team**

Iris Mor (deceased) - Manager of the Culture Division, Team Leader  
Hila Lubanov - Strategic Planning Unit, Team Coordinator  
Hila Shetreet - professional consultant  
Hedva Finish - Deputy Manager of the Strategic Planning Unit  
Tsililit Ben-Nevet - Manager of the Arts Department

### **Steering Committee**

Ronit Farber - Director of the Community, Culture and Sports Administration  
Miriam Posner - Manager of the Libraries Department  
Eytan Schwartz - CEO of Tel Aviv Global & Tourism  
Irit Sayag - Manager of the South and Yafo Planning Department, City Planning Division

Gila Ginsberg - City Center Planning Department, City Planning Division  
Shira Benyemini - Director of White City Conservation Center  
Nurit Zakai - Budget Division  
Sivan Shor - Community, Culture and Sports Administration  
Ovadia Cohen - Director of the Neighborhood as a City program  
Michal Bruchstein - Budget Division  
Ami Steinitz - Curator and Cultural Entrepreneur  
Raz Blanero - The Center for Economic and Social Research

## **Tourism**

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### **Work Team and Steering Committee**

Eran Avrahami - Deputy Director General of Planning, Committee Chair  
Eytan Schwartz - CEO of Tel Aviv Global & Tourism, Team Leader  
Hila Lubanov - Strategic Planning Unit, Team Coordinator  
Matrix Ltd. - professional consultants [Ilan Rubin, Prof. Yaniv Poria, Eran Kaplan, Shachar Beit Halahmi]  
Cili Bar-Yosef - Manager of the Strategic Planning Unit  
Itzik Mizrahi - Tourism Director, Tel Aviv Global & Tourism  
Mina Ganem - Ministry of Tourism, Senior Division Head for Strategic Planning and Policy  
Irit Zohar-Itzhak - Director of Marketing, Planning and Coordinator - Governance of Yafo  
Eran Wexler - Northern Planning Department, City Planning Division  
Suzana Kreimer - Atarim

## **Education**

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### **Work Team and Steering Committee**

Shirley Rimon - Director of the Education Administration, Committee Chair and Team Leader

Zvia Gal - Planning and Evaluation Coordinator, Education Administration, Team Coordinator

Liza Ben Hamo - Deputy Director of the Education Administration, Head of Organization and Service

Leah Zaide - Manager of the Department of Elementary School Education

Ruti Enzel - Manager of the Secondary School Education and Children and Youth Advancement Division

Orit Topelberg - Manager of the Kindergartens Unit

Idit Gelber - Manager of the Department of Special Education

Oded Ginosar - Strategic Planning Unit

Roie Ivri - Strategic Planning Unit

### **Sustainable Environment**

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#### **Work Team**

Herzl Neaman - Deputy Director of the Construction and Infrastructure Administration, Team Leader

Tammy Korem - Strategic Planning Unit, Team Coordinator

Dr. Orli Ronen - Professional consultant

Alma Zur-Ravivo - Strategic Planning Unit

Vered Krispin - Divisional Projects Manager, Operations Division

Eitan Ben Ami - Director of the Environmental Protection Authority

Uriel Babczyk - City Architect's Office

Michal Nahari - City Beautification Division

Erez Nissim - Manager of the Sanitation Division

Keren Or Fisch - The Center for Economic and Social Research

#### **Steering Committee**

Rubi Zluf - Deputy Director General, Director of the Operations Division, Committee Chair

Sharona Hershko - Director of the Construction and Infrastructure Administration

Ruth Sofer - Manager of the Community Resources Unit, Social Services Administration

Yoav Ben-Yehuda - Manager of the City Beautification Division

Haviv Neaman - Manager of the Head Office Units, Education Administration

Ira Rosen - Eastern Planning Department, City Planning Division

Michael Vole - Manager of the Community Planning and Development Unit, Community, Culture and Sports Administration

Noam Yaron - Budget Division

Eynat Geffen-Segal - Head of Education, Public Information and Environmental Training, Environmental Protection Authority

Yafa Ben Eliyahu - Manager of the Projects Planning and Management Department, City Beautification Division

Hezi Schwartzman - Manager of the Traffic Division

Oved Koneh - CEO of Ganei Yehoshua Park

Sharon Keren - CEO of Mei Avivim

David Jackman - Drainage Channels Unit

## **Urban Environment**

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### **Work Team**

Yoav David - City Architect, Team Leader

Daniel Baron - Strategic Planning Unit, Team Coordinator

Derman Verbakel Architecture - professional consultants  
[Els Verbakel, Liz Leibovich]

Michal Tausig - Strategic Planning Unit

Shoshana Bar-Lev - City Architect's Office

Uriel Babczyk - City Architect's Office

### **Steering Committee**

Oded Gvuli - City Engineer

Orly Erel - Deputy City Engineer and Manager of the Building Permit and Supervision

Udi Carmeli - Deputy City Engineer and Manager of the Building Permit and Supervision Division

Cili Bar-Yosef - Manager of the Strategic Planning Unit

Alma Zur-Ravivo - Strategic Planning Unit

Rivka Farhi - City Center Planning Department, City Planning Division

Meir Allweil - Northern Planning Department, City Planning Division

Eyal Ronen - Manager of the Eastern Planning Department, City Planning Division

Irit Sayag - Manager of the Southern and Yafo Planning Department, City Planning Division

Rinat Millo - Conservation Department, City Planning Division

Hadas Goldbarsht - Conservation Department, City Planning Division

Yossi Weiss - Traffic Division

Irit Levhari-Gabay - Traffic Division

Yafa Ben Eliyahu - Manager of the Projects Planning and Management Department, City Beautification Division

Rinat Attiya - Engineering Coordination Department, Construction and Infrastructure Administration

## **Tel Aviv-Yafo's Standing in the Metropolitan Area and in Israel**

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### **Work Team and Steering Committee**

Eran Avrahami - Deputy Director General, Director of the Planning, Organization and Information Systems Division, Committee Chair

Moshe Shachar - Planning and Control Manager, Planning Division, Team Leader

Ella Weber - Strategic Planning Unit, Team Coordinator

Prof. Shlomo Hasson - professional consultant

Hedva Finish - Deputy Manager of the Strategic Planning Unit

Oded Ginosar - Strategic Planning Unit

## **Human Capital at the Municipality**

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### **Work Team**

Orit Mandel - Manager of the Change Management Department, Team Leader

Tammy Korem - Strategic Planning Unit, Team Coordinator

Mirkam Consultants [Gabi Neiman, Tammy Rubel-Lifschitz]

Simona Schechter Gilboa - Manager of Intra-Organizational Research, The Center for Economic and Social Research

Tamar Kugler - The Center for Economic and Social Research

Inbal Tzarfati - Human Resources Division

Hedva Finish -Deputy Manager of the Strategic Planning Unit

### **Steering Committee**

Avi Peretz - Deputy Director General of the Municipality, Director of Human Resources, Committee Chair

Eran Avrahami - Deputy Director General, Director of the Planning, Organization and Information Systems Division

Avi Zohar - Manager of the Human Resources Division

Ron Ganani - Manager of the Development and Training Unit

Moshe Shachar - Planning and Control Manager, Planning Division

Israel Forma - City Planning Manager, Planning Division

Ilan Buchbinder - Manager of the Organization & Standards Division

Sharona Hershko - Director of the Construction and Infrastructure Administration

Moshe Giltzer - City Treasurer

Uzi Salman - General Counsel

Ronit Farber - Director of the Community, Culture and Sports Administration

Sharon Melamed - Director of the Social Services Administration

Rachel Zeitouni - Manager of the Administration and Resources Division

Oded Kam - Deputy Director of the Legal Service

## **Sustainable Transportation**

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### **Work Team and Steering Committee**

Asher Ben Shoshan - Director of the Transportation, Traffic and Parking Authority, Committee Chair

Cili Bar-Yosef - Manager of the Strategic Planning Unit. Team Leader

Alma Zur-Ravivo - Strategic Planning Unit, Team Coordinator

Becky Shlisselberg - Town and transportation planner, professional consultant

Oded Kutok - Architect, professional consultant

Marcus Szeinuk - Transportation planning, professional consultant

Amitai Har-Lev - Public participation consultant

Rami Reihan - Transportation, Traffic and Parking Authority

Ira Rosen - Eastern Planning Department, City Planning Division

Nir David Cohen - City Planning Division

Michal Miller - Traffic Division

Yossi Weiss - Traffic Division

Haggai Yaron - Light Rail Administration

Amit Eytan - Light Rail Administration

Uriel Babczyk - City Architect's Office

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# Introduction

## General

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The Tel Aviv-Yafo Municipality recently decided to update the city's Strategic Plan. The previous plan, which was formulated at the beginning of the millennium and whose main product was the City Vision, was published in 2005. The present plan updates the existing vision, fine-tunes and revises some of its components, and eliminates others. But, primarily, it adds new elements that will address developments in the city, in the country and in the world and are compatible with current approaches to urban strategic planning. Now that the Tel Aviv-Yafo Municipality is a member of the 100 Resilient Cities Network [100RC] pioneered by the Rockefeller Foundation, the update of the plan also incorporates a new resilience plan for the city.

The updated plan defines 2035 as its target year and suggests work plans for its implementation, with a focus on the next few years. The majority of the plan was updated by internal municipal staff, led by the Strategic Planning Unit and facilitated by outside consultants and experts in the various fields covered by the Strategic Plan. The process also involved numerous stakeholders – residents, representatives of corporate, social and environmental organizations, city employees, representatives of government agencies and people from academia

The previous Strategic Plan positioned Tel Aviv-Yafo on equal footing with leading cities in the world and the updated plan will enable the city to maintain that position. The plan created a vision for the city that guided the Municipality's plans and operations and contributed to its growth. The updated plan will enable the Municipality to sustain its status and growth in the coming decades as well. Future challenges were

identified during the updating process and ways to address them were suggested. This will help the Municipality and other stakeholders in the city to act in an informed and collaborative fashion and successfully meet these challenges.

## The Strategic Plan updating process

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The updating process consists of four main stages [refer to the chart below]: an analysis of the existing situation [the update of the City Profile], which was completed in August 2017; the update of the City Vision [including courses of action for implementing the vision], which was completed in December 2017 and is presented in this document; and integration of the updated vision into municipal work plans and implementation of selected projects derived from the vision. The fourth stage is a continuing process that entails monitoring and oversight.

The update covers ten areas: society and community, urban economy, sustainable environment, urban environment [the built fabric and the open space], culture, education, tourism, sustainable transportation, Tel Aviv-Yafo's standing in the metropolitan area and in Israel, and human capital at the Municipality. Each area was handled by a special team comprised of representatives from various relevant municipal departments as well as an expert consultant, facilitated by a steering committee headed by a senior manager at City Hall.

In the course of the planning process, three workshops dealing with each area were held, in which a set group of stakeholders participated. The products of the workshops were reviewed by the team members and integrated into the plan's documents. The workshop products and professional documents were posted on the municipal website in order to receive feedback from the general public. At the City Profile stage, around 400

online questionnaires were filled out by the public, and about 1,800 during the City Vision stage.

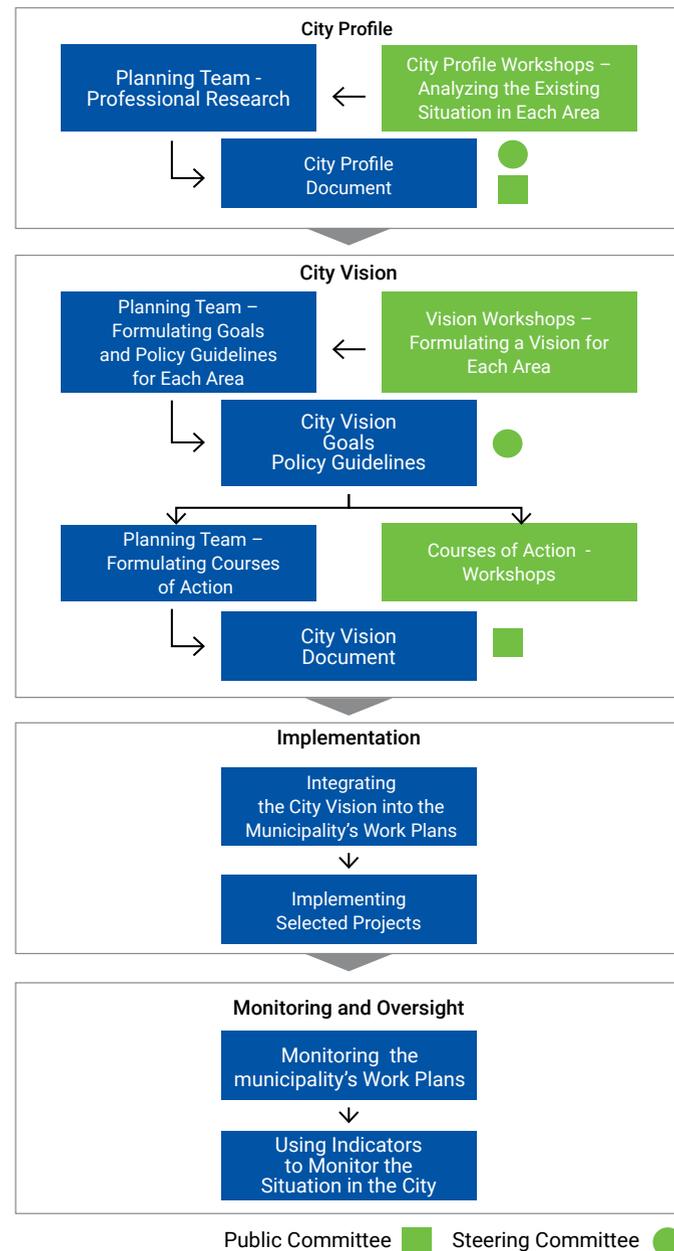
A special team is responsible for integrating the work done by the different teams and drafting the integrative documents for each stage in the planning process. These documents were presented to the Municipal Steering Committee, headed by the Director General of the Municipality, and to the Public Steering Committee, headed by the Mayor, for their approval.

The entire process – ranging from the analysis of the existing situation, the drafting of proposals for updating the vision and the assessment of those proposals - was guided by four key values: prosperity and growth, equality and inclusion, environmental sustainability, and resilience [in terms of withstanding acute shocks].

### The updated City Profile

The first stage in updating the Strategic Plan entailed an analysis of the existing situation, whose product is the revised City Profile document. This document concisely combines the reports produced when analyzing the existing situation in the various areas covered by the Strategic Plan. It concludes with a chapter that outlines the key challenges the city will face in the coming years.

### The Strategic Plan updating process



The report dealing with the analysis of the existing situation, prepared by the work teams in each area addressed by the Strategic Plan, includes a review of the latest professional approaches and theories around the world as well as an analysis of relevant examples from cities in other countries. It also contains a description of the existing situation and the processes in place at the Tel Aviv-Yafo Municipality, a SWOT analysis [strengths, weaknesses, opportunities and threats] of the current state of the city that made use of the four lenses [key values] that guide the plan, and, finally, the major insights emerging from that analysis. The professional report also incorporated findings from the stakeholder workshops held at this stage [each attended by around 25 stakeholders]. Parallel to the separate work done by the area-specific teams, a number of joint meetings for all or some of the teams were also held, at which topics of common interest were discussed. The insights gained from those meetings were included in the reports dealing with each area.

Several complementary steps based on the 100RC methodology were also taken: a workshop attended by about 150 stakeholders was held to launch the resilience plan, personal interviews were conducted with representatives from the Municipality, central government and various nonprofit organizations, and use was made of special 100RC tools to identify the key challenges facing the Municipality.

The findings and insights of the planning team were presented to the Municipal Steering Committee, headed by the Director General of the Municipality, and later to the Public Steering Committee, headed by the Mayor. Both committees discussed the matter and approved the continuation of the work.

#### **The key challenges identified when preparing the City Profile:**

- Preserving diversity in the city – in terms of population groups, housing, businesses, creators and cultural institutions
- Maintaining the creative spirit and innovativeness that characterize the city
- Preserving the Tel Aviv spirit – pluralism and tolerance, cultural and creative endeavors, an atmosphere of freedom and recreation, the public space and the urban street
- Reinforcing urbanism throughout the city
- Addressing the stresses that derive from increasing population density
- Maintaining Tel Aviv-Yafo's standing as an economic and cultural center in face of the growing competition from other cities
- Redefining the relations with the central government – budgets, powers, legislation, values
- Boosting the city's standing – global, national and metropolitan collaborations
- Enhancing the city's ability to deal with acute shocks

All the above-cited challenges reflect the primary challenge facing the city: **striking a prudent balance between maintaining the city's standing as an economic and cultural center in the metropolitan area and in Israel and its continued development as a global city, on the one hand, and ensuring the quality of life and wellbeing of its residents, on the other.** The combination of these two objectives necessitates finding the right balance when managing and developing various aspects of life in the city, including:

- Drawing businesses that operate in the global market, coupled with support for businesses that cater to the local and metropolitan population
- Retaining and drawing international and national corporations and large companies, while at the same time encouraging and fostering a local economy that has room for small businesses and economic-social initiatives by the city's residents
- Drawing workers in occupations that require top skills and higher education who can find employment in global industries, in addition to investing efforts and resources to enable other workers to enjoy the fruits of economic growth
- Alongside newly arrived residents with a high socioeconomic status, it is important to enable the local population to continue living in the city, primarily by ensuring diverse housing solutions
- Developing and cultivating metropolitan, national and even global public institutions, but not at the expense of developing and cultivating local public services that meet the needs of various population groups and future needs
- Developing spaces and events that will boost the city's appeal in the eyes of many visitors – tourists, partygoers and culture enthusiasts – while mitigating potential negative implications and ensuring that the quality of life of the city's residents is not adversely affected
- Maintaining the balance between cultivating a cosmopolitan and spirited city that appeals to diverse audiences and supporting the local community and enhancing community life
- In times of emergency, ensuring the continued functioning of the city and treating affected individuals and infrastructures, in addition to maintaining Tel Aviv-Yafo's metropolitan and national functions

### **The City Vision updating process**

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The second stage in updating the Strategic Plan entailed formulating the City Vision. The underlying assumption was that the structure of the updated vision would be identical to the structure of the City Vision published in 2005 – namely, that it would incorporate the same four strategic courses that include goals, policy guidelines and courses of action [referred to as implementation means in the 2005 document].

Workshops were held in each of the areas covered by the Strategic Plan, each attended by around 25 stakeholders [including residents, representatives from organizations operating in the field, representatives from the private sector and senior staff from government ministries]. The workshops were held between July 2017 and October 2017. At each workshop, the participants were asked to 'paint' a desired picture of the future [vision] for their respective area, based on the major insights that emerged from the analysis of the existing situation as well as their views and opinions. During the workshops, an illustrator drew the participants' proposals.

Each area-specific team formulated goals and policy guidelines based on the insights gained from the analysis of the existing situation, the proposals raised at the stakeholders' workshops, and the team members' own professional expertise. The teams examined whether their respective proposals were in keeping with the guiding values – economic growth, social inclusion, environmental sustainability and withstanding acute crisis situations [resilience] – and whether they were compatible with different types of external scenarios: the geopolitical situation, social-economic policy, technological changes, environmental changes, housing prices, etc. Two extreme case scenarios were defined for each of them, as well as a scenario that describes the forces operating in recent years that have shaped the current situation – namely, a 'business as usual' scenario. Each team addressed only those scenarios relevant to their area of



interest. They examined to what degree each policy guideline can be implemented in face of these scenarios. The findings of their assessment and how they relate to the values and to the scenarios led them to fine-tune or make minor changes to some of the proposed policy guidelines. But, overall, their focus was on the courses of action.

An additional workshop was later held for each area, attended by the same stakeholders and during which courses of action were suggested for all the goals and policy guidelines.

Parallel to the separate work done by the area-specific teams, a number of joint meetings for all or some of the teams were also held, at which topics of common interest were discussed. The insights gained from those meetings were incorporated in the goals, policy guidelines and courses of action formulated by the area-specific teams.

The Strategic Plan's integration team received the various visions from the teams and merged them into one document

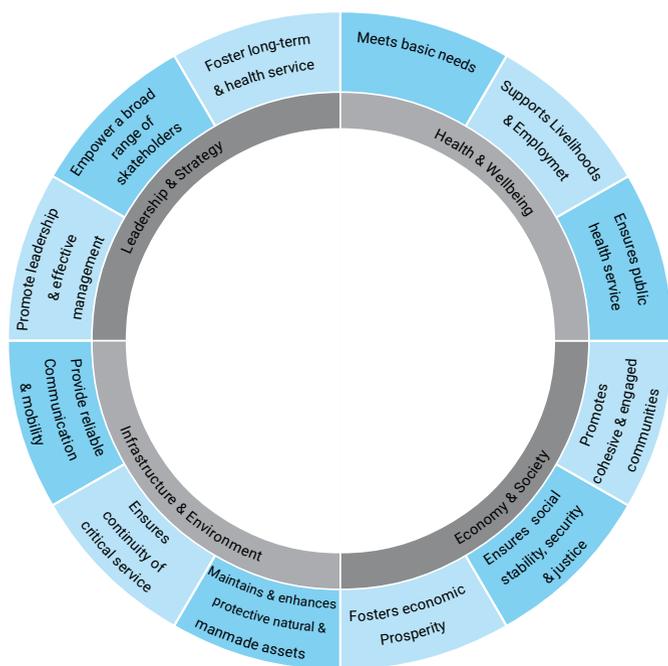
– the updated City Vision. It was presented to the Municipal Steering Committee headed by the Director General of the Municipality, and later to the Public Steering Committee, headed by the Mayor, who discussed the document, made some changes to it, and approved it.

### The structure of the City Vision

The City Vision consists of four strategic courses that articulate the vision. Each one addresses a different aspect of the vision: the first strategic course deals with Tel Aviv-Yaffo's prominent standing in the metropolitan area and in Israel, primarily in economic and cultural affairs; the second strategic course deals with the society and the communities living in the city; the third strategic course focuses on the local government and the way it is managed; and the fourth strategic course deals with the urban environment, both man-made and natural, and its qualities.

Each strategic course is broken down into specific goals, each of which presents the desired image of the city in a particular area. Policy guidelines were defined for each goal that indicate general steps that can be taken to implement the goal. Additionally, each policy guideline is divided into more focused courses of action.

All the strategic courses and goals and most of the policy guidelines and courses of action are explained and/or described in detail.



**Tel Aviv-Yafo and the 100 Resilient Cities Network [100RC]:**

100RC, pioneered by the Rockefeller Foundation, is dedicated to helping cities worldwide be more resilient to the physical, social and economic challenges that are intensifying in the 21st century.

Resilience is the capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt and even thrive and flourish in face of the stresses and shocks it experiences: acute shocks, such as earthquakes and floods, chronic stresses that weaken the city over time, such as large-scale unemployment, growing violence or significant social disparities.

Urban resilience aims to make the city a better place for all its residents, and especially for those who are underprivileged and are the most vulnerable. By properly preparing them in advance, a city can better respond to shocks and stresses and take basic actions in good and bad times for the benefit of all population groups.

**The four dimensions of resilience:**

**Health & Wellbeing** - the health and quality of life of all the people who live and work in the city

**Economy & Society** - the social and financial systems that enable urban populations to live peacefully and act collectively

**Infrastructure & Environment** - the natural and man-made systems that provide critical services and protect urban assets

**Leadership & Strategy** - effective leadership, empowered stakeholders and integrated planning

Cities in the 100RC Network receive resources through four tracks:

- Financial and logistical training for introducing a new position at the Municipality – the Chief Resilience Officer
- Helping the Chief Resilience Officer lead the stakeholders in developing a resilience-building strategy
- Access to tools, service providers and partners from the private, public and nonprofit sectors who can help cities develop and implement their resilience strategies
- Membership in the 100RC Network facilitates sharing best practices, solving problems together and peer learning

Using these resources, 100RC seeks not only to help cities be more resilient, but also to create global practices for building resilience. 100RC initially began working with a group of 32

cities in December 2013, after which it announced a second group of 35 cities in December 2014. In 2016, as part of the third phase, Tel Aviv-Yafo was chosen to be a member of the Network and is the only city in Israel that belongs to 100RC. The cities that were chosen to be members have large population concentrations and display innovativeness and a large number of initiatives, as well as cities that are capable of and interested in collaborating with various organizations within their respective countries [the central government, businesses, nonprofits, residents through participatory frameworks, and philanthropy] and also with other cities around the world.

Tel Aviv-Yafo's membership in 100RC also reflected the belief that it could be a model of social, economic and environmental resilience for other cities in Israel and in the world, while fully and uniquely collaborating and pooling resources with 100RC to formulate the Strategic Plan for Tel Aviv-Yafo.

# **The City Vision**

**Tel Aviv-Yafo will maintain its prominent standing in the metropolitan area and in Israel and will be a resident-oriented city**

## Strategic Course 1

### **A Metropolitan and National Economic and Cultural Center and Global City**

- An innovation-oriented economic center
- Inclusive economic growth that creates conditions for the prosperity and wellbeing of all population groups
- A leading urban tourism destination that revitalizes itself and is mindful of the city's residents
- A national and international culture and arts center
- An innovation center specializing in the environment and sustainability
- A vibrant global hub of innovation, creativity and groundbreaking research
- A sustainable, multimodal and integrative transportation system that supports urban growth

## Strategic Course 3

### **A Dynamic, Sharing and Autonomous Municipal Government**

- A client-focused Municipality
- Ethical and first-rate human capital that promotes the city and the Municipality
- A democratic city
- An autonomous city
- A city based on collaborations at the global, national and metropolitan levels
- A shock-resistant city
- Excellence in managing the city's transportation system

## Strategic Course 2

### **A City for All its Residents**

- An appealing city to live in for a variety of population groups
- A city for a lifetime
- Offering equal opportunities, bridging gaps and maximizing the potential of individuals, groups and communities
- Equality-based and values education that is pioneering
- Reinforcing communality
- Sustainable living
- A democratic city
- Yafo as a space of shared existence and mutual respect integrated within the city
- An inclusive and multimodal transportation system

## Strategic Course 4

### **An Appealing Urban Environment**

- A multi-center city
- Balanced urban renewal
- High-quality architectural and urban diversity
- A diverse, inviting and sustainable public space
- The urban street as an active and inviting space
- A city open to the sea
- Thriving urban nature integrated within the city
- A transportation system that creates a quality urban space that contributes to the urban experience
- Good urban environmental protection
- Sustainable systems – natural and engineered



STRATEGIC COURSE

1

**A Metropolitan and National Economic  
and Cultural Center and Global City**

# STRATEGIC COURSE 1

## A Metropolitan and National Economic and Cultural Center and Global City

Tel Aviv-Yafo will maintain and enhance its standing as the metropolitan and national economic and cultural center and will advance its development as a global city. It will further evolve into a leading international center for research and higher education that attracts the best minds, fosters investigation, thinking and creativity in a variety of fields, and spreads the knowhow it acquires throughout the city, to the rest of the country and around the world.

Tel Aviv-Yafo will continue to be a magnet that draws artists, creators, intellectuals and members of the creative class who contribute to the city's innovative spirit and vibrant atmosphere and attract companies and businesses. The city will be home to the head offices of large financial institutions and corporations, to the R&D centers of many multinational companies, and to young and dynamic startups. To the same extent, small- and medium-sized businesses providing a variety of services will also thrive in the city, including special commercial establishments and entertainment and recreational services. Together with the main cultural institutions in the city, they will draw tens of thousands of visitors every day from the entire metropolitan area and from all over Israel.

Tel Aviv-Yafo will be a destination that appeals to a wide variety of tourists – domestic and foreign alike – who will choose to spend several nights in the city. Coupled with single-day visitors, they will contribute to the growth of the city's businesses and to its spirited pace of life and pluralistic atmosphere. Economic, cultural and tourist-related activity will provide the city with the resources needed for its continued development and the ongoing improvement in the quality of life of its residents.



Illustration: yanivezrai.com

## Goals

### 1.1

An innovation-oriented economic center

### 1.2

Inclusive economic growth that creates conditions for the prosperity and wellbeing of all population groups

### 1.3

A leading urban tourism destination that revitalizes itself and is mindful of the city's residents

### 1.4

A national and international culture and arts center

### 1.5

An innovation center specializing in the environment and sustainability

### 1.6

A vibrant global hub of innovation, creativity and groundbreaking research

### 1.7

A sustainable, multimodal and integrative transportation system that supports urban growth

## 1.1

# An innovation-oriented economic center

Tel Aviv-Yafo will seek to strengthen its standing as the engine that drives Israel's economy. Given the growing competition in both the global and local arenas, Tel Aviv-Yafo will base its economic leadership on innovativeness and creativity, with a focus on developing fields that will directly benefit the city, and will continue to maintain its role as a national business and financial center. Tel Aviv-Yafo's standing in the metropolitan, national and global systems will rely on its relative advantages - and first and foremost, its appeal to the members of the creative class. The city will continue to cultivate its standing while collaborating with other cities in the metropolitan area and with other global cities.



## Policy Guidelines

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**1.1.1 Maintaining the city's standing as a business and financial center, a home to the head offices of large corporations and to a supplementary network of support services**

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**1.1.2 Anchoring the city as a local and global leader in innovation and hi-tech**

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**1.1.3 Turning the city into a habitat and beta site for cutting-edge technologies and software development, with an emphasis on environmental sustainability, society and community, quality of life and smart cities**

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**1.1.4 Reinforcing the municipal infrastructures needed for ensuring growth and economic prosperity**

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**1.1.5 Developing the ability to adapt to changing conditions in the economy and job market, which includes developing expertise and creating a relative advantage in new and growing areas**

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## Policy Guidelines and Courses of Action

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### 1.1.1 Maintaining the city's standing as a business and financial center, a home to the head offices of large corporations and to a supplementary network of support services

Tel Aviv-Yafo's prominent role as a business and financial center is a strategic asset in many respects, including: the added value that this standing gives the city, the supply of jobs deriving from it, and the importance of strategic industries to the Municipality's revenues. The business and financial sectors – both in Israel and overseas – have been experiencing changes in recent years, leading banks and large corporations to relocate their corporate headquarters outside the big cities and cut the number of offices and branches in them. In face of this trend, the Municipality will seek to boost the city's appeal to the headquarters of large banks and insurance and financial services companies, the head offices of large corporations [such as the HMOs and hotel chains] and the network of services that interface with them [e.g. law firms, accounting firms, consultants and architects]. The assumption is that this cluster of businesses will continue to constitute a major foundation of the city's economy.

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#### 1.1.1.1 Opening a customer service center [one-stop shop] for businesses engaged in the city's traditional strategic industries

A service center for businesses engaged in the city's traditional strategic industries [banking, financial

services, insurance] will be opened. It will aim to improve the services provided by the Municipality and customize them to the gamut of needs that these businesses and companies have. The service center will also be a one-stop shop for their various interfaces with the Municipality. The center will be opened under an existing municipal department or as a new unit, based on a detailed analysis of the required services.

#### 1.1.1.2 Developing flexible physical infrastructure to meet the changing needs of the traditional strategic industries

These lines of communication and collaborations with representatives of the strategic industries will be established through regularly scheduled forums, think tanks, gatherings and conferences. They will facilitate a candid discussion and create an ongoing awareness at City Hall about the needs, challenges, barriers and opportunities associated with the development of these traditional strategic industries. Furthermore, they will help the businesses in question continue operating in the city. At the same time, these lines of communication could serve as possible infrastructure to motivate the large corporations to contribute to the city in different ways, including various aspects of sustainability, society and community, and support for the local economy [for example, by preferring suppliers and service providers from the city or the area, or cooperatives and other business initiatives run by stakeholders].

### **1.1.1.3 Advancing solutions to transportation problems in employment districts relevant to these industries, and in particular in the main metropolitan business center**

[Refer to the courses of action under Policy Guideline 1.7.5: "Improving the access to and mobility within employment districts using sustainable modes of transportation, including walking].

### **1.1.1.4 Developing flexible physical infrastructure to meet the changing needs of the traditional strategic industries**

Banking, financial services and insurance, as well as many other business sectors, have been experiencing extensive changes in recent years due to new technological platforms that are altering work patterns and the way they provide service. Against the backdrop of these rapid changes, their physical infrastructure needs are also changing frequently (the size of the properties they require and their internal layout] and these industries are looking for flexibility in managing their real estate. Consequently, the Municipality will examine whether the market is supplying these sectors with their needed flexible solutions, or whether there is room for the Municipality to get involved..

### **1.1.1.5 Reviewing city tax policy**

Traditional strategic industries contribute a significant share of the Municipality's revenues from city taxes. However, the rates they are charged in Tel Aviv-Yafo are higher than in nearby cities. The Municipality's city tax policy will be revisited in order to improve its competitive position among these industries compared to other cities in the metropolitan area.

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## **1.1.2. Anchoring the city as a local and global leader in innovation and hi-tech**

Tel Aviv-Yafo is known for its creative and innovative spirit which draws members of the creative class to the city. It is already a hi-tech hub and a home primarily to young startup companies. To entrench the city's leadership in this area, it is necessary to develop an ecosystem that appeals to the hi-tech community, serve as a R&D center for prominent global hi-tech companies, position the city as a spirited and stimulating hub for Israeli startups, and retain mature Israeli hi-tech companies that developed in the city. Anchoring Tel Aviv-Yafo as a leader in innovation and hi-tech will make it possible to maximize the growth potential of these industries in the city. And with the right planning, it will also enable the city as a whole to enjoy the fruits of that growth.

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### **1.1.2.1 Designing a comprehensive multi-year plan that will focus on anchoring Tel Aviv-Yafo's leadership in hi-tech, while taking into account the entire value chain that fuels that industry and innovation in the city**

In the initial stage, the multi-year plan will have to identify and map the players in this field, which operate in and outside the city, and identify the trends, challenges and needs pertaining to hi-tech growth. At a later stage, it will draft recommendations and set priorities for advancing each course of action specified below.

### 1.1.2.2 Formulating integrative and coordinated policy between the municipal agencies that work with hi-tech companies

A number of municipal agencies currently work with the hi-tech industry, running accelerators and work spaces, sponsoring hackathons and establishing various collaborations [Tel Aviv Global and Tourism, the Computerization Division, the accelerator in Atidim, The Library]. Together with these agencies, the Municipality will promote an integrative policy that will be able to characterize the expertise of each player and seek to create synergistic impact between them.

### 1.1.2.3 Improving the service provided to hi-tech companies through a one-stop shop

To improve the service provided by the Municipality to hi-tech companies and tailor it to their special needs [multilingual service, flexibility that is consistent with the industry's dynamic needs], the Municipality's various interfaces with companies operating in these industries will all be under one roof, namely a one-stop shop model. One of the first steps will be to draft a detailed document that describes the work procedures with the Municipality, which will be fully transparent and available in different languages.

### 1.1.2.4 Developing an ecosystem that appeals to the cluster of hi-tech companies: vocational training, accelerators and R&D centers, platforms for people to meet and exchange knowledge, and branding Tel Aviv-Yafo as an innovative city

The development of such an ecosystem could include, among other things, the following elements:

#### Vocational training

- Increasing the number of the graduates of the city's school system who are knowledgeable in subjects that feed the hi-tech industry, which means boosting STEM education at the schools by collaborating with academia and hi-tech companies, and in particular Israeli growth companies
- Developing higher education hubs [academic and non-academic] in the southern and eastern parts of the city, with an emphasis on technical education and specialization in niche disciplines
- Running external training programs and retraining workers
- Developing programs that draw foreign students, including training in needed niche disciplines

#### A supportive municipal system

- Setting up forums comprised of municipal staff and key stakeholders to share information and better understand the needs of the players
- Helping remove regulatory barriers
- Opening a well-organized, convenient and transparent one-stop shop that involves the relevant departments at City Hall
- Making municipal databases more accessible

#### Supporting infrastructures

- Providing cutting-edge infrastructures in the city
- Opening and supporting accelerators and research centers
- Through various platforms, hackathons<sup>1</sup> and conferences, establishing spaces conducive to developing and sharing knowledge and ideas

<sup>1</sup> A hackathon is an event at which computer programmers, software developers, product designers, and subject matter experts gather together to work on software projects with a specific focus. Hackathons can last anywhere from several hours to several days. (Wikipedia)

### Opening up opportunities

- Upgrading the accelerators in the city – understanding and enhancing what makes each one unique [coworking spaces run by the Municipality for startups], developing and improving the services they provide, creating collaborations between them, and connecting them with the relevant departments and managers at City Hall and at other organizations
- Augmenting the municipal support package for startups – added hours with legal, financial, marketing and branding consultants
- Branding Tel Aviv-Yafo as an innovative city through PR in the corporate world and improving its spot in various global rankings
- Helping startups become acquainted and network with different stakeholders for collaboration purposes and as potential target audiences and funders [entrepreneurs, funds, municipal agencies, residents and communities, businesses in the city]



### 1.1.2.5. Supporting Israeli startup companies throughout the technology development cycle

Anchoring the city as a hub for Israeli startup companies entails, among other things, the following:

- Establishing a forum comprised of the municipal agencies involved in the link between technology and the city [e.g. the Computerization Division, Community Administration, Transportation Authority] that will propose and assess software that can facilitate the Municipality's work and help it achieve its goals
- Connecting maturing initiatives with the relevant departments at City Hall
- Easing regulatory and bureaucratic barriers set by the Municipality that affect startups
- Opening and upgrading coworking spaces and supporting these kinds of private sector initiatives

### 1.1.2.6. Keeping growth companies [mature hi-tech companies] in the city

The fertile ground Tel Aviv-Yafo offers for developing ideas, gatherings and networking has led many startups to open offices in the city. But when companies mature and need to increase their office space, they usually choose to relocate their businesses outside the city where real estate prices are lower. The Municipality will seek to keep a larger share of the mature companies in the city, especially those that can benefit from ties with the city in particular. To that end, the following steps will be taken:

- Appointing a municipal liaison to Israeli growth companies and finding customized solutions for them in face of the growth challenges in the city
- Developing flexible responses to the expanding physical infrastructure needs of mature hi-tech companies
- Optimizing municipal services that are important to hi-tech employers [daycare, an appealing public space, recreation and culture]

#### **1.1.2.7 A supportive environment for global hi-tech companies**

There is growing competition in the global market between cities that want to attract leading international companies, and especially expert workers from around the world. Tel Aviv-Yafo will make a special effort to increase its appeal and help these companies acclimate to the city. The first two recommended steps are:

- Promoting the "startup visa" project which makes it easier for hi-tech companies to hire foreign workers
- Addressing adjustment problems faced by workers from abroad [placements for their partners, learning Hebrew, suitable schools, social life and culture]

#### **1.1.2.8. Closer collaborations with agencies in the public and corporate arena**

To improve the city's competitive edge in the global market in the areas of innovation, technology and hi-tech, the city will collaborate with agencies such as the Ministry of Economy, Investment Promotion Center, Growth Companies Forum, Israel Innovation Authority, Startup Nation Central, and other local authorities in Israel and around the world]

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### **1.1.3 Turning the city into a habitat and beta site for cutting-edge technologies and software development, with an emphasis on environmental sustainability, society and community, quality of life and smart cities**

The Municipality will act to maintain and boost Tel Aviv-Yafo's standing as the standard bearer of technology and innovation in Israel and a key player in this field in the global arena, with a focus on initiatives and products that are meant to improve the entire population's access to resources, infrastructures and services and those that facilitate a better quality of life, without making the cost of living even higher. Steps will also be taken to improve environmental quality and the Municipality's ability to provide first-rate and efficient service to its residents. The city will serve as an incubator and beta site for innovations and initiatives in these areas.

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#### **1.1.3.1. Assigning the management of "the city as a beta site" to a municipal integrator**

Deciding on [or creating] a municipal function that will integrate the operations of beta sites for strategic products under development. The tasks of that function will be:

- Receiving inquiries from companies developing those products, including startups, which have reached a development stage where they are ready to test their ideas
- Defining criteria for approving beta site testing and reviewing the requests based on those criteria

- Handling the matter integratively and tailoring relevant collaborations for each idea that requires a beta site, in line with the other courses of action described below

#### **1.1.3.2. Setting up urban labs / beta sites / special innovation zones in the city, managed by the municipal integrator**

Examples of possible testing grounds that the Municipality can offer to companies developing strategic products:

- Collaborations between the companies and relevant municipal agencies
- The Municipality itself can be a beta site that tests the use of strategic products
- Making municipal systems – infrastructures, bodies of knowledge, municipal departments and relevant municipal projects – available for testing strategic products, when needed
- Enlisting communities in the city to take part in trials that test strategic products
- Allocating a city-owned facility for testing strategic products on a temporary basis

#### **1.1.3.3. Giving priority to companies and initiatives engaged in environmental sustainability, society and community, quality of life and smart cities in all that concerns the use of beta sites and municipal systems**

The Municipality will define initiatives dealing with the environment, society and community, quality of life and smart cities as "strategic initiatives" as a basis for its prioritization policy. For that purpose, the municipal integrator will be required to:

- Characterize the city's challenges
- Precisely define an initiative that will be considered

"strategic" based on its contribution to one or more of the following fields: the environment, society and community, quality of life and smart cities

- Map the existing initiatives in the field
- Set criteria for defining a "strategic initiative"

#### **1.1.3.4. Establishing ties and collaborations with companies engaged in the strategic fields in Israel and overseas**

The Municipality will keep abreast of the latest developments in these fields in Israel and overseas, take part in international conferences, become acquainted with the companies and players that drive these fields in order to create collaborations with them, connect them with local players, and explore the possibility of offering them Tel Aviv-Yafo as a beta site.

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#### **1.1.4. Reinforcing the municipal infrastructures needed for ensuring growth and economic prosperity**

Coupled with encouraging growth in certain industries in the city, the Tel Aviv-Yafo Municipality must reinforce the infrastructures in the city needed for fostering sustainable growth. Among other things, these include a transportation infrastructure that provides an efficient solution to employment needs, an appealing public space that encourages productive gatherings and offers added value to the people in it, and smart and responsive municipal management.

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#### 1.1.4.1. Deciding on a municipal function that will integrate the matter of business and economic development in the city

Among other things, this function will provide efficient service to businesses in the city, identify and track needs, barriers and opportunities, and formulate support policy that will position the Municipality as a player that has significant impact on the development of the city's economy, as detailed below:

- Service – in the form of a one-stop shop that meets the gamut of needs relevant to businesses. The Municipality will also be able to assist in making contacts with national agencies and private bodies.
- Regular monitoring – running regularly scheduled forums, think tanks, gathering and conferences with representatives from relevant sectors
- The Municipality will act to develop support policy – designed to improve the conditions required by the relevant sectors to thrive in the city
- Emphasis will be placed on four categories of businesses and industries:
  1. **Traditional strategic industries** – which are large employers in the city and/or create significant clusters of employment and economic activity around them, and/or sectors that have important branding value in terms of economic leadership, such as banking and financial services
  2. **Growth industries** – industries and sectors that are experiencing growth and/or offer beneficial technologies and innovations, and/or have the potential to include a variety of population groups in the future, such as the hi-tech industry

3. **Vital industries** – industries and sectors that provide a vital service to the city's residents. In the context of this document, the intention is mostly to vital professions which pay low salaries compared to the high cost of living in the city, such as education and teaching and healthcare

4. **Small businesses and commerce** – businesses that are typically located on commercial streets, contribute to their vitality and are an important part of the local economy

#### 1.1.4.2 Promoting research and enriching the knowledge and information databases needed to monitor, assess, plan and develop business activity in the city

This means building an accurate and consolidated database about the businesses operating in the city, which will help monitor the existing situation, assess economic activity and its main trends, and formulate effective policy designed to empower and improve the situation. Among other things, creating the database will involve conducting surveys of the current situation, surveys of trends in the city and surveys of processes and trends around the world and what can be learned from them. Economic trends in global job markets and various aspects of local economy management in leading cities in the world will be tracked on a regular basis, in addition to an ongoing search for resources and opportunities in growth industries.

#### **1.1.4.3. Creating an ecosystem that supports each employment category and is customized to its needs, including enhancing the city's appeal to workers in various industries**

To facilitate growth in all the economic sectors that are important to the city, the municipal system will seek to create an environment that sustains and fuels those sectors as well as the gamut of business activity that supports them. This will be achieved by establishing business clusters around those sectors, creating an environment conducive to their operations and drawing new workers, including convenient transportation modes, upgrading relevant municipal services, and developing an appealing public space by offering study and training tracks, branding and creating opportunities for productive gatherings, collaborations, and a platform for empowering that activity. Collaborations with large employers in the city will also be explored in order to encourage them to start housing projects for their employees close to the workplace [such as the project initiated by Ichilov Hospital].

#### **1.1.4.4. Expanding and improving municipal services for people who work in the city**

One of the main considerations of large companies when deciding where to locate their offices is their access to their potential pool of employees. The Municipality will take different steps to impact workers' residential preferences by enhancing the cultural and recreational services provided in the city, continuing to develop a diverse and appealing public space, encouraging the opening of daycare facilities in or close to employment districts, and offering a city school system that is up to date and constantly

improves. In addition to these isolated steps, the Municipality will also develop a focused strategy to draw groups of workers based on a profile of their needs and preferences. To do so, it will be necessary to characterize the workers' needs, what is missing and barriers faced by every economic sector important to the city.

#### **1.1.4.5. Formulating policy for each employment district in the city**

The policy will characterize what each employment district in the city specializes in, offer a public space and support infrastructures and regulations that facilitate those specializations, promote the inclusion of services that maintain the vitality of the district throughout the day, and advance transportation and logistical solutions and branding for each district.

#### **1.1.4.6. Developing new employment in the southern part of the city [near Holon Junction and along Shlavim Road]**

Together with the continued development of the main metropolitan business center along the Ayalon River and Rothschild Boulevard as well as the Atidim district in Ramat HaHayal, where most people work today, new employment districts will also be opened in the southern part of the city. This will enable new businesses to come in, which were deterred from doing so due to the cost of real estate in other parts of the city. These new employment districts will be characterized, suitable economic anchors will be identified for them, and their planning will be consistent with their required function. Opening quality employment districts along Shlavim Road and near Holon Junction will contribute to the development of the entire southern part of the city.

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**1.1.5. Developing the ability to adapt to changing conditions in the economy and job market, which includes developing expertise and creating a relative advantage in new and growing areas**

The Municipality will examine the trends and expected developments in the economy and job market in light of new technologies and changing patterns in Israel, such as consumption, hiring and work patterns and value creation. It will prepare for their ramifications for various municipal matters, including the needs of the business sector, employment, the cost of living and municipal revenues. The Municipality will devise a strategy that transfers the weight of the local economy to growth areas, while including the largest number of population groups possible.

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**1.1.5.1. The municipal function that integrates these efforts will conduct economic research and international comparisons and regularly track economic trends and changes within the city, and will also constantly seek out resources and opportunities in growth industries**

[See Course of Action 1.1.4.2 regarding research and the development of a knowledge and information base, as well as Course of Action 1.1.4.1 regarding the function integrating these efforts]

**1.1.5.2. Holding forums and using knowledge sharing platforms in order to identify challenges, opportunities and barriers relating to economic development and employment, offering suggestions about how to address them, and jointly devising solutions**

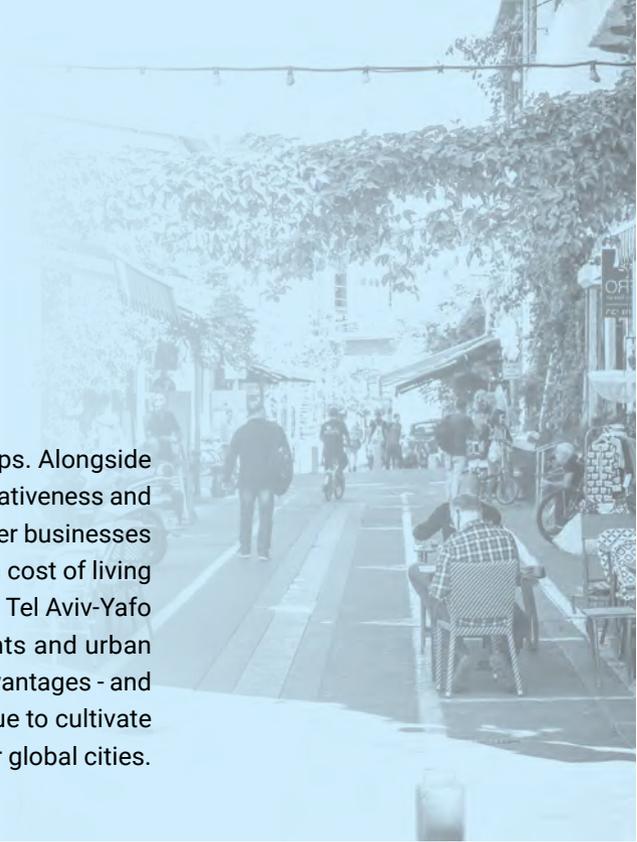
**1.1.5.3. Examining the regulatory barriers that hinder new growth areas and sectors in the economy and forming think tanks to overcome those barriers**



## 1.2

# Inclusive economic growth that creates conditions for prosperity and wellbeing among all population groups

The growth in economic activity in Tel Aviv-Yafo will trickle down to all population groups. Alongside global economic activity, small and local businesses will also thrive in the city. The innovativeness and creativity that constitute the foundation of the hi-tech industry will also characterize other businesses and more traditional occupations in the city. Tools will be developed to counter the high cost of living and housing, enabling people with lower incomes to enjoy a good quality of life as well. Tel Aviv-Yafo will therefore remain dynamic and diverse in terms of the commercial establishments and urban activities it offers and the traits of its residents. global systems will rely on its relative advantages - and first and foremost, its appeal to the members of the creative class. The city will continue to cultivate its standing while collaborating with other cities in the metropolitan area and with other global cities.



## Policy Guidelines

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**1.2.1** Developing an urban strategy based on complementary economy approaches (local sustainable economy, sharing economy and other approaches that interface with them) that will address the city's economic, social and environmental challenges and new trends in the Internet economy

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**1.2.2** Boosting street commerce, with a focus on local businesses and businesses that preserve the 'spirit of place'

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**1.2.3** Strengthening and empowering small- and medium-sized businesses in the city

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**1.2.4** Encouraging and developing various types of occupations that suit diverse population groups

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**1.2.5** Lowering the cost of living and improving the wellbeing and quality of life of all population groups

## Policy Guidelines and Courses of Action

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### 1.2.1 Developing an urban strategy based on complementary economy approaches (local sustainable economy, sharing economy and other approaches that interface with them) that will address the city's economic, social and environmental challenges and new trends in the Internet economy.

The term 'complementary economy' refers to the gamut of approaches, action strategies and tools that are meant to change and improve the existing economic and social reality. This will be achieved by changing the deployment of the forces operating in the local economy in a variety of ways, including: assisting small players to organize, creating social networks that facilitate access to resources, modifying production, consumption and product use patterns, changing the ways economic activity is assessed, and incentivizing desired behavior.

Under the definition of 'complementary economy' one can find approaches that are paradigms and/or comprehensive action strategies. These include an

environmental economy, sustainable local economy, sharing economy, circular economy [namely, getting the greatest possible use out of the same material and the least possible discard and disposal of a material without using it], and cooperative economy, as well as tools that belong to the baskets of tools of those paradigms, such as complementary currencies and crowdfunding.<sup>1</sup>

Formulating a comprehensive strategy for these areas will facilitate improved coordination, synergistic impact, and a better and more effective way to deal with the city's key challenges: socioeconomic challenges, such as the cost of living, polarization, certain groups being pushed out of the city, reinforcing community resilience, and helping small businesses survive. There are also challenges of an environmental nature, such as air pollution, increasing quantities of contaminating and non-biodegradable waste, excessive consumption of biodegradable resources and a lifestyle that is not healthy and sustainable.

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- 1 A sustainable local economy is an economic approach that links local and environmental resilience and wellbeing with economic prosperity.  
 A sharing economy, or shared economy, refers to socioeconomic systems that facilitate shared access to resources through grassroots organizing, institutions and platforms.  
 A circular economy is an economic-business model that aims to reduce the environmental harm caused by inefficient use of resources and materials. The model seeks to close consumption and production loops in order to cut costs, maximize profits and increase the value of resources and raw materials by conserving them within these loops.  
 A cooperative economy is based on people who have joined together to promote their economic, social and cultural needs and aspirations through joint ownership of an initiative managed democratically.  
 Complementary local currencies are a system of incentives by which a local authority can advance behavioral change and achieve objectives. In practice, they are platforms that serve as a medium of exchange parallel to the national currency and are not meant to replace it.  
 Urban crowdfunding is a way to fund community initiatives, support small businesses and involve residents in urban activities.

### 1.2.1.1 Drafting a comprehensive policy that promotes the various forms of a complementary economy in the city, based on an in-depth examination of the matter

The following steps are required as a foundation for formulating a comprehensive and citywide complementary economy policy:

- Appointing someone at City Hall who will be responsible for promoting the complementary economy in the framework of a municipal policy guideline
- Mapping the existing initiatives in the city [by the Municipality and of a private and commercial nature]
- Identifying and defining the major urban challenges
- Learning from other local authorities and institutions around the world and joining international networks and expert bodies
- Preparing a policy document and action principles that expand on and describe in detail what is presented below in Courses of Action 1.2.1.2-

### 1.2.1.2 Guidance and regulations that will facilitate growth in the complementary economy

As part of the comprehensive policy and/or "regulatory innovation" think tank [see Course of Action 1.1.5.3], recommendations will be made for updating the regulations and public policy pertaining to the sectors involved in the complementary economy, and in particular the sharing platforms and complementary currencies, as follows:

- Removing regulatory barriers to desired growth paths in the complementary economy
- Amending regulations in order to prevent negative impacts on new areas of economic activity

- Revising tax, insurance and contracting policies in keeping with the desired objectives
- Planning [physical planning, land use management]
- Incentives, pricing and restrictions [not imposed by regulations]
- Public information, marketing and education

### 1.2.1.3 Forming collaborations with social organizations and social enterprises to promote an inclusive and sustainable economy

- Encouraging major economic organizations to become anchor institutions based on the inclusive and sustainable economy approach: purchases of products and services by large institutions ["anchor institutions"] - such as hospitals, institutions of higher learning, cultural institutions and tourist sites – can constitute a significant share of economic activity in the area. The Municipality will act to encourage anchor institutions to use services of local suppliers and service providers, either through direct purchasing or by contracting with a pool of local suppliers and service providers.
- Identifying nonprofits and associations engaged in fields consistent with the Municipality's objectives and forming collaborations with them: nonprofits and associations, together with social enterprises, seek to tap unutilized resources in the city – both social and environmental – as a means to improve the quality of life and lower the cost of living. These types of organizations can be catalysts for economic activity by training and empowering underprivileged populations. Community currencies [paying residents in community currency for providing a certain service and making it possible to purchase municipal services using that currency] can serve

as a mediating mechanism in collaborations of this nature and guide the activities in the direction of the Municipality's objectives.

- Collaborations with academia: the Municipality will encourage academic institutions to work out of underprivileged neighborhoods and areas and serve as an anchor for local economic activity. Collaboration with academic institutions can be an anchor for creative clusters.

#### **1.2.1.4 Extending municipal support to complementary economy activities**

The Municipality will help promote grassroots complementary economy initiatives, which are products of the civil society or business sector. A number of options will be explored, such as:

Encouraging grassroots initiatives: training programs, implementation support [technology, physical facilities], creating sharing and complementary economy platforms [cooperatives, complementary currencies, crowdfunding]

- Creating infrastructures: the Municipality will act to open accelerators, create platforms for sharing municipal properties as well as other platforms for use by residents. This will be achieved through community center infrastructure, the sustainable neighborhoods project and complementary currencies [accepting some of the payments made to the Municipality in complementary currencies].
- Mezzanine financing assistance: financing assistance for developing platforms that will be under public or community ownership and advance the Municipality's social and environmental objectives, and also for recently formed cooperatives

#### **1.2.1.5 Making the Municipality an organization that also operates according to complementary economy principles**

The Municipality will examine how to incorporate principles of a local and sustainable economy in its own management of the city's affairs, including:

- Taking sustainability considerations into account in budget management
- Taking social considerations into account in bids and procurement
- Taking social and environmental considerations into account in city projects

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#### **1.2.2 Boosting street commerce, with a focus on local businesses and businesses that preserve the 'spirit of place'**

To address the threats faced by commercial establishments in the city [increased e-commerce, small and boutique businesses being pushed aside by large retail chains, urban renewal processes that are changing the nature of commercial districts in the city, including the demolition of traditional commerce spaces along the streets], the city will encourage the preservation of commercial hubs that offer unique and expert services and have regional appeal. These hubs will be in addition to commercial establishments that cater to residents near their homes. Street commerce will be a showcase for spirit of place, creativity and local entrepreneurship. Commerce in residential and employment districts will balance between the needs and sensitivities of all the uses and create an inclusive, lively and dynamic public space.

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### 1.2.2.1 Advancing policies that boost commercial districts in the city and promoting focused action plans as needed

A policy plan designed to boost commercial spaces and districts in the city will be advanced, which will identify threats and opportunities and propose focused action plans dealing with planning and building, business licensing, oversight and enforcement, shared management, new sharing platforms and activity in the public space.

### 1.2.2.2 Encouraging inter-business collaborations in unique and expert fields as well as collaborations between neighboring businesses in certain commercial districts, including the extension of the business improvement district (BID) project to additional commercial districts in the city<sup>2</sup>

#### 1.2.2.3 Physical planning that will encourage local shops

- Planning new commercial districts that are suited to small businesses and not retail chains, mainly by building small spaces, developing a public space that facilitates a mix of uses, and inexpensive maintenance
- To the extent possible, ensuring that the size of shops on commercial streets in urban renewal projects is similar to the size of the original shops [and not build large spaces that suit only retail chains]
- Taking steps to create a mix of uses that includes local shops that are within walking distance in all residential neighborhoods

<sup>2</sup> A business improvement district (BID) is an association [nonprofit] formed by local businesses in a shared geographical area for the purpose of promoting economic activity and creating a vibrant and profitable business space, achieved through close and productive collaboration between the businesses and the local authority.



Photograph: Ricky Rachman

### 1.2.3 Boosting and fostering small- and medium-sized businesses in the city

Tel Aviv-Yafo will welcome small- and medium-sized businesses in the city and views them as a major contributor to growth and to creating new jobs. Means will be developed to enhance their survivability and remove barriers and obstacles that hold them back. The latter will be in addition to tools that boost these businesses, including assistance in forming collaborations and providing services and support infrastructures.

#### 1.2.3.1 Addressing strategic challenges faced by small businesses – making information, one-stop service, sample lease agreements, business development consultants and training more available to them, as well as assistance in accessing capital

### 1.2.3.2 Expanding the Green Label initiative – encouraging and advising businesses on sustainable management

### 1.2.3.3 Promoting platforms that enable businesses operating in the same sector to band together and collaborate

- Enrichment and training programs dealing with relevant topics, such as business management, branding, sustainable management
- Keeping abreast of new technologies and integrating them in traditional industries
- Facilitating collaborations for the purpose of shared consumption of raw materials, joint sales, and collective provision of services to anchor institutions
- Using shared physical infrastructure for various purposes [storage, conference rooms, therapy rooms]
- Branding and events

### 1.2.3.4 Promoting circular economy practices and forming structured collaborations within local industrial clusters

### 1.2.3.5 Assisting small businesses, especially when transitioning to sustainable management

## 1.2.4 Encouraging and developing a variety of employment options that suit diverse population groups

Tel Aviv-Yafo will encourage and develop economic sectors that create jobs for a variety of populations in terms of socioeconomic status, age, gender and skills. Special emphasis will be placed on creating jobs at hi-tech companies and on integrating cutting-edge

technologies into traditional industries. That way the growth and innovation will be inclusive and trickle down to all population groups.

### 1.2.4.1 Formulating policy that supports people working in essential, but low-paying, occupations

- Developing affordable housing for low-income groups: defining the occupations that fall under this category, making occupation a criterion when allocating affordable housing from the city's inventory, and incentivizing large employers to offer their workers living quarters
- Granting specific subsidies for public transportation, shared mobility platforms and/or parking for workers belonging to this category
- Encouraging the establishment of daycare facilities near large workplaces, where priority will be given to the families of low-paid workers engaged in essential occupations

### 1.2.4.2 Integrating populations characterized by low employment rates into the job market – analyzing barriers, identifying untapped abilities, developing local businesses that suit these populations, and training

- Populations whose job market potential has not been realized will be identified
- [mothers, Arabs, people over the age of 50]. The barriers will be analyzed and untapped abilities that can be utilized in the job market will be highlighted.
- Programs designed to overcome barriers and integrate more populations into the job market will be assessed, including assistance to open a small

business: training, coworking spaces, joint sales, access to business consultants, promotion and branding, ties with complementary businesses, logistical assistance

- Developing local economic activity that suits the populations in question

**1.2.4.3 Developing training and retraining programs for a variety of populations in order to increase their integration into the job market, and especially in growing and higher-paying industries [hi-tech, cleantech]**

**1.2.4.4 Encouraging the establishment of workers' cooperatives that provide services to anchor institutions [institutions of higher learning, hospitals, community centers], with an emphasis on less advantaged groups of workers**

### **1.2.5 Lowering the cost of living and improving the wellbeing and quality of life of all population groups**

The Municipality will seek to develop municipal services that lower the cost of living for low-income population groups. The Municipality will encourage collaborations and foster shared infrastructures in the business sector and nonprofit sector and among residents. It will develop additional complementary economy tools that can improve residents' access to goods and services, thereby enhancing their quality of life.

**1.2.5.1 Expanding municipal services and a time series analysis of their rates**

**1.2.5.2 Encouraging sharing platforms in the community [shared trade, equipment lending initiatives, timebanking<sup>3</sup>, sale of home-produced goods]**

**1.2.5.3 Encouraging the establishment of consumer and housing cooperatives – initial assistance for setting up consumer cooperatives, helping them get organized and initial financing assistance**

**1.2.5.4 Supporting rental housing projects that are aimed at population groups we wish to keep in the city [e.g. an apartment tower for students/young adults where services will be utilized jointly]**



Photograph: Shani Halevy

<sup>3</sup> A time bank mediates the exchange of time - a concept in economics that views an hour of a person's time as an alternative form of currency. Everyone can contribute their time to others and are entitled to receive time that is equivalent to the time they contributed, based on their needs and preferences. [Wikipedia]

## 1.3

# A leading urban tourism destination that revitalizes itself and is mindful of the city's residents

As a metropolitan and national business and cultural center - and light of its global city characteristics - Tel Aviv-Yafo will continue to develop its diverse, robust and special tourism and hotel industry. Tourism will keep on making an important contribution to the city's domestic product, to creating jobs for residents and to the growth of businesses that provide recreational and entertainment services – and also to the cultural institutions in the city and its fast pace of life. Tel Aviv-Yafo will be an urban tourism center that offers tourists experiences founded on the city's unique features as a metropolitan and national center in Israel – that is liberal, innovative and spirited and located along the Mediterranean. The urban tourism experience in Tel Aviv Yafo will also rely on the city's developed and inviting public space, the special qualities of Yafo with its rich history and singular human and physical fabric, the interactions tourists have with locals, and the city's cultural offerings that are unmatched in Israel. The tourism industry will be managed and developed in a prudent and responsible fashion that benefits residents, the people working in the city, and its visitors and tourists. At the same time, the city's physical environment and social fabric will be safeguarded for future generations. global systems will rely on its relative advantages - and first and foremost, its appeal to the members of the creative class. The city will continue to cultivate its standing while collaborating with other cities in the metropolitan area and with other global cities.

## Policy Guidelines

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**1.3.1 Promoting and positioning the city as an appealing destination for urban tourism, business tourism, trade show and conference tourism, and heritage tourism**

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**1.3.2 Promoting and positioning Tel Aviv-Yafo as a preferred city break destination for foreign and domestic tourists alike**

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**1.3.3 Preparing the groundwork, developing and offering a mix of accommodations and support infrastructure**

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**1.3.4 Enhancing and enriching the tourist experience**

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**1.3.5 Integrative, prudent and responsible management of tourism in the city**

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## Policy Guidelines and Courses of Action

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### 1.3.1 Promoting and positioning the city as an appealing destination for urban tourism, business tourism, trade show and conference tourism, and heritage tourism

The types of tourism that will be developed and promoted in the city will be ones that maximize its relative advantages, including those with a high economic multiplier that benefit all the city's residents and are characterized by relatively inelastic demand and a high tourism expenditure. For Tel Aviv-Yafo, urban tourism is the most important, which already accounts for a significant share of global tourism traffic. Tel Aviv-Yafo has some unique qualities that have the potential to draw this type of tourism. The public space is vibrant and spirited most hours of the day and night, the beaches are within walking distance and the city offers a variety of authentic and glocal [both global and local] ethnic experiences which tourists cannot find in their place of residence. There are historical sites of importance to Jews, the Zionist movement and the State of Israel [for example, the State of Israel was declared in the city and it has served as a gateway for new immigrants coming to the country]. Urban tourism should be developed in light of Tel Aviv-Yafo's unique features, which embody experiences that other cities will be unable to easily copy.

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#### 1.3.1.1 Preparing a brand book for Tel Aviv-Yafo, which will be the basis for all the tourism-related advertising and marketing efforts undertaken by the city and will

include a set of principles/values that characterize the "Tel Aviv" brand

This brand book, which will be reexamined and updated from time to time, will detail the qualities and values that characterize the city and make it a place that has urban tourism appeal: a liberal, pluralistic, cosmopolitan and 'cool' city, which is spirited and revitalizes itself. It is a beach city that enjoys a comfortable and pleasant climate most days of the year, and a city that is home to a variety of population groups that contribute to its cultural and culinary wealth. It is a city where tourists come in contact with locals, a city of historical importance, and a city with a rich Israeli and Jewish heritage. It is a regional and international technology and innovation center [the startup nation]. It is a city that offers a high sense of personal security, and a city located in the middle of the country with easy access to places of interest and the major international airport.

#### 1.3.1.2 Designing and customizing the marketing channels to the major tourist audiences

Marketing plans will be targeted specifically at key tourist markets, which in turn will affect how the messages are conveyed and how advertising media and channels [print and digital] and PR campaigns are chosen. Thus, for example, the marketing plan aimed at urban tourists will focus on glocal experiences that characterize the city [Old Jaffa, the White City, the beach, lively street life, nightlife, culinary experiences]. For business tourists, the city will be marketed as a 'bleisure' destination [where business and leisure can be combined] and as a space where businesspeople can meet their peers. For trade show and conference tourists, the city will be marketed as a cutting-edge

knowledge and innovation center and as a base from which they can take day trips to other places of interest in Israel. And for heritage tourists, the emphasis will be on the city's role in Israeli and Zionist history.

### 1.3.1.3 Selling the city through collaborations and interfaces with local and international agencies

The Municipality will act to fund campaigns consistent with the brand's values and targeted at the key tourist audiences. This will be done through matching funding with potential partners, such as the Ministry of Tourism and the Hotels Association. The Municipality will also form collaborations with organizations that have a connection with the different types of tourism.

## 1.3.2 Promoting and positioning Tel Aviv-Yafo as a preferred city break destination for foreign and domestic tourists alike

Changes in vacation and leisure travel patterns in Israel and abroad - coupled with the vibrant nature of Tel Aviv-Yafo as a "nonstop city" and "a city that never goes to sleep" – enable Tel Aviv-Yafo to position itself as a destination that foreign tourists choose to stay in throughout their visit in Israel. For them, it serves as a base for taking short trips around the country, whereas domestic tourists choose to stay in the city for at least one night and not go home the same day.

### 1.3.2.1 Branding and positioning Tel Aviv-Yafo as a preferred city break destination through a variety of marketing channels

Tel Aviv-Yafo will be branded and positioned as a top city break destination in Israel and a leading one in the Middle East and Europe. The city's qualities will be highlighted and it will be depicted as "a place where things are going on all the time," "a city that never goes to sleep," "a nonstop city," "a vibrant and cool city" and "a city that you need to take a rest before visiting."

The advantages of Tel Aviv-Yafo as a preferred base for taking day trips in Israel [Jerusalem, Tiberias/Nazareth, Dead Sea, Haifa] that enrich the tourist experience will be underscored. The public space will be portrayed as appealing and safe and as one that offers a wealth of culinary experiences. The lively nightlife in the city will be marketed as an opportunity to mingle with locals. The spotlight will also be on Tel Aviv-Yafo as a Mediterranean beach city, with its long coast that links the new city and Old Jaffa and where a variety of recreational activities are available [including water sports]. For domestic tourists, Tel Aviv-Yafo will be branded as a city that enables visitors to "go abroad without leaving the country." The focus will be on the city's spirited nightlife, which draws people to spend the night in the city and not make do with a daytime visit.



Photograph: Ricky Rachman

### 1.3.2.2 Developing and adapting infrastructures to the city break product

To turn Tel Aviv-Yafo into a preferred city break destination, support infrastructures suited to the product will be developed, including: making it easier and cheaper to get from Ben Gurion Airport to the city [e.g. free shuttles where the trip itself is an experience]; creating and developing appealing tourist attractions for the evening hours, which will cause tourists to spend the night in the city in nearby accommodations – for example nighttime swimming at the beach, swimming pools open at night, and shopping districts and markets unique to the city; special interesting tours; sports activities and folk dancing in public spaces, and in particular at the beach. All these will be open during the day and at night. Steps will also be taken to augment weekend activities, and especially in Yafo which is exempt from restrictions governing the Sabbath. To that end, major places of interest to tourists will be identified and upgraded. Furthermore, solutions will be found for the lack of public transportation on the Sabbath (such as Autotel carsharing or a special bus that runs on the Sabbath).

### 1.3.2.3 Acknowledging the importance of domestic tourism and actively promoting it

In light of the need to reach out to domestic tourists as a base for maintaining urban resilience, the Municipality, together with the Ministry of Tourism, will prepare special campaigns targeted at them. It will also promote hotel infrastructure and attractions suited to domestic tourists and suggest incentives to encourage them. It is important to remember that most of the cultural events held in the city are in Hebrew, making it possible to offer a wider selection of activities to this market segment compared to non-Hebrew speaking tourists.

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## 1.3.3 Preparing the groundwork, developing and offering a mix of accommodations and support infrastructure

The supply of accommodations in the city will meet the needs and preferences as well as the budgets of a variety of tourists who wish to spend time in Tel Aviv-Yafo. This will give tourists a sense that they have received good value for their money. Aware that the customer service experience also contributes to good value for money, the Municipality will seek to improve the quality of service provided by the existing hotels and other forms of lodging in the city. The support infrastructures will enable tourists to utilize their time optimally during their relatively short vacations, with an emphasis on transportation infrastructures inside the city and between the city and the airport.

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### 1.3.3.1 Increasing the supply of hotel rooms in the city, while at the same time creating a balanced variety and mix of rooms

After comparing the existing and planned supply of hotel rooms with the anticipated demand, policy will be drafted to increase the supply of accommodations in the city in the short term and long term. This will include examining and formulating strategic guidelines in a number of spheres:

- Encouraging the opening of budget hotels
- Promoting the entry of premium hotel chains in light of the high costs and the demand for these types of hotels in destinations that have traits similar to those of Tel Aviv-Yafo
- Encouraging and maintaining the current trend of

opening small boutique hotels that blend in with the urban landscape and rely on complementary services in the vicinity, such as restaurants, fitness rooms and parking

- Drafting policy and preparing the regulatory groundwork for home hospitality services such as Airbnb
- Promoting special types of accommodations that will enrich the tourist experience in the city, such as tents on the beach, sleeping on the roofs of buildings, and campervans in public parking lots
- Initiating and driving collaborations between real estate developers and the tourism industry in order to fully exhaust the potential inherent in hotels
- Taking steps to ease regulatory processes associated with opening and operating hotels and lodging services in the city
- Promoting the establishment of a security network for states of emergency, in cooperation with the Ministry of Tourism

### **1.3.3.2 Establishing shell infrastructures in the tourism industry [information, visitor centers, user-friendly signage, use of technologies, transportation infrastructure]**

Tourists will have access to reliable, up-to-date and detailed information about the events taking place in the city and in the metropolitan area, whose delivery will make use of smart applications ["DigiTel for Tourists" and others]. Appealing visitor centers will be opened whose business model will include collaborations with the private sector to make the information available. Mobile tourist information centers will be deployed to increase the access to

information about events in the city. Flexible, digital, user-friendly and easily understandable signage will be designed and installed. Use will be made of cutting-edge technologies, such as virtual reality, for illustrating the reality and atmosphere at different sites in the city, including historical sites and heritage sites. The information access tools will also be utilized to obtain feedback from tourists about the different attractions and sites in the city, accommodations, and the overall tourist experience in Tel Aviv-Yafo. Additionally, they will be used to manage high traffic at popular attractions and mitigate the feeling of overcrowding among both tourists and residents.

Transportation infrastructure that enables tourists to get around easily the main tourist hot spots, including on the weekends, will be developed.

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### **1.3.4 Enhancing and enriching the tourist experience**

Managing, planning and selling Tel Aviv-Yafo as an appealing tourist destination will reflect the understanding that tourists are motivated by the desire to have unique and memorable experiences. The tourist experiences will be diverse and appeal to the different types of tourists that the city wishes to attract, as well as local residents. Some will be ethnic experiences which the city and its vicinity have to offer and many will rely on new and state-of-the-art technologies.

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#### **1.3.4.1 Enriching the tourist experience by developing new attractions**

The Municipality will develop – and encourage others to develop – a variety of new tourist attractions and experiences that can appeal to diverse target audiences. Among other things, there will be more attractions for children or teens, attractions dealing with Hebrew and Zionist heritage, glocal attractions that empower local residents and their culture, activities that enable interactions with locals, and local sports events that are available to tourists [including water sports]. The possibility of developing a 'must see' attraction for all tourists will also be explored – for example, a unique cultural institution, a special temporary facility that can be set up for a limited period and house a specific activity of interest to tourists, an international exhibition held once a year [or every few years] dealing with a topic in which Tel Aviv-Yafo has a relative advantage or expertise, or an international festival.

#### **1.3.4.2 Improving the tourist experience by positioning, marketing and managing the existing attractions and making them more accessible**

The Tel Aviv-Yafo Municipality will act to enhance and position its existing attractions as leaders in their respective fields and as ones that can be experienced only in Tel Aviv-Yafo. An enriched tourist experience will rely on these attractions and the city's characteristics, including tours that feature a special theme [Independence Trail], participation in secular Kabbalat Shabbat services that welcome the Sabbath, participation in activities that strengthen the tourist's identity, and participation in study seminars dealing with different subjects associated with Tel Aviv-Yafo.

The Municipality will provide tourists with up-to-date information relevant to their areas of interest and expectations from their vacation.

The Municipality will spearhead the upgrade of attractions by analyzing data about the number of visitors, their satisfaction and whether they received good value for money.

The Municipality will strive to improve the quality of service in the tourism industry through joint efforts with relevant stakeholders, and in particular the Ministry of Tourism, the Hotels Association and the Ministry of Transportation.

Relevant sites and attractions will be mapped out based on the degree of their visibility, accessibility, maintenance and cleanliness. Priorities will be set for improving and upgrading them so they can contribute to the tourist experience.

#### **1.3.4.3 Improving and enriching the tourist experience in Yafo [with a focus on culture, history, shared existence, eateries and markets]**

The Municipality will act to develop tourism products that are founded on Yafo's unique features from a cultural, historical, religious and culinary perspective, in addition to its markets and Arab-Jewish shared existence.

#### **1.3.4.4 Forming metropolitan collaborations**

The Municipality will seek to form metropolitan collaborations that enrich the tourist experience and increase the supply of events and attractions suitable for tourists.

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### **1.3.5 Integrative, prudent and responsible management of tourism in the city**

The Tel Aviv-Yafo Municipality will manage the tourism industry in the city prudently and responsibly, while

integrating and coordinating the efforts of all the organizations engaged in tourism. This will lead to sustainable success in the tourism industry and also ensure its contribution to the standard of living and quality of life of the city's residents – as opposed to creating antagonism. The city's resilience will also benefit.

#### **1.3.5.1 Managing tourism in the city through coordinated and synchronized efforts between all the organizations engaged in the tourism industry, led by Tel Aviv Global and Tourism**

The Municipality will seek to coordinate and synchronize the gamut of tourism activity through the municipal body in charge of tourism in Tel Aviv-Yafo. This body, which will be closely involved in processes and projects in the city that interface with tourism, will be the hub of local tourism knowhow as well as the agency that supports relevant decision-making.

The coordination and synchronization of all the tourist-related activity in the city will be carried out through management infrastructure based on a permanent forum comprised of all the pertinent players in the tourism industry in the city, led by the Municipality.

Contacts with the Ministry of Tourism and tourism professionals in the metropolitan area will utilize improved and formalized work procedures to advance joint efforts which can contribute to the tourism industry in Tel Aviv-Yafo.

#### **1.3.5.2 Managing tourism in the city in a responsible manner, while being mindful of local residents and those living in the surrounding area**

The Municipality will seek to instill a worldview aimed at minimizing harm to the environment and to residents' wellbeing that could arise from the development of tourism infrastructure projects and ventures. A review of environmental and human impacts will be an integral part of every future change in the tourism industry in the city. Tourism management and planning will be transparent and involve the public. When providing information to tourists, it will also stress that tourists and/or visitors staying in the city must be considerate and respectful of the city's residents and the environment. Furthermore, the tourism industry will be managed in a manner that rigorously conserves the city's physical and cultural heritage.

#### **1.3.5.3 Preparing a feasible master plan for implementing the elements of the City Vision that pertain to tourism**

The Tel Aviv-Yafo Municipality will prepare a feasible master plan for city tourism, which will serve as a foundation for the decisions it makes concerning this industry. Among other things, the plan will incorporate the principles outlined in the City Vision. The master plan will enable all those involved in the tourism industry in the city to familiarize themselves with the Municipality's policies and channel their initiatives and operations accordingly.



Photograph: Guy Yechiely

## 1.4

# A national and international culture and arts center

Culture and the arts have always been a major feature of life in the city. The Municipality will continue to strengthen them by developing infrastructures for culture, promoting independent artistic endeavors, sponsoring various cultural events and enriching the cultural diversity characterizing the city, for the benefit of its residents and all Israelis. The Municipality will cultivate leading cultural institutions, innovative initiatives and independent artists. It will strive to find the proper balance between them in order to ensure that the city draws creators, intellectuals and culture enthusiasts from the country and around the world. That way, the city's standing as Israel's cultural capital will be reinforced and local and community culture will also flourish. This will be achieved while meeting the residents' diverse cultural and recreational needs and maintaining high professional standards and excellence. Tel Aviv-Yafo will continue to facilitate, safeguard and support all kinds of cultural endeavors, enjoy the multiculturalism that characterizes the city, and be attentive to the zeitgeist and even shape it, while welcoming innovativeness and venturing into new territories, both real and virtual.

## Policy Guidelines

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**1.4.1 Maintaining and promoting the city's standing as a leading Israeli and international cultural center, which is both pluralistic and innovative**

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**1.4.2 Fostering first-rate cultural activities in the community that generate communality and social growth**

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**1.4.3 Cultivating the city's artists and intellectuals as important human capital who contribute to urban growth and ensuring their artistic and financial independence**

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**1.4.4 Maintaining and developing diverse spaces and venues for cultural endeavors**

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**1.4.5 Enriching artistic and cultural activity in the public space**

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## Policy Guidelines and Courses of Action

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### 1.4.1 Maintaining and promoting the city's standing as a leading Israeli and international cultural center, which is both pluralistic and innovative

Tel Aviv-Yafo will continue to cultivate and promote cultural endeavors in the city and further evolve as a city of culture comparable to other leading cities in the world. Tel Aviv-Yafo will continue to be the most important cultural center in Israel – a hub of creativity where culture is a sought-after commodity and is disseminated to the rest of the country. It will be a city of diverse and innovative cultural activity, including canonical culture alongside fringe, experimental and subversive culture.

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#### 1.4.1.1 Preparing a master plan for the arts based on an examination of the city's

cultural needs and the City Vision

A master plan will be prepared whose aim is to boost the city's standing as a leading cultural center in the country. The plan will address the various tiers and aspects of culture in the city that are articulated in the five policy guidelines, including the following elements:

- Pinpointing the city's strengths and potential in the cultural arena and identifying the needed actions to tap that potential

- Devising tools for developing cultural activities that will draw international audiences and a professional community of artists; this includes boosting existing cultural institutions, creating the urban stories unique to the Israeli landscape and culture [e.g. the life stories of the pillars of culture who worked in the city or heritage stories associated with the variety of communities living in the city], and adding translations to other languages to make the creative endeavors in the city accessible to foreign visitors
- Recommendations for developing physical infrastructures that will expand and enhance cultural activity in the city
- Developing flexible models to support and foster creative endeavors and their creators

#### 1.4.1.2 Maintaining the high standards at cultural institutions by ensuring their first-rate artistic and administrative management

#### 1.4.1.3 Ensuring social diversity among the committee members who decide on the support given to cultural endeavors

The committees that decide on support for cultural institutions and creators must be diverse in terms of their professional and social composition so that the voices of a variety of groups can be heard. The committees' decisions must be transparent and accessible to the public.

#### 1.4.1.4 Creating mechanisms for locating non-municipal funding sources that can help develop culture in the city

To preserve the cultural power and wealth found in the city and promote cultural endeavors, funding sources

in addition to those provided by the Municipality and the central government will be located, such as local and international foundations and collaborations with the private sector and with international organizations.

#### **1.4.1.5 Positioning Tel Aviv-Yafo as a main hub in national and international city networks**

The Municipality will develop a network of ties for holding dialogs, learning and collaborating with leading cities of culture and prominent cultural institutions in Israel and overseas.

The Municipality will encourage collaborations with neighboring cities in the metropolitan area in order to maximize the cultural experience of the people living in Tel Aviv-Yafo and in the metropolitan area. This will, for example, facilitate joint marketing campaigns that include the major cultural centers in the metropolitan area and joint production of cultural events [such as a festival that is held simultaneously at a large number of hubs in the metropolitan area, the sale of multi-event tickets or traveling events].

#### **1.4.1.6 Employing creators and artists in various municipal departments and city projects**

The Municipality will encourage the employment of creators and artists in municipal departments where their contribution is relevant, such as the Community Administration and at the community centers it operates, the Education Administration and in the city school system, City Beautification Division, and other departments. The Municipality will also employ creators and artists in public, cultural and other projects that it initiates and runs. The artistic and often different perspective that creators bring to the table will enrich the Municipality's work and enhance

its professionalism, while at the same time providing the creators with additional sources of income.

#### **1.4.1.7 Strengthening and enhancing Arab cultural identity in the city**

The Municipality will encourage cultural endeavors among Yafo's residents by allocating special budgets to them, developing suitable cultural institutions and studio spaces, exposing their works within and outside the Yafo community, and developing tools for creating local culture that will draw the Arab population from other places in Israel.

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### **1.4.2 Fostering first-rate cultural activities in the community that generate communality and social growth**

First-rate cultural endeavors will be widespread in all the communities in the city, tailored to the needs and preferences of the members of those communities and run by the numerous artists who live and work there. These activities will enrich and enhance the different communities and their members, including the community of artists, and will open up new opportunities to them in terms of personal, professional and financial growth. The city will encourage and support artistic expression among all population groups, who together form the interesting cultural mosaic found in Tel Aviv-Yafo.

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#### **1.4.2.1 Developing projects in different communities that will introduce them to creators and the arts and foster a closer connection with them**

The Municipality will advance cultural projects with and within the community in order to introduce and bring them closer to different artistic disciplines. The projects will highlight the process and not necessarily the artistic product. Being attentive, understanding barriers and building trust with the communities will be the foundation for developing the projects.

Among other things, there will be thematic projects that focus on stories associated with the city. This includes gathering and studying the local heritage or pairing the communities with local creators or creators outside the city for whom the local materials will be a source of inspiration.

#### **1.4.2.2 Boosting the arts and culture in educational frameworks**

- Local creators will be involved in developing formal and informal curricula, thereby empowering the community and the creators
- Programs and projects will be designed for children and teens that emphasize critical viewing and observation and exposure to a wide variety of genres
- The possibility of expanding art and culture studies in the school system will be explored

#### **1.4.2.3 Developing structured programs designed to make the creators and their works around the city more accessible to the different communities**

- A structured plan will be devised for involving local creators and artists in community activities and projects [courses, workshops, performances]
- The activities offered by cultural institutions will be more accessible to the community by holding activities in the community and by bringing the

community to the cultural institutions – e.g. opera in the neighborhoods, museum on wheels, or screening films in the public space

- Efforts to expose artists and their works to large and more diverse audiences will be stepped up in order to broaden the circle of culture enthusiasts [for example, by allocating studio space to artists at schools and community centers that will increase the interaction between artists and students]

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### **1.4.3 Cultivating the city's artists and intellectuals as important human capital who contribute to urban growth and ensuring their artistic and financial independence**

Artists and creators in Tel Aviv-Yafo are partners in the city's prosperity and its spirit of innovativeness and creativity. They will continue to enjoy freedom of expression and cultural pluralism, which are vital to the success of diverse and first-rate cultural endeavors. They will also have access to employment opportunities in the public and private sectors that can give them intellectual, artistic and financial autonomy.

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#### **1.4.3.1 Designing innovative models for supporting independent creators and artists – employing them at the Municipality, residency programs, housing assistance, extending the city tax break ordinance to more artists**

- The Municipality will employ artists in activities related to their fields of expertise and will, for example, hire them to teach courses at city-run facilities and hold arts & crafts workshops at their

- studios; art and culture performances will be held in the public space and local artists and creators will be involved in cultural events [such as White Night]
- Encouraging collaborations with the public and private sectors in order to increase the available tools for supporting creators in the city
- Creating residency programs for artists and creators as an essential element of developing the infrastructures needed to advance a metropolitan and international cultural center
- Involving intellectuals and artists in forums pertaining to matters such as education, community and the environment which the Municipality holds with stakeholders
- Creating "The City Artist" program – choosing a prominent artist or creator [for a predefined period] who will bring his or her experience to the cultural endeavors taking place in the city and will also represent the city's cultural identity



Photograph: Guy Yechiely

- Examining ways and tools to incentivize artists to live in the city – for example, by building 'artist lodges' or offering them affordable housing due to the high cost of living that keeps them from remaining in the city
- Extending the city tax break ordinance to more artists will be explored. At present, tax breaks are granted only for studios used by visual artists [painters, sculptors, video artists, photographers]. The possibility of extending the ordinance to artists working in other disciplines will be examined.

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#### 1.4.4 Maintaining and developing diverse spaces and venues for cultural endeavors

Public spaces and venues that can be used for creative endeavors will be developed throughout the city, enabling artists and creators – both those who are just starting out or are well-established – to work in comfortable and affordable conditions. This will contribute to a number of things: advancing first-rate art and culture in Tel Aviv-Yafo, introducing the public to art in different parts of the city, reinforcing urbanism and ensuring a spirited public space outside the downtown area.

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##### 1.4.4.1 Introducing municipal policy that designates and preserves districts in the city as creative spaces, ones where widespread cultural activities take place due to their special features

- Planning principles will be formulated and incorporated in neighborhood policy papers and zoning plans to ensure that the character and

functioning of districts which are conducive to creative endeavors are preserved - e.g. old industrial zones like Florentin and Kiryat HaMelacha that have suitable buildings and spaces. Among other things, these planning principles will ensure the preservation of old buildings, the character of the public space, a mix of uses between 'friendly' light industry and studio spaces and places where artists can live.

- Support infrastructures such as lighting, bike and pedestrian paths will be developed in these districts.
- The Municipality will examine giving incentives and support to artists who choose to live and work in these creative districts – subsidies for renting a studio in the private market or allocating studio space in buildings belonging to the city [where rent would be lower than in the private market].

#### **1.4.4.2 Planning and allocating spaces and public facilities around the city for different kinds of creative endeavors – studios, rehearsal rooms, performance and exhibition venues**

To create a rich urban experience in Tel Aviv-Yafo, the Municipality will seek to incorporate various creative spaces in the built and open fabric throughout the city. Zoning plans include the allocation of spaces for public uses, including some for cultural uses. These spaces are allocated in the form of lots or built public land. Based on the desired deployment of public institutions as specified in the master plan for the arts and in response to needs that arise from the field, an inventory of public spaces available for needed cultural uses will be prepared. This inventory will address the singular needs of cultural uses [auditoriums and high ceiling spaces for dance performances].

- The Municipality will act to allocate city-owned spaces to cultural institutions and space for cultural activities that will be affordable to creators.
- Spaces for cultural uses will be allocated in city-run recreational areas [Old Ottoman Train Station, Sarona, the city ports].
- City-owned facilities that are temporarily not in use will host cultural activities.
- The Municipality will seek ways to collaborate with the private sector so artists can use available privately-owned spaces.

#### **1.4.4.3 Encouraging the establishment of innovation hubs that will house various creative enterprises and artists and foster cross-fertilization, creative spillovers and new ideas**

The Municipality will encourage various inventive enterprises [for example, ones engaged in media and hi-tech] to meet with creators and artists from different disciplines so they can brainstorm about the planned innovation hubs. That way the hubs will meet the needs of different groups. These sessions will also suggest ways to implement the ideas in practice.

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#### **1.4.5 Enriching artistic and cultural activity in the public space**

The public space will be a significant venue for creative endeavors that will steadily grow. This will enable the public at large to be exposed to and enjoy culture at no cost and without restrictions, whereas the creators will benefit from another space where they can express themselves.

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#### 1.4.5.1 Encouraging temporary cultural activity in the public space, such as street musicians, painters and outdoor plays

Spaces and venues where outdoor cultural activities in the public space are permitted will be defined. Guidelines will also be developed regarding the artistic standards of those activities and maintaining public order. The spaces in question can be city squares, pedestrian malls or mixed-use zones.

#### 1.4.5.2 Taking steps to view the public space as an artistic-cultural venue

- A municipal support network – logistical, administrative and financial – will be developed in order to promote cultural activities in the public space.
- The Municipality will approach public institutions in the city [hospitals, courthouses, police stations] and collaborate with them on creating unconventional exhibit spaces.

#### 1.4.5.3 Public spaces surrounding cultural institutions in the city will undergo physical and functional upgrades and become active and inviting urban spaces that continue the indoor cultural activities

A survey of the public spaces that currently surround cultural institutions all over the city will be conducted [to learn about their functions, their design, their connections with the surroundings, their connections with the adjacent institutions]. Additionally, it will assess the potential inherent in making those spaces an integral part of the cultural activities taking place at the nearby institutions. The survey will also suggest ways to realize that potential and, among other things, will examine the museum district and Tel Aviv University, the space surrounding the Tel Aviv Museum of Art and Beit Ariela, or the space surrounding the cultural institutions on Bialik Square.



## 1.5

# An innovation center specializing in the environment and sustainability

Sustainability in Tel Aviv-Yafo will be a key engine driving economic, social and environmental growth and prosperity. A business cluster will develop around issues relating to sustainability and the environment, which will also have an impact on other sectors: construction, transportation, tourism, hospitality and health. Sustainability in the city will be advanced together with R&D centers and Tel Aviv-Yafo will become an international model and hub of the cleantech industry.



## Policy Guidelines

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**1.5.1 Encouraging research dealing with the environment and sustainability**

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**1.5.2 Promoting the cleantech industry in the city**

## Policy Guidelines and Courses of Action

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### 1.5.1 Encouraging research dealing with the environment and sustainability

Tel Aviv-Yafo will be a national and global research center for sustainability and the environment and will be home to leading institutes in this field. Sustainability will be a meeting place between the city's innovative and creative spirit and the desire to continuously enhance the urban quality of life. The Municipality will collaborate with R&D centers located in and near the city in order to improve its environmental management. Innovativeness will become the norm in all municipal operations that have a bearing on sustainability.

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**1.5.1.1 Collaborating on research and knowhow dealing with sustainability and the environment (with cities around the world, academia, nonprofits, affiliated bodies and government agencies operating in the city]**

**1.5.1.2 Applying environmental research and knowhow to municipal systems**

- Employing scientists at relevant municipal departments
- Expanding the knowledge base and data regarding sustainability and the environment and making them accessible to the public
- Bringing the latest research on the environment and sustainability to the school system



Photograph: Barak Brinker

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## 1.5.2 Promoting the cleantech industry

Tel Aviv-Yafo will be a R&D and implementation center for the cleantech industry and a base for creating a metropolitan cleantech cluster. This is in line with the city's aim to be a fertile habitat and beta site for innovative technologies [see Policy Guideline 1.1.3]. The city will implement technologies to improve sustainability and environmental protection and will be an international center that specializes in certain aspects of the industry, such as sustainable food.

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### 1.5.2.1 Encouraging the establishment of cleantech R&D centers and beta sites

- Advancing the establishment of environment and sustainability accelerators
- Promoting a cleantech cluster, led by Tel Aviv-Yafo together with the rest of the metropolitan area
- Expanding cleantech R&D at the Hiriya recycling park
- Defining locations that can serve as testing and innovation sites specializing in green building and quality of life [e.g. Plan 3700 and the Atidim employment district] and facilitating technology testing at suitable sites in the city [beach, public institutions, roads]

### 1.5.2.2 Advancing R&D collaborations [with cities around the world, government offices, the Israel Innovation Authority, corporations, cleantech companies and other local authorities in the metropolitan area and in Israel]

## 1.6

# A vibrant global hub that fosters thinking, creativity, research and higher educations

Even now, the city is an international center of technological innovation, but most of the work being done is random, non-networked and not necessarily geared towards the needs of the city and the Municipality. The Municipality will seek to extend the ecosystem that has facilitated technological innovativeness to other areas as well, while collaborating with institutions of higher learning, research institutes and other stakeholders from Israel and abroad. These efforts will include an ongoing attempt to devise ways to involve the variety of existing population groups in the city in these processes. Apart from the city's residents and businesses, the entire metropolitan area and country will also benefit from the fruits of the thinking, creativity and research endeavors carried out in Tel Aviv-Yafo.

## Policy Guidelines

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**1.6.1 Promoting the city as a leading global center of technology and other forms of innovation, original and creative multidisciplinary thinking, and groundbreaking research and higher education**

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**1.6.2 Spreading the knowledge, experience, innovativeness and technology evolving in the city – to all parts of the city, the metropolitan area, Israel and the world**

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**1.6.3 Enhancing the city's standing as an international center of Hebrew culture**

## Policy Guidelines and Courses of Action

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### 1.6.1 Promoting the city as a leading global center of technology and other forms of innovation, original and creative multidisciplinary thinking, and groundbreaking research and higher education

The Municipality will encourage the establishment of institutions of higher learning and research institutes specializing in different disciplines and will draw leading institutes to the city from other places in the world. This will be achieved, among other things, by creating support infrastructure required by these institutes: real estate, state-of-the-art infrastructure, efficient multimodal access and a variety of meeting and creative spaces. The Municipality will also create platforms that enable collaboration between the institutions of higher learning and research institutes and the public and private sectors that are engaged in relevant fields.

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#### 1.6.1.1 Devising a plan for promoting the city as a global center of innovation, creativity and groundbreaking research

#### 1.6.1.2 As a leader in innovation and research, Tel Aviv-Yafo will also spearhead research on the gamut of implications arising from innovation and technology [and ways to address them], including social, psychological, ethical and other implications

### 1.6.2 The Municipality will spread the knowledge, experience, innovativeness and technology evolving in the city – to all parts of the city, the metropolitan area, Israel and the world

Tel Aviv-Yafo is endowed with creative and innovative people who come to the city from the metropolitan area, from other towns in Israel and even from around the world. The fruits of the growth produced by innovation and technology are tremendous. For example, they create new jobs in this and affiliated sectors and foster economic and social mobility. The magnitude of this prosperity facilitates and necessitates its extension regionally and nationally so that the changes it produced in the city can be felt in other places as well. That way, the metropolitan area and rest of the country that contributed to the city's prosperity will also benefit from it directly. In addition to sharing the technology and innovation and their fruits, Tel Aviv-Yafo will also be a hub for shared thinking and formulating principles and action strategies about issues that are identified with the city, such as: democratic values, tolerance and pluralism, an urban lifestyle that stresses culture, a lively street life, communality and sustainability.

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#### 1.6.2.1 Formulating policy and tools for spreading the knowledge, experience, innovativeness and technology to the metropolitan area and the rest of Israel, which will include, among other things, preparation of a development policy for the Greater Tel Aviv area [see Courses of Action 3.5.2.1 and 3.5.2.2 under Goal 3.5: "A City Based on Collaborations"]

**1.6.2.2 Deciding on a municipal function that will be responsible for spreading the city's knowledge, experience, innovativeness and technology and defining how that function will work**

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**1.6.3 Enhancing the city's standing as an international center of Hebrew culture**

The various elements of Hebrew culture, including literature, poetry, theater, music and plastic art, all flourished in Tel Aviv-Yafo. The city will continue to preserve and cultivate this rich heritage and will develop into an international center for works of Hebrew culture and research.

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**1.6.3.1 Devising a multidisciplinary plan for turning Tel Aviv-Yafo into an international center of Hebrew culture – creative works, research, developing Hebrew culture hubs in the city**

## 1.7

# A sustainable, multimodal and integrative transportation system that supports urban growth

A sustainable, efficient and affordable transportation system will enable the city to reinforce its standing as the economic and cultural center of the metropolitan area and the country and enhance the quality of life of its residents. Tel Aviv-Yafo will attract, as it does now, many people who work in and visit the city every day. A large share of the commutes inside and to and from the city will make use of sustainable modes of transportation and mobility – walking, bicycles, public transportation and shared mobility - which will improve the access to employment, recreational and entertainment districts and reduce the reliance on personal cars. It will be easy and convenient for people using national and metropolitan public transportation to get around the city. This will also be attributed to the improved walkability near the stations and stops and in the public space throughout the city. The Municipality will make the necessary preparations to integrate new modes of transportation, such as mass transit systems and smart transportation, including autonomous vehicles. This will enable the Municipality to achieve its transportation-related objectives and prevent possible adverse impacts.

### Policy Guidelines

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**1.7.1** Developing, advancing and establishing a mass transit system that supports growth targets and municipal objectives

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**1.7.2** Fostering a metropolitan approach to transportation, including the establishment of a metropolitan transit authority

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**1.7.3** Increasing the use of sustainable modes of transportation (bicycles, walking, public transportation, shared mobility] and reducing the use of personal cars

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**1.7.4** Improving and customizing public transportation services to and within the city

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**1.7.5** Improving the access to and mobility within employment districts using sustainable modes of transportation, including walking

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**1.7.6** The city will lead the implementation of smart transportation and shared mobility solutions, including preparations to integrate autonomous vehicles

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**1.7.7** Managing efficient, sustainable and reliable goods movement in the city

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## Policy Guidelines and Courses of Action

### 1.7.1. Developing, advancing and establishing a mass transit system that supports growth targets and municipal objectives

Mass transit systems [including the light rail and metro] will be an important mode of transportation for getting to and from the city. To address the growing volume of people going in and out of the city and to increase the number who use sustainable modes of transportation, the Tel Aviv-Yafo Municipality will continue to do the utmost to support and promote mass transit projects [which are under the responsibility of the central government] and prepare the city for the operational changes arising from those projects.

#### 1.7.1.1. Advancing the development of mass transit systems to and within the city

Even though the mass transit system is being built by government-run companies, the Municipality has a vested interest in expediting the process and overcoming barriers at the local level. That way the transit system will be able to support urban development, in general, and the development of regional employment districts, in particular.

The Municipality will continue to partner with relevant agencies in planning and developing the mass transit systems so they stay ahead of schedule, ensure high-standard planning and execution and complete the systems that support and interface with them. By

doing so, it will be possible to realize the potential inherent in these systems and their integration into the urban environment.

#### 1.7.1.2. Improving and adapting the quality of service in the interface between the national public transportation system and the local transportation system and mass transit systems

The mass transit system is part of an arterial network of lines that passengers have to connect with using motorized and nonmotorized modes of transportation [feeder services] so they can reach local destinations or transfer to other lines. Consequently, a primary objective is to plan transfer interfaces between the mass transit lines themselves and with other feeder services that are seamless as possible.

Interfaces with diverse transportation modes, such as walking, bicycles, bus lines, taxis and shared mobility options, will be developed and improved at all the stations and stops operated by Israel Railways and the light rail. When planning the interfaces, the following factors must be taken into consideration: keeping transfer times to a minimum, managing the volume of passengers on sidewalks and crosswalks, avoiding inter-mode friction, preventing pedestrian flow interferences, minimizing waiting time at the stations and stops, and coordinating the hours of operation of the different systems.

#### 1.7.1.3. Making the necessary adjustments to the public and private space surrounding mass transit service hubs [Israel Railways and the light rail] in order to improve connectivity between the system's components and improve customer service

Walking will be the preferred mode for getting to and from destinations which are less than 800 meters from stations and stops. Accordingly, pedestrians will be guaranteed a high level of service as well as direct walking paths to the extent possible. The stations will be integrated into the urban space in all aspects of street planning and operation: environmental development, bordering land uses that have a connection with public transportation, the way buildings and their entrances are positioned, vehicle traffic arrangements, loading and unloading arrangements, and an optimal link between the stations and the network of bike paths in the city.

In the immediate vicinity of the stations [the connectivity space and crosswalks], the plans will address the needs associated with entering the stations, waiting for bus services, passenger boarding and alighting arrangements, and loading and unloading goods. As needed, zoning plans for areas within a defined radius of the stations will ensure right of way<sup>1</sup> to the public [easement] in the basements and on the ground and first floors of buildings, while allocating needed spaces based on the transportation plans for service hubs, such as bicycle parking or "kiss and ride" spaces.

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### **1.7.2. Fostering a metropolitan approach to transportation, including the establishment of a metropolitan transit authority**

Some of the transportation-related challenges in the city are actually metropolitan challenges which cannot be addressed if the relevant local authorities do not work together. For example, improved deployment of the public transportation network requires collaboration with all the local authorities where the network operates [most of the bus lines in Tel Aviv-Yafo originate in other cities] and with the Ministry of Transportation. The Tel Aviv-Yafo Municipality will advance collaborations with other cities in the metropolitan area and actively promote the establishment of a permanent metropolitan agency that will oversee transportation policy.

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#### **1.7.2.1. Continued efforts to establish a metropolitan transit authority**

A metropolitan transit authority is the most common model in metropolitan areas in OECD countries and offers good and sustainable solutions to difficulties in developing public transportation. A transit authority in the Tel Aviv metropolitan area is a critical need and the Municipality is committed to its establishment. Based on the proposed model, the metropolitan transit authority will formalize the powers and division of responsibilities between the Ministry of Transportation and the local authorities. The metropolitan transit

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<sup>1</sup> Right of way – the distance between the edges of the lots situated on both sides of the road and parallel to it. Right-of-way width includes the sidewalks, on-street parking and vehicle traffic lanes.

authority will set overall policy, spearhead significant infrastructure projects and coordinate the various metropolitan aspects of public transportation. The establishment of a transit authority will facilitate a more efficient allocation of resources and maximize its close knowledge of metropolitan needs.

#### **1.7.2.2. Continued efforts to promote collaborative work interfaces with the Ministry of Transportation**

At present, the Ministry of Transportation is the lead agency in all that concerns the development of the regional and national transportation system and the provision of transportation services. Therefore, to ensure that the Municipality's objectives are met, it is necessary to ascertain maximum coordination with the Ministry and its agencies in the field. This relates to the current provision of transportation services and to the execution of future projects that will affect the provision of transportation services to and within the city – the light rail project, the Ayalon Basin and Kirya Boulevard project, the "quick to town" project, the express lanes project and the Dan bike lane project.

#### **1.7.2.3. Ensuring continuous transportation services between neighboring cities, while completing and expanding metropolitan transportation networks**

To ensure continuous transportation services, there is a need for a course of action that complements an improved interface with the Ministry of Transportation. It entails enhanced collaboration with other local authorities in the area, and in particular those that border with Tel Aviv-Yafo. This is especially important in network systems such as the network of bike paths and Dan bike lanes and priority bus lanes. Another important matter pertains to uninterrupted walking and bike paths when going from one jurisdiction

to another, and in particular in places divided by main transportation infrastructures that sever the uninterrupted flow of nonmotorized traffic. Extending the Tel-O-Fun, Autotel and other shared mobility services to additional cities will make them more worthwhile, both for users as well as service providers.

#### **1.7.2.4. Advancing a metropolitan traffic control system in order to achieve integrative management of mass transit systems and public transportation in the metropolitan area**

A traffic control system will help monitor and control traffic volumes and congestion problems in real time, including traffic signal timing, tracking incidents and ensuring the smooth functioning of traffic lights and other control mechanisms. Additionally, as part of the transit authority initiative, there will be better coordination and collaboration between control systems, such as the municipal traffic light control system, the Ayalon Highways control system and the NTA [Metropolitan Mass Transit] control system – all in accordance with the proposed plan for integrating the light rail's signaling system.

### 1.7.3. Increasing the use of sustainable modes of transportation [bicycles, walking, public transportation, shared mobility] and reducing the use of personal cars

The Tel Aviv-Yafo Municipality will continue to seek ways to change the modal split in favor of sustainable modes of transportation. This means reducing the share of people using personal cars and increasing the share of those who walk, ride bicycles, and use public transportation and shared mobility. A variety of means will be employed to achieve this, such as augmenting the infrastructure for sustainable modes as opposed to infrastructure designed for small vehicles and efforts to improve the efficiency of sustainable modes, based on existing infrastructures and by managing demand [including parking policy planning].



#### 1.7.3.1. Preparing a sustainable transportation master plan that will guide and prioritize municipal operations

A master plan will offer a clear definition of the Municipality's transportation policy, on the basis of which it will be possible to implement its proposals across the organization in a concerted and coordinated manner. The plan will establish a framework for planning traffic-related projects and jointly weighing alternatives by all the municipal departments involved. Every municipal project will be assessed according to the municipal targets defined in the transportation master plan, while utilizing the same criteria. This will make it possible to compare different projects and set priorities. All transportation modes, including walking, will be considered in every project. Projects that advance sustainable modes of transportation will receive a higher priority in terms of timetables, budgets and implementation. The master plan will also serve as a basis for talks with non-municipal agencies in line with the declared municipal policy.

#### 1.7.3.2. Advancing efforts aimed at changing mobility mindsets and habits among residents and visitors

The Municipality will try and have an impact on mobility habits and encourage residents and visitors to cut back their use of personal cars. To create suitable tools for that purpose, the Municipality will enlist other stakeholders such as government offices and employers.

- The Municipality will make use of various means to encourage green and healthy mobility habits, including:
- Public information and marketing campaigns aimed at changing habits and underscoring the health and

environmental advantages of using sustainable transportation modes

- Educational activities in different frameworks in the city, including schools and community centers
- Together with the central government and employers, the Municipality will explore the possibility of offering incentives to users of public transportation and other sustainable mobility modes

### **1.7.3.2. Developing and implementing a focused parking policy that manages demand and encourages greater use of public transportation and mass transit systems and less use of personal cars**

The Municipality will act to prepare a municipal parking policy, designed to direct travelers to public transportation and other sustainable modes. Among other things, the policy will examine the following:

Managing parking demand in the public space [on the street] by instituting differential pricing for on-street parking, managing parking by district and peak hours, and imposing restrictions on the number of hours visitors can park in the city.

- Examining ways to efficiently utilize the existing and planned parking infrastructures [e.g. automated parking infrastructures, c-level service (more congestion) in parking lots].
- Establishing policy for public parking lots near mass transit stops and train stations
- Extending the municipal standard to bicycle parking in employment and residential districts - beyond the national standard
- Stepped- up enforcement against illegal parking that adversely affects accessibility and safety

### **1.7.3.3. Finding ways to help people grasp the full costs of using personal cars**

The use of personal cars has negative external impacts on the general public that are not factored into travel costs – e.g. congestion on the roads, using [valuable] land for parking, air and noise pollution, greenhouse gas emissions, less favorable conditions for other road users, an increased probability of accidents, including more serious ones, and adverse effects on public health due to less physical exercise. This situation is the outcome of excessive use of personal cars. The experience in other parts of the world indicates that improving sustainable transportation service is not enough to modify habits. Rather, people need to grasp the external costs of using their cars. This can be achieved, for example, through differential pricing for parking or changing the existing arrangements by which workers in the public sector receive partial reimbursement of their car expenses. Together with other organizations, the Municipality will explore these and other ways and act to implement ones that are judged to be effective.

### **1.7.3.4. Formulating an action plan designed to adapt street cross-sections so they support sustainable transportation, including the possible designation of areas/streets as ones that give priority to pedestrians**

The city will propose an action plan to bring about the desired modal split by allocating right-of-way widths to each category of user. Several separate thoroughfare projects are presently being advanced in the city, including the addition of bike paths, public transportation priority lanes, widening and clearing of pedestrian lanes, parking lane arrangements, and periodic upgrade of street infrastructure and

furniture. The action plan will assess the different needs and allocate land suited to different modes of transportation [pedestrians, bicycles, light rail, buses, personal cars, shared vehicles and commercial vehicles]. This will be done according to the type of street, the uninterrupted nature of the transportation network and the policy that prioritizes the existing modes and, primarily pedestrians. The plan will determine which streets and areas are top priority when it comes to widening sidewalks and will incorporate infrastructures that encourage walking, such as shade trees and street furniture.

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#### **1.7.4. Improving and customizing public transportation services to and within the city**

First and foremost, the Tel Aviv-Yafo Municipality will seek to improve the frequencies of public transportation lines in addition to expanding their coverage of the city and convenience of use. The Municipality will also help adapt the public transportation service in the city to the required changes when the mass transit system becomes operational.

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##### **1.7.4.1. Ensuring first-rate public transportation service**

Tel Aviv-Yafo will seek to improve the quality of public transportation service for all its residents and in all parts of the city. Service improvement will place special emphasis on frequencies and, in particular, on the main thoroughfares. To offer first-rate service, it will be necessary to explore the possibility of operating special public transportation lines on the Sabbath and at late at night, whether as permanent routes or

routes based on demand. The steps taken to improve the service will also address the matter of better accessibility for persons with special needs.

The bus stops themselves will also be modernized by installing high-grade shelters and a better passenger information system and including the bus stops in shading projects carried out in the city. There will be stepped-up enforcement of regulations governing parking, stopping, loading and unloading in bus stop zones in order to maintain a high level of service.

##### **1.7.4.2. Advancing and developing a network that gives priority to public transportation in the city, in the metropolitan area and on intercity lanes, in keeping with the urban environment**

The Municipality will act to expand the network of priority bus lanes in the city by supporting the "quick to town" project, examining the addition of more priority lanes in the city, assessing the efficiency of the current routes and making needed improvements to ensure quality public transportation service, such as giving buses priority at traffic lights, traffic arrangements that affect the flow of the lines and delays along the routes, improved public transportation reliability using cutting-edge controls and increased enforcement of buses' right of way.

##### **1.7.4.3. Designing and building public transportation terminals in a way that facilitates optimal operation of the service in the metropolitan area and in the city**

The allocation of land for terminals in the city and in the metropolitan area is a prerequisite for improving the quality of the bus service. The Municipality will allocate land based on municipal and metropolitan considerations and in line with the operational needs

of the public transportation system in the short and long terms, and especially when the light rail begins operating. When locating and allocating land for terminals, incorporating them in mixed-use or underground facilities will be among the options that are explored. The design of the terminals will attempt to ensure their compatibility with the surroundings, minimum environmental impacts and improved passenger service. The Municipality will act to promote the metropolitan master plan for public transportation terminals in cooperation with the Ministry of Transportation.

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#### **1.7.5. Improving the access to and mobility within employment districts using sustainable modes of transportation, including walking**

Employment districts in the city, and primarily the main metropolitan business center and Ramat HaHayal, draw a large share of the incoming trips to the city. To shift some of those trips to public transportation, optimal access to nearby office buildings from the public transportation stops is necessary. To that end, the Municipality will seek to promote supplementary transportation services [such as express buses or shuttles] and improve walkability and bike riding options. These will improve the passengers' commute from the public transportation stops to their respective workplaces within the employment districts.

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#### **1.7.5.1. Formulating a plan for improving transportation services to employment districts and cutting back the use of personal cars**

Access to employment districts in the city will rely on large-capacity and sustainable modes. The focus will be on optimizing public transportation routes and their connectivity with mass transit stations, increasing the percentage of people sharing rides, improved links between employment districts and the network of bike paths in the city, and the provision of sufficient parking accordingly. Emphasis will also be placed on convenient walking arrangements as a mode that feeds passengers to and from public transportation facilities.

#### **1.7.5.2. Preparing a plan for priority pedestrian and bicycle rider zones in employment districts and near recreational and cultural hubs in the city**

Upgrading the conditions for nonmotorized traffic in both employment and entertainment districts aims to augment the direct access to different destinations, enhance the link with various types of public transportation stations and improve internal mobility within these districts. An environment that is friendly to pedestrians and nonmotorized traffic offers an added value as it creates an appealing urban environment that draws workers, visitors and tourists.

As part of the above efforts, principles appearing in the zoning plan regarding a priority pedestrian zone throughout the downtown area, in the main metropolitan business center, Ramat HaHayal and Shlavim will be implemented. To that end, the following steps are recommended:

- Upgrading the crosswalks and increasing the time available for pedestrians to cross
- Preparing a municipal action plan designed to improve the microclimate and adding more shade
- Enacting and enforcing regulations and clearing obstacles from the sidewalks
- Exploring the possibility of reducing the number of on-street parking spots so sidewalks can be widened
- Mitigating the harmful effects of entering and exiting parking lots on the pedestrian space
- Examining streets where right of way can be created in the front section of lots for widening sidewalks and plantings

### **1.7.5.3. Initiating collaborations between the Municipality and employers, in addition to enlisting relevant government agencies**

Various steps will be taken to modify workers' commuting habits, including collaboration between the Municipality and employers, facilitated by relevant central government agencies. Among other things, these steps will include:

- Encouraging employers and/or government agencies to formulate a set of incentives, both direct and indirect, aimed at modifying commuting habits – e.g. for using public transportation instead of personal cars or using shared mobility. Incentives will also be offered by the Municipality [the largest employer in Tel Aviv-Yafo] to its workers who use sustainable modes of transportation.

- Developing and implementing carpool plans at a particular workplace, at a number of workplaces or under a citywide arrangement
- Encouraging the use of special express bus services

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### **1.7.6. The city will lead the implementation of smart transportation and shared mobility solutions, including preparations to integrate autonomous vehicles**

Transportation technologies are undergoing significant change. Shared mobility options, followed by the use of autonomous vehicles, offer important opportunities for improving mobility conditions in the city – for example, by increasing the number of passengers per vehicle or reducing car ownership. The Municipality will formulate a comprehensive policy for utilizing these technologies to achieve its objectives.

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#### **1.7.6.1. Framing municipal plans that support sustainable transportation [promoting shared mobility, laying the groundwork for autonomous vehicles, supporting the use of electric vehicles], including setting priorities for how to achieve it**

The Municipality will continue to coordinate the various facets of smart transportation and ensure that they are synchronized and up-to-date. To that end, a broad-based planning forum will be established to deal with different aspects of the issue, in line with municipal objectives.

### **1.7.6.2. Advancing a network of strategic ties, including partnerships at the local and international levels**

Regular work relationships will be established and expanded between relevant municipal departments and organizations engaged in smart transportation in Israel and overseas, such as other local authorities, research institutes and companies, including startups. The aim is to:

Consider conducting experimental projects dealing with smart transportation in Tel Aviv-Yafo that are initiated by research institutes or private organizations, making it possible to learn from these projects and develop smart transportation infrastructure in the city

- Track and assess information as well as lessons and insights gained from smart transportation policies and programs in other cities
- Join forces for the purpose of developing smart transportation policy shared by different local authorities

### **1.7.6.3. Drawing people and organizations to the city that are working on technological solutions to transportation problems, including those that are conducting experiments and with a focus on solutions that will benefit the city's residents and visitors**

As a leading and key player in the arena, Tel Aviv-Yafo will encourage experiments and the development of technologies and other aspects of smart transportation in the city by collaborating with companies, academia and other relevant organizations. These collaborations will contribute to the city's knowhow, to establishing policy and to the municipal transportation infrastructure.

### **1.7.6.4. Continued improvement of tracking, measurement and traffic control capacities in the city and in the metropolitan area, including a transportation monitor**

Policy aimed at creating a transportation monitor will be introduced, which will entail upgrading databases and their use [data-driven policy] regarding all modes and all kinds of traffic. The data in question pertains to traffic inside the city [volume, origin-destination patterns], commuting habits, safety, loading and unloading, and the transport of goods. To that end, work procedures will be defined for collecting, processing and transmitting the data, storing the data and organizing it for multipurpose use. The transportation monitor will be used to shape policy and manage a multimodal transportation system, with a focus on improving the interface between different modes – walking, vehicle travel, public transportation, goods delivery and bicycles.

### **1.7.6.5. Developing data-driven tools and processes for improving municipal planning and management capabilities dealing with transportation**

There will be greater access to information and forecasts in transportation databases, which will be applied when making decisions of a planning and management nature in the city. Additionally, more comprehensive and more detailed relevant data will be utilized when making decisions pertaining to zoning plans and master plans, school system management and municipal services deployment.

#### **1.7.6.6. Promoting and implementing the Mobility as a Service (MaaS) model**

The MaaS model enables travelers to get around in a particular geographical area in a way tailored to their specific needs. No use is made of personal cars, but rather travelers have access to a variety of shared modes. MaaS will be promoted in the city to increase the number of passengers per vehicle compared to the existing situation [the number of passengers sharing a ride for its entire duration or just part of it]. When implementing MaaS, emphasis will be placed on widespread deployment to meet demand throughout the city.

#### **1.7.6.7. Promoting shared mobility options in the city, including ridesharing**

The Municipality will seek to broaden the scope and variety of shared mobility platforms. Steps will also be taken to increase ridesharing, including by promoting online ridesharing applications and developing ridesharing incentives, while at the same time examining parking policy options. The latter will be in addition to planned steps to promote ridesharing in cooperation with employers.

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#### **1.7.7. Managing efficient, sustainable and reliable goods movement in the city**

Goods movement in the city has a significant impact on congestion, pollution, parking and the quality of sidewalk use. The impact is primarily evident in areas with large concentrations of certain types of commercial and business activity [such as the southern and downtown sections of the city]. Furthermore, goods movement [including deliveries] is expected to increase in the coming years. The Municipality will introduce a detailed policy dealing with goods movement, loading and unloading and will take steps to streamline the distribution of goods in the city.

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##### **1.7.7.1. Upgrading logistical systems in the city in order to reduce environmental and transportation-related impacts stemming from goods delivery and improving the quality of service provided to businesses**

The Municipality will become an influential player in the logistical arena and spearhead changes designed to reduce impacts on the public space and urban environment. At the same time, an efficient and reliable supply of goods will be ensured. The planned steps include:

- Advancing needed regulations in the logistical sector pertaining to vehicle types, hours of operation and categories of merchandise
- Reexamining and updating the supply of parking spots in the city reserved for loading and unloading

- Drafting a policy document containing guidelines about logistical preplanning before issuing building permits and business licenses
- Working with business establishments in commercial districts in the downtown area [through the main metropolitan business center, Green Label project or other frameworks] to streamline their inventory management and increase storage capacity, making them less reliant on frequent deliveries
- Preparing new infrastructure for "last mile"<sup>2</sup> logistics that will enable the distribution of goods using small, flexible and clean delivery options
- Collaborating with large suppliers operating in the city in order to examine possible changes in delivery, loading and unloading methods that will mitigate impacts on the public space and the environment
- To continue studying the issue and explore possible solutions, forums and think tanks will be convened for all those who have a stake in logistics management [suppliers, business owners, municipal staff]

#### **1.7.7.2. Preparing plans designed to improve logistics management in employment and commercial districts in the city**

Commercial and employment districts in the city differ from one another in terms of the nature of their business, opening hours, scope of goods movement and types of disputes that may arise with other road users. Logistical and commercial operations in select districts should be characterized and special plans should be prepared for streamlining logistics management, including green distribution methods.

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<sup>2</sup> "Last mile" – is the final leg of delivering merchandise to a business/customer in densely populated areas.



STRATEGIC COURSE

2

**A City for All its Residents**

# STRATEGIC COURSE 2

## A City for All its Residents

Tel Aviv-Yafo will continue to be an appealing place to live in, providing its residents with a high quality of life in comfortable and pleasant urban surroundings that are full of vitality, interesting, open-minded and tolerant. The city will offer its residents multiple options for maximizing their potential - whether professional, social, civic or intellectual.

Tel Aviv-Yafo will maintain a diverse population composition and enable all residents to make it a city for a lifetime should they choose to do so. The city will offer housing solutions that are functionally and financially suited to different population groups in terms of age, household composition, financial means or religious/ethnic affiliation and will provide residents with first-rate, accessible and affordable public services, tailored to their needs.

Sharing either geography or common interests, numerous communities will be active in the city and will be characterized by a spirited community life, social cohesion, civic engagement and mutual responsibility – not only within the communities themselves, but also when they interact. The communities and their members will participate in municipal decision-making processes and, by doing so, will be partners in managing the city and shaping their lives in it.

Tel Aviv-Yafo will continue to strive for equal opportunities and fewer disparities between groups and different sections of the city, while taking advantage of the strengths and resources it has thanks to being a national economic center and global city.

People and companies from the private sector that operate in the city will broaden and increase their involvement in supporting and empowering underprivileged groups. Stronger communities will work together with weaker ones for their mutual benefit, and the Municipality will expand and improve its services that help extract residents from poverty and the hardships arising from it – including the city school system.

Tel Aviv-Yafo's social fabric, which is diverse, tolerant, communal and activist and seeks to achieve social equality and justice, will continue to enhance the city's appeal as a place for business, commercial, tourist and cultural activity, thereby contributing to the city's resilience and prosperity.



## Goals

### 2.1

An appealing place to live in for a variety of population groups

### 2.2

A city for a lifetime

### 2.3

Offering equal opportunities, bridging gaps and maximizing the potential of individuals, groups and communities

### 2.4

Equality-based and values education that is pioneering

### 2.5

Reinforcing communality

### 2.6

Sustainable living

### 2.7

A democratic city

### 2.8

Yafo as a space of shared existence and mutual respect integrated within the city

### 2.9

An inclusive and multimodal transportation systems

## 2.1

# An appealing place to live in for a variety of population groups

The growing appeal of the city, coupled with soaring real estate prices, have created a situation where a large share of the different population groups in the city [young adults, young families, artists, low-income residents] face being pushed out. To maintain the social-cultural diversity that characterizes Tel Aviv-Yafo and contributes to its vitality and resilience, the city will act to provide a variety of housing solutions that will help reverse this troubling trend, even if partially.

## Policy Guidelines

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**2.1.1 Advancing, planning and implementing housing solutions for a variety of population groups**

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**2.1.2 Promoting socially-oriented and inclusive urban renewal**

## Policy Guidelines and Courses of Action

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### 2.1.1 Advancing, planning and implementing housing solutions for a variety of population groups

This includes developing a mixed supply of housing at a wide range of prices that meets the needs of different population groups in terms of housing unit size, housing type and type of tenure [ownership/rental], including both affordable housing and public housing. The focus among the existing population will be on underprivileged groups and groups vital to the city for various reasons: young adults, students, people with needed occupations [such as teachers and health professionals] and artists.

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#### 2.1.1.1 Formulating a comprehensive urban housing policy after mapping the housing needs of a variety of population groups

The Tel Aviv-Yafo Municipality will draft an integrative policy document that relates to the different long-term aspects of housing policy in the city. Among other things, the document will rely on housing policies that the Municipality advanced in recent years and on previous experience with residential projects in the city. Drafting such a policy is important for mitigating the tension that exists between the growing demand for housing and the desire to retain the population groups currently living in Tel Aviv-Yafo and that are vital to the city. The policy should map the housing needs of different groups, such

as students, young adults, families, seniors and persons with disabilities, and, based on socioeconomic factors, define needed types of housing, set targets and devise ways to achieve them.

#### 2.1.1.2 Continued development of a large pool of municipally-managed affordable apartments for long-term rentals and the continued development of tools [financial, organizational, legal] to create that pool, achieved through cross-sector collaboration

Affordable apartments have been built in recent years, either initiated and managed by the Municipality or as part of private sector projects. As an economic and cultural center that is aware of the importance of housing as a key factor in maintaining the city's social and community resilience, Tel Aviv-Yafo requires a large pool of apartments for rent that will enable a wide variety of populations to live in the city. The Municipality will act to significantly increase the supply of apartments that are available to people who cannot afford to buy an apartment in the city and also find it difficult to rent at going market prices. The current tool box that the Municipality can use to achieve this goal is limited due to regulatory restrictions imposed on planning and building, taxation and financing. The Tel Aviv-Yafo Municipality will seek to develop innovative tools for increasing the pool of apartments, while consulting and collaborating with relevant stakeholders from different sectors, including the central government.

### 2.1.1.3 Intensifying the contacts with the central government to find public housing solutions

The pool of affordable apartments for long-term rentals is not consistent with the financial means of the most underprivileged groups in the city. The required solutions to meet their needs must be provided through government public housing. To increase the pool of public housing so that underprivileged groups can remain in the city, the Municipality will work together with the central government and advance the matters it has influence over, such as mapping needs, expediting planning and locating potential properties.

### 2.1.1.4 Developing new housing paradigms [e.g. shared housing]

The high demand for housing in the city relative to the decreasing supply of land resources necessitates fresh thinking about future housing paradigms that factor in expected demographic, social and economic changes among the local population. For example, the shared housing model could offer a solution, even if partial, to the growing number of seniors in the city and their needs as it involves the construction of small apartments. Furthermore, shared spaces can encourage older people use services and mitigate their loneliness. Shared housing can also suit single households of all ages that are looking for affordable housing and a wide range of communal life options.

### 2.1.1.5 Increasing the city's involvement in fair rental initiatives

In addition to the steps the Municipality has already taken to ensure fair rentals, such as introducing a recommended fair rental lease and providing legal advice to renters at City Hall, it will continue to facilitate,

and even initiate, legislation and other action plans designed to improve the existing situation, including the development of tools designed to incentivize fair landlords.

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## 2.1.2 Promoting socially-oriented and inclusive urban renewal

The Municipality will advance renewal plans that address two key issues: the fact that certain population groups are being pushed out of the city due to gentrification and the undermining of the existing community fabric. These plans will enable existing groups to continue living in the city and foster a stronger community fabric that includes new and longstanding residents.

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### 2.1.2.1 Conducting a socially-oriented review of renewal plans that examines the needs and demands of the existing population

The experience gained thus far in promoting urban renewal plans suggests that without a focused understanding of the needs and demands of the existing population, a large share of residents may find themselves being pushed out of their homes. This is due to the increased costs of living in an upgraded building [higher city taxes and maintenance fees]. This situation necessitates a socially-oriented review of renewal plans, which for the most part entails a demographic, social and financial analysis of the existing population and the expected implications of renewal for them, as well as recommendations concerning planning apartments -

legal and others – that should be adopted to minimize the adverse effects. The Municipality will define criteria for deciding which renewal plans require a socially-oriented review, which includes the number of housing units in the project.

### **2.1.2.2 Developing ways to empower and help residents organize when promoting urban renewal plans**

Many residents find themselves lacking the required information, knowhow and tools to deal with the complexity of urban renewal processes. The Municipality has already taken steps to increase their involvement and their ability to impact pertinent decisions. Urban renewal 'schools' for residents are one example, and oversight of renewal plans by the municipal housing company, Ezra & Bizaron, is another. The Municipality will seek to implement these initiatives throughout the city so all residents will have the tools and/or professional assistance needed to guide these processes.



## 2.2

# A city for a lifetime

Tel Aviv-Yafo will strive to be a home for its residents from birth to old age, aware of their different traits as individuals and as groups. To achieve this objective, the Municipality will seek to broaden, enhance and streamline public services and lower their cost, thereby providing a fitting and flexible response to residents' frequently changing needs. Steps will also be taken to improve the quality of life of the city's residents in terms of health, education, personal security and enrichment.



## Policy Guidelines

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**2.2.1 Advancing the availability and accessibility of high-quality services that are tailored to the needs and requirements of all the city's residents, with an emphasis on preschool children, senior citizens, young adults and special population groups**

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**2.2.2 Facilitating 'moments of truth' in residents' lives [formative events that have had a significant impact on their lives and the lives of those around them]**

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**2.2.4 Encouraging lifelong learning, enrichment and training**

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**2.2.5 Managing a city that is healthy for its residents**

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**2.2.6 Ensuring security in all parts of the city and reinforcing the sense of security among all residents and visitors**

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## Policy Guidelines and Courses of Action

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### 2.2.1 Advancing the availability and accessibility of high-quality services that are tailored to the needs and requirements of all the city's residents, with an emphasis on preschool children, senior citizens, young adults and special population groups

Every resident will be able to make easy use of first-rate and top-quality municipal services. The services provided to the public will meet the needs of the different population groups and communities in the city, will be accessible physically and virtually throughout Tel Aviv-Yafo, and affordable for all residents. In view of the city's growing population relative to the shortage of spaces available for public uses, municipal services will be developed while streamlining land use, integrating public institutions in commercial land uses, introducing more multipurpose spaces, and providing services most hours of the day. New service development will focus in particular on preschool children, senior citizens, young adults [aged 20-35] and persons with disabilities and special needs.

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#### 2.2.1.1 Mapping residents' needs for public services, while involving other stakeholders [e.g. representatives from nonprofit organizations] and factoring them in the decision-making processes

The Municipality will advance a service development plan which, among other things, will rely on an information layer pertaining to the needs and demands

of residents and other stakeholders. This reflects the recognition that these inputs will enhance the services provided to residents.

#### 2.2.1.2 Advancing programs customized to the population groups that are the main focus, which address the challenges unique to each group

Thus, for example, programs for preschool children will include public health services, a wide array of affordable daycare centers, parenting programs and enrichment courses. The programs for senior citizens will include diverse and meaningful recreational activities, programs designed to create employment and civic engagement opportunities, means for developing social ties and strengthening the community support network, and tools for maintaining a good quality of life at home or when moving to alternative housing models should a change occur in their financial or functional capacity.

#### 2.2.1.3 Developing the services while collaborating with the public, private and nonprofit sectors

To provide better public services, the Municipality will seek to broaden cross-sector collaborations. Services provided collaboratively with other sectors will stimulate joint thinking and action about new courses of action, maximize existing processes, and broaden the sharing circle beyond the confines of the city [to the metropolitan, national and global arenas].

#### 2.2.1.4 Streamlining the multipurpose use of city-run facilities to benefit the public at large

The city's growing population relative to the shortage of spaces available for public uses means that every city-run facility must be utilized more efficiently.

The Municipality will enable and encourage every suitable city-run facility to hold public activities that are in addition to their primary function, while setting clear guidelines concerning the management and use of shared facilities. The Municipality will seek to keep the facilities open as many hours during the day as possible, including Fridays and holiday eves, while ensuring that the activities do not disturb the people living in the vicinity. Apart from the intention to streamline the multipurpose use of city-run facilities, it will also be possible to use them for non-municipal public activities, such as use of a conference room at City Hall by nonprofit organizations.

**2.2.1.5 Increasing the number of daycare centers in the city by initiating the opening of new ones and exploring the possibility that the Municipality run some of them in order to promote municipal objectives**

High-quality services for preschool children that are available and accessible to everyone – and primarily daycare centers – are critical to a child's emotional resilience and cognitive abilities and will to a great degree determine whether the child realizes his or her potential later on in life. Additionally, available and accessible daycare centers offer parents more employment options and lower their cost of living. The Municipality will act to increase the number of daycare centers in the city in various ways: by enlarging existing centers, allocating lots for building new ones [as well as encouraging the construction of daycare centers on lots that already serve another purpose] and allocating public spaces in commercial projects for building daycare centers. The latter will include an effort to link the daycare centers with the parents' workplaces.

**2.2.1.6 Making municipal information available to population groups that speak different languages [Hebrew, Arabic, Russian, Amharic]**

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**2.2.2 Facilitating 'moments of truth' in residents' lives**

'Moments of truth' are formative events in the lives of residents that have had a significant impact on their lives and the lives of those around them, such as the birth of a child or the death of a partner. Because the wellbeing of its residents is important to the Municipality, it should be present in their lives at those moments. Accordingly, and together with other organizations, a policy will be drafted and action plans will be put in place to support and help residents deal with these events.

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**2.2.2.1 Collaboration between relevant municipal departments to identify 'moments of truth' in residents' lives, and developing a suitable set of responses and a fitting suite of training programs designed for city employees**

Relevant municipal departments will seek to identify and characterize 'moments of truth' in residents' lives and develop appropriate responses that will help those residents deal with the events. Among other things, the responses should be immediate or long term and factor in the human capital existing in the city that can be enlisted for this purpose. Relevant city employees will be trained how to deal with these situations based on the type of service they provide to residents.

### 2.2.2.2 Working with other organizations that come in contact with the city's residents [police, HMOs and others]

The Municipality will seek to develop responses to 'moments of truth' in cooperation with other organizations that come in contact with residents, such as the police, HMOs and the National Insurance Institute.

### 2.2.3 Mitigating feelings of loneliness and social isolation

Loneliness is not unique to certain population groups, such as the elderly. In the age of technology, many teens and young people who conduct their social lives primarily on the Internet also suffer from feelings of isolation. Groups facing different hardships, such as poverty or a disability, also experience loneliness and anxiety. The Municipality will intensify its treatment of these situations and act to empower groups and individuals who are contending with them, in addition to enhancing social responsibility and community involvement to alleviate them.

#### 2.2.3.1 Learning more about loneliness and social isolation and developing suitable responses

Various manifestations of loneliness will be studied and responses will be devised to empower the groups and individuals who are contending with them, while also enhancing social responsibility and community involvement to alleviate them.

### 2.2.4 Encouraging lifelong learning, enrichment and training

Lifelong learning is needed today and will be needed even more in the future in view of changing demands in the job market, the rapid pace at which information is accumulated, the increasing amount of free time that working people have, and a longer life expectancy. The city will seek to encourage and promote lifelong learning among residents of all ages, with the aim being to develop and preserve its human capital and an improved quality of life and wellbeing.



Photograph: Guy Yechiely

#### **2.2.4.1 Developing study and training programs for residents**

Through a collaborative effort between institutions of higher learning, the business sector and the Municipality, enrichment programs will be developed to help residents cope better with changes and innovations in their professional lives or with a planned career change.

#### **2.2.4.2 Taking steps to run programs for a variety of population groups**

### **2.2.5 Managing a city that is healthy for its residents**

The Municipality will act to develop a suite of preventive medicine services for people of all ages and for different population groups. It will encourage a healthy lifestyle designed to improve the residents' quality of life and minimize the resources that will be needed in the more distant future to treat illnesses and all their ramifications.

#### **2.2.5.1 Promoting a multidisciplinary healthy lifestyle plan as well as municipal services dealing with preventive healthcare for different age groups**

[See the courses of action specified in Policy Guideline 2.6.3: "Promoting a healthy lifestyle"]

### **2.2.6 Improving security in all parts of the city and reinforcing the sense of security among all residents and visitors**

Security and a sense of security in all parts of the city are important to all residents and visitors. There are, however, certain population groups which are especially vulnerable: women, senior citizens, children, teens and the LGBT community. The Municipality will act to improve their security and sense of security at home and in the public space through multisystemic thinking about education and developing awareness, spatial planning, the implementation of smart city tools and communality.

#### **2.2.6.1 Mapping areas in the city where a lower sense of personal security exists and providing suitable physical and social solutions**

A methodology will be developed for mapping those areas where a lower sense of personal security exists, while making use of diverse information sources [Israel Police, Municipal Security Patrol, community police, 106 Municipal Hotline, city-initiated surveys, social media monitoring and professional data from relevant municipal departments]. A suite of physical and social solutions will be developed together with residents.

### 2.6.6.2 Increasing municipal and community foot patrols in the public space

In many places around the world, beat officers can be seen in the public space and convey a sense of security. The Municipality will explore various options for increasing municipal presence in the public space in order to reinforce the sense of security around the city, and in particular in those areas where a lower sense of security exists. This can be achieved, for example, by deploying more Municipal Security Patrol units, redefining the role of municipal inspectors or establishing a community police force. At the same time, efforts will be made to raise awareness and encourage individual residents to assume more responsibility as they can notify or assist in times of need.

### 2.6.6.3 Developing a set of training programs for different age and population groups, designed to raise awareness and deal with security issues

Vulnerable population groups differ from one another in terms of the dangers to which they are exposed. The relevant departments at City Hall will develop special training programs for these groups and the agencies that work with them, designed to make them better aware of the challenges they face and ways to deal with them. Community programs will also be developed to improve the sense of self-efficacy and social responsibility among residents and among organizations active in the community. These programs will also make it easier to identify issues that are connected with personal security and ways to address them.



Photograph: Ricky Rachman

## 2.3

# Offering equal opportunities, bridging gaps and maximizing the potential of individuals, groups and communities

Striving for social justice is a value that a socially diverse city must be committed to, a city that espouses social inclusion like Tel Aviv-Yafo. Offering equal opportunities and bridging gaps help realize the potential inherent in the city's residents, lead to prosperity and growth, ease tensions and hostility between different population groups and contribute to the city's social and economic resilience.

### Policy Guidelines

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**2.3.1 Spreading the knowledge, the innovativeness, the experience, the technology and the momentum among workers, communities and groups in Tel Aviv-Yafo that have not yet enjoyed the fruits of the city's economic growth**

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**2.3.2 Mitigating the hardships of people who live in poverty and face exclusion**

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**2.3.3 Fostering interactions between diverse population groups in order to advance socioeconomic mobility**

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**2.3.4 Allocating resources in line with values of social justice**

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**2.3.5 Advancing the social, cultural and occupational integration of special population groups in the city's fabric, including persons with disabilities**

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**2.3.6 Helping to maximize the potential of individuals, groups and communities**

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## Policy Guidelines and Courses of Action

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### 2.3.1 Spreading the knowledge, the innovativeness, the experience, the technology and the momentum among workers, communities and groups in Tel Aviv-Yafo that have not yet enjoyed the fruits of the city's economic growth

To ensure Tel Aviv-Yafo's economic and social resilience, it is necessary to spread the knowledge and innovativeness that characterize groups of workers and residents in the city, who are also part of the global economy, to other population groups and workers. The focus will be on traditional industries, small- and medium-sized businesses and the complementary economy.

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#### 2.3.1.1 Developing training and retraining programs for occupations in demand, offered to a variety of population groups and involving multiple sectors

[See the courses of action outlined under Policy Guideline 1.2.4: "Encouraging and developing various types of occupations that suit diverse population groups"]

#### 2.3.1.2 Cultivating existing innovation hubs and establishing new ones throughout the city, whose main beneficiaries will be small- and medium-sized businesses and traditional industries

[See the courses of action outlined under Policy Guideline 1.2.3: "Strengthening and empowering small- and medium-sized businesses in the city"]

### 2.3.2 Mitigating the hardships of people who live in poverty and face exclusion

The Municipality will act to mitigate poverty-related hardships through education, trainings, job placements and support services, which will help residents deal with the hardships and break out of the cycle of poverty. Through cross-sector collaboration, the Municipality will work to fully tap the resources of the organizations active in this arena.

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#### 2.3.2.1 Developing a fresh and multisystemic approach to overcoming the gamut of hardships deriving from poverty and exclusion. This fresh approach will address family, behavioral, financial and employment-related aspects of those hardships so the individuals facing them can be assisted and empowered.

#### 2.3.2.2 Developing tools and programs for implementing the multisystemic approach

The development and implementation of the tools will involve a wide range of stakeholders – therapy professionals, the business sector and agencies working in the community.

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### **2.3.3 Fostering interactions between diverse population groups in order to advance socioeconomic mobility**

The Municipality will encourage interactions between different population groups to help advance socioeconomic mobility, tolerance and inclusion. Developing bridging social capital [between communities] will facilitate the use of social levers to reduce disparities. For example, a stronger community can adopt and assist a weaker one.

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#### **2.3.3.1 Utilizing social levers to advance socioeconomic mobility**

The Municipality will locate and make use of relevant social levers, such as a broad volunteer network, community institutions that hold joint activities for different groups, stronger communities that adopt and assist weaker ones, personal mentors, and public and private companies that implement socially responsible policies.

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### **2.3.4 Allocating resources in line with values of social justice**

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#### **2.3.4.1 Continued investment of municipal resources based on the differential needs of individuals, groups and communities, with a focus on the southern and eastern parts of the city**

The resources invested in groups, communities and individuals will be regularly monitored and evaluated to ascertain their effectiveness in different areas [education, social services, community].

#### **2.3.4.2 Planning and implementing multidisciplinary 'revitalization projects' in priority areas, and especially in the southern and eastern parts of the city**

The Municipality will promote public projects – public institutions serving the entire city and special parks – that have the potential to change the image of the area, draw new residents and many visitors, and create additional activity in the form of commerce, services and tourism, and by doing so revitalize the area and its residents.

#### **2.3.4.3 Encouraging local and multinational corporations to work with disadvantaged groups**

A dialog will be conducted with corporations to jointly devise effective ways to contribute socially to disadvantaged groups in the city, in the form of employment, training, education and mutual assistance.

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### **2.3.5 Advancing the social, cultural and occupational integration of special population groups in the city's fabric, including persons with disabilities**

The Municipality will encourage multifaceted integration of persons with disabilities, migrant workers and asylum seekers in all aspects of urban life. Integrating them today will minimize the need for resource-intensive investment in these groups in the future. They will be involved in various action circles that will empower each group separately and will jointly contribute to the city's growth and to enhancing its tolerant atmosphere.

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- 2.3.5.1** Examining needs and barriers that affect the integration of special population groups
- 2.3.5.2** Establishing forums comprised of representatives from these groups and from organizations that work with them to jointly identify possible change agents and promote efforts to integrate special population groups
- 2.3.5.3** Facilitating efforts to maximize the potential of the migrant worker community to make a social, economic and cultural contribution to the city




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### **2.3.6 Helping to maximize the potential of individuals, groups and communities**

Tel Aviv-Yafo is home to diverse population groups in terms of age, gender, social class and ethnic affiliation, most of whom are productive. In keeping with the municipal policy that advocates social inclusion, and given the economic conditions and growth characterizing the city, the Municipality will utilize multiple means and tools that are likely to enhance and maximize the potential inherent in every resident and every population group in the city. This pertains not only to underprivileged groups, but also to groups that are just starting out, such as young adults. It also pertains to senior citizens who, in light of a longer life expectancy, can contribute professionally and personally for many more years. Based on its distinctive traits, each population group can contribute to the city's social and economic resilience.

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- 2.3.6.1** Developing tools to make information more accessible and help people exercise their rights, including digital literacy programs that address the needs of different communities and age groups
  - 2.3.6.2** Identifying groups in the population whose inherent potential, if tapped, will make a considerable contribution to the city in general and to themselves as individuals, such as senior citizens who have professional skills that can benefit others

## 2.4

# Equality-based and values education that is pioneering

Tel Aviv-Yafo is a diverse, pluralistic and egalitarian city and in many respects is a pioneer in Israeli society. The city cultivates all its population groups and adapts itself to the needs of residents and visitors. The school system in Tel Aviv-Yafo will be a mirror of the city and an ethical, social and academic beacon that guides everyone living in it, and Israeli society as a whole. The school system will continue to bear three primary objectives in mind: education that fosters equality, including equality before the law, equal opportunities, gender equality, and equality for special education students; education that is founded on the values of democracy and shared existence and promotes a language, mindset and models of citizenship and "Israeliness" in which all population groups participate; and pioneering education that challenges the existing paradigm regarding the role of the schools and views them as environments where all children can grow and maximize their abilities and find their place in the world. In line with these three primary objectives, the city school system will be a hub of learning and research and a model for the education system in Israel and around the world.

## Policy Guidelines

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**2.4.1 Greater autonomy for the Municipality's Education Administration in its relationship with the Ministry of Education**

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**2.4.2 Adapting the kindergartens and schools to each student in the city school system**

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**2.4.3 Socioeconomic status will not be a barrier to academic achievement and higher education**

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**2.4.4 Educating for democracy and shared existence as lead values in the kindergartens and schools**

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**2.4.5 Leading unique and groundbreaking pedagogy at all the schools and kindergartens in the city**

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**2.4.6 Physical-spatial planning of educational institutions in the city that is consistent with Education Administration policy and contributes to its implementation, and is also aligned with the city's efforts to make efficient use of public land**

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## Policy Guidelines and Courses of Action

### 2.4.1 Greater autonomy for the Municipality's Education Administration in its relationship with the Ministry of Education

The Municipal Education Administration will continue to work in full cooperation with the Ministry of Education and will increase its powers over pedagogy, the professional development of teachers and teaching assistants, and measurement and assessment.

#### 2.4.1.1 Collaborating with the Ministry of Education to increase the Tel Aviv-Yafo Municipality's powers and cut the red tape when working with the Ministry's head office

#### 2.4.1.2 Defining three areas in which the Education Administration will be autonomous:

- Pedagogy: customized curriculums and class schedules
- Faculty learning [teachers and teaching assistants]: professional development, subject matter and budgets
- Measurement and assessment: measurement other than standardized tests [achievements and school climate] and matriculation exams

#### 2.4.1.3 Increasing the schools' autonomy in pedagogical and administrative matters: budgets, class schedule management, intervention 'sets' for each school, decisions concerning infrastructure, and a dynamic learning organization

### 2.4.2 Adapting the kindergartens and schools to each student in the city school system

Tel Aviv-Yafo's population is diverse and consists of native Israelis and new immigrants, Christians, Muslims, Jews [both observant and secular], and migrant workers. There are children with special needs, with difficulties and with strengths, and families from a low and high socioeconomic status. The school system will adapt itself to each child and be an environment where children can grow and maximize their abilities. This will be achieved, for example, by making the schools more accessible, encouraging diligence, offering special tracks for outstanding students, learning centers and therapies.

#### 2.4.2.1 Addressing the educational needs of all students in the city – in all age groups, in all parts of the city, in all sectors, and in all types of classrooms [mainstream and special education]

#### 2.4.2.2 Introducing curricula that foster excellence in all age groups

#### 2.4.2.3 Establishing off-campus learning centers [such as HEMDA – the Science Education Center] that accept outstanding students from all parts of the city

#### 2.4.2.4 Augmenting the work done in educational spaces: kindergartens-elementary schools, elementary schools-secondary schools

- 2.4.2.5 Improving the attendance rate trend at the six-year secondary schools by allocating more hours to the schools and to professional development for teachers
- 2.4.2.6 Ongoing investment in the three-to-four-year secondary schools and turning them into educational institutions tailored to their students
- 2.4.2.7 Optimal mainstreaming of special education students: opening inclusive kindergartens and schools and improved integration of small class students

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### 2.4.3 Socioeconomic status will not be a barrier to academic achievement and higher education

Tel Aviv-Yafo is steadfast in its responsibility towards all its residents, which means that the city school system will meet the needs of different population groups. To that end, the Municipality is drafting an ethical stand on equality, will continue to foster egalitarian and inclusive policies, and will continue to develop practices designed to lower growth barriers. This will ensure first-rate and equal public education for all, regardless of the parents' financial means.

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- 2.4.3.1 Reversing the pyramid – investing in the birth to six years group, differential investment based on socioeconomic status
  - 2.4.3.2 Close and long-term work with parents who have children in the school system, whose aim is optimal cooperation that can advance the children towards higher education

- 2.4.3.3 Creating personalized tracks for students so they can envision higher education in their futures when still in middle school: a track for outstanding students, a psychometrics track, an engineering track
- 2.4.3.4 Creating continuums for all age-related educational transitions in order to improve the children's integration into kindergarten, elementary school, middle school and high school

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### 2.4.4 Educating for democracy and shared existence as lead values in the kindergartens and schools

The Tel Aviv-Yafo Municipality will assign a prominent place in the school curriculum to current issues such as democracy, pluralism, gender and equality, while making it possible to extend the limits of the political discourse and existing frameworks in the school system. Students will be allowed to 'talk about everything' in keeping with the understanding that schools play a critical and vital role in shaping the students' worldview as adults.

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- 2.4.4.1 Developing curricula and intervention programs that advance democratic values
  - 2.4.4.2 Fostering shared existence by incorporating related values and subject matter in the curriculum for children aged 3 to 18
  - 2.4.4.3 Opening a municipal center that will educate for democracy and social activism
  - 2.4.4.4 Spearheading a dialog and actions among local authorities that underscore the importance of educating for democracy

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### 2.4.5 Leading unique and groundbreaking pedagogy at all the schools and kindergartens in the city

Educational institutions will demonstrate dramatic changes in the learning experience, academic achievements and the climate prevailing at the schools. They will demonstrate success in integrating students with different abilities and from different socioeconomic backgrounds. Most graduates of the city school system will be accepted to college and will be able to make a good living.

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- 2.4.5.1 Spearheading groundbreaking educational initiatives designed to create a learning environment that facilitates personal development and optimal integration into society
- 2.4.5.2 Making school learning environments places that facilitate authentic and multiage learning that is personalized to each student
- 2.4.5.3 Leading pioneering professional development for school administrations and faculties, characterized by diverse and customized teaching and learning methods
- 2.4.5.4 Revamping the methods used to measure and assess students, teachers and principals – transitioning from numerical and competitive assessments to an empowering and participatory process that involves teachers, students, parents and principals

2.4.5.5 Deepening the partnership with the parents and their involvement in the city school system, both at the schools and at the Municipality's Education Administration

2.4.5.6 Increasing the autonomy of the principals in pedagogical matters, such as curriculum planning, setting class schedules, measurement and assessment

2.4.5.7 Increasing the autonomy of the principals in administrative matters, such as teacher hiring, personnel management and resource management



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### **2.4.6 Physical-spatial planning of educational institutions in the city that is consistent with Education Administration policy and contributes to its implementation, and is also aligned with the city's efforts to make efficient use of public land**

Educational institutions in the city will undergo a significant change. In view of the increasing number of students and shortage of publicly-owned land in the city, new models of educational institutions will be developed to make more efficient use of the lots available to them, while ensuring suitable learning conditions for students. Furthermore, learning spaces will be diverse and flexible. For example, the furnishings in the rooms will accommodate many different learning styles, and the schoolyards will be used for study purposes and provide students with means and stimuli to learn and investigate.

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- 2.4.6.1 Making optimal use of existing and planned school lots**
- 2.4.6.2 Building state-of-the-art educational institutions that are adapted to the Education Administration's pedagogical approach**
- 2.4.6.3 Comprehensive physical planning that fosters a sense of community, recreational needs and a connection between the schools and the city**
- 2.4.6.4 Increasing the involvement of parents and educational teams in planning, building and renovating educational institutions**
- 2.4.6.5 Creating learning spaces and environments that encourage teaching skills needed in the 21st century**

## 2.5

# Reinforcing communality

The quality of community life impacts people's satisfaction, their choice where to live, their sense of belonging to the city and the country, and their growth as responsible, engaged and influential citizens. On its part, the city has demonstrated its commitment to this process by improving its ability to address a range of challenges, such as resilience during states of emergency, lowering the cost of living and mitigating social tensions.

## Policy Guidelines

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**2.5.1 Encouraging the formation of new communities, cultivating existing ones and reinforcing community living**

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**2.5.2 Strengthening existing community institutions and creating new institutional models**

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**2.5.3 Advancing the planning of sustainable urban environments that foster community living**

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**2.5.4 Ensuring community readiness for states of emergency**

## Policy Guidelines and Courses of Action

### 2.5.1 Encouraging the formation of new communities, cultivating existing ones and reinforcing community living

The Municipality will help existing communities preserve and strengthen the social fabric that characterizes them and will encourage the formation of new communities. The aim is to create cohesion and mutual responsibility between residents and communities, reinforce community identity and enrich community living.

#### 2.5.1.1 Characterizing communities using community indicators

Characterizing communities is an initial and essential stage in developing and cultivating them. The characterization has a number of purposes: to assess the stage of community development and perception of communality, examine needs, identify the level of local human capital, trust, belonging and cohesion, identify local leadership and, ultimately, devise tools suited to a specific community.



Photograph: Guy Yechiely

### **2.5.1.2 Boosting community cohesion and fostering community living through tools and programs tailored to the traits of each community and to the institutions operating in it, and by encouraging initiatives that come from the members of the community themselves**

The tools that will be used to strengthen cohesion and foster community living will include the following:

- Promoting projects and platforms that enable residents to become acquainted, form communities and develop cohesion and mutual responsibility
- Reinforcing neighborhood identity through community services customized to the neighborhood's traits
- Supporting apartment buildings as first community circles
- Encouraging residents to initiate events, and especially during the holidays, while emphasizing local identity
- Cultivating local leadership

### **2.5.1.3 Enlisting sharing economy initiatives to reinforce communality**

[See Courses of Action 1.2.1.3 and 1.2.1.4: "Forming collaborations with social organizations and social enterprises to promote an inclusive and sustainable economy" and "Extending municipal support to complementary economy activities"]

### **2.5.1.4 Providing affordable community services**

### **2.5.1.5 Boosting volunteerism from a systemic-wide and cross-sector collaboration perspective**

Volunteers make a significant contribution to strengthening the civil society by promoting social

cohesion and a sense of community belonging and assuming responsibility for the society they live in. Volunteers also help bring people closer together and bridge cultural gaps and, by doing so, contribute to tackling the social challenges that exist in the city. By volunteering, thousands of residents are able to feel a sense of meaning and purpose in their lives and can have an impact on the nature of life in the city, while at the same time giving to others.

Greater efforts will be made to maximize the potential inherent in volunteerism, while increasing the coordination and collaboration between the Municipality, government offices, volunteer organizations and businesses.

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## **2.5.2 Strengthening existing community institutions and creating new institutional models**

Tel Aviv-Yafo offers a wide variety of community services, including community centers, educational institutions and social services agencies. The city will maximize the potential for extending these services to additional institutions, to the public space, and even to commercial and private spaces. That way it will be possible to offer a broad, diverse and fresh pool of services that will draw new audiences apart from the traditional groups who avail themselves of these services

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- 2.5.2.1 Strengthening community institutions as community generators in neighborhoods**
- 2.5.2.2 Enlisting other neighborhood institutions, such as cultural centers, sports facilities, libraries and youth movements, to be active hubs that form communities around them**
- 2.5.2.3 Utilizing municipal institutions as a network for sharing information, knowhow and resources**
- 2.5.2.4 Developing new models for running community institutions, while involving the public in the process**
  - 2.5.2.5 Mapping community services that are provided in the different neighborhoods and adapting the services to local needs, while involving the public in the process
- 2.5.2.6 Adding community institutions in places where they are needed, based on the municipal policy pertaining to this matter**

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### **2.5.3 Advancing the planning of sustainable urban environments that foster communal life**

Human interactions in the municipal space make a significant contribution to reinforcing the sense of community belonging. City squares, commercial areas or indoor public spaces are highly conducive to a vibrant community life. The city will devote more planning-related thought to ways to revitalize public spaces as communality-generating spaces, while involving the public in the planning process.

[See Goal 4.4: "A diverse, inviting and sustainable public space" and in particular Course of Action 4.4.2.2:

"Developing a diverse public space that encourages interactions and activities, based on a blueprint that defines functional, design and ecological needs"]

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### **2.5.4 Ensuring community readiness for states of emergency**

Because Tel Aviv-Yafo could experience acute crisis situations [security or climate-related], the city will encourage community readiness for states of emergency. The experience gained in other places around the world indicates that an immediate community response to these crises can be effective, help mitigate their impacts on the city and assist residents to cope and recover from them.

[See Policy Guideline 3.6.1: "Continued enhancement of the ability of residents, communities and businesses to deal with crisis situations"]

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## 2.6

# Sustainable living

Tel Aviv-Yafo will encourage residents to lead a sustainable lifestyle. Infrastructures, public spaces and public services will be planned and managed in a way that facilitates and fosters sustainable practices on the part of residents, business owners and visitors in the city. Residents will be involved in cultivating and conserving the environment and will take part in promoting sustainability-related projects, including energy production and other resources. Tel Aviv-Yafo will continue to be home to a wide range of national and local environmental organizations that operate in and work with the city. Alongside them, a community of residents will evolve who initiate and promote sustainable activities. Sustainable living will be boosted in the neighborhoods and no disparities will exist between the different parts of the city in terms of the sustainability services provided to them and the quality of the urban space.



## Policy Guidelines

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**2.6.1 Cultivating sustainable communities**

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**2.6.3 Promoting a healthy lifestyle**

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**2.6.2 Encouraging a local sustainable economy**

## Policy Guidelines and Courses of Action

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### 2.6.1 Cultivating sustainable communities

Sustainable living will flourish in the city at the community and neighborhood levels. Sustainability will be an impetus for bringing neighbors together, local activities, civic responsibility and ensuring a good quality of life that is not dependent on material resources. The Municipality will develop and foster opportunities for communities and neighborhoods to be involved and take action to enhance the sustainability and quality of the urban space. It will provide spaces where communities can experiment and demonstrate their initiatives in this area. The city's residents will have numerous opportunities to lead a sustainable lifestyle near their homes, including walking and bike paths, recycling centers, green building and gardens, including community gardens.

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#### 2.6.1.1 Developing infrastructures that facilitate sustainable living and make it more accessible to residents

- Schools and community centers will operate according to sustainable principles, including One Planet Living principles
- Walking and bike riding infrastructure will be expanded and upgraded and will be viewed as daily transportation modes for getting around the city [suitable space, safety, shade, water fountains]
- There will be continued development and cultivation of community gardens and urban agriculture

- Sustainable consumption centers will be opened which, among other things, will offer equipment lending, the sale of second-hand items, product repairs and product and materials sharing

#### 2.6.1.2 Developing educational programs and public information campaigns to encourage sustainability in the city

- The public will be given reliable, up-to-date and easily accessible information about the various elements of sustainability and environmental protection
- Sustainability will be a core subject in the city school system's curriculum
- Sustainability centers will be opened throughout the city where residents can receive sustainable living support through demonstrations, networking and training [it will be possible to incorporate sustainable consumption centers in those facilities]
- The public will be involved in promoting sustainability and in making decisions about their neighborhood space, and community leaders will receive training dealing with One Planet Living

#### 2.6.1.3 Promoting and fostering collaborations with the community to advance sustainability in the city

- The sustainable neighborhood model will be extended to all neighborhoods in the city
- Incentives will be given to residents for sustainable behavior – e.g. through community currencies [paying residents in community currency for their sustainable conduct and enabling them to purchase municipal services with that currency]

- A variety of sharing economy platforms will be developed and implemented in the city
- Support will be given to grassroots initiatives and to the environmental organizations operating in Tel Aviv-Yafo, and collaborations will be formed with them to promote sustainability in the city
- Businesses and sustainable communities will be linked based on geography or common interests

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### 2.6.2 Encouraging a local sustainable economy

A vibrant local economy will take root in the city's neighborhoods and create economic circles which rely on local strengths and resources, making it possible to demonstrate local abilities and reduce negative environmental impacts. The Municipality will act to promote local businesses and small workplaces in order to create diverse employment options in all neighborhoods. Businesses in the city will be run in a sustainable manner and promote initiatives designed to cut back the use of harmful materials and ensure optimal sustainable business management.

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#### 2.6.2.1 Making the municipal economy a sustainable economy

- Formulating an action plan designed to make the Municipality an anchor institution in the local sustainable economy, including a green and local procurement system
- Continued development of the Green Label for Businesses project and extending it to social issues

as well, and recruiting a large number of businesses in the city to adopt the Label, with a focus on small- and medium-sized businesses

- Encouraging businesses to operate out of buildings that are green certified and accessible using sustainable transportation
- Devising a "Green Collar in the City" action plan – intended for occupations that are evolving out of the concern for sustainability and the environment, including resource production, community activity and education

#### 2.6.2.2 Developing and fostering a sharing economy as a lever for sustainability

- Formulating an action plan under which the Municipality will maximize and coordinate sharing economy efforts in the city, such as community currencies, cooperatives and municipal-community economic partnerships

#### 2.6.2.3 Making the city a hub and demonstration center for cutting-edge knowhow pertaining to a local sustainable and sharing economy

- The establishment of sustainable economy and circular economy clusters will be explored, for example in the construction, food and textile industries
- A plan for establishing a cleantech cluster will be developed, led by the Municipality and backed by metropolitan collaboration

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### 2.6.3 Promoting a healthy lifestyle

Tel Aviv-Yafo will encourage all its residents to lead a healthy lifestyle – including healthier and more sustainable nutrition, active living, healthy and nuisance-free surroundings, multiple and diverse opportunities for developing a healthy lifestyle and a lower incidence of environmental illness. The city will also be prepared in advance to deal with the health implications of climate changes, and primarily high heat indices.

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#### 2.6.3.1 Formulating an action plan designed to promote an active and healthy lifestyle in Tel Aviv-Yafo

- Developing educational programs for all ages that encourage a healthy lifestyle and offering them at all municipal institutions – e.g. schools, community centers and youth movements. These programs will deal with active living, proper nutrition and spending time in nature.
- Focusing the plan on senior citizens and children in particular
- Planning and deploying active living infrastructure throughout the municipal public space, including improved infrastructure for popular sports in the public space and at the beach
- Encouraging walking as a means for getting around and physical exercise

#### 2.6.3.2 Fostering and expanding the municipal food program

- Making healthy and sustainable food more accessible to the entire population, and especially senior citizens and children
- Developing catering and tourism services that supply healthy and sustainable food
- Promoting, branding and incentivizing local markets and healthy and sustainable food retailing

#### 2.6.3.3 Making municipal preparations to address the health-related implications of climate change

- Assessing heat index and climate change risks, and in particular their effect on the elderly and children
- Devising a climate change readiness plan, with a focus on heat indices, that deals with the following: adding more shade and natural vegetation, ensuring clean and accessible drinking water, cooling public facilities and public spaces, tracking the spread of pests due to climate change, and ways to mitigate the urban heat island

## 2.7

### A democratic city

Democracy is one of Tel Aviv-Yafo's core values. It views its role as cultivating pluralism, promoting active citizenship and creating 'shared responsibility' spaces – namely, places where a partnership exists between residents, civil society organizations and the Municipality in decision-making and decision-implementation processes.



#### Policy Guidelines

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**2.7.1 Strengthening and fostering a pluralistic urban society characterized by tolerance and solidarity**

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**2.7.2 Promoting an active democratic life, civic engagement and social activism**

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**2.7.3 Reinforcing the sense of trust that residents and other stakeholders have in the Municipality and in their ability to influence its actions**

## Policy Guidelines and Courses of Action

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### 2.7.1 Strengthening and fostering a pluralistic urban society characterized by tolerance and solidarity

Tel Aviv-Yafo will seek to reinforce the legitimacy of the needs, faiths and views of the groups that comprise the urban society, while cultivating a common denominator that everyone across the social spectrum can subscribe to and enhancing mutual responsibility.

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#### 2.7.1.1 Initiating forums of residents from different areas and population groups in the city to discuss issues of common interest – urban and others – so they can become acquainted, take joint action, bridge differences and develop solidarity

#### 2.7.1.2 Promoting values of democracy and shared existence in the city school system, while involving the parents

[See Policy Guideline 2.4.4: "Educating for democracy and shared existence as lead values in the kindergartens and schools"]

### 2.7.2 Promoting an active democratic life, civic engagement and social activism

Apart from the formal act of voting in elections and the existence of democratic institutions, a properly functioning democracy relies on citizens who take an active part in shaping their lives, are involved in and have an impact on decision-making processes, and take steps and initiatives to affect the quality of their lives. Tel Aviv-Yafo will encourage this civic engagement.

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#### 2.7.2.1 Incorporating 'active citizenship' in the municipal discourse as a lead value

#### 2.7.2.2 Extending assistance and support to activists, groups of residents who band together around a certain issue, and civil society organizations by providing professional knowhow and resources and developing platforms to connect them

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### **2.7.3 Reinforcing the sense of trust that residents and other stakeholders have in the Municipality and in their ability to influence its actions**

The Municipality will act to apply the 'resident as partner' approach in decision-making and decision-implementation processes and will enhance the change characterizing its contacts with residents, activists and social entrepreneurs, as well as civil society organizations

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- 2.7.3.1 Developing a citywide way of thinking that advocates 'resident as partner'/'shared responsibility' in decision-making processes and implementing that mindset at City Hall**
- 2.7.3.2 Expanding public participation processes by developing methodologies and new participation tools, in addition to increasing the number of residents involved in these processes**
- 2.7.3.3 Creating platforms for an ongoing dialog between municipal staff and a large number of residents**
- 2.7.3.4 Developing the existing mechanisms that facilitate residents' involvement in setting a participatory budget**
- 2.7.3.5 Devising a roadmap for advancing participatory urban planning**

## 2.8

# Yafo as a space of shared existence and mutual respect integrated within the city

Yafo is characterized by a rich mosaic of population groups who come from diverse and unique ethnic and cultural backgrounds. A key component of this mosaic is Yafo's mixed Jewish-Arab population. Notwithstanding the inherent complexities, Yafo offers an opportunity to create a space of shared existence and mutual respect, which in turn will lead to prosperity, growth and inclusion and make Yafo a municipal attraction and a model of coexistence.

## Policy Guidelines

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**2.8.1 Promoting integrative municipal initiatives designed to cultivate Jewish-Arab shared existence**

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**2.8.2 Advancing planning and development that preserve the unique features of Yafo's social and physical fabric**

## Policy Guidelines and Courses of Action

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### 2.8.1 Promoting integrative municipal initiatives designed to cultivate Jewish-Arab shared existence

A multidisciplinary municipal plan will be formulated [dealing with topics such as education, community, culture, sports and tourism] that involves Arabs and Jews from the entire city and aims to reinforce existing activities and develop new courses of action achieving this objective.

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#### 2.8.1.1 A multidisciplinary action plan will be prepared [dealing with topics such as education, community, culture, sports and tourism] that involves Arabs and Jews from the entire city and aims to reinforce existing activities and develop new courses of action for achieving this objective.

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### 2.8.2 Advancing planning and development that preserve the unique features of Yafo's social and physical fabric

The demographic and social changes taking place among Yafo's Arab population, coupled with soaring real estate prices and the expected increase in Yafo's Jewish population as a result of urban renewal processes, could adversely affect Yafo's unique character. The Municipality will advance fresh thinking about Yafo and devote special attention to preserving its physical and social fabric. At the

same, it will continue to develop that part of the city for the residents' benefit. The issues that have to be addressed include: customized housing solutions, and in particular for the Arab population, inclusive urban renewal processes tailored to Yafo and its population, employment options suited to Yafo's residents and vocational training programs that will enable them to find work in a wide range of occupations, and strengthening and empowering all the communities in Yafo [such as the Arab community and Ethiopian community].

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#### 2.8.2.1 Advancing fresh thinking together with Yafo's residents and civil society organizations that work there regarding needs, demands and desires, and developing multidisciplinary action plans based on the outcomes of that shared thinking

#### 2.8.2.2 Reinforcing and enhancing the cultural identity of Yafo's communities – such as the Arab community and the Ethiopian community

#### 2.8.2.3 Advancing special housing solutions based on needs, while being mindful of the specific needs of the Arab population and Yafo's unique physical fabric

#### 2.8.2.4 Advancing employment solutions tailored to the needs of Yafo's residents and developing vocational training programs that will enable them to find work in a wide variety of occupations

#### 2.8.2.5 Strengthening the school system in Yafo, while striving to bridge gaps and offering equal opportunities to its students

#### 2.8.2.6 Safeguarding Yafo's key assets – authenticity, history and Old Jaffa – and its continued development as a tourism hub that involves the local population

## 2.9

# An inclusive and diverse transportation system

The Municipality will act to ensure that all residents and visitors have equal access, thereby guaranteeing that every resident enjoys basic accessibility. Transportation options in the city will be tailored to young people, senior citizens and persons with disabilities. Additionally, the transit system will provide efficient service to all residents, regardless of their identity or socioeconomic status. Accordingly, special emphasis will be placed on expanding and upgrading walking-related options, while ensuring a high level of pedestrian security and safety. Access to employment districts, cultural venues and public services from different parts of the city will be as equal as possible.



## Policy Guidelines

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**2.9.1 Ensuring first-rate public transportation services to all residents of the city**

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**2.9.2 Ensuring that the entire population has good public transportation access to basic services**

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**2.9.3 Improving road safety**

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**2.9.4 Strengthening the ties with residents and stakeholders in transportation-related matters**

## Policy Guidelines and Courses of Action

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### 2.9.1 Ensuring first-rate public transportation services to all residents of the city

A large share of public transportation users are young people, senior citizens or those who come from underprivileged groups. Furthermore, only a small percentage of them have a driver's license or own a personal car. Upgrading public transportation and adapting it to less-advantaged and vulnerable populations will accommodate them and advance equality in the city. The Municipality will act to improve public transportation services, including improved road safety and more convenient use.

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#### 2.9.1.1 Ensuring adequate availability of public transportation in neighborhoods

The Municipality will ascertain that Ministry of Transportation regulations pertaining to public bus service are being implemented in the city's neighborhoods. To improve monitoring capabilities, it is advisable to adopt a service availability measure that combines walking distance to bus stops, service frequency and the types of bus lines that use the stops. The solutions can include shorter walking distances to main public transportation thoroughfares, a light rail and heavy rail, and improved access to public institutions in the neighborhood.

#### 2.9.1.2 Making public transportation more accessible to populations with special needs

Public transportation must be accessible to the entire population, including groups that have mobility difficulties. Making public transportation more accessible to persons with disabilities should include station platforms that are the same height as bus floors, information systems for the vision and hearing impaired, wayfinding signage systems that direct passengers to and from stops, and new technologies that can ease mobility challenges faced by different populations, for instance by using cell phones.

The possibility of operating community public transportation services for senior citizens will also be explored, as will busing services for persons with special needs.

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#### 2.9.2 Ensuring that the entire population has good public transportation access to basic services

All of the city's residents are entitled to enjoy a network of first-rate and accessible public services, including education and health services. The quality of the services also depends on the ease of access to the locations where they are provided. The Municipality will act to ensure that all residents can have quick and convenient access to the services to which they are entitled.

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### 2.9.2.1 Improving the access to vital public services, such as health, education and community services

The Municipality will act to improve the access to vital public services, such as health facilities, schools and community centers, by cutting down walking distances from public transportation stops and shared mobility parking spots, in addition to linking these services to the network of bike paths. To ensure reasonable walking distances to public transportation stations and stops [up to about 250 meters], steps such as changing the entranceways to the facilities, moving the location of the bus stops, and improving the walking routes will be examined.

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### 2.9.3 Improving road safety

Road safety will continue to be the Municipality's top priority and it will take added measures to reduce the number of people injured or killed in accidents in the city.

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#### 2.9.3.1 Preparing a road safety master plan based on Vision Zero principles, with a focus on enhancing the safety of vulnerable populations [e.g. children and senior citizens]

The Municipality will set quantitative targets for reducing the number of serious traffic accidents and casualties and will draft a road safety master plan for meeting those targets. The plan will suggest improved infrastructures and traffic arrangements as well as educational activities and use of new technologies. Based on the growing experience in cities that have adopted Vision Zero, the following

steps should be taken: treating hazards, lowering the speed limit on streets with many pedestrians, including main thoroughfares, increasing the number of streets and areas where traffic is moderated, deploying infrastructure that encourages safe walking and bike riding, tracking road conditions in real time, and using vehicle-to-infrastructure communication and other directional means.

The plan will initially be implemented on streets or in areas where many traffic accidents with casualties have occurred and also in the vicinity of key public services, and especially near institutions that cater to vulnerable populations. The success of the master plan depends on increased road safety enforcement and additional enforcement powers being delegated to the Municipality.

#### 2.9.3.2 Increasing the Municipality's oversight and enforcement powers and stepping up enforcement

Adapting enforcement policy to the city's transportation-related targets and objectives, which also include improved road safety, necessitates continued efforts to increase the Municipality's powers and better enforcement. The latter should include the following:

- Greater use of technology that enables automatic enforcement in public transportation lanes
- Removal of obstacles from sidewalks to ensure a safe and pleasant walking environment
- Stepped-up enforcement of regulations governing vehicles and motorcycles parked on sidewalks and bike paths, as well as regulations pertaining to tables and chairs placed on sidewalks by eateries that do not have a permit to do so

- Continued enforcement of unlawful use of bikes and personal transportation modes, and in particular motorized modes

#### 2.9.4 Strengthening the ties with residents and stakeholders in transportation-related matters

The Municipality will continue to encourage public participation in decisions that affect transportation-related matters, while broadening participation circles through online means and by enhancing its ties with various stakeholders. In parallel with that, the Municipality will act to improve the transparency of and access to data dealing with transportation in the city and its expected development in the future. The aim is to improve traffic efficiency and public awareness about the options that transportation systems offer in the present and will offer in the future.



Photograph: Guy Yechiel

##### 2.9.4.1 Formalizing reciprocal and two-way information channels between the Municipality and various stakeholders [residents, people working in the city and transportation operators]

The Municipality will seek to enhance the flow of transportation-related information between City Hall and various stakeholders using three main channels:

1. By providing more information to the public, including push notification messages, about special events, innovations and changes
2. By optimizing communication channels that enable receipt of information from the public
3. By externalizing information from municipal sources, including the transportation monitor

Apart from the immediate benefits deriving from improved information channels, operating in this arena can bring the Municipality's policy closer to the public's views on the matter and have a positive effect on adopting sustainable travel habits.

##### 2.9.4.2 Continued and closer involvement of stakeholders in planning bike paths, safety enhancements and improved public transportation services

The success of the Municipality's transportation system policy depends, among other things, on adapting the solutions it provides to the needs of residents who want to get around the city using sustainable modes in a convenient and safe manner. To that end, the Municipality will act to increase residents' involvement in planning bike paths and public transportation services. With regard to road safety, the Municipality will seek to offer a quick and efficient response to the existing problems and failures.



STRATEGIC COURSE

3

**A Dynamic, Participatory and  
Autonomous Municipal Government**

# STRATEGIC COURSE 3

## A Dynamic, Participatory and Autonomous Municipal Government

Tel Aviv-Yafo will continue to enjoy a municipal government that successfully implements the City Vision. Efforts to improve the residents' quality of life and wellbeing will carry on alongside endeavors to boost the city's standing as Israel's economic and cultural center.

The success in promoting the city will also be achieved thanks to continuing steps to upgrade the municipal system's human capital, while underscoring the importance of ethical, enterprising, pioneering and efficient service for all clients. The municipal system will create partnerships in a variety of sphere: it will broaden and deepen the involvement of residents and the partnership with them and other stakeholders for managing life in Tel Aviv-Yafo and determining directions to further develop the city; it will maintain partnerships with other cities in the metropolitan area and with government agencies to meet common challenges; and it will collaborate with cities around the world to create and share knowhow, develop tools and advance diverse projects dealing with matters of interest to global cities.

Apart from reinforcing partnerships within these different spheres, the Municipality will expand and solidify its autonomy in managing the city's internal affairs. Among other things, this will be achieved by increasing its sources of income that enable improvement of municipal services and continued development of the city and by better exercising its powers in relation to the central government.

The Municipality's success in implementing the City Vision will strengthen Tel Aviv-Yafo's resilience when facing the ongoing pressures exerted on the city. It will also enhance its ability to cope with and quickly recover from crisis situations, while continuing to function as Israel's economic and cultural center.



## Goals

### 3.1

A client-focused Municipality

### 3.2

Ethical and first-rate human capital that promotes the city and the Municipality

### 3.3

A democratic city

### 3.4

An autonomous city

### 3.5

A city founded on global, national and metropolitan-scale collaborations

### 3.6

A shock-resistant city

### 3.7

Excellence in managing the transportation system in the city

## 3.1

# A client-focused Municipality

A client-focused Municipality puts residents on the center stage of its operations. The services provided to residents will rely on knowledge of their needs and will be delivered in the most flexible, accessible and convenient manner possible. Besides keeping red tape to a minimum, the services will offer clients a comprehensive solution to their needs. Furthermore, they will be fair and transparent.



## Policy Guidelines

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**3.1.1 Quality municipal services that rely on knowledge of the clients' needs and are characterized by ease of use, transparency and sensitivity**

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**3.1.2 Overall municipal responsibility for services provided to residents, while breaking down organizational silos**

## Policy Guidelines and Courses of Action

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### **3.1.1. Quality municipal services that rely on knowledge of the clients' needs and are characterized by ease of use, transparency and sensitivity**

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#### **3.1.1.1. The municipal service policy will be adopted and implemented by all departments at City Hall in line with their respective operations**

Uniformity in the client experience will be created by implementing service values [ease of use, transparency and sensitivity] at all municipal departments that provide services to internal and external clients. To integrate the policy, the departments will introduce work procedures that reflect the service values and define optimal service standards tailored to the different delivery channels.

#### **3.1.1.2. The client belongs to all of us – municipal departments will work together to provide excellent and professional service to clients**

Excellent customer service will be achieved when the entire system, the employees delivering the service and the professional support departments work together because they realize that all of them are crucial to attaining the desired result and desired quality. The full cooperation of all employees and managers in the Municipality's different departments is a prerequisite for providing first-rate and professional service tailored to the client's needs. It also requires an ongoing effort to improve processes and create transparency in their contacts with other employees and with clients.

#### **3.1.1.3. The clients are partners – developing and initiating a dialog with residents/clients and being attentive to what they say in order to deliver customized service**

Managers and employees will initiate meetings with clients for the purpose of exchanging information and creating opportunities and shared thinking about services. Every department will also develop channels of two-way communication with its clients in order to improve municipal service quality and make services more transparent and easier to use.

#### **3.1.1.4. Service to and from the client's residence – promoting the delivery of municipal services through a variety of online channels, while ensuring ease of use and maximum transparency**

The Municipality will act to increase the variety of channels through which clients can receive services, while making them more accessible and enabling clients to choose where and when to receive them. The Municipality will develop online services whose use will be simple and accessible and contain all the information needed for carrying out transactions, while keeping red tape to a minimum.

### **3.1.1.5. Proactive service – municipal departments will proactively deliver services to their clients**

At every meeting with clients, they will be given advance and individualized information about procedures and fees as well as services they are entitled to receive from the Municipality. Additionally, the Municipality will approach clients at its own initiative to give them information and carry out transactions. The underlying philosophy will be that "the best service is the service you don't need to provide." The Municipality will advance and develop systems that support proactive and focused provision of information to clients and will seek to form partnerships and interfaces with other agencies for this purpose.

### **3.1.1.6. Trailblazing service – displaying initiative and innovativeness when developing municipal services, while ensuring their flexibility**

The Municipality has set a target for itself to be the leader in public sector service and will act to develop initiatives and foster innovativeness in municipal service provision, with the purpose being to create value for its clients.

### **3.1.1.7. Fairness and transparency in service provision – as a means for building mutual trust between clients and city employees**

The Municipality will seek to form relationships with its clients that are founded on trust, open lines of communication and mutual respect. Fair and transparent provision of services contributes to the Municipality's ability to develop a relationship with its clients and affects the image of the local authority and its employees.

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## **3.1.2. Overall municipal responsibility for services provided to residents, while breaking down organizational silos**

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### **3.1.2.1. A uniform division of the city into districts by all City Hall departments**

The Municipality will act to create a uniform division of the city into districts by all City Hall departments. Every professional or inter-disciplinary team will work on a defined district, specialize in its needs and those of its residents, and view the entire district in a holistic and all-inclusive manner. A uniform division into districts will enable all teams at the Municipality to work in tandem with their parallel teams in other departments that are assigned to the same district.

### **3.1.2.2. Developing comprehensive approaches and solutions to meet residents' needs**

The provision of first-rate and coordinated services to residents [as described in Course of Action 3.1.1.2] necessitates collaboration between different municipal departments. The Municipality will explore various ways to enhance this collaboration, including by creating:

- Service circles and multidisciplinary service teams that put residents and their needs on center stage – each service circle will require a 'process leader' who is responsible for the entire service circle, even when it cuts across different departments, and for all processes affecting the client. They can be permanent teams working on an ongoing task or teams devoted to a specific, ad-hoc topic. The Municipality will advance pilot projects dealing with select matters to assess this service philosophy in practice.
- Organization-wide and efficient work interfaces between different municipal departments around a common goal - work interfaces in a specialist functional organizational structure can complicate matters and slow down service provision. Therefore, methods for designing the services in a way that put the clients and the services on center stage will be explored, while simplifying inter-departmental processes. The steps that will be taken should create effective and efficient interfaces both from a professional and personal perspective.



## 3.2

# Ethical and first-rate human capital that promotes the city and the Municipality

The Tel Aviv-Yafo Municipality views human capital as a key element in the provision of optimal, cutting-edge and dedicated service to the city's residents and visitors, as outlined in the City Vision. Human capital at the Municipality will be developed and managed according to a long-term, system-wide methodology that is flexible and facilitates adaptation to changing needs in the city and to trends in the job market, while making use of the latest professional, organizational and technological knowhow. Human capital at the Municipality will be diverse and give a voice to different sentiments and population groups in the city. Human capital will be managed fairly and safeguard workers' rights and their sense of belonging and esprit de corps.

## Policy Guidelines

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**3.2.1 Managing human capital from a strategic standpoint**

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**3.2.2 Ensuring compatibility between the human capital at the Municipality and trends in the city and in the job market**

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**3.2.3 Developing an ethical and professional organizational culture**

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**3.2.4 Developing proactive and challenging executive leadership**

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**3.2.5 Increasing human diversity among workers and managers at the Municipality**

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**3.2.6 Fostering an organizational system that looks out for its employees' interests**

## Policy Guidelines and Courses of Action

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### 3.2.1 Managing human capital from a strategic standpoint

Decisions made at the Municipality relating to human capital will be of a proactive, systemic and long-term nature, while relying on the latest data and management systems and constant tracking of trends that impact the municipal system.

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#### 3.2.1.1 Forming an integrative work team that will devise a comprehensive municipal policy and courses of action pertaining to human capital

The team will meet regularly and consist of representatives from the different departments that have a bearing on human capital at the Municipality. The team will be entrusted with devising a comprehensive policy and courses of action pertaining to human capital.

- Devising a comprehensive policy – identifying, studying and drafting policies for different aspects of human capital management at the Municipality, including for professions that are in high demand in the market, jobs that are expected to be affected by technology, new positions that are required in light of changing needs in the city and its surroundings, and cross-departmental human capital trends and needs.

- Devising courses of action – the team will lead a viable action plan for each issue under review that contains an analysis of the situation, including a risk analysis, an examination of accepted policies in Israel and in other places around the world, a review of policy alternatives using predefined criteria, milestones for implementing the chosen alternative, and implementation and evaluation targets and measures. The team will also discuss current issues that emerge in the field and formulate integrative solutions that make it possible to proceed according to the joint strategy that was adopted.

#### 3.2.1.2 Drafting and implementing a plan for developing human capital throughout an employee's lifecycle, under the responsibility of the Human Resources Division in cooperation with managers

The intention is to multi-year work plans that focus on different stages in an employee's lifecycle and make it possible to create career paths, develop horizontal mobility mechanisms within the organization and maximize the ability to carry out the Municipality's tasks.

To that end, it will be necessary to track developments related to human capital, keep abreast of practices at human resources departments and changes in public sector policies around the world, and learn about the latest trends, including visits by the human capital teams at leading hi-tech companies.

### 3.2.1.3 Upgrading data systems to facilitate state-of-the-art management of human capital at the Municipality

The Municipality will act to upgrade its existing administrative information systems and will convert them into interactive and more accessible management systems that can be used for forecasting and data processing. The latter are needed for decision-making and establishing policy pertaining to career management and employee development and evaluation.

For that purpose, it will be necessary to characterize the Municipality's needs, examine alternative solutions, such as developing new systems as opposed to using off-the-shelf software, set targets and implementation timelines, establish online environments, and find datamining solutions.

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### 3.2.2 Ensuring compatibility between the human capital at the Municipality and trends in the city and in the job market

The Municipality will ensure optimal correlation between its workforce and staffing and changes characterizing the environment it operates in, including growth in the city's population, the needs of residents and visitors, technological advances, and trends in the job market. The Municipality will display greater organizational flexibility and, by doing so, improve its response to changes in its environment. It will make the needed adjustments thanks to a revitalized and up-to-date workforce, flexible job descriptions and networking that enhances the exchange of information and collaborations between different departments at City Hall.

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### 3.2.2.1 Examining the changes in the job market and assessing their impact on staffing at the Municipality

The integrative work team will regularly track changes occurring in the job market and, based on that tracking, will assess which jobs at the Municipality are likely to become redundant, which positions are expected to undergo change and in what way, and which new positions are expected to be needed.

### 3.2.2.2 Devising a methodology for managing positions that became available and viewing them an organizational opportunity for revitalization in light of changing needs

The methodology for managing positions that become available could include practices such as convening meetings where the expected number of retirements is assessed from an overall organizational perspective, indicating in advance which jobs are expected to become redundant or undergo change, and examining whether it is necessary to fill them after someone retires. This could also include the addition of a mandatory procedure when filling a budgeted position that becomes available – such as approval by the Planning and Standards Division or revising the default so that when a budgeted position becomes available it does not remain in the same department/division, but rather is transferred to the Planning and Standards Division.

### 3.2.2.3 Putting steps in place for intra-organizational mobility and employee retraining

- Retraining employees whose jobs have become redundant and/or employees whose physical condition prevents them from assuming new positions but can be retrained for jobs needed in the

community: introducing a mechanism that will make it possible to continue employing workers whose jobs have been redundant [due to automation and technology or due to a change in their physical condition] and retraining them for positions required by the organization or for work in the community that benefits residents [for example, working in libraries or community centers].

- Encouraging horizontal mobility among employees within the organization: a number of options will be examined, such as underscoring the benefits of a transfer for a manager's continuing education, developing trainings for employees on the subject of career management within the organization and/or adding experience in more than one area and/or moving from a head office position to one in the field to the list of requirements published in tenders for available positions. An advanced system will be developed to make horizontal mobility easier and enable employees to keep informed about available positions and/or locate projects in other departments which they can become involved in addition to their formal position. That way they can develop professionally in an area of interest or acquire skills in an entirely different department.

#### **3.2.2.4 Framing and implementing a fresh approach to recruiting employees for professions in high demand in the market as well as young employees (Generation Y)**

To increase the Municipality's appeal among people working in professions in high demand and among young adults, it is necessary to develop new action plans at the Human Resources Division, including:

- Identifying the barriers and needs in professions in which recruitment is more challenging and

developing ways to address them – every profession may have different barriers. For example, a barrier for civil engineers could be the requirement that they have previous experience, whereas for teachers and teaching assistants a barrier could be parking arrangements near the school.

- Devising a plan for hiring students and recent graduates in professions in high demand – an effort will be made to increase the appeal of positions offered to students by lowering the requirements associated with previous experience and by developing future career tracks for outstanding students [like the Tel Aviv-Yafo Municipality's Cadet Program].
- Drafting a hiring policy for positions that are filled for a few years, which facilitates greater professionalization and an improved contribution – advertising the positions in a way that stresses their professional development features and the possibility of assuming responsibility for large-scale projects. In the future, the employees in question will be able to go out into the corporate world with extensive experience. Furthermore, managers will be trained to work with Generation Y employees, with a focus on autonomy and flexibility.
- Expanding advertising channels – wide use will be made of social media, organizations that specialize in advertising and marketing, and an effort will be made to take part in symposia held at universities and colleges.
- Working more closely with regulators – to draft special employment contracts for professions in which recruitment is more challenging

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### **3.2.3 Developing an ethical and professional organizational culture**

The Municipality's management will institute an ethical organizational culture that stresses caring, showing sensitivity to others and a broad sense of responsibility, while investing in and supporting the ongoing professionalization of its workers and managers. The aim is that they do their jobs in a fitting manner and have the knowledge, tools and skills needed for first-rate and well-informed performance of their tasks.

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#### **3.2.3.1 Developing a perception of human resources whose centerpiece consists of good interpersonal relations, positive attributes, initiative and involvement**

#### **3.2.3.2 Augmenting the professional approach that guides the work done by the Training Department [customizing training subject matter to the needs of the different departments and diversifying its delivery modes]**

This means developing a proactive organizational learning system that collaborates more closely with the different departments and deals with the ethical and professional aspects of their work. This system will identify the values that underly the Municipality's operations and map the critical issues that require further development in the organization [soft skills such as cognitive flexibility and hard skills such as technological literacy]. The Training Department will design personal and professional development programs for different stages in an employee's lifecycle and will develop diverse learning methods, including means for on-the-job learning [courseware, ongoing sessions with mentors and superiors].

#### **3.2.3.3 Increasing the involvement and responsibility of managers in determining the relevance of the training programs to the employees' actual work**

The practical benefit of a training program to the tasks an employee is supposed to perform will be clarified in advance. Furthermore, the actual use an employee makes of the subject matter taught at courses will be tracked. It will be possible to introduce a scoring and incentive system to motivate employees to participate in relevant trainings. Managers will also emphasize the importance of on-the-job learning by assigning challenging tasks and encouraging peer learning, mentoring and use of courseware.

#### **3.2.3.4 Developing a systematic methodology for manager-employee feedback**

The Human Resources Division will develop practices and tools for conducting an ongoing feedback and evaluation dialog between managers and employees. These practices and tools will take into account the broader implications of performing regular tasks, the design of a personal professional development plan and individual aspects of the work environment, in addition to jointly setting focused, attainable, measurable and relevant development targets that have a clear timeframe. Technological platforms will also be designed to document the feedback process, making it possible to monitor individual results and consolidate information about many different people on the organizational level. This will facilitate drawing lessons and taking action across the organization.

### **3.2.3.5 Developing a mechanism for retaining and imparting employees' existing knowledge**

Professional and seasoned employees at the Municipality will also serve as mentors and deliver trainings, thereby contributing to the professionalization of employees who are new at their jobs. A methodology will also be developed for retaining knowledge after an employee retires, which includes the perception of the position from an ethical and practical perspective, work procedures and the main skills required for doing the job.

### **3.2.3.6 Developing a professional advancement system**

The Municipality will act to create an advancement system based on professional knowhow alongside the regular promotion track for managers, enabling employees to receive compensation and recognition for their professional knowledge and expertise. This kind of system will promote outstanding employees who are not interested in or are not suited to management positions. But they will be able to serve as professional mentors and as leaders of key professional projects.

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## **3.2.4 Developing proactive and challenging executive leadership**

The Municipality will act to boost the leadership and influence capabilities of its managers, with a focus on middle management. The Municipality will encourage managers to challenge themselves and their employees and will provide them with system backing and tools to help them to do so. Managers will be expected to form unconventional connections between different departments and hierarchies in order to initiate and identify innovative solutions to the challenges of the hour.

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### **3.2.4.1 Boosting and enhancing leadership and influence capabilities among managers, with a focus on middle management**

Trainings for managers will include learning processes designed to enhance their ability to impact issues, such as management by outputs and results, target setting, improved ability to enlist employees for various tasks, creating meaning at work, ways to deal with burnout, greater involvement on the part of employees, and instituting a dialog and providing feedback. During their training, the managers will experiment with receiving 360-degree feedback from their subordinates, peers and managers, which includes anonymous reference to the sources of their authority and elements of their performance that need to be improved.

### 3.2.4.2 Reinforcing an organizational culture that fosters and supports setting ambitious targets and taking calculated risks

A culture that supports setting ambitious targets is vital to an organization's development and its forward-looking thinking, prevents stagnation and enhances human capital capabilities. To establish a culture of this nature, managers must have backing from the system when setting ambitious targets for their employees. To that end, every manager and the managers who report to him or her will define how that backing will be conveyed in practice [for example, by not overturning decisions made by managers or expressing trust in the team's ability to meet its targets]. Furthermore, managers will be required to give their employees a certain degree of autonomy. That way they can have an impact on shaping the courses of action that lead to achieving the targets that were defined.

#### **3.2.4.3 Encouraging senior and longstanding managers to make horizontal moves within the organizational hierarchy in order to revitalize themselves and the departments they work in**

Senior management will meet with lower-ranking managers to discuss their preferred career tracks. Those who agree to manage a different organizational unit will be rewarded in the form of courses that provide them with suitable professional training, the ability to receive advice and mentoring, and recognition of their willingness to take part in this endeavor.

### 3.2.4.4 Promoting horizontal intra-organizational communication between managers and professionals from different disciplines

Frameworks will be designed for horizontal discussions in the organization about issues that emerge in the field and require system-wide attention. These frameworks will facilitate a dialog between different-ranking managers and professionals from various departments and divisions at the Municipality. Technologies will be introduced that make intra-organizational communication easier and enable collaborative work across different organizational units.

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### 3.2.5 Increasing human diversity among workers and managers at the Municipality

The Municipality will guarantee diversity among its managers and employees and convey its commitment to the social values of equal opportunity and social justice. It will ensure representation for the different population groups in the city that are underrepresented. Diverse human capital will enhance sensitivity to the needs of different population groups and contribute to innovative and creative municipal undertakings. Special emphasis will be placed on diversity in senior management ranks at the Municipality and in prestigious professions.

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#### 3.2.5.1 Appointing an employee at City Hall to be in charge of diversity hiring

The role of the employee who fills that position will be to put processes and collaborations in place aimed at promoting diversity in the organization. He or she will

advance the establishment of a committee headed by the Deputy Director General for Human Resources, which will formulate policy, targets and measures relating to workplace diversity at the Municipality, and coordinate its activities. The appointed employee will also be responsible for developing a methodology that facilitates more detailed documentation of the scope of diversity in the workforce and optimizes the existing data in the system, without compromising confidentiality.

### **3.2.5.2 Tapping more sources from which employees from diverse population groups can be recruited**

Greater workforce diversity will rely on increased recruitment sources. The Municipality will track for which positions an insufficient number of applications are received from diverse population groups, and will also examine ways to make available positions more accessible to these groups. To that end, the Municipality will form collaborations with nonprofit and business organizations [such as Riyan, JDC-TEVET and Olim Beyahad] that specialize in employment for underrepresented groups.

### **3.2.5.3 Making screening and recruiting processes culturally sensitive**

To increase the Municipality's ability to hire people from diverse population groups, cultural adjustments will be made to screening and recruitment processes, including: drafting and writing job postings in a language understood by different groups, training human resources personnel how to read resumes in a culturally-sensitive manner, conducting culturally-accessible interviews, and raising awareness about cultural biases.

### **3.2.5.4 Developing organizational ability to contain the diversity and enjoy its fruits**

To onboard employees from diverse population groups and to ensure that they continue working at the Municipality, it will be necessary to develop abilities needed for managing diverse teams. For that purpose, it is important to enlist managers who are capable of grasping the value that every culture brings to the organization. Those managers will also have to acquire diversity management tools, such as developing organizational values shared by all cultures, cultivating mentors and building a pool of multicultural skills.

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### **3.2.6 Fostering an organizational system that looks out for its employees' interests**

The Municipality will continue to treat its employees with sensitivity and respect and will invest in safeguarding their rights, professional development, wellbeing and enhanced sense of belonging to the organization. The Municipality will act to foster involvement, initiative and impact among its employees, in addition to creating spaces for meaningful learning and personal development.

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#### **3.2.6.1 Maintaining a dialog and cooperation with the workers' union**

Aware of the importance of a unionized workforce, the Municipality will continue to cultivate a dialog with the workers' union and cooperate with its members to introduce the needed changes in the system, while safeguarding employees' rights and wellbeing.

### **3.2.6.2 Fostering involvement and impact among workers**

An indicator of an organization that looks out for its employees' interests is the opportunity they are given to have an impact on important organizational processes. To that end, the Municipality will reinforce participation platforms, such as discussion formats and virtual forums, which enable employees to express their opinions on key issues and increase awareness among the decision-makers about ideas and considerations emerging from the field. Employees will receive organizational recognition for their contribution – for example, for raising many new proposals or for proposals that were implemented.

### **3.2.6.3 Developing mechanisms that make it possible to show employees the changes taking place thanks to their work**

A good organizational system enables employees to enjoy the fruits of their work, receive recognition for their efforts and understand their significance and impact. Exposing employees to the impact made by their ongoing work can be achieved in a number of ways: tours around the city during which employees see the outcomes of their efforts, meetings with residents who have benefited from the employees' work, data presentations, and formal recognition of the accomplishments of different departments in the organization.

### **3.2.6.4 Conducting an extensive intervention in those departments where there are indications of employee difficulties**

A sense of connection, participation and meaning at work is another indicator of an organization that looks out for its employees' interests. Measures such as organizational climate, absenteeism and tardiness can point to a problem that employees have with the system and the need for a management and consultative intervention to identify the roots of the problem.

### **3.2.6.5 Drafting a policy that helps employees prepare for a second career**

The Municipality will enable employees who are feeling burnout or want a career change to take classes and participate in trainings where they can develop new skills. The Municipality will also provide information and assistance to employees who are looking for a new job, either within the municipal system or in other places.

## 3.3

# A democratic city

As described in detail in the previous Strategic Course – A City for all its Residents – a democratic city fosters and implements the values of pluralism and tolerance, civic engagement and social activism, and public participation in decision-making. Additionally, in a democratic city, some of the local government's functions and powers are decentralized and transferred to the communities that live and work in the city. Accordingly, the city's residents take an active part in managing life in the city and have a direct impact on their own quality of life. Tel Aviv-Yafo will explore different options for decentralization of this nature.

## Policy Guidelines

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**3.3.1 Expanding and enhancing public participation processes that involve residents and other stakeholders**

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**3.3.2 Exploring the possibility of decentralizing some of the Municipality's functions and powers and transferring them to the community districts and through them to residents**

## Policy Guidelines and Courses of Action

### 3.3.1 Expanding and enhancing public participation processes that involve residents and other stakeholders

In recent years, the Tel Aviv-Yafo Municipality has promoted public participation processes that involve many and diverse groups of residents. The Municipality will continue this policy, expand and enhance the public participation processes and seek to diversify the circle of participants. The aim is to optimize decision-making processes as well as the solutions the Municipality devises to meet the challenges the city is expected to face in the coming years. And no less important – additional aims include increasing the residents' trust in the Municipality and its institutions and in their ability to influence what is taking place in the city and boosting social and community cohesion.

#### 3.3.1.1 Developing and adopting additional public participation tools for implementation at the community level, community district level and citywide level



Photograph: Guy Yechiel

#### 3.3.1.2 Systematic and ongoing municipal efforts to increase the number of residents involved in public participation processes

### 3.3.2 Exploring the possibility of decentralizing some of the Municipality's functions and powers and transferring them to the community districts and through them to residents

Public participation processes that involve residents are an important and critical step towards strengthening democratic life in the city. Another step in that direction is the partnership with residents in managing life in the communities they live in. Among other things, that means partnership in managing community institutions and designing their activities, formal participation in planning and building processes in the community district and participation in setting community development priorities. The Municipality will explore different forms of Municipality-resident partnership, leading to partial decentralization of its functions and powers and their transfer to residents.

#### 3.3.2.1 Studying various models of how powers are decentralized in other cities around the world and assessing their suitability to the situation in Israel and Tel Aviv

#### 3.3.2.2 Developing a systematic mechanism for transferring some of the Municipality's powers to residents [based on the experience of other cities], including the allocation of budgets to groups and communities that will be able to prioritize their utilization

## 3.4

### An autonomous city

An autonomous city is one that has the authority to initiate measures that strengthen its economic base, to develop and implement financial and other tools designed to increase its sources of revenue, and to manage its financial system independently – as part of a broader national policy framework. In its contacts with different government ministries, the Tel Aviv-Yafo Municipality will propose various ideas, either on its own or together with other cities, for devolving powers from the central government to local government, including the legislation that needs to be passed and implemented.

#### Policy Guidelines

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**3.4.1 Autonomous management of financial systems and municipal properties**

**3.4.2 Developing tools to increase the Municipality's sources of revenue, making it possible to provide high quality services to the city's residents and visitors**

## Policy Guidelines and Courses of Action

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### 3.4.1 Autonomous management of financial systems and municipal properties

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#### 3.4.1.1 Maintaining the Municipality's standing as a financially sound local authority and expanding its powers under the Financially Sound Municipalities Law

The Municipality will continue to meet the financial criteria used to determine a financially sound local authority [such as a balanced operating budget and the ratio between the accumulated debt and deficit burden and the budget]. The Municipality will seek to increase the economic powers and responsibilities of financially sound local authorities, including their municipal companies.

#### 3.4.1.2 Setting and categorizing city tax rates

In its contacts with the central government, the Municipality will seek to increase the powers that local authorities have to make changes and adjustments to the city tax assessment method, including how property locations and types are classified. Having these powers is essential to the economic autonomy of local authorities, which enable them to rectify the existing injustices defined in municipal ordinances.

#### 3.4.1.3 Promoting collaborations between local authorities to achieve greater economic efficiency

The Municipality, together with its neighboring cities, will seek to facilitate joint and efficient provision of municipal services by pooling resources and

maximizing economies of scale. It will also seek to increase the supply of services by creating a minimum threshold suited to the provision of certain services.

#### 3.4.1.4 Advancing legislation designed to maintain the economic resilience of local authorities

The Municipality will act to block legislative bills that place an added burden on the budgets of local authorities without appropriating adequate government funding and/or providing other financial solutions.

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### 3.4.2 Developing tools to increase the Municipality's sources of revenue, making it possible to provide high quality services to the city's residents and visitors

The Municipality will take steps to increase and diversify its sources of revenue, while keeping financing costs to a minimum. For example, raising money from finance facilities and international institutions will make it possible to augment municipal services and form collaborations and knowledge exchanges between organizations in Israel and overseas.

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#### 3.4.2.1 Increasing the Municipality's efforts to raise money for development projects in the city

For that purpose, the Municipality will take the following steps:

- Form public-private partnerships
- Raise money from finance facilities and international institutions
- Maintain its AAA credit rating

## 3.5

# A city founded on global, national and metropolitan-scale collaborations

An autonomous city is one that has the authority to initiate measures that strengthen its economic base, to develop and implement financial and other tools designed to increase its sources of revenue, and to manage its financial system independently – as part of a broader national policy framework. In its contacts with different government ministries, the Tel Aviv-Yafo Municipality will propose various ideas, either on its own or together with other cities, for devolving powers from the central government to local government, including the legislation that needs to be passed and implemented.

## Policy Guidelines

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**3.5.1 The city will maintain partnerships with cities around the world, and in particular global cities of a similar standing as well as cities in the developing world**

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**3.5.2 The city and the metropolitan area will maintain partnerships that enable them to compete effectively in the global market, while spreading the innovativeness and growth throughout the metropolitan area**

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**3.5.3 The city and the metropolitan area will work collaboratively to better address social challenges**

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**3.5.4 The Municipality and the metropolitan area will promote partnerships to improve and conserve cross-border heritage and natural assets, streamline and upgrade various infrastructure systems, including the transit system, and treat environmental hazards arising from their overall operations**

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**3.5.5 The Municipality will test and implement innovative, flexible and soft organizational collaboration models pertaining to a variety of national and metropolitan-scale matters**

## Policy Guidelines and Courses of Action

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### 3.5.1 The city will maintain partnerships with cities around the world, and in particular global cities of a similar standing as well as cities in the developing world

Tel Aviv-Yafo will join the network of global cities that have adopted the UN-Habitat vision concerning social justice and the war against poverty, coupled with the advancement of economic growth, sustainability and resilience.

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#### 3.5.1.1 Developing a municipal mindset about international collaborations for acquiring knowledge and mutual learning and for addressing challenges and promoting projects

#### 3.5.1.2 Designing a structured system for creating ties between different departments at City Hall and organizations overseas that are relevant to their work

#### 3.5.1.3 Enhancing the coordination between the departments at City Hall that are involved in global relations [with cities, international and national organizations, networks, funds]

### 3.5.2 The city and the metropolitan area will maintain partnerships that enable them to compete effectively in the global market, while spreading the innovativeness and growth throughout the metropolitan area

Tel Aviv-Yafo will be the brand that draws entrepreneurs, human and economic capital and diverse consumer audiences, and will act to spread the growth that they produce across the entire metropolitan area, similar to leading metropolitan areas in the world.

[See Courses of Action 3.5.5.1 and 3.5.5.2 below]

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### 3.5.3 The city and the metropolitan area will work collaboratively to better address social challenges

The advantages that each local authority has in the way it addresses different challenges will be articulated in the partnerships between the city and the metropolitan area – e.g. housing [including affordable housing] and shared social problems [migrant workers and asylum seekers, the homeless].

[See Courses of Action 3.5.5.1 and 3.5.5.2 below]

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**3.5.4 The Municipality and the metropolitan area will promote partnerships to improve and conserve cross-border heritage and natural assets, streamline and upgrade various infrastructure systems, including the transit system, and treat environmental hazards arising from their overall operation**

The partnerships between the Municipality and other local authorities in the metropolitan area will maximize economies of scale, enabling them to reduce costs and their ecological footprint and improve the quality of life of their residents. These issues, whose impact extends beyond the borders of the city, cannot be treated effectively and successfully without collaborative and coordinated efforts between the local authorities. [See Courses of Action 3.5.5.1 and 3.5.5.2 below]

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Photograph: Guy Yechiely

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### 3.5.5 The Municipality will test and implement innovative, flexible and soft organizational collaboration models pertaining to a variety of national and metropolitan-scale matters

This includes promoting research and fresh thinking and locating relevant models, such as metropolitan authorities and regional associations dealing with specific matters, economic clusters and voluntary collaborations in a number of areas.

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#### 3.5.5.1 Advancing a multidisciplinary development policy for the Tel Aviv metropolitan area, shared by all the local authorities in the area and led by the central government

The Tel Aviv-Yafo Municipality will be an active partner in formulating a development policy for the Tel Aviv metropolitan area, led by the central government. The Municipality believes that this policy should deal with a wide variety of matters [society, economy and employment, environment and sustainability, transportation, public spaces, infrastructures, governance]. With regard to all of them, the focus should be on those issues which require a metropolitan approach, including, among other things, the issues cited in above Policy Guidelines 3.5.2-3.5.5 above.

#### 3.5.5.2 Establishing a permanent metropolitan forum for implementing the metropolitan development plan, comprised of local authorities, representatives from the central government, business sector and social sector and other stakeholders

The Tel Aviv-Yafo Municipality will seek to establish a permanent forum whose function will be to advance the metropolitan development policy in a prudent and coordinated fashion. Until the policy is formulated, the forum can promote collaborations between cities and other stakeholders in the metropolitan area regarding a variety of matters.



Photograph: Ricky Rachman

## 3.6

# A shock resistant city

In 2016, Tel Aviv-Yafo joined the 100 Resilient Cities Network pioneered by the Rockefeller Foundation. The network focuses on two types of situations that the city needs to be prepared for: chronic stresses – such as unemployment, social disparities, air pollution and a shortage of educational institutions – and acute shocks – such as war, earthquakes and epidemics. All the elements of the Strategic Plan suggest ways to deal with the chronic stresses that were identified when it was being drafted. The present goal describes in detail the needed measures that should be taken to deal with acute shocks, or crisis situations, that could occur in the city. The advance preparations will enhance the sense of trust and security residents and the municipal system have in their ability to deal with crisis situations, will enable them to function during a crisis, and will help them recover from it more quickly and in an improved fashion.



## Policy Guidelines

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**3.6.1 Continued enhancement of the ability of residents, communities and businesses to deal with crisis situations**

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**3.6.2 Improving the city's preparedness to respond and ensure uninterrupted operation of vital municipal infrastructures**

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**3.6.3 Taking steps to protect the sea cliff and city's beachfront from possible damage due a sea level rise**

## Policy Guidelines and Courses of Action

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### 3.6.1 Continued enhancement of the ability of residents, communities and businesses to deal with crisis situations

During a crisis situation, the central government and the Municipality will not be able to provide a quick and effective response on their own to all those who are affected in the city. Consequently, the Municipality will act to enhance the ability of residents to deal independently with crisis situations until the first responders or other emergency teams arrive on the scene. It will also improve the collaboration between the different emergency teams.

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#### 3.6.1.1 Educating residents to be self-reliant in crisis situations [encouraging them to stock up on necessary supplies, disseminating facts and information, holding trainings in the community in preparation for different situations]

#### 3.6.1.2 Establishing a special network of volunteers for crisis situations, including a neighborhood emergency team

#### 3.6.1.3 Encouraging the development of applications that make information more accessible to residents during times of emergency

#### 3.6.1.4 Preparing and implementing a civil protection plan for Tel Aviv-Yafo [protected/reinforced spaces] that will improve the ability of the city and its residents to function should a war break out

#### 3.6.1.5 Increasing the coordination and collaboration between different sectors during crisis situations [Municipality, central government agencies, businesses, civil society, residents]

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### 3.6.2 Improving the city's preparedness to respond and ensure uninterrupted operation of vital municipal infrastructures

The continued operation of municipal infrastructures is a critical component of urban resilience during crisis situations – e.g. water supply, sewerage and drainage systems, roads and traffic. Uninterrupted operation of vital infrastructures enables authorized personnel to treat the affected population and helps the city recover quickly and return to normal functioning as soon as possible. The Municipality will continue to develop its ability to ensure uninterrupted operation of municipal infrastructures and of all its services, which includes training for employees on how to deal with crisis situations.

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#### 3.6.2.1 Mapping infrastructures and systems that are critical to uninterrupted operations [traffic control center, main thoroughfares that are lifelines, bridges, traffic lights]

#### 3.6.2.2 Designing an action plan for restoring critical systems in the city to their functional state [water, roads, municipal computer systems, etc.]

- 3.6.2.3** Preparing temporary alternatives to damaged infrastructure systems – ample stocks of water, generators [or the needed wiring to hook them up] – at public facilities and other locations
  - 3.6.2.4** Improving how city workers function during crisis situations [including employees of municipal companies] – reinforcing their awareness about their roles in times of emergency and creating the conditions that will ensure that they come to work during a crisis situation
  - 3.6.2.5** Continued training of employees who will be able to classify the condition of buildings following an earthquake
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### **3.6.3 Taking steps to protect the sea cliff and city's beachfront from possible damage due a sea level rise**

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- 3.6.3.1** Ascertaining that regulations are in place for executing works to protect the cliffs and stabilize the breakwaters
- 3.6.3.2** Devising and implementing solutions for protecting against/ withstanding / mitigating the damage caused by an earthquake / tsunami, based on a risk management plan



Photograph: Haim Yafim Barbalat

## 3.7

# Excellence in managing the transportation system in the city

To the extent possible, transportation in the city will be organized and developed through an equitable transparent participatory process. This includes greater participation of users, and especially the city's residents, in planning traffic management policy and transportation development. The Municipality will seek to increase the transparency and readability of the traffic situation in the city and its various implications. The aim is to improve the use of the transportation system and deepen the understanding residents have of transportation-related issues. Collaboration with other local authorities and government agencies will necessarily grow because the transportation challenges faced by Tel Aviv-Yafo are not confined to its municipal borders and addressing them involves dealing with inter-city issues. Accordingly, the Municipality will seek to establish shared work frameworks whose perspective is metropolitan. The Municipality will reinforce the standardization and synchronization between its different departments and upgrade its work methods in preparation for possible technological innovations, such as autonomous vehicles.



## Policy Guidelines

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**3.7.1 Enhancing the coordination between all the municipal departments that deal with transportation**

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**3.7.2 Augmenting the collaboration with the Ministry of Transportation**

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**3.7.3 Expanding the collaboration with neighboring cities**

## Policy Guidelines and Courses of Action

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### 3.7.1 Enhancing the coordination between all the municipal departments that deal with transportation

The Municipality will continue its organizational and professional efforts to better coordinate the work done by different departments and organize their work under a long-term and joint planning framework.

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#### 3.7.1.1 Continued improvement of inter-departmental coordination and interfaces

Transportation and mobility, including all their environmental and safety-related ramifications, are handled by multiple departments that belong to different administrative frameworks at City Hall, which are responsible for various aspects of planning, execution, operation and knowhow. To make optimal use of their expertise and achieve the municipal objectives and targets pertaining to transportation, the areas of responsibility of the different departments will be fine-tuned, while monitoring and measuring how the targets are met.

The steps the Municipality will take to enhance inter-departmental coordination include the following:

- Continued collaboration between the departments through existing municipal forums

- Greater use of technology for sharing information and knowledge in real time [see Course of Action 1.7.6.4: "Continued improvement of tracking, measurement and traffic control capacities in the city and in the metropolitan area, including a transportation monitor"]
- Instituting a system for assessing the means of implementation and projects compared to the objectives outlined in the Strategic Plan, including a pre-implementation appraisal to assess the effectiveness of the means that were actually used.

#### 3.7.1.2 See Policy Guideline 1.7.6: "The city will lead the implementation of smart transportation solutions"

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### 3.7.2 Augmenting the collaboration with the Ministry of Transportation

The Municipality's powers to develop and modify traffic and transportation arrangements within its jurisdiction are relatively limited, with most of the powers lying with the Ministry of Transportation. The Municipality will continue to seek closer ongoing collaboration with the Ministry of Transportation and a greater say in the decisions that affect the city.

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#### 3.7.2.1 See Policy Guideline 1.7.2: "Fostering a metropolitan approach to transportation, including the establishment of a metropolitan transit authority"

[Courses of Action 1.7.2.1 and 1.7.2.2]

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### 3.7.3 Expanding the collaboration with neighboring cities

The Municipality will act to expand its collaboration with neighboring cities, and in particular with Ramat Gan and Givatayim. The aim is to maximize sustainable transportation options for short- and medium-distance trips, while taking advantage of the proximity between the local authorities and the large number of people who travel between them, both today and potentially in the future. In this regard, emphasis will be placed on the walkability between the cities and on 'short-range' public transportation and shared mobility systems. At the same time, the Municipality will continue to jointly promote, together with these neighboring local authorities, greater use of bicycles

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#### 3.7.3.1 See Policy Guideline 1.7.2: "Fostering a metropolitan approach to transportation, including the establishment of a metropolitan transit authority"

[Course of Action 1.7.2.3]



STRATEGIC COURSE

# 4

**An Appealing and Sustainable  
Urban Environment**

# STRATEGIC COURSE 4

## An Appealing and Sustainable Urban Environment

Tel Aviv-Yafo will continue to develop and foster an appealing urban environment, which is one of its strongest points and draws people to live, visit and do business in the city, whether they come from Israel or abroad.

The urban qualities of the downtown area will be preserved and enhanced, while also developing other areas in the city that have similar qualities – each of these ‘regional’ urban centers will have a distinct character and increase the appeal of the city. The built fabric in each part of the city will feature a unique architectural variety that safeguards and cultivates existing architectural assets. At the same time, it will encourage innovativeness, particularly of the kind that makes efficient use of land in a city that is becoming increasingly congested.

The public space will be further developed in order to contain a wider range of activities and uses that benefit the city’s residents and visitors, including the ability to enjoy natural assets and a natural landscape close to home. The public space network [‘the green shell’] will continue to grow and make it easier to get around the entire city without using a motor vehicle. The streets in the city, which are its main backbone, will be cultivated as spaces that encourage vibrant urban life and interactions in a pleasant, comfortable and safe environment. The coast, which is an important component of Tel Aviv-Yafo’s identity and character and one of its major recreational hubs, will continue to be developed as a continuous public space that is inviting and active all year long, while reinforcing its connection with the built fabric of the city.

The development of the urban environment will take into consideration and incorporate sustainability and environmental protection principles. Nature sites will be conserved, rehabilitated and developed and become part of the network of open spaces in the city, linked by ecological corridors. Municipal infrastructures will be adapted to ecosystem needs and support them. The production of local and sustainable resources [energy, water, food, materials] will increase and contribute to reducing the city’s ecological footprint. Environmental protection in the city will comply with all the national standards and the latest global standards. The urban environment in Tel Aviv-Yafo will develop resistance to crisis situations by adhering to the fundamentals of sustainability and environmental protection and by striving for architectural and urban excellence, both in the built fabric and in the open spaces in the city.



## Goals

### 4.1

A multi-center city

### 4.2

Balanced urban renewal

### 4.3

First-rate architectural and urban diversity

### 4.4

A diverse, inviting and sustainable public space

### 4.5

The urban street as an active and inviting space

### 4.6

A city open to the sea

### 4.7

Thriving urban nature integrated within the city

### 4.8

A transportation system that creates a quality urban space and contributes to the urban experience

### 4.9

Good urban environmental protection

### 4.10

Sustainable systems – natural and engineered

## 4.1

### A multi-center city

In addition to the historic downtown area, Tel Aviv-Yafo will develop new urban centers in different parts of the city. These centers will feature new and distinct urban qualities that contribute to an improved balance between the downtown and city outskirts in terms of urban intensity. The result will be a more diverse and more interesting city that functions better and offers an enhanced quality of life to its residents and visitors. Each of these urban centers will include a cluster of buildings and be characterized by building density, good connectivity with the surrounding urban fabric, mixed uses, ground-level shops facing the street, public institutions that serve the neighborhood or the entire city, excellent access to public transportation and a convenient link with the rest of the city through the public space network. In addition to these features, each center will preserve its unique urban assets and 'spirit of place.' The urban qualities in the city outskirts will also be boosted thanks to planning collaboration between Tel Aviv-Yafo and its neighboring cities regarding their interfacing areas.

#### Policy Guidelines

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**4.1.1 Developing new urban centers in different parts of the city, coupled with the continued development of the historic downtown area and the main metropolitan business center**

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**4.1.2 Promoting collaborative planning of the metropolitan space, including the interfacing areas between the cities**

## Policy Guidelines and Courses of Action

### 4.1.1. Developing new urban centers in different parts of the city, coupled with the continued development of the historic downtown area and the main metropolitan business center

In every city quarter outside the downtown area, at least one space that constitutes a regional urban center will be developed. It will include an employment and commercial district, public services that cater to the local population or the entire city, and homes characteristic of an urban center [high densification, a diverse blend of housing units and mixed-use buildings]. These urban centers will be developed on the area of some adjacent buildings, based on a street grid and building density. The urban centers will not only serve as hubs for the people living in the particular quarter or area, but will also draw workers and visitors from the entire city and even from cities in the vicinity. This will be achieved thanks to their mix of uses, including appealing municipal and metropolitan public institutions, businesses that are specialist in nature and varied employment options, as well as easy access to them from other parts of the city and from nearby cities. The urban centers will evolve around existing or planned public facilities and will be a lever for renewing their surroundings. Alongside the development of the new urban centers, the historic downtown area will also be cultivated, while advancing a management plan for the White City and continued development of the main metropolitan business center.



#### **4.1.1.1. Drafting a municipal policy regarding the network of urban centers and their implementation**

In the initial stage, a policy document will be prepared that describes the urban center concept and its components, proposes how the urban centers be deployed throughout the city [deployment that includes boosting existing centers and opening new ones], suggests potential areas of specialization in each center, and outlines the nature of the link between the different urban centers and between them and the existing downtown area. The policy document will also propose various implementation alternatives for the urban centers, including an alternative that would incorporate the centers in overall urban projects through a municipal management agency. At a later date, the management agency will begin developing these centers.

#### **4.1.1.2. Continued development of the public space as a network that links the urban centers**

The multi-center city will be served by a continuous, diverse and quality public space network that links the different parts of the city, including the regional urban centers and historic downtown area. It will be planned under an updated master plan dealing with the public space network in the city and will be implemented in stages [See Course of Action 4.4.1.1].

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#### **4.1.2. Promoting collaborative planning of the metropolitan space, including the interfacing areas between the cities**

Tel Aviv-Yafo will seek to strengthen the collaboration with its neighboring cities in order to advance joint and

coordinated planning that affects a number of issues of common interest. The aim is to ensure the existence of a metropolitan space that functions optimally and efficiently, with a special focus on the interfacing areas between the cities.

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#### **4.1.2.1. Developing a joint policy pertaining to spatial-physical matters shared by the cities in the metropolitan area**

Together with all the cities in the metropolitan area, the Tel Aviv-Yafo Municipality will seek to update the metropolitan-wide planning policy that will be led by the central government's Planning Administration [see Course of Action 3.5.2.1]. This initiative will also include a revision of the metropolitan area's spatial planning, while relying on principles that advocate growth and prosperity, equality and inclusion, sustainability and resilience.

#### **4.1.2.2. Developing joint policy with neighboring cities regarding interfacing areas and advancing coordinated planning**

Tel Aviv-Yafo will initiate the drafting of a joint policy regarding its interfacing areas with neighboring cities. It will also initiate the introduction of a mechanism that ensures coordinated planning in those areas. The joint policy and coordinated planning and implementation will guarantee the following: a continuous public space that crosses municipal borders and links major hubs in neighboring cities, similar cross-sections of streets that form a border between the cities or cross-border streets, built fabrics that are related to one another in the interface between the cities, and an efficient metropolitan transit system.

## 4.2

# Balanced urban renewal

The city will maximize urban renewal and densification processes for enhancing urban qualities and improving the built and open space. Renewal processes will be advanced in line with an overall urban approach and, if possible, will safeguard existing architectural and urban assets. This includes preserving the identity and distinctiveness of fabrics in the city, conforming to high architectural standards in new construction, safeguarding the greater public interest and retaining the existing population in the community. New architectural types that facilitate urban densification will be developed, while ascertaining that the quality of the fabric, the built environment and quality of life of the residents is not compromised..



## Policy Guidelines

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**4.2.1 Advancing urban renewal from a broad and integrative planning perspective**

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**4.2.2 Balanced renewal of public spaces that have historical importance**

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**4.2.3 Developing a variety of innovative densification models, while safeguarding existing urban assets and preserving local communities**

## Policy Guidelines and Courses of Action

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### 4.2.1 Advancing urban renewal from a broad and integrative planning perspective

The advancement of urban renewal processes in Tel Aviv-Yafo will be led by the Municipality, which is the only body that has a broad perspective of the matter and can combine different municipal objectives. It is also the only body capable of balancing the interests of different stakeholders. In certain cases, the Municipality will confine itself to establishing the renewal policy for a particular area and overseeing its planning and implementation by private sector companies. In other cases, the Municipality will also manage the renewal process through a municipal agency. Urban renewal processes in the city will be multi-dimensional, and apart from being economically feasible, they will also produce public benefits, such as the renewal of the public space and pedestrian environment, the establishment and upgrade of public institutions, improved transportation, housing solutions for diverse population groups and development of the local community.

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#### 4.2.1.1 Urban renewal managed by the Municipality

The Municipality will lead urban renewal projects by preparing policy documents and guidelines for the different areas in question and, in certain cases, will also establish a planning and execution management mechanism. The policy documents will include a physical attributes appendix that outlines local assets, such as topography, nature sites and features of the built fabric, as well as a social attributes appendix that describes the local community. The unique identity and assets of each area [physical and community-related] will form a basis for the overall policy that is introduced, including, among other things, the preservation of the diverse architectural typology and social diversity. The policy documents will define the principles that govern new construction and how it blends in with the existing fabric and set guidelines that ensure a housing mix suited to diverse population groups, public renewal-driving projects and a mechanism for managing policy implementation.

#### 4.2.1.2 Developing public project hubs that drive urban renewal

The Municipality will seek to develop appealing public projects in areas undergoing urban renewal that have the potential to change the image of the area, draw new population groups and numerous visitors, produce business activity in the vicinity and, ultimately, make a significant contribution to the area's renewal. Urban renewal policy documents will identify possible locations that could be part of a renewal-driving project and, if possible, will also cite other alternatives to the nature of the project. Renewal-driving projects of this kind - which include cultural institutions, institutions of higher learning, health and sports facilities, and city

parks – and will be developed in each urban renewal area in the city, will conform to high architectural standards and become new Tel Aviv icons.

#### **4.2.1.3 Devising and implementing tools for assessing urban renewal projects**

The Municipality will devise a tool for assessing the planning quality of urban renewal projects and their compatibility with the policy document pertaining to renewal in the area. The approval of the project will also depend on the results of this assessment. Additionally, a tool for assessing the project after its completion will be adopted or devised in order to draw lessons from it that can be applied to the planning and implementation of future projects.

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#### **4.2.2 Balanced renewal of public spaces that have historical importance**

Tel Aviv-Yafo will formulate and implement an urban renewal policy for historical areas [e.g. the Old Ottoman Train Station or Tel Aviv Port]. The policy will emphasize a combination of public functions and commercial uses based on the fitting mix for each area, while preserving and utilizing the historical buildings undergoing renewal in the best manner possible. The policy will encourage functional specialization in the various historic areas, opening them up to their surroundings and incorporating them in the public space network. If possible, this approach will also be implemented in areas that have already undergone renewal [such as the Old Ottoman Train Station or the Saron Complex].

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#### **4.2.2.1 Drafting a renewal policy for historic public areas**

The policy will define the principles governing the development and management of these public areas, including: the mix of uses, functional specialization, how they are incorporated in the surrounding fabric, the link with the urban public space network, the integration of new construction into the existing fabric in the area, the scope and character of the open public space, and the managing agency and its roles.

#### **4.2.2.2 Designing a diverse blueprint for each hub**

As part of the detailed plan for a public area of historical importance, the policy will establish blueprint guidelines that combine public uses with commercial uses of a local, metropolitan and national scale [e.g. cultural venues or educational institutions], which have the potential to draw diverse audiences and enrich the experience associated with spending time in that particular location. But it will also include public institutions that cater to the nearby community [such as preschools or community centers] and contribute to the vitality of the area undergoing renewal.

#### **4.2.2.3 Implementing the policy in these hubs**

Using a planning and execution mechanism, the Municipality will lead and manage the implementation of the policy for each historic area.

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### 4.2.3 Developing a variety of innovative densification models, while safeguarding existing urban assets and preserving local communities

By their very nature, urban renewal processes increase construction densification. In view of the appeal of the city and development pressures, densification in the city will continue to grow. To preserve and even enhance the qualities and appeal of the city, it will be necessary to develop new densification models that facilitate multiple mixed uses and an urban experience, coupled with preservation of the diversity and continuity of the city's architectural, urban and community heritage.

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#### 4.2.3.1 The Municipality will encourage the planning and implementation of new architectural models for urban space densification that advance municipal objectives

The Municipality will encourage the development of new public space densification models and adopt existing typologies of high-densification construction – namely, new and novel types of building density that makes efficient use of land, features an excellent design and use flexibility, is sustainable and has a diverse mix, and ensures the creation of an appealing built environment and has beauty and quality urbanism. Special attention should be devoted to developing creative solutions for public buildings in a densely constructed environment that can become urban icons and paragons of quality urbanism, while conforming to the policy governing intensive land utilization. This

includes examining how they might be used by diverse groups and for different purposes during all hours of the day.

#### 4.2.3.2 Urban renewal projects that contribute to built fabric densification will be required to conserve and enhance existing urban assets and the local social fabric

Renewal projects that increase built fabric densification will also be assessed according to their ability to advance urbanism values, such as innovativeness, diversity, green building, contribution to the public space, integration within the existing fabric and efficient multi-layer land utilization. The projects will also be assessed according to other criteria, such as their ability to preserve of the 'spirit of place and the existing community as well as their potential to meet the needs of diverse population groups.



## 4.3

# First-rate architectural and urban diversity

The quality of the built environment affects the quality of life in the city, helps draw residents, businesses, tourists and investments, and is a foundation for its future growth. For that reason, architectural quality is a public interest. Tel Aviv-Yafo will preserve the distinct architectural assets and urban diversity of its neighborhoods and will encourage the creation of new building types, city blocks and mixed uses, both as part of urban renewal processes and when developing new areas. The Municipality will set rigorous standards regarding the design and planning quality of architectural projects, both citywide and for each individual building, and will take steps to improve construction quality in the city.

## Policy Guidelines

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- 4.3.1 Preserving and fostering the architectural attributes of the existing construction in the city's different neighborhoods, in addition to encouraging design/architectural innovation and quality**

## Policy Guidelines and Courses of Action

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### 4.3.1 Preserving and fostering the architectural attributes of the existing construction in the city's different neighborhoods

Urban planning will preserve individual buildings, areas with special assets and neighborhood fabrics that are part of Tel Aviv-Yafo's historical and architectural heritage. This will be achieved by augmenting conservation plans and drafting and implementing policies for historic neighborhoods in the city, while safeguarding the nature of the existing fabric and integrating new construction within it.

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#### 4.3.1.1 Preserving and fostering the architectural values characterizing the buildings in the city's different neighborhoods

- Augmenting the municipal building conservation plan: the conservation plan will be augmented and extended to buildings worthy of preservation that represent different periods in the city's architectural heritage. The criteria for will be defined by the Building Conservation Department at the Municipality's Engineering Administration.
- Setting guidelines for preserving the urban qualities of fabrics that have special value: the policy documents pertaining to urban renewal in different parts of the city will include guidelines for preserving urban qualities in planned urban renewal projects in a particular area.

- Drafting a policy document regarding the development of urban-historic landscapes based on UNESCO's HUL (historic urban landscape) approach, which combines the goals of urban heritage conservation with those of social and economic development. HUL seeks to ensure a balanced and sustainable connection between the built environment and the natural environment, views creativity as an important asset for human, social and economic development, and provides tools for managing physical and social change and harmonious intervention on the part of the authorities. The policy document will refer to the different historic urban landscapes in the city and define development and renewal criteria and guidelines for each type of HUL.

#### 4.3.1.2 Developing tools that foster architectural excellence

- Preparing municipal guidelines pertaining to architectural design: the document will serve as a tool that guides real estate developers and architects and will deal with the following: a typology of built environment elements, the incorporation of new construction in existing fabrics, the interaction between buildings and the street, and the creation of a significant urban space. This will be done while ensuring architectural freedom and architectural diversity.

- Establishing an architecture competition mechanism: Tel Aviv-Yafo will develop a mechanism and procedures governing architectural design and urban planning competitions, which will encourage collaborations with the architectural community in order to enhance design and planning innovativeness in the city.
- Developing a tool for assessing and ensuring architectural quality: a policy document based on qualitative architectural parameters of the built urban environment will be drafted, which will measure the degree to which the projects succeed in implementing those parameters.

#### **4.3.1.3 Developing tools that encourage building upkeep and renovations – legislative amendments, financial tools, public relations**

#### **4.3.1.4 Fostering innovativeness and excellence in public building planning and design**

The Municipality will spearhead excellence and innovativeness in public building planning and design in the city. Public buildings will be a 'barometer' and example of architectural quality and excellence in Tel Aviv-Yafo.

## 4.4

# A diverse, inviting and sustainable public space

ITel Aviv-Yafo will develop an inviting, diverse and quality public space on a human scale that encourages interactions, conveys a sense of place, and reinforces the city's identity and the residents' sense of belonging. The public space contributes to a variety of activities that create urban vitality and functions as a shell for the urban fabric. The public space network in Tel Aviv-Yafo will serve it as a multi-center city and link its different parts. By doing so, it will encourage pedestrian traffic and continuous nonmotorized traffic in the urban space. The city will develop a wide variety of public spaces, ranging from spaces that cater to the people living in the vicinity to spaces for citywide use, which appeal to diverse population groups. New public space models will be developed and become an integral part of the built fabric and complement it. The different types of public spaces will be adapted to the different parts of the city. The public space will provide infrastructure for community life and for connecting with nature and the green landscape in the city. It will also mitigate the feeling of crowdedness in the city's congested fabric.

## Policy Guidelines

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### 4.4.1 Developing the public space network

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**4.4.2 Upgrading and cultivating the public space, including its visual and experiential assets, and adapting it to a wide range of activities and uses**

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**4.4.3 Increasing the supply and variety of public spaces – developing new types of public spaces and innovative tools as alternatives to traditional open public spaces**

## Policy Guidelines and Courses of Action

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### 4.4.1 Developing the public space network

The multi-center city will be served by a continuous and quality public space network, which will constitute a functional shell for urban activities and ensure good connectivity between all parts of the city. The public space will enable continuous pedestrian and bicycle traffic, making the time spent, the activities and mobility in the public space a rich and diverse experience.

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#### 4.4.1.1 Preparing a revised master plan for the public space network in the city

Among other things, the master plan will contain the following:

- A definition of the components of the urban public space and how they connect with continuous pedestrian and nonmotorized traffic, whether in the community, in the neighborhood, in the city quarter or in the metropolitan area.
- Possible routes that can link activity hubs, urban centers, parks and other open areas and form a continuous network of nonmotorized traffic.
- Potential sites for new activity hubs and public buildings, relying on the public space shell in the city.
- The urban street as a quality environment conducive to pedestrian activity and nonmotorized traffic.

- The assessed potential of developing new urban boulevards on main thoroughfares, with a focus on commercial streets.
- A basic design for the streets that lead to the sea [see Goal 4.6: A City Open to the Sea]

#### 4.4.1.2 Devising an action plan for promoting renewal projects in the public space, while focusing the efforts on maximizing the green routes in the city

As part of the master plan for the public space, opportunities will be identified for promoting renewal-driving projects in the public space, which will help develop the network of open spaces and facilitate the success of urban renewal processes. The efforts will focus on maximizing the green routes in the city, which are used by nonmotorized traffic, link the different sections of the public space and form them into a continuous network of a quality urban space [the open space]. Green routes of different hierarchies will be planned and deployed, including the upgrade of green routes that are supposed to be used exclusively as bike paths. Additionally, extensive design changes will be made to streets that are part of green routes in terms of dividing their cross-section and traffic function.

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#### **4.4.2 Upgrading and cultivating the public space, including its visual and experiential assets, and adapting it to a wide range of activities and uses**

Tel Aviv-Yafo will develop tools for upgrading the existing public space. The aim is to meet the needs of a wide variety of users of different ages and from different cultural backgrounds and make the public space more socially equitable. If possible, the components of the public space will form a continuous network, making the time spent, the activities and mobility in the public space a rich and diverse experience. Enriching the experience associated with the time spent in the public space and the activities held there necessitates revisions to the municipal standards dealing with the design of the public space. It also requires adding new activities and cultivating ecosystems and species and habitat diversity.

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##### **4.4.2.1 Adopting a new approach to public space renewal that underscores a variety of qualities [ecological, design-related, functional, experiential]**

Tel Aviv-Yafo will adopt a new approach to the renewal of the existing public space, based on a number of fundamental principles:

- Open public spaces as ecological habitats – use of local species and ecological maintenance of open public spaces
  - Functional and experiential diversity to meet the needs of different population groups
  - Design quality and creativity
- Reinforcing local identity based on the historical qualities found in the area undergoing renewal and in the built spaces surrounding it
  - Conserving existing green open spaces and keeping them free of construction [in line with the guidelines of the TA/5000 Zoning Plan]
  - Connectivity with the public space network in the city
  - Use of local species for creating a local design language that communicates with the history of the place [See Goal 4.7: Urban Nature]
  - Guidelines for planning shade in the public space and a mechanism to monitor their implementation

##### **4.4.2.2 Developing a diverse public space that encourages interactions and activities, based on a blueprint that defines functional, design-related and ecological needs**

The Municipality will advance the planning of open public spaces in neighborhoods and city quarters, which will offer a wide range of experiences and a place where people can interact, take part in community activities, study and work. Special emphasis will be placed on those population groups whom the existing open spaces are not suited to for the most part, such as toddlers, teens and senior citizens. For example, it will be possible to offer athletic facilities or playground facilities that encourage creative activity, and didactic games at parks and/or outdoor workout equipment. Policy documents pertaining to neighborhoods will contain a list of ideas for diversifying the public space. The plans for public open spaces will include a blueprint that defines planning, design and didactic content requirements, which take into account the blueprints for open public spaces in the vicinity.

**4.4.2.3** Updating the file of standard municipal specifications governing public space development in order to facilitate design diversity and address planning complexities

**4.4.2.4** Formulating a municipal policy that deals with the development and upkeep of privately-owned open spaces based on their contribution to the public space and its green appearance

The municipal policy will identify streets where the private space makes an especially important contribution to the existing green landscape. It will contain guidelines for approaching residents and suggesting that they take part in this type of project, while offering them gardening training services and seedlings as well as educational and informational programs. The aim of all these steps is to cultivate the green appearance of residential streets in the city and enhance the contribution made by building lots to urban nature.

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### **4.4.3** Increasing the supply and variety of public spaces – developing new types of public spaces and innovative tools as alternatives to traditional open public spaces

The expected growth of the city's population, the higher standard of living and its accompanying demand for open spaces, the increased densification of the built fabric in the city and the shortage of land for developing new gardens require unconventional solutions for increasing the supply and variety of quality open spaces available to the city's residents. The future public space will include not only traditional open spaces, but also open and covered spaces that are incorporated in other land uses – residences, businesses, workplaces, roads and also ones above ground, such as building rooftops, tiered yards or on an upper level above a road.

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#### **4.4.3.1** Drafting a master plan for increasing the supply of public spaces under conditions of growing densification

Among other things, the master plan will include the following:

- A definition of different types of open public spaces which are situated on commercial lots [public privately-owned spaces], such as: open public spaces on rooftops, tiered open public spaces, pocket gardens on privately-owned lots and between buildings, gardens in the front yards of buildings, side yards, gardens on terraces and overpasses, atriums, and street plazas and squares. These types will be included in the blueprints of commercial-use projects.

- Guidelines for implementing the different types in privately-owned projects [apartment buildings, office buildings, workplaces] and public projects. Among other things, the policy will include the matter of keeping public/privately-owned spaces open to the public throughout the day. It will also address the right to spend time in those spaces and pass through them as well as their associated uses. Additionally, the policy will define the nature of the contribution made by every project to the public space, based on its type and scope.
- Policy and guidelines regarding the inclusion of open privately-owned spaces in the urban open space - defining the contribution made by a privately-owned open space to the urban network of public spaces, drafting clear guidelines regarding their interface and instituting regulations governing the management of privately-owned open spaces by their owners. The policy will include the strips of land between the rear sections of apartment buildings, side yards and their connection with the street, the yards between elongated apartment buildings, front yard gardens commonly found in the downtown area, and more.
- Landscape design guidelines for the different types of public/privately-owned spaces.

#### 4.4.3.2 Developing a quality and diverse open public space above a covered section of the Ayalon Highway

The open public space that will be established above the covered section of the Ayalon Highway will serve the main metropolitan business center and bridge the now divided neighborhoods on both sides of it. It will also contribute to creating a continuous and active public space and ease the shortage of open public

spaces in the downtown area and eastern part of the city. This space will consequently make a significant contribution to innovative and quality urbanism. The Municipality will act to develop this space on the basis of a blueprint that contains planning principles and uses that are vital to the new public space, such as an assortment of activities for diverse target audiences, ecological planning, integration of public buildings of different hierarchies along the open public spaces, and paths for nonmotorized traffic.

#### 4.4.3.3 Advancing the development of elevated open public spaces [on the roofs of covered roads and highways, building rooftops]

Open public spaces will be developed on covered roads and highways, overpasses and the roofs of public buildings. Guidelines will be prepared regarding the needed infrastructure, structural alternatives, the design and other aspects.



Photograph: Kfir Bolotin

## 4.5

# The urban street as an active and inviting space

The streets in the city will become spaces that encourage vibrant urban life and interactions in pleasant, comfortable, safe and healthy surroundings. As the city's backbone, the streets' design will reflect changing priorities – from thoroughfares for motorized traffic and routes along which infrastructure is installed to venues for pedestrian activity, nonmotorized traffic and nonpolluting public transportation. Cross-sections of the streets will be planned to contain diverse and new types of transportation, coupled with technological innovations. The green appearance of the streets in the city will also be cultivated.

## Policy Guidelines

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**4.5.1** Renewing urban streets and making them spaces that give priority to pedestrians and sustainable transportation modes

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**4.5.2** Revitalizing commercial streets and increasing the variety of commercial street types

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**4.5.3** Preserving and cultivating the cross-section of Tel Aviv residential streets and their green attributes

## Policy Guidelines and Courses of Action

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### 4.5.1 Renewing urban streets and making them spaces that give priority to pedestrians and sustainable transportation modes

Even today, planning in the city underscores the importance of upgrading the public space on its streets. Future plans for new and renewed streets in Tel Aviv-Yafo will ensure a public space that is pedestrian-oriented and a space that is adapted to sustainable transportation modes – bicycles, public transportation, mass transit, autonomous vehicles, shared mobility and other modes.

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#### 4.5.1.1 Advancing and implementing the concept of an urban street that gives priority to the public space and sustainable traffic

Urban street development will be advanced as a municipal project meant to renew the public space, with a focus on tools for improving the pedestrian environment. The street planning process will start with the public space and its design-related and functional needs as an environment for pedestrian activity. This will be coordinated with traffic planning based on new sets of priorities [public transportation, mass transit and bicycles will come first]. The development of the public space will include the following:

- Wide sidewalks, public plazas, boulevards and side boulevards
- High-quality paving, street furniture and lighting

- Outdoor art
- Street trees and other shading means, with a special emphasis on using local species on main thoroughfares
- Cutting-edge trash removal solutions, installation of recycling bins, removal of utility boxes from the strips of sidewalk used by pedestrians, and burying power lines and cables

#### 4.5.1.2 Converting the main thoroughfares in the city into active urban streets and/or green arteries

Main urban streets will be developed in line with the changes in traditional priorities – from thoroughfares for motorized traffic and routes along which infrastructure is installed to venues for pedestrian activity, nonpolluting public transportation and nonmotorized traffic. Accordingly, the traffic and landscape cross-section of the streets, the curbs and the uses along it will be redesigned and developed, as well as recreational hubs and places where people can spend time.

#### 4.5.1.3 Adopting additional models of urban streets that encourage walking and street life

Municipal plans will identify opportunities for developing pedestrian malls, boulevards and a 'shared/managed traffic space'. The plans will be carried out in accordance with a street development policy that is nonmotorized traffic-oriented.

#### **4.5.1.4 Advancing equitable transit-oriented development in the vicinity of light rail routes in order to maximize the opportunities inherent in them**

The impact of the light rail is not confined to better access to and from the city. Rather, it also creates opportunities for enhancing the quality of life and urbanism in the immediate vicinity of the streets along which the light rail runs and also in broader circles surrounding the stops and stations. The inclusion of equitable transit-oriented development principles in the municipal plans for the vicinity of the light rail routes will make it possible to maximize the gamut of benefits found in this infrastructure. First and foremost, they will improve the existing mobility modes, enhance the public space, improve the access to workplaces and services, and lower the cost of living.

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#### **4.5.2 Revitalizing commercial streets and increasing the variety of commercial street types**

Commercial streets have always been the backbone of life in appealing cities. The proliferation of malls, increased e-commerce, the takeover of different businesses by retail chains, and the growing disappearance of small shops have all had an adverse impact on business activity on some of the commercial streets in the city, in addition to threatening businesses on other streets as well. They also pose a threat to the vitality and appeal of the city. The renewal of commercial street life in Tel Aviv-Yafo will focus on urban design, commercial regulations, and street maintenance management.

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#### **4.5.2.1 Redesigning the public space on commercial streets in line with policy documents specific to each street**

Commercial streets will be redeveloped in accordance with policy documents that will address the following and other topics:

- Revised traffic priorities on commercial streets [see above Policy Guideline 4.5.1]
- Mixed uses of buildings along commercial streets
- Store façade design
- Shared management/public or private partnerships
- Sidewalk and public space maintenance
- Plantings and shade on streets where prime street trees cannot be situated, and making use of other shading options such as canopies above the street

#### **4.5.2.2 Giving priority to the development of main commercial streets**

Priority will be given to the development of main commercial streets throughout the city, including streets that were defined in the zoning plan as having special design specifications.

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### **4.5.3 Preserving and cultivating the cross-section of Tel Aviv residential streets and their green attributes**

Gardens in the front section of lots along residential streets in the city center and the landscaped spaces between buildings create a unique green street cross-section that is characteristic of Tel Aviv and accounts for a significant share of the green landscape in the city. For quite some time now, this landscape has been undermined by building renovations and additions, use of the front section of lots for parking spaces and the construction of basements. A municipal policy will be drafted to ensure the conservation and cultivation of this unique feature of the Tel Aviv street and fabric.

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#### **4.5.3.1 Fine-tuning and implementing spatial guidelines for conserving front yard strips as available garden areas**

The policy and municipal spatial guidelines pertaining to the conservation of front yards for gardens, and not for parking spaces, will be implemented. Furthermore, suitable habitats for trees on the lots will be ensured.

#### **4.5.3.2 Drafting a municipal policy regarding the cultivation and upkeep of front yard gardens**

[See Course of Action 4.7.1.4: "Encouraging the cultivation of natural elements in the yards of residential lots and public buildings" and Course of Action 4.4.2.4: "Formulating a municipal policy that deals with the development and upkeep of privately-owned open spaces based on their contribution to the public space and its green appearance"].

## 4.6

# A city open to the sea

The coast has always been an important component of Tel Aviv-Yafo's identity and character. It therefore constitutes a functional and design backbone as well as a main activity venue. The city will reinforce the connection between the built fabric and the coastal area by improving the link between the city's streets and the boardwalk, upgrading the quality of the urban built front along the shore, and increasing the variety of activities offered on and near the beach. The coast will be developed as a continuous and high-quality public space, which is inviting, easily accessible and active all year long. The city will maximize its marine assets, both as a prime attribute of its urban identity and public space and as a location for recreational, cultural and sports activities suited to the beach. The development of Tel Aviv-Yafo's coast will position the city as a leading beach city on a national and international scale..



## Policy Guidelines

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**4.6.1 Continued development of the public space along the coast for use by the general public**

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**4.6.2 Reinforcing the physical, functional and visual connection between the city and the beach**

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**4.6.3 Exploring the possibility of utilizing the marine space to create new municipal and national infrastructures as well as urban construction, while taking into account ecological and landscape assets**

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**4.6.4 Preparing for a possible sea level rise and protecting the sea cliff**

## Policy Guidelines and Courses of Action

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### 4.6.1 Continued development of the public space along the coast for use by the general public

Tel Aviv-Yafo will continue to upgrade the urban coastal area, including continued development of the boardwalk, bathing beaches and venues that offer activities suited to the coastal environment. The city will seek to find ways to extend and widen the sandy beach available to the city's residents, including new sandy beaches in those sections of the coast that currently lack sand. The aim is to increase the supply of beaches that can be used by the public for recreational purposes.

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#### 4.6.1.1 Continued development of the boardwalk along the city's coast based on general design principles and adapting them to the features of each section of the coast

The Municipality will act to develop new sections of the boardwalk in the north and the south based on general design principles and adapt them to the features of each section. The intention is to create a continuous boardwalk that extends from Herzliya to Bat Yam. The continued development of the boardwalk will conserve functional strips – a wide pedestrian strip and separate bike path, an activity strip with a commercial façade to the east, a sand-level boardwalk and a suitable interface between the boardwalk and the sandy strip, such as the tiered seating that was introduced on the section of the boardwalk on Herbert Samuel Street.

Intensive use will be made of salt spray tolerant trees and artificial shade structures to create a pleasant shaded space, while maintaining unobstructed views of the Mediterranean. Above-ground parking lots along the coast will be eliminated. Furthermore, special emphasis will be placed on planning boardwalk sections along the sandstone cliffs in the northern and southern parts of the city – creating an interface between the boardwalk and the sandstone cliffs and leading down to the access to the beach.

#### 4.6.1.2 Advancing a development plan for the public space on Hayarkon Street and Herbert Samuel Street

A development plan for the eastern bank of Herbert Samuel Street will create an active public space that relies on the urban built beachfront, based on one of the following options: (a) closing the service road, prohibiting parking and developing a boardwalk on the eastern bank of Herbert Samuel Street, including commercial uses and public uses along the built front; (b) instituting a northbound traffic lane on Herbert Samuel Street and reducing the amount of traffic on Hayarkon Street so a quality public space can be established along it as well.

#### 4.6.1.3 Developing public activity hubs along the beachfront

The city will advance the addition of areas earmarked for public facilities [sports, cultural and community centers] and areas for recreational and entertainment uses along the beachfront. For the most part, these will be concentrated on the eastern bank of the coastal road, which will be developed as a complementary element of the boardwalk.

#### 4.6.1.4 Conserving and increasing the supply of sandy beaches using appropriate engineered means

To protect and widen the sandy beaches, the city will advance the planning and construction of additional breakwaters across from the bathing areas. Furthermore, the possibility of creating sandy beaches on sections of the coast that have man-made walls will be explored, such as Jaffa Slope Park and Charles Clore Park.

#### 4.6.2 Reinforcing the physical, functional and visual connection between the city and the beach

The connection between the built fabric and the coast will be improved by developing the streets perpendicular to the beach, turning them into functional access routes and distinct urban icons of Tel Aviv-Yafo as a beach city. New urban fabrics will be developed in the buffer zones that currently separate the city from the beach [e.g. parking lots and unoccupied lots] and an architectural language suited to the beachfront will be formulated.

#### 4.6.2.1 Promoting and implementing plans for revitalizing the streets leading to the beach, and in particular plans that benefit pedestrians, and for improving the crossing arrangements on the main coastal thoroughfare

The development of the streets leading to the beach will focus on solutions that benefit pedestrians, including built fronts with wide sidewalks or paving from side to side. The intersections between the

streets perpendicular to the beach and the main coastal thoroughfare and the boardwalk will be designed as a significant urban space. This will include examining ways to reduce motorized traffic and give priority to pedestrians crossing the intersection. The possibility of closing off some or all of these streets to vehicles will be explored, apart from vehicles belonging to residents in the area and service vehicles [managed streets]. The perpendicular streets will feature a wealth of vegetation and added shade solutions.

#### 4.6.2.2 Ensuring the quality of the city-beach interface in zoning plans pertaining to the coastal area or adjacent to it

Additional urban development opportunities along the shore will be identified under current plans in the pipeline, such as the plan for Menashiya or the plan for Sde Dov. These plans will be incorporated in quality fabrics that conserve local architectural and landscape assets. They will become hubs of urban activity suited to the coast and create a quality interface between the city and the beach.



#### 4.6.2.3 Formulating an architectural language unique to urban development on the beachfront that will ensure the physical, functional and visual connection between the city and the coast

Future urban development along the beachfront will be subject to planning and design principles that prevent separation of the city from the beach, expropriation of this natural resource from the public or creation of substandard urban fabrics. Design guidelines will dictate architectural qualities for fabrics that become urban icons and ensure values such as: fabric construction, the quality of the public space, connectivity with the city, a mix of uses and public institutions. Every development plan relating to the coast will be part of a 'multilayer' blueprint that ensures a variety of uses and concentrated activity.



Photograph: Kfir Sivan

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#### 4.6.3 Exploring the possibility of utilizing the marine space to create new municipal and national infrastructures as well as urban construction, while taking into account ecological and landscape assets

The acute shortage of land in the metropolitan area, in general, and in Tel Aviv-Yafo, in particular, necessitates dramatic solutions for creating new land reserves. This is especially true regarding 'land-guzzling' uses or ones that could potentially clash with residential areas, such as an airport, power plant, natural gas terminals, seawater desalination facilities or new marinas. Tel Aviv-Yafo will explore the possibility of utilizing the marine space for creating land reserves for new municipal and national infrastructures as well as urban construction. Any interventions in the Mediterranean will take into account ecological and landscape assets and the needs of the public for an active and quality shoreline.

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##### 4.6.3.1 Setting in motion and participating in a national initiative that examines the feasibility of establishing a man-made island across from Tel Aviv-Yafo on which a local airport and other infrastructure facilities will be built

The Tel Aviv-Yafo Municipality will set in motion and participate in a national initiative that examines the feasibility [engineering, economic and environmental] of establishing an island for a new airport in place of Sde Dov. The feasibility study will include an in-depth examination of other infrastructures that can be built on the island, both for the purpose of relocating

existing infrastructure facilities and meeting future needs of the city and the country. Possible examples: a new main power plant, which will free up the area of the Reading power plant for future urban construction, or water desalination facilities. The planned island could offer additional public benefits, such as bathing beaches, another anchorage, coastal protection solutions and marine nature sites.

#### **4.6.3.2 Exploring the possibility of establishing a new city quarter in the marine space between Tel Aviv Port and the Reading Anchorage [near the Yarkon Estuary]**

The possibility of building a new city quarter near the Yarkon Estuary, in the marine space between Tel Aviv Port and the Reading Anchorage, will be explored. Any plans that are advanced will not adversely affect the unique natural assets found in the interface between the Yarkon River and Mediterranean Sea. This will be done by finding the 'golden mean' between accelerated urban development and creating a quality urban fabric that contributes a revitalized Mediterranean city identity to Tel Aviv-Yafo, which comes into direct contact with the sea.

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#### **4.6.4 Preparing for a possible sea level rise and protecting the sea cliff**

The city will implement solutions designed to protect the coast, ensure the continued existence of the sea cliff and safeguard the new bathing beaches that will be developed along it. It will also protect the urban beachfront against erosion, flooding and other anticipated damages should there be a sea level rise.

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##### **4.6.4.1 Constructing breakwaters and examining other solutions for protecting the coast**

##### **4.6.4.2 Drafting a long-term plan for protecting the city against a sea level rise**

## 4.7

# Thriving urban nature integrated within the city

The open space in Tel Aviv-Yafo will be planned as a rich system that contains natural assets, historical landscapes, active ecological habitats and ecological processes that are an integral part of the urban fabric. The development of open public spaces in the city will rely on ecological principles, incorporate local species, reconstruct habitats and cultivate the urban nature sites that were identified in the municipal master plan pertaining to this matter. Nature sites on the coast and in the marine environment will be developed and conserved. activities suited to the beach. The development of Tel Aviv-Yafo's coast will position the city as a leading beach city on a national and international scale..

## Policy Guidelines

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**4.7.1 Developing nature in the urban space and fostering natural landscapes and historical cultural landscapes, habitats and a variety of species**

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**4.7.2 Cultivating natural infrastructures and advancing the ecological management of built lots**

## Policy Guidelines and Courses of Action

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### 4.7.1 Developing nature in the urban space and fostering natural landscapes and historical cultural landscapes, habitats and a variety of species

Tel Aviv-Yafo will develop and maintain the green landscape in its open spaces as an ecosystem that sustains habitats and supports a variety of species, and in particular local species. The city will foster local species in the public space – both wild and cultivated species which are part of the historical agricultural landscape in the vicinity of the city. It will also encourage planting these species in the private space. Tel Aviv-Yafo will offer its residents various options for becoming familiar with natural phenomena as part of daily life in the city.

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#### 4.7.1.1 Revising the urban nature master plan

The revised master plan will seek to make elements of urban nature and ecology an integral part of the planning, development and maintenance of open spaces in the city. The updated document will include:

- A definition of the elements of Tel Aviv-Yafo's natural infrastructure: marine ecosystems, wet habitats and land habitats typically found within the city
- A definition of the optimal natural infrastructures for different parts of the city, the distribution of those infrastructures across different urban spaces, and the ratio between extensive areas with clear

natural attributes and highly developed areas and the characteristics of their combination

- A definition of optimal interfaces between the public and urban nature infrastructures
- Guidelines for cultivating urban nature in policy documents and detailed plans
- Reference to the components of ecological planning and the development of urban nature infrastructures in the revised master plan for the public space

#### 4.7.1.2 Incorporating urban nature elements and ecological planning in detailed plans

##### 4.7.1.3 Ecological planning, landscaping and maintenance of open spaces

The Municipality will adopt an extensive-ecological landscaping approach that includes the following:

- Ecological maintenance of open spaces – gardening without pesticides, diverse species, sustainable pruning practices
- Guidelines governing the design of existing and planned open public spaces as nature sites – ecological design based on local vegetation and wild landscape configurations and creating natural habitats
- Planting local species as street trees and in open public spaces

#### **4.7.1.4 Encouraging the cultivation of natural elements in the yards of apartment buildings and public institutions**

Drafting a municipal policy for cultivating natural elements in front and back yard gardens on residential lots in the Geddes plan area, in apartment block fabrics and other parts of the city. The planting of local tree and shrub species - wild vegetation and grove species - will be encouraged in privately-owned yards. Bulbs will be planted and wildflower seeds will be sowed. Activities initiated by the city will include collaborations between the Municipality and residents and various ideas to increase their cooperation [informational and educational activities, garden contests, the distribution of seedlings and landscaping training]. The Municipality will also encourage public institutions [schools, community centers] to develop urban nature in their yards and gardens in line with the guidelines governing this matter.

#### **4.7.1.5 Promoting ecological landscaping in municipal and metropolitan parks in the city, including hubs that offer outdoor educational programs and experiences**

The large parks in Tel Aviv-Yafo will feature natural landscapes characteristic of the Land of Israel and the Mediterranean Sea area that will constitute a key component of their design. They will foster landscape design and ecological gardening initiatives, the establishment of nature sites, interpretive signage and other means for conveying ecology-related information to visitors. Furthermore, privately-owned attractions will also be required to adopt an educational and ecological approach.

#### **4.7.1.6 Ecological management of stormwater runoff in the public space**

A municipal policy for comprehensive management of stormwater runoff on public lots will be drafted and implemented. The policy will deal with stormwater harvesting and infiltration and its use to maintain urban nature infrastructures and irrigate plantings in the public space.

#### **4.7.1.7 Developing nature sites along the coast and in the marine environment itself**

Nature sites along the coast and in the marine environment itself will be developed by:

- Updating the survey of natural assets along the shore and drafting a policy for conserving and cultivating nature along the city's coast. Ecosystems and habitats characteristic of the marine environment will be identified during and as a result of the survey.
- Enriching the habitats in the marine environment along the city's beaches and creating new hubs of natural assets on the shore - for example, by submerging ships and constructing breakwaters as a platform that encourages the development of a reef and as an underwater habitat.
- Cultivating marine habitats as part of future development projects in the Mediterranean. Development plans in the marine environment [draining the sea, a man-made island in the water, breakwaters to protect the sea cliff] will be incorporated in planned ecological rehabilitation and habitat cultivation.
- Fostering natural assets along the sandstone cliff. The development of the boardwalk along

sections of the sandstone cliff in the northern and southern parts of the city and the development of passageways from the city to the sea will be incorporated in initiatives to conserve and cultivate the sandstone cliff and its ecological assets, and in particular coastal vegetation assets.

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#### **4.7.2 Cultivating natural infrastructures and advancing the ecological management of built lots**

Tel Aviv-Yafo will encourage new construction and the renovation of existing buildings that incorporate elements of diverse local habitats as part of the green building standard in the city. The Municipality will adopt this policy as the accepted norm in public building construction and, using incentive mechanisms, will also encourage it in privately-owned buildings.

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##### **4.7.2.1 Drafting guidelines for creating animal habitats in buildings**

Municipal green building policy will include guidelines that facilitate the creation of animal habitats in buildings. The guidelines will view all sections of the buildings as having potential for developing local habitats, with special emphasis on rooftops and living walls. The aim is that these separate and extensive landscaping systems be integrated into all the regular engineered systems on the roofs and in the yards of buildings. The suitability of the buildings for encouraging local animal habitats will be examined – e.g. whether apartment buildings in the White City contain architectural elements that be used to cultivate nesting colonies of common swifts in shutter boxes.

##### **4.7.2.2 Drafting guidelines for developing urban nature sites and natural infrastructures in public buildings**

Guidelines will be drafted for developing urban nature elements in the yards of schools, community centers and other public buildings. They will be in addition to guidelines for incorporating animal habitats inside the public buildings themselves.

## 4.8

# A transportation system that creates a quality urban space and contributes to the urban experience

Transportation systems in the city will be developed in a way that complements and enhances the qualities of the public space. The integration between transportation infrastructures and streets, city squares and other elements of the public space will be reinforced and adverse effects deriving from motorized vehicles, including pollution and noise, will be reduced. To the extent possible, the Municipality will also promote the use of electric vehicles and other technologies to harmoniously integrate traffic into the public space. Emphasis will be placed on mitigating conflicts between transportation modes and between them and pedestrians [for example, between pedestrians and bicycles and e-bikes] and on improving safety in places where friction exists between the different modes.

## Policy Guidelines

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**4.8.1 Ensuring safe and convenient traffic in the public space for pedestrians and bicycle riders and other personal transportation devices**

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**4.8.2 Reducing air pollution and noise pollution from transportation**

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**4.8.3 Advancing traffic control management systems**

## Policy Guidelines and Courses of Action

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### 4.8.1 Ensuring safe and convenient traffic in the public space for pedestrians and bicycle riders and other personal transportation devices

In view of the growing use of bicycles in the city, including e-bikes and similar devices, the risk to pedestrians has also increased in recent years. Among other things, the Municipality will take steps to mitigate the conflicts between road users and improve the safety of pedestrians, bicycle riders and users of other nonmotorized modes.

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#### 4.8.1.1 Extending and completing a continuous network of bike paths and lanes that covers the entire city

The Municipality will act to complete the development and maximize the potential inherent in the network of bike paths in the city based on the network's master plan. Bicycle riders will be given a clear and continuous right of way that will make cycling a safe, quick and pleasant experience. The development of the network will include the following:

- Implementing a master plan for bike paths as well as a work plan that prioritizes completion of the missing sections in the citywide bike network shell
- Advancing solutions together with the Ministry of Transportation regarding bike riding at intersections [introducing bike boxes at traffic lights or continuing the path at the intersection]

- Ensuring a quality interface and connection with the metropolitan bike network and paths in neighboring cities
- Ensuring connectivity between the existing bike path network and reduced speed zones, achieved through suitable infrastructure and traffic signals
- Advancing parking solutions for bicycles in the public and private space

#### 4.8.1.2 Minimizing the friction between pedestrians and bicycles, e-bikes and other powered two-wheel vehicles

Pedestrians are the most vulnerable and exposed road users, whose walking quality is comprised due to friction with bicycle riders, in general, and e-bike riders, in particular. The Municipality will advance and develop infrastructure solutions based on the master plan for bike paths and seek to minimize the friction near bus stops. This will be in addition to enacting regulations and increased enforcement against bicycle riders who break the law. A public information campaign aimed at all road users will also be launched [with a focus on drivers of personal cars who share the right of way with bicycle riders].

#### 4.8.1.3 Improving the urban street environment to ensure safe and convenient traffic

To improve the urban street environment, the Municipality will focus on planning-infrastructure measures and operational measures. The planning measures and infrastructure improvements will entail infrastructure-landscape enhancements along the bike paths in the city, including connectivity and a continuous bike path network and bike lanes, giving exclusive right of way and a divider on relevant roads, removing obstacles, mitigating the friction with pedestrians at intersections and near bus stops, more shade and better climate comfort when cycling and walking, and deploying water fountains for use by bicycle riders. As for operational measures on urban streets in the public space, it will be necessary to add monitoring tools and improve the ability to respond to hazards and unexpected events. There should be more stringent enforcement of parking, loading and unloading regulations as well as tighter supervision over commercial activity that encroaches on the areas reserved for pedestrians and bicycle riders.

#### 4.8.2 Reducing air pollution and noise pollution from transportation

Air and noise pollution from vehicular traffic continues to primarily affect the areas adjacent to main roads. The Municipality will seek to increase the measurement of these impacts and improve its ability to understand the scope of their effect. The Municipality will also encourage the use of electric vehicles and devise suitable charging station solutions for them.

#### 4.8.2.1 Taking steps to cut back the use of polluting vehicles

The following steps will be taken:

- Drafting a municipal policy that supports electric vehicles
- Advancing reduced speed zones in tandem with the progress made in building the mass transit system

#### 4.8.3 Advancing traffic control management systems

Use of traffic control management systems is likely to significantly streamline traffic in the city, while increasing the capacity of infrastructures. These systems also facilitate the implementation of municipal policy that gives priority to sustainable transportation modes [such as public transportation and walking]. The Municipality will continue to develop traffic control and the use of these systems to achieve its objectives.



#### **4.8.3.1 Utilizing a traffic control system to benefit all road users, reduce congestion and improve environmental quality**

The Municipality will seek to enhance the capabilities of the municipal traffic control system to handle traffic congestion, improve the quality of service provided to pedestrians when crossing streets at traffic lights and give priority to public transportation on main roads.

Technologies and optimization methods will be incorporated in the system in order to adjust traffic signals to varying volumes of traffic at different times of the day, different days of the week and different seasons. Furthermore, reducing pollutants will be among the considerations when instituting lower speed limits in the city. The control system's ability to manage traffic during irregular events will be enhanced by improving its forecasting capabilities, implementing response plans in advance and increasing the system's ability to receive data in real time.

## 4.9

# Good urban environmental protection

Tel Aviv-Yafo will strive to remove all environmental hazards from the urban space and eliminate the impact of the city on the environment. To meet those goals, a long-term policy based on ambitious quantitative targets, a suitable budget and professional capacities will be drafted and implemented. Cutting-edge monitoring systems will provide alerts and scenarios that facilitate optimal management of hazards and pollutants. Sophisticated oversight and enforcement capabilities will also be utilized. The city's policy acknowledges that there is joint responsibility for managing the environment in the area and will seek to form collaborations with neighboring local authorities under a broader metropolitan approach. All these will contribute to ensuring that environmental protection in Tel Aviv-Yafo complies with all the national standards and with state-of-the-art international standards.



## Policy Guidelines

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**4.9.1 Preventing and treating different types of pollutants and hazards in the city and the surrounding area [radiation, hazardous materials, etc.]**

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**4.9.2 Reducing air and noise pollution from transportation**

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**4.9.3 Increasing the use of green building principles in new construction and in the renovation of existing buildings**

## Policy Guidelines and Courses of Action

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### 4.9.1 Preventing and treating different types of pollutants and hazards in the city and the surrounding area [radiation, hazardous materials, etc.]

Hazards and pollutants in Tel Aviv-Yafo will be reduced through preventive treatment that relies on stringent standards, cutting-edge monitoring systems and, above all – guidance and support for hazard-free operations. The prevailing work approach will focus on treating the source of the problem. Municipal systems and infrastructures will rely on green and sophisticated approaches and technologies as well as highly skilled and professional personnel, and the city will collaborate with its neighbors in a variety of relevant spheres. Tel Aviv-Yafo will use incentives to assimilate the principles of advanced environmental management among all residents and stakeholders in the city, and primarily among businesses and polluting industries.

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#### 4.9.1.1 Continued development and implementation of a sophisticated monitoring system for all types of environmental impacts and making the information available to the public

- Expanding the monitoring system that tracks noise and air pollution so it will be possible to provide current and up-to-date information
- Implementing a monitoring system that tracks pollutants and hazards in large-scale construction

and infrastructure projects, such as the construction of the light rail and metro, Plan 3700

- Adapting monitoring methods to the growing use of wireless and cellular communication in the urban space, which could produce new hazards [especially radiation]
- Making the information available to the public in a regular and friendly manner
- Boosting metropolitan collaboration for tracking pollutants, and primarily air pollution

#### 4.9.1.2 Augmenting hazard and pollutant treatment and stepping up the oversight and enforcement of their removal, including in the marine environment

- Taking steps to increase the city's enforcement powers in all that concerns the environment
- Drafting and implementing stringent regulations governing construction hazards, including vehicles and the removal of construction site waste
- Instituting and increasing oversight and enforcement measures in industrial and commercial areas, including wastewater treatment and the upgrade of ecological treatment of oils
- Increased supervision of environmental quality in parking lots and continuing to limit the number of filling stations in the city, while ensuring that residents receive adequate service
- Maximum reduction of asbestos-related hazards and land pollutants

#### 4.9.1.3 Adopting new practices for reducing pollution and hazards

- Including environmental considerations in the evaluation of economic projects by internalizing external costs and implementing environmental assessment tools, such as an assessment of the carbon footprint or a life cycle analysis [LCA]. An LCA assesses the environmental impact of a product throughout its life cycle, from the mining of the raw materials and its production to its eventual disposal at the end of its life cycle.
- Implementing circular economy principles [getting the greatest possible use out of the same material, and as little waste and disposal as possible without using it] in specific industries in the city and in the metropolitan area
- Advancing metropolitan collaboration mechanisms pertaining to environmental protection and sustainability

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#### 4.9.2 Reducing air and noise pollution from transportation

Tel Aviv-Yafo will give clear priority to pedestrians, bicycles and public transportation. Traffic congestion will be low and all the different types of motorized vehicles – public, commercial and personal – that travel on the city's streets will not pollute and will not cause hazards. Transportation will follow uniform patterns throughout the metropolitan area, in line with a policy that seeks to reduce mileage and encourage the transition to alternative transportation modes and electric vehicles.

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#### 4.9.2.1 Improving monitoring and enforcement capacities pertaining to air and noise pollution from transportation

- Implementing cutting-edge monitoring systems for tracking noise and air pollution and providing current and up-to-date information
- Increasing metropolitan collaboration for tracking pollutants, and especially air pollutants

#### 4.9.2.2 Cutting back the use of polluting fuels throughout the city

- Completing the transition to clean fuels [the Municipality's vehicle fleet, Dan and Egged buses, delivery trucks]
- Adopting state-of-the-art standards, while reducing mileage-related pollution as much as possible
- Drafting a municipal policy plan for supporting electric vehicles
- Ensuring a complete transition of the Municipality's vehicle fleet to clean vehicles
- Advancing limited traffic zones in tandem with the progress made in building the mass transit system

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### 4.9.3 Increasing the use of green building principles in new construction and in the renovation of existing buildings

All construction in the city, both of new buildings as well as the renovation of existing ones, will be carried out in accordance with state-of-the-art green building standards that are geared towards efficient use of resources and, when possible, local production of resources – energy, materials, water and food. Green building principles will also be implemented in neighborhood spaces. The Municipality will support and encourage the use of recycling and green treatment of construction materials and waste at construction sites, both in new construction and in renovation works. Circular economy principles will be implemented in public construction projects, especially as regards the reuse of recovered materials. The Municipality will encourage and incentivize private developers to adopt cutting-edge construction and treatment methods in the urban space.

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#### 4.9.3.1 Improving green building requirements in the city

- Extending green building requirements to other areas as well, such as energy and water conservation
- Applying a 'green renovation' standard – formulating the standard and applying to all the plans and renovation works in the city, including urban renewal plans and Zoning Plan 38
- Integrating measurement tools that ensure the planning and development of high-quality, healthy and thriving neighborhoods, in line with sustainable

development principles [e.g. the Neighborhood 360 rating system] and making them a binding requirement in all municipal plans

- Publishing green building indexes in the city every year
- Assessing the impacts of climate change on construction and revising regulations and measurement tools accordingly
- Considering the expanded treatment of construction waste at source [at the construction sites] and complying with the latest regulations governing the treatment of construction hazards, including supervision over the removal of construction site waste

#### 4.9.3.2 Promoting the city as a leading R&D center for green building

- A R&D center for green building will be planned together with other cities in the metropolitan area. The center will develop knowledge and implementation techniques, including materials and plans, and promote demonstrations and pilot projects pertaining to green building.
- The implementation of circular economy principles in the construction industry will be advanced throughout the metropolitan area. This includes, for example, the establishment of construction material libraries - that will provide information about the environmental impact of materials, their use and treatment - or the recycling of construction waste.
- State-of-the art standards for rating the energy efficiency of buildings and the production capacity of renewable energies will be developed, as relates to particular buildings or the area as a whole.

- An incentive system for ambitious green ratings and zero-energy buildings will be instituted, including in public construction
- A plan for reducing urban heat islands and the means to implement it will be formulated. The plan will map the heat islands, analyze their sources and define the steps that need to be taken to reduce them.
- New and advanced guidelines regarding water-conserving construction will be developed and implemented. These guidelines should include the matter of climate changes and suggest cutting-edge ecological solutions.



Source: Braudo-Maoz Landscape Architecture Ltd

## 4.10

# Sustainable systems – natural and engineered

Tel Aviv-Yafo will enjoy a well-functioning and revitalized ecosystem that urban development is mindful of – conserves, cultivates and integrates. Nature sites will be linked through ecological corridors, natural processes will be conserved [pollination, stormwater absorption] sea cliff erosion will be prevented, and biodiversity and tree cover in the city will increase. Municipal infrastructures will be adapted to ecosystem needs and support them by restoring water to nature, collecting stormwater runoff sediment, managing leachates and preventing their groundwater infiltration. The city will advance local and sustainable resource production, especially of energy, water, materials and food. Local production policy will slow down the pace of consuming materials in the city, reduce the ecological footprint per capita and lessen its impact on the external environment. Tel Aviv-Yafo will be prepared to deal with persistent stresses associated with climate change and extreme weather events.

## Policy Guidelines

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**4.10.1 Conserving and cultivating ecosystems**

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**4.10.2 Developing sustainable engineered infrastructures in the city**

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**4.10.3 Developing local capacities for producing and managing resources**

## Policy Guidelines and Courses of Action

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### 4.10.1 Conserving and cultivating ecosystems

The city will maintain the balance between urban development and ecosystem resilience. Urban nature will receive increasing recognition as a vital local resource that also has legal standing. Habitats in the city will be monitored and conserved and will be linked through a system of ecological corridors: the sea, beach and Yarkon and Ayalon rivers, the sandstone ridge and hills, seasonal wet habitats, sand dunes, gardens and groves. Urban nature is a source of pride, identity and inspiration for the local community. Being aware and familiar with urban nature and conserving it are ingrained in the school system, in the tourism industry and in cultural endeavors.

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#### 4.10.1.1 Taking steps to cultivate urban nature and ecosystems, including in the marine environment

- Extending the current policy to include the conservation of urban natural assets – the coastal area, sea cliff, rivers and trees
- Involving all the stakeholders in the city, in the metropolitan area and in the central government in anchoring and conserving nature and landscape assets
- Exploring the possibility of granting legal protection to urban nature sites, including ones on the coast and in the marine environment

- Publishing ecosystem quality indicators on a regular basis and updating the nature survey every four years
- Employing urban nature ecologists in municipal departments and also at municipal companies
- Promoting and implementing an action plan for rehabilitating ecosystems in the city and its vicinity, including the continued development of ecological corridors and ecological landscaping throughout the city and metropolitan area and continued optimal rehabilitation of the Yarkon and Ayalon rivers
- Creating incentives and regulations for keeping water-permeable surfaces in the city, as part of urban renewal plans and plans for new areas

#### 4.10.1.2 Preparing the city to address the ecological implications of climate change

- Drafting a plan for protecting urban nature and ecosystems against climate change and the anticipated increase of extreme weather events
- Developing guidelines and tools for keeping out invasive species and focusing on flagship species [species characteristic of the local ecosystem, whose robustness is indicative of ecosystem quality]

#### 4.10.1.3 Fostering community involvement in conserving urban nature and ecology

- Incorporating lesson plans and field trips in the city's school system aimed at introducing

- students to local nature and its conservation
- Encouraging and supporting residents and organizations that are active in cultivating and conserving urban nature and ecology

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#### 4.10.2 Developing sustainable engineered infrastructures in the city

Municipal planning, construction, infrastructures and services will implement environmental principles designed to reduce the ecological footprint, mitigate environmental hazards and nuisances, and ensure optimal operation of municipal systems. Guidelines pertaining to existing infrastructures will be included in planning and construction procedures and ecological principles will be incorporated in the development and management of new infrastructures.



Photograph: Kfir Bolotin

#### 4.10.2.1 An action plan dealing with the environmental and ecological planning and enhancement of engineered systems in the city [drainage, sewerage, water, electricity, cellular facilities]

- Drafting ecological guidelines for deploying and managing infrastructures in the city, including fewer infrastructures in the outdoor space and use of recycled and eco-friendly materials in infrastructure construction projects
- Drafting guidelines and standards for incorporating renewable energy systems in municipal facilities

#### 4.10.2.2 Preparing the city to address the ecological implications of climate change

- Mapping the risks and formulating a resilience plan for extreme scenarios and climatic stresses that affect infrastructures
- Rehabilitating wells that have been polluted or salinated over the years

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### 4.10.3 Developing local capacities for producing and managing resources

A local production system will evolve in Tel Aviv-Yafo, designed to decrease the amount of resources entering the city, cut back resource deliveries and reduce waste disposal. Local needs will be an important impetus for advancing and expanding collaborations in the metropolitan area, in the country and in the region. Local production will be adopted as a lever for research and development and as well as increased cooperation with academia, research institutes and government agencies in these matters. The Municipality and municipal companies will serve as an example of local production and how it is by skilled professionals.

#### a. Producing and managing clean energy

Tel Aviv-Yafo will develop the ability to produce energy from renewable and local sources [sun, sea, waste] and supply a substantial share of the demand for thermal energy in the city. By doing so, it will have a direct impact on urban environmental quality and urban resilience. Local production will rely on collaborations between the Municipality and private and community-owned businesses. Production will be carried out citywide, in industrial and commercial complexes, in neighborhoods and private homes and in open spaces [marinas, the sea].

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#### 4.10.3.1 Drafting policies and guidelines for large-scale use of renewable energy in the city

A municipal energy administration will be established, which will integrate initiatives concerning clean energy promotion and management in Tel Aviv-Yafo. The administration will advance plans and set quantitative targets for renewable energy production in the city, will actively encourage municipal facilities, such as Ichilov Hospital and Tel Aviv Port, to transition to renewable and local energy production, and will seek to incorporate green energy in construction projects in the city.

#### 4.10.3.2 Instituting mechanisms for producing local energy that is privately or community owned and involves municipal partnerships

Tel Aviv-Yafo will develop mechanisms and incentives to encourage residents, real estate developers and contractors to install renewable energy systems, primarily solar ones. These mechanisms and incentives will pertain to both existing buildings and new complexes, with a focus on the northwestern part of the city [Zoning Plan TA/3700]. They will also include the establishment of a consulting and training network for installers and private contractors.

#### 4.10.3.3 Establishing and promoting centers around the city that test and demonstrate a variety of renewable energies

The municipal space will support the use of renewable energies. Test and demonstration sites will be established, including, for example, one on the coast where energy production from the

sun, waves, gas and algae will be demonstrated. A development and innovation center dealing with renewable energies will be established in cooperation with the startup community, academic institutions, electricity supply authorities and other cities in the metropolitan area.

#### **b. Managing the municipal water system as a productive and sustainable system**

Water in Tel Aviv-Yafo will be supplied from local and natural sources, while guaranteeing optimal quality. Local water sources will continue to be potable, water will not be wasted in the city and all wastewater will be treated locally and reused. Tel Aviv-Yafo will be prepared for changes in the water system stemming from climate change, including the treatment of stormwater runoff in extreme events – e.g. flooding and a sea and river level rise. An uninterrupted and increased supply of water will be ensured during heat stress and drought scenarios.

#### **4.10.3.4 Advancing water conservation policy in the city and in the public space**

- Formulating an action plan to address prolonged heat stress and drought scenarios
- Transitioning to water-saving vegetation in the public space
- Encouraging residents to install water-saving devices and adopt water-saving gardening
- Introducing guidelines and incentives for harvesting air-conditioner condensate and rainwater

- Increasing the use of effluents for irrigating public parks

#### **4.10.3.5 Promoting cutting-edge water treatment**

The Tel Aviv-Yafo Municipality and the Mei Avivim Water Company will jointly draft a plan for optimizing municipal wells. New wells will be operated using renewable energies and water from the wells will be utilized to rehabilitate ecosystems in the city. There will be continued use of cutting-edge technologies for reducing depreciation and monitoring water quality. State-of-the-art technologies will also be implemented to treat greywater<sup>1</sup> at source. To increase the knowledge on this subject, collaboration between the water supply authorities and R&D institutes in the city will be enhanced.

#### **4.10.3.6 Drafting policy for treating stormwater runoff**

The Municipality will implement cutting-edge methods for treating stormwater runoff in the city. It will draft binding guidelines accordingly, including strict enforcement of the complete separation of drainage systems from sewerage systems. A periodic assessment [every five years] will be made of municipal preparedness for extreme rainfall events, including prevention or reduction of flooding and how to deal with it should it occur.

#### **c. Producing and supplying sustainable and healthy food**

Tel Aviv-Yafo will advance the production and consumption of local and healthy food. The municipal nutrition basket will contain less

<sup>1</sup> Greywater (or sullage water) is wastewater without fecal contamination that can be reused.

processed food and more fresh food. At schools and kindergartens, the food served to the children will be nutritious and healthy and some of its ingredients will come from nearby food gardens. A sustainable food and catering industry will evolve in the city, which will be an important source of growth for the city's residents and an opportunity for them to collaborate on a large scale. Urban agriculture will be a key player in food growing in the city and in the expansion of its green space. Collaborative production of sustainable food will be prevalent throughout the metropolitan area and the region in the form of direct marketing systems, shared crop growing and cooperatives. Local production and consumption will contribute to balanced and healthier nutrition and to a reduced ecological footprint.

#### **4.10.3.7 Promoting locally grown and nutritious food in the city and at its institutions**

- Ensuring the supply of nutritious and sustainable food to educational institutions, in addition to encouraging local supply initiatives
- Starting food gardens at schools and kindergartens
- Adopting various initiatives dealing with sustainable and/or nutritious food, such as Meatless Monday
- Opening green and healthy cafeterias at municipal buildings and facilities [community centers, schools]

#### **4.10.3.8 Encouraging the development of a sustainable urban food system**

Developing a sharing economy platform in the food industry, mainly for direct purchasing of agricultural produce, and also in the restaurant and catering business

- Devising a plan for closing loops in the food industry in the city – to prevent food from being thrown away at municipal institutions and in the community and to treat organic waste

#### **4.10.3.9 Promoting a sustainable food cluster in Tel Aviv-Yafo and in the metropolitan area as well as international collaborations**

- Removing barriers and encouraging industrial growing of food in the city
- Promoting food markets and direct marketing together with growers and producers in the area
- Opening a R&D center specializing in sustainable and nutritious food, established in cooperation with the private sector and academic institutions
- Organizing an international nutritious and sustainable food conference and expo
- Drafting international cooperation agreements to promote sustainable and nutritious food, including an international conference on the subject in Tel Aviv-Yafo

#### **d. Cutting back the consumption of materials and products and treating them prudently**

Tel Aviv-Yafo will take steps to cut back the consumption of materials and their deliveries to and from the city, and will also seek to reduce waste disposal in landfills. Waste produced in the city will

be treated using the circular economy approach – namely, getting the greatest possible use out the same material and the least possible discard and disposal in landfills of a material without using it. Circular economy principles will be implemented in business management and in municipal waste management. The goal is to close production loops and turn the waste of one production line into a resource of another production line. In this type of economy, the material becomes the focus of policy as opposed to the waste. This is especially true in the construction, food, textile and electronics industries. Materials policy will be advanced collaboratively, primarily through the Dan Cities Association for Sanitation and the Hiriya Recycling Center. The Municipality will foster research on the use and treatment of materials together with academic institutions and industries in the area.

#### 4.10.3.10 Advancing circular economy principles together with business establishments in the city

- Devising an action plan for implementing a circular economy in the city, as a partnership between the Municipality, businesses and the Dan Cities Association for Sanitation
- Opening a materials library in the city [an information center dealing with the environmental impact of materials, their use and how to treat them]
- Raising awareness and improving capabilities to implement circular economy principles at City Hall and in the metropolitan area
- Advancing research on the circular economy in cooperation with academia and business establishments

#### 4.10.3.11 Reusing and recycling most of the waste produced in the city and limiting its disposal in landfills

- Implementing a plan for maximum reduction of waste disposal in landfills by the year 2050
- Investing resources in waste reuse and recycling infrastructures
- Encouraging the catering industry and food markets to treat the waste they produce using cutting-edge technologies
- Encouraging residents to cut back consumption and reuse and recycle



Photograph: Mendi Falk

# **Vision Highlights**

Integrative and inclusive expression  
of prominent and innovative ideas from  
the city's vision

A city that bases its prosperity on innovation and creativity

A city that is part of the global economy

A city that shares the fruits of its prosperity with others

A city that is developing a complementary economy

A city where culture and creators generate urbanism

A city with diverse housing solutions for diverse populations

A city of communities

A city with a democratic and engaged civil society

A city whose municipality places its residents and clients at the center and engages in a direct and continuous connection with them

A city where urbanism extends from the city center to other areas

A city where sustainable and cutting-edge means of transportation are replacing the private cars

A city that produces and manages natural resources

A city that fosters global, national and metropolitan collaborations

A city that prepares itself for states of crisis and emergency

# Workshop Participants Stakeholders

## Society and Community

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Tali Cohen – acting Operations Coordinator, Community Administration

Galit Hamal – Community Social Work Coordinator, Social Services Administration

Uri Jaffe – Head of the Volunteering Unit, Social Services Administration

Ofer Cohen – Director of the Tel Aviv-Yafo branch of the National Insurance Institute

Prof. Gideon Kunda – Tel Aviv University

Dr. Meirav Aharon-Gutman – Faculty of Architecture and Town Planning, Technion

Anat Rodnizky – Legal Clinic, Tel Aviv University

Dani Meiraz - Shdemot Center, Oranim College

Momo Mahadav – CEO of Maala

Einat Ergvan – Director of the Reich Senior Citizens Center

Nadav Avneri – Director of the Dov Hoz Community Center

Noga Shavit – Director of the Gimmel Country Club

Tal Rabinovsky - Neve Shaanan resident

Linda Menashe – Bnei Dan Quarter resident

Ayelet Bachar – Hadar Yosef resident

Shachar Buchwald – Ramat HaHayal resident

Nati Catran – Kochav HaTzafon resident

Erez Rubinstein – Bavli resident

Lahav Zohar – city center resident

Nimrod Bousso – reporter and real estate section editor

Dr. Yair Friedman – WEconomize

## Urban Economy

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Hagit Orian – social activist, city center resident

Asher Hagag – Southeast Quarter resident

Itai Horowitz – architect, Yad Eliyahu resident

Kobi Israeli – accountant, Ever Hayarkon resident

Merav Arlozorov – TheMarker

Yossi Vardi – entrepreneur

Prof. Ezra Sadan – economist

Dr. Nili Shchory – urban and municipal planning

Rani Finzi – economist

Shai Berman – CEO of the Israeli Restaurant Association

Aryeh Ben David – local currency and social economy entrepreneur

Adi Peretz – Association of Crafts and Industries

Ziv Yacobi – CEO of Acro, real estate developer

Eitan Beuman – Chamber of Commerce

Inbal Spiegel-Gelb – Israel Chamber of Independent Organizations and Businesses

Daniella Paz Erez – Paz Group

Ido Shamir – Tel Aviv-Yafo Economic Development Authority

Eliav Blizowsky – Director of International Relations and the Business Promotion Administration, Tel Aviv-Yafo Municipality

Eyal Shavit – Business Promotion Administration, Tel Aviv-Yafo Municipality

Amit Kachvan – Director of The Library-A Space for Entrepreneurship, Tel Aviv-Yafo Municipality

Daniel Romi – Computerization Division, Tel Aviv-Yafo Municipality

## **Culture**

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Chen Krause – Director of the VocaTikva Ensemble (social a capella), Hatikva neighborhood, involved in starting bands and singing groups at schools in the area

Sarah Peguine – owner of a contemporary art blog in English

Zachi Becker – former deputy director and chief curator of the Eretz Israel Museum

Orly Malessa – media researcher, independent film critic

Sarah Blau – author

Nissim Kalderon – Ben-Gurion University of the Negev, literary and popular music critic

Navit Barel – literary editor

Nurit Bar-Shai – artist, on the seam between art and biology, involved in the Genspace project in New York, teaches BioArt

Tal Ben Zvi – curator and contemporary art researcher

Senan Abdelqader – architect, Professor of Architecture at Bezalel Academy

Masha Zusman – plastic artist, Barbur Gallery in Jerusalem, Bezalel Academy

Edna Moshenson – curator, member of various public committees, consultant to the Ministry of Culture, member of the Municipal Sculpture Committee

Dina Aldor – Executive Director of the Batsheva Dance Company

Orit Lerner – owner of a lobbying and government relations firm

Revital Ben Asher-Peretz – contemporary art curator, Tel Aviv Museum

Yuval Saar – editor of Portfolio Magazine, Design Research Institute staff member, Tel Aviv Illustration Week founder

Yair Vardi – theater creator, Tmuna Theater

Nissan Almog – town planner, creates art primarily in the public space, Jane's Walk Festival founder

Nicola Trezzi – Head of the MFA Program at Bezalel Academy, engaged in design, art and writing

Hila Harel – artist, Florentin resident and south Tel Aviv activist

Dror Shany – Teder

Shachar Marom – engaged in contemporary puppet theater, The Train Theater, founded HeHanut Theater

Renana Raz – multidisciplinary creator

Zach Granit - General Director of the Israeli Opera

Ami Steinitz – curator and cultural entrepreneur

Eran Hadas – new media artist

Yaron Bloch – School of Film and Television, Tel Aviv University

## **Tourism**

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Alon Sapan – Director of the Natural History Museum

Shai Deutsch – Marketing Director, Arcadia

Daphne Schiller – Tel Aviv University

Shana Krakowski – Director of Microfy - Business Entrepreneurship

Eviatar Gover – boutique company for culture and concept tours

Uri Douek – electric transportation entrepreneur and travel startups founder

Lilach Zioni – hotel management student

Yossi Falach – manager of a lifeguard rescue station on Tel Aviv's beach

Leon Avigad – owner of the Brown Hotels Company, Tel Aviv

Gannit Mayslits-Kassif – architect and town planner

Avi Sasson – Land of Israel Studies lecturer, Tel Aviv-Yafo

Shiri Meir – Booking.com representative

Yoram Blumenkranz – artist

Imri Galai – Airbnb representative

Tali Ginot – marketing consultant at the David Intercontinental Hotel, Tel Aviv

Meirav Gerstel – community and social activist

Eli Ziv – Director General of the Tel Aviv Hotel Association

Shai Berman – CEO of the Israeli Restaurant Association

Hagit Genish – social activist

Moshe Meidan – Ministry of Tourism consultant

Eytan Schwartz – CEO of Tel Aviv Global & Tourism

Suzana Kreimer – Atarim

David Fattal – Fattal Hotels

Shirley Pauker-Kidron – Tel Aviv Museum

Or Dvir – hotel management student

## **Education**

---

Betty Ben Or – PTA Chair – Yehuda HaMaccabi Elementary School

Noa Shoham – Deputy PTA Chair – Yehuda HaMaccabi Elementary School

Doron Saad – Municipal PTA member

Moshik Lindenbaum – PTA Chair – Graetz Elementary School

Sima Peled – parent, Giborei Israel Elementary School

Tzela Zuaetz – parent, Giborei Israel Elementary School

Gil Arazi - Deputy PTA Chair – HaMashtela Elementary

## **School**

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Benny Perl – principal, Bar Ilan High School

Tami Klinsky – teacher, Kfir Elementary School

Tzipi Jean – principal, Kfir Elementary School

Anat De-Hass - teacher, Kfir Elementary School

Galia Aloni – parent, Nitzanim Elementary School

Yoni Enzel – principal, Kochav HaTzafon Elementary School

Itay Farkash – parent, Nitzanim Elementary School

Amos Raban – teacher, Lady David Secondary School

Tami Dan – teacher, Tichonet High School

Smadar Shaya – principal, Hayarden Kindergarten Complex

Meirav Yarkoni – Pedagogical Projects Manager, Education Administration

Shenhav Berman – principal, On School

Orit Keller – Educational Welfare Manager, Education Administration

Ziva Gabay, - Manager of the Community Division, Governance of Yafo

Muhammad Karavan – Therapeutic-Educational Services for Youth, Education Administration

Dorit Hindi – Manager of the Therapeutic-Educational Services for Youth, Education Administration

## **Sustainable Environment**

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Yoram Horowitz – Tel Aviv District Manager, Ministry of Environmental Protection

Tami Shturman – Tel Aviv District Planner, Ministry of Environmental Protection

Shachar Szold – Ministry of Environmental Protection, Jerusalem

Galia Hanoch-Roe – Society for the Protection of Nature in Israel, Tel Aviv Community Director  
Idan Amit - Society for the Protection of Nature in Israel, Tel Aviv  
Ivri Verbin – CEO of Good Vision, corporate responsibility expert  
Alon Pilz – entrepreneur, owner of Dizengoff Center  
Yaakov Gilat – resident  
Menachem Kotlovski – resident  
Lavi Kushelevich – resident, engaged in urban agriculture  
Ronit Silberman – resident  
Rivka Duani – resident  
Nadav Davidovitch – Department of Health Systems Management, Ben-Gurion University of the Negev  
Maya Sadeh – public health expert  
Ilana Avissar – Head of the Faculty of Sciences, Chair of the Israeli Green Building Council, Kibbutzim College  
Sigalit Yemin – principal, HaGalil Elementary School  
Victor Weis – Heschel Sustainability Center  
Noam Segal – Chair of the Renewable Energies Association  
Zafrir Rinat – journalist  
Lior Levinger – landscape designer, sustainable carpenter  
Avi Moshel – air quality consultant  
Maya Givon – environmental activist  
Arie Neshet – Director of the Porter School of Environmental Studies  
Sharon Mark - environmental activist, academia  
Zahava Arzuan – resident, Mabaton LaYarok association  
Maya Jacobs – Executive Director of the Zalul Association

Dr. Yair Friedman – WEconomize  
Boaz Turjeman  
Dalia Beeri – The Green Forum, Tel Aviv Community  
Ivri Baumgarten – resident  
Ayelet Ofer – resident  
Orit Sternlicht- resident  
Michal Bitterman – Chair of the Executive Board of the Israeli Green Building Council  
Angie Massoud - teacher, Hassan Arafe Elementary School  
Valerie Brachya – Jerusalem Institute for Policy Research  
Vitaly Roitman – water engineer, Water Authority  
Sigal Bukstein – Zalul Association  
Galia Limor Sagiv - Society for the Protection of Nature in Israel, Tel Aviv  
Uri Eisenberg – resident  
Maya Crabtree – Environment & Sustainability Director, Forum 15-Israeli Forum of Self-Government Cities

### **Urban Environment**

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Irit Gabay – Traffic Division  
Yael Moria – landscape architect  
Ehud Kori – architect and resident, Northeast Quarter  
Yotam Avizohar – Israel Bicycle Association  
Galia Hanoch-Roe – Society for the Protection of Nature in Israel, Tel Aviv Community Director  
Elissa Rosenberg – landscape architect, Bezalel Academy  
Barbara Aronson – landscape architect  
Atalia Reznik – Young Town Planners Forum  
Victor Abeksis - Young Town Planners Forum  
Udi Kassif – architect

Keren Mitrani – architect and city center resident  
Erez Ben Eliezer – Planning Bureau, Tel Aviv District  
Dani Amir – environmental planner  
Dr. Tami Stav – planner  
Ilan Marcus – transportation engineer  
Dr. Karel Martens – Technion  
Ahuva Windsor - environmental psychologist  
Yael Dori – Adam Teva V'Din  
Yair Avigdor – architect  
Amir Balaban - Society for the Protection of Nature in Israel  
Hila Harel – South Tel Aviv resident  
Doron Barzilai - Southeast Quarter resident

### **Tel Aviv-Yafo in the Metropolitan Area and in Israel**

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Shirley Peer Yegerman - Director General of the Ramat Hasharon Municipality  
Anat Cherbinski – Kfar Saba City Architect  
Franco Gonen – former Director General of the Rishon Le-Zion Municipality  
Ehud Lazar – Herzliya Municipality  
Rami Fadlon – member of management of the Ramat Gan Municipality  
Daniela Posek – Central District Planner, Ministry of Finance  
Naomi Angel – Tel Aviv District Planner, Ministry of Finance  
Timor Megrall – Tel Aviv District Architect, Ministry of Construction and Housing  
Topaz Peled – Traffic Superintendent for the Tel Aviv and Central Districts, Ministry of Transportation  
Eran Avrahami – Deputy Director General of Planning, Organization and Information Systems  
Moshe Shachar – Planning and Control Manager

### **Sustainable Transportation**

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Meital Lehavi – Deputy Mayor for Transportation, Tel Aviv-Yafo Municipality  
Asher Ben Shoshan – Director of the Transportation, Traffic and Parking Authority, Tel Aviv-Yafo Municipality  
Haggai Yaron – Director of the Light Rail Administration, Tel Aviv-Yafo Municipality  
Hezi Schwartzman – Manager of the Traffic Division, Tel Aviv-Yafo Municipality  
Irit Lev Har Gabay – planner, Tel Aviv-Yafo Municipality  
Yoav David – City Architect, Tel Aviv-Yafo Municipality  
Uriel Babczyk – planner, Tel Aviv-Yafo Municipality  
Ira Rosen – planner, Tel Aviv-Yafo Municipality  
Ofir Kornfeld - Light Rail Administration, Tel Aviv-Yafo Municipality  
Shlomo Feldman – transportation and traffic consultant  
Irit Sperber – Head of the Transportation Planning Division, Ministry of Environmental Protection  
Nir Moshe – Public Transportation Division, Ministry of Transportation  
Hemi Shturman – Tel Aviv District Planner, Ministry of Environmental Protection  
Topaz Peled – Traffic Superintendent for the Tel Aviv and Central Districts, Ministry of Transportation  
Shai Lee Levin - Ministry of Environmental Protection  
Ronen Cohen – NTA-Metropolitan Mass Transit System  
Ruti Amir – Director of the Public Transportation Division, Netivei Israel-National Transport Infrastructure Company  
Mario Burke – Israel Railways  
Miri Hirsch – Israel Railways  
Ran Smoly - Israel Railways

Benny Nissim – Public Transportation Authority [ADALYA]

Brian Epstein – M.T.L.

Mike Saka – Herzliya City Engineer

Tamar Keinan – Executive Director of Transport Today & Tomorrow

Gil Jacob – CEO of 15 Minutes

Yotam Avizohar – Israel Bicycle Association

Galia Hanoch-Roe – Society for the Protection of Nature in Israel, Tel Aviv Community Director

Idan Amit - Society for the Protection of Nature in Israel

Dr. Moshe Givoni – Tel Aviv University

Dr. Yoav Lerman – urban planning specialist

Guy Shachar - urban planning specialist