Greetings from the Mayor

At the beginning of the 20th century, a group of ‘dreamers’ founded the first Hebrew city. The existential need to find a solution to the harsh living conditions in Yafo also played a role in the pioneering and ambitious dream shared by the founding group. The overcrowding, the filth, and the government boycott spurred those 66 families to stand up and take action to deal with the shocks and stresses adversely affecting them. Today, 110 years after its founding, Tel Aviv-Yafo is the hub of the largest and most densely populated metropolitan area in the country that developed around it. Furthermore, the city serves as the financial and cultural center of the State of Israel. Coupled with the underlying tension that has characterized the city since its early days - between its centrality and the quality of life of its residents - the current reality and the processes that our society is undergoing pose new challenges to us that necessitate advance and responsible preparations. We are addressing them in the spirit imparted to us by the city’s founding fathers, through pioneering and creative thinking, because now, just like then, Tel Aviv-Yafo still has to be at the forefront and pave the way in all that concerns urbanism in the State of Israel.

The shift made by most people around the world from rural areas to urban areas and the massive global migrations are creating a complex reality. The need to cope with challenges such as overcrowding and pressures on physical resources, multiculturalism and immigration crises, the cost of living, economic disparities, social segregation, a sense of alienation, limited access to services, and extreme climate changes, to mention a few, is at the core of all urban efforts and therefore puts the city on center stage.

The Resilience Plan for Tel Aviv-Yafo, now presented to you, deals with these issues and offers solutions that link residents, local businesses, and local infrastructures. These links seek to increase the trust between different groups and create new social and economic opportunities, while also improving our residents’ quality of life.

The current plan is part of Tel Aviv-Yafo’s activities as a member of the 100 Resilient Cities global network, which was established by the Rockefeller Foundation. The preparation of the plan and the update of the City Vision - the city’s strategic plan - were processes that went hand in hand. Essentially, the Resilience Plan is an integral part of the strategic plan and specifies the future steps the city will take to fulfill its critical tasks in the coming years.

The programs and projects that are presented here were formulated using a participatory governance approach. Accordingly, they involve residents, companies, researchers, and outside partners, and by doing so, facilitate joint efforts to meet the different challenges from which growth and prosperity can be derived.

First and foremost, this plan is intended for the residents of Tel Aviv-Yafo because they are the ones who will be building the city’s resilience. In the program, we have suggested novel ways of thinking and feasible proposals that aim to create opportunities and infrastructures for training, improved access, involvement, and connections between population groups and communities - in standard times and in times of emergency.

Our goal, therefore, is to form links between people and agencies and have them work together - innovatively and skillfully - to address the pressing challenges faced by Tel Aviv-Yafo while improving the quality of life of the city’s residents and visitors in both the short and long term.

I extend my heartfelt thanks to all those who were partners in preparing and formulating the plan. I wish to thank the hundreds of residents who participated in the process, Efrat Makin Knafo - the Chief Resilience Officer, the various municipal departments that were involved, and the professional consultants who facilitated their work.

Ron Huldai
Mayor of the Tel Aviv-Yafo Municipality
Greetings from the Director General

The greatness of a city is measured not only by its present nature and conduct but also, to a significant degree, by its readiness for the challenges that are likely to come its way in the future. In Tel Aviv-Yafo, we identified the need to prepare for the future as early as two decades ago, when we formed a strategy team that drafted the City Vision.

We are proud that Tel Aviv-Yafo was chosen about two years ago to be a member of the 100 Resilient Cities Network, pioneered by the Rockefeller Foundation. This has led to a fantastic global collaboration between the cities in the network and our municipality, including the formulation of a comprehensive and workable strategic plan. The plan affects and pertains to each one of the city’s residents, and primarily its disadvantaged population groups.

The current plan suggests more than a long-term strategy. It is also a detailed, hands-on plan that translates the City Vision into courses of action, in addition to presenting actual projects that the municipality intends to implement in both the short and long term.

Tel Aviv-Yafo has been and still is, a critical junction that brings together different cultures and populations. It is also a melting pot of religions and various ethnic groups that coexist with mutual respect and tolerance. This intricacy is well reflected in the city’s present cultural wealth, in its sense of pride, and in the unique identity of the city’s residents. Its resilience is what makes Tel Aviv-Yafo special. This city is vibrant, energized and changing, a nonstop city, a city for all its residents. Its strength and resilience rely not only on its well-to-do residents but rather on the understanding that the integration and encouragement of disadvantaged population groups are the keys to the city’s genuine and deep-rooted resilience.

Striving for social justice is a value that a diverse city must be committed to, a city that espouses social inclusion like Tel Aviv-Yafo. The aspiration to achieve equal opportunities and reduce disparities helps maximize the potential inherent in the city’s residents, leads to prosperity and growth, and contributes to the city’s social and economic resilience.

As a leading city, we must consolidate our efforts to pass on a legacy to the next generations and jointly create a new roadmap for the city’s continued development. Our participation in the 100 Resilient Cities Network offers us an opportunity to be part of a global community of cities and people, and develop a holistic strategy for the city’s future.

Tel Aviv-Yafo has acted, acts and will continue to operate with determination to strengthen urban resilience for the benefit of its residents, as well as all citizens of the State of Israel and the generations to come.

Menahem Leibe
Director General of the Tel Aviv-Yafo Municipality
Greetings from the President of 100 Resilient Cities (pioneered by the Rockefeller foundation)

On behalf of 100 Resilient Cities, it is with great pleasure that I write to commemorate the release of the Tel Aviv-Yafo Resilience Strategy. This strategy represents a collaborative and pioneering effort over the past two years and will guide the resilient development of the city over many years to come.

From the beginning of our partnership, 100RC and Tel Aviv-Yafo agreed that resilience building in this city must focus on human vulnerabilities, and tangible solutions to address those vulnerabilities. We also aimed to convene the expertise of our global network to bring best-in-class solutions from the world leading cities to Tel Aviv-Yafo, and vice versa.

Today, we have reached a significant milestone. Our work to develop and mature the Tel Aviv-Yafo strategic plan has resulted in a set of outstanding resilience projects that are clearly defined and actionable. These projects include developing a holistic concept for the city’s southern coastline as well as ongoing efforts to focus on Yafo with targeted interventions. This effort has also forged together new connections through our global network and the Resilience Accelerator program, partnering with 100RC and Columbia University, and in September 2018, Tel Aviv-Yafo signed a Memorandum Of Understanding with the city of Thessaloniki to collaborate around resilient coastline development.

In recent years, repeated reference has been made to the concept of “resilience.” Its use has become so prevalent that it often seems that even those who make use of it do not fully grasp its meaning. To understand the nature of our work thus far and the targets that are ahead of us, one must first understand what urban “resilience” is, how that resilience is manifested in Tel Aviv-Yafo today, and how it will be realized in the future.

In the past two years, we joined an undertaking whose aim was to formulate and put in place processes that can increase the inner resilience of Tel Aviv-Yafo, which is perceived as the strongest city in Israel. As someone who for years has been engaged in social action, I was moved to learn that such a strong and leading city views increased urban-social resilience as one of its main objectives. Tel Aviv-Yafo reached that conclusion because it understood that only a city which sees the hardness of its underprivileged population groups, makes sure to equip them with tools, involve them, boost their standing, and thinks about their daily needs and their needs in times of crisis – can become a city with genuine inner resilience for all its residents.

The speed of the social, economic, technological and environmental changes that residents experience every day challenges the traditional premises of municipal policymakers and necessitates renewed thinking that can benefit all of the city’s residents. The key to addressing these changes is found in our ability to identify the challenges we face comprehensively and boldly, recognize the significant problems, and tackle them out of a sense of trust and shared responsibility.

There has been a growing feeling in the last decade that we are drifting apart and separating ourselves from one another – people from nature, old-time residents from newcomers, locals from foreigners, tenants from their apartments, women from their security, the city from the country, and tribe from tribe. The resilience plan at the Tel Aviv-Yafo Municipality internalized this evolving reality characterized by distance and detachment, including all its shortcomings. Coming from that place, it designed plans whose core involves stakeholders that join forces for the wellbeing of the population as a whole.

The present document presents the products of our work, reflected in five primary areas regarding which we conducted an extensive examination and an in-depth analysis of the current situation and the options available to us. Feasible work plans for strengthening the city’s resilience were also formulated. The five areas in question are defined as “discovery areas” and include Development of the Southern Coast and Beach, Reinforcing the Trust of Yafo’s Residents in the Municipality and its Staff, Complementary Economy, Social Responsibility Through Volunteering, and Sustainable Communities. This thought process, which is still continuing to take shape, led to the formulation of large-scale plans and projects which the Municipality intends to implement in the coming years. The products presented here are the fruit of intense and integrative efforts that entailed a comprehensive examination of the needs of the city’s residents while taking into account the limitations of the evolving environment, processes that the society is undergoing and, of course, the quality of the resilience that we wish to attain.

Residents, municipal staff, civil society organizations, and other stakeholders joined forces and worked together to identify the city’s social weak points and draft the resilience plan for Tel Aviv-Yafo. I believe that the program offers an opportunity for taking remedial steps, in the framework of a broad partnership, to improve our urban life. The aspiration that underlies this plan is to become a city of harmony that unites all its shortcomings. Coming from that place, getting closer to share hardships and hopes, while jointly building a city that has inner and external resilience – a city of all its residents.

Efrat Makin-Knafo
Chief Resilient Officer for Tel Aviv – Yafo Municipality
100 Resilient Cities organization
(pioneered by the Rockefeller Foundation)

Greetings from the Chief Resilient Officer for the Tel Aviv – Yafo Municipality

By identifying the gaps in existing plans and engaging stakeholders in an inclusive manner that has broken down silos between people and processes, our partnership with Tel Aviv-Yafo has made a highly capable city even more prepared for the future. We look forward to our continued partnership with Tel Aviv-Yafo in implementation and beyond, and toward helping the city build a resilient future for all its residents.

Michael Barkowitwz
President
100 Resilient Cities organization
(pioneered by the Rockefeller foundation)
Executive Summary
Resilience Plan
Preface: Building Trust – Creating Resilience

A report dealing with the current situation in Tel Aviv-Yafo, which was prepared as part of the strategic process held in the city, presents a panoramic analysis of the growing polarization and alienation trends in the city. Tel Aviv-Yafo, which is associated with globalization, converges with historical disparities between the northern and southern parts of the city. According to the socioeconomic index of the population in Israel, over one-third of Tel Aviv-Yafo’s residents have socioeconomic characteristics that can be found in cities such as Kiryat Gat, Migdal HaEmek, Dimona and Nazareth Illit, which are ranked in the low and medium socioeconomic clusters of 4 and 5. If the migrant workers and asylum seekers, who number around 40,000, are also factored in, the disadvantaged groups in the city account for about 40% of the total population.

The polarization in the city derives from the highly disproportionate wealth of its high-net-worth residents. Although poverty in the city is not much different than in other parts of the country, the affluent in Tel Aviv enjoy the highest standard of living compared to the standard deviation above the national average, whereas the standard deviation in Tel Aviv-Yafo is about one half-tower than the standard deviation from the national average. The fact that the poor are not “that poor” is reflected in the small proportion of the population who live below the poverty line. That percentage in Tel Aviv-Yafo amounts to 10%, as opposed to the national average of 15%. Having said that, the incidence of poverty among families in Tel Aviv-Yafo has increased in recent years, from 8.8% to 10.6%.

Apart from the growing separation between north and south, Tel Aviv-Yafo, a city that contains extremes and contrasts in several spheres. The city has a large concentration of extremely wealthy individuals, but also homeless people, poor residents, but also gated communities; the city has a large concentration of extremely wealthy individuals, but also homeless people, poor residents, but also gated communities; the city has a large concentration of extremely wealthy individuals, but also homeless people, poor residents, but also gated communities; the city has a large concentration of extremely wealthy individuals, but also homeless people, poor residents, but also gated communities; the city has a large concentration of extremely wealthy individuals, but also homeless people, poor residents, but also gated communities.

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Executive Summary

Resilience Plan

Photo: Ziv Koren

Executive summary
About two decades ago, and as part of the reforms it made in the way the city is managed, the Tel Aviv-Yafo Municipality initiated the preparation of a municipal strategic plan. The leadership at City Hall believed it was highly essential to formulate a vision that would guide their operations. Owing to the constant and rapid changes taking place in the world, coupled with the understanding that the city has to address them, a decision was made in 2016 to update the Strategic Plan. That same year, Tel Aviv-Yafo was selected to join the 100 Resilient Cities network pioneered by the Rockefeller Foundation and is the only Israeli city that is a member.

Based on a broad and integrative view of the city’s needs, a decision was made to combine and consolidate the update of the Strategic Plan with the design of the Resilience Plan, making them a single plan that is a force multiplier. Accordingly, resources were pooled, and insights and courses of action were formulated and optimally incorporated in municipal endeavors. A vital component of the work process involved stakeholders – residents, organizations that operate in the city, elected officials, and the city’s management – that identified the challenges and devised ways to deal with them.

Urban resilience is the third phase of the Strategic Plan. It focuses on five ‘discovery areas’ that were selected from the City Vision, all of which have considerable potential for enhancing urban resilience in Tel Aviv-Yafo.

The following three criteria were used to choose the discovery areas (based on the 100 Resilient Cities methodology):

- They promote cohesive and engaged communities
- They ensure social stability
- They advance security and justice and foster economic prosperity – and in particular among disadvantaged population groups

Key challenges were identified in every discovery area, and programs, projects, and platforms were designed for them that can be implemented in different time horizons. The aim was to offer suggested ways of action in places where trust and urban resilience have been compromised, while integrating work methods founded on broad-based collaborations in line with the resilience approach.

**Discovery Areas**

**Yafo**

Developing tools to reinforce the trust between Yafo’s residents and the Municipality, fostering collaborations, and improving community life and the public and social order.

**The Southern Coast and Beach**

Upgrading Tel Aviv-Yafo’s southern coast and beach and leveraging them to build capacities and develop community identity among the local population, in addition to cultivating and enhancing existing natural resources and the environment and improving the quality of the public space.

**Complementary Economy**

Developing and boosting the city’s local social-economic potential, and in particular that of disadvantaged population groups, small businesses and local initiatives.

**Sustainability in the Community**

Encouraging residents to lead a sustainable lifestyle to lower the cost of living and achieve a better quality of life and resilience.

**Social Responsibility Through Volunteering**

Fostering volunteer work as a tool that strengthens social responsibility, developing social cohesion and solidarity, and building trust.
In the past few decades, the Tel Aviv-Yafo Municipality has invested considerable resources in Yafo, which in many ways have transformed it beyond recognition. Nevertheless, an explicit and consistent lack of trust in the Municipality, in the object of its operations and its public intentions was voiced in the numerous conversations held with residents from the Arab community.

This lack of trust underlies all aspects of the ties between the Municipality and local residents. Among other things, it is manifest in the absence of public order, which leads to a precarious sense of personal security among all of Yafo’s residents. The lack of trust can also explain the relatively low level of cooperation on the part of the members of the Arab community regarding many projects and services provided by the Municipality.

Additionally, there is a large and challenging gap between the number of resources that the Municipality invests in Yafo – by its different agencies – and the sense of discrimination and exclusion felt by many Arab residents due to those very actions. That gap can create feelings of frustration and alienation among people on both sides, and we aimed to decipher its roots and attempt to reduce it – even a little.

Part of the alienation draws its strength from an ongoing conflict between Jews and Arabs on the national level. However, the municipal platform creates an opportunity to put aside a large share of the conflict and focus on the residents’ needs – education, community life, top-grade infrastructure, a sense of personal security, clean streets, and playgrounds for children.

In conversations with them, Yafo’s Arab residents indicated that they are aware of the enormous municipal investments, the numerous projects, and their potential importance. That awareness is, however, accompanied by a feeling of suspicion and discrimination (“these projects are not for us”, “they don’t listen to us”, “they want to kick us out of here, like in 1948,” “the investments are in stones and not in people”).

Accordingly, our work focused on steps that the Tel Aviv-Yafo Municipality can take to increase the trust that the Arab community has in City Hall. The underlying assumption was that greater public trust would lead to productive collaboration regarding the Municipality’s projects, additional initiatives, enhanced community life, and a tranquil atmosphere in the city. Thought was also given to finding new ways of working within the Municipality, through higher cultural sensitivity, a better understanding of the narratives, and in-depth learning about the unique difficulties faced by the Arab community in Yafo.

The hardships of concern to Yafo’s Arab residents are well-known: the shortage of affordable housing and a consequent feeling of being pushed out, the poor quality of the school system and high dropout rates, poverty, the sense of a precarious public order, a sense of political exclusion by the Municipality (expressed, for example, in the street names), the feeling of not having an impact on decision-makers and policymakers unless through ‘cronies’ and ‘advisors’ who draw considerable fire and distrust, lobbing youth who are not adequately treated by the Municipality, and more.

The primary objective: developing tools to reinforce the trust between Yafo’s residents and the Municipality, fostering collaborations, and improving community life and the public and social order.

Targets derived from this objective:

- Developing the social capital of the Arab community in Yafo, while showing respect for their culture and acknowledging their collective narrative
- Strengthening the normative middle class among Yafo’s Arabs by being more attentive to the community and their unique needs and boosting their sense of involvement and connection with the Municipality

Proposed plans and projects

The work that was done included offering a number of projects, all of which appear in detail in the Yafo chapter of the Resilience Plan. Here, we will only specify the main elements shared by all of them:

- Strengthening and empowering the normative middle class in Yafo’s Arab community and working with and through them.
- Involving and engaging the public in different ways to gain their trust, in keeping with the saying: “nothing about us without us is for us.”
- Consolidated and integrative municipal addressing of several critical social issues (housing, children and youth, public order, community involvement).
- Rethinking the role of the governance of Yafo.
- Rethinking the organizational structure that separates the Community Division in Yafo from the Community Administration in Tel Aviv-Yafo.
### Proposed Programs and Projects

<table>
<thead>
<tr>
<th>Aim of the Initiative</th>
<th>Project</th>
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<tbody>
<tr>
<td>Launching a leadership program in Yafo’s Arab community – strengthening the normative middle class</td>
<td>To develop meaningful leadership infrastructure in the community, strengthening the normative middle class</td>
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<tr>
<td>Developing a unique municipal plan for the Arab community in Yafo</td>
<td>To provide solutions to the needs of the Arab population in Yafo</td>
</tr>
<tr>
<td>Establishing a system to facilitate, help run and strengthen neighborhood committees in Yafo</td>
<td>To increase the trust Yafo’s residents have in the Municipality’s operations</td>
</tr>
<tr>
<td>Hiring members of the community for decision-making positions</td>
<td>To create a two-way connection between the community and the Municipality</td>
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<tr>
<td>Setting up an enforcement forum for long-term plans</td>
<td>To facilitate in-depth solutions to public order problems in Yafo</td>
</tr>
<tr>
<td>Opening a municipal mediation and dialogue center in Yafo</td>
<td>To reinforce community ties in Yafo</td>
</tr>
<tr>
<td>Treating the problem of loitering youth in Yafo using consolidated and integrative means</td>
<td>To provide a comprehensive and fitting solution to the severe problem of loitering among youth who lack frameworks</td>
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</table>
Executive Summary

Resilience Plan

The Southern Coast and Beach

Over the past three decades, the Tel Aviv-Yafo Municipality has advanced large-scale plans to connect the city with its beaches better – both physically and socially. However, in the southern section of the city’s coast – extending from Charles Clore Park to the border with Bat Yam, via Old Jaffa, Jaffa Port, and Givat Aliyah Beach – there is inadequate access to and availability of the marine resource. This need is even though most of the city’s efforts and investments should be channeled to this section of the coast. There is also a need to boost the local population and upgrade the beach as a communal asset and hub that fosters a sense of belonging and identity among people living in the vicinity.

Out of the 4.5 kilometers that make up the southern coast, only about 1,700 meters are sandy beaches with convenient access to the water, and there are only two authorized bathing beaches.

The primary objective: upgrading Tel Aviv-Yafo’s southern coast and leveraging it to build capacities and develop community identity among the local population, in addition to cultivating and enhancing existing natural resources and the environment and improving the quality of the public space.

Targets derived from this objective:

- Reinforcing the connection between the local community and the open space and coastal assets – fostering local identity
- Realizing the potential inherent in the coast and using it to enhance the quality of life of the city’s residents, and in that of particularly disadvantaged population groups
- Equal and inclusive access - environmental, economic, and social - to public resources
- Conserving and cultivating the marine and coastal ecosystem, given urban congestion and existing and anticipated environmental changes

Proposed programs and projects

The proposed programs and projects are based on a division of Tel Aviv-Yafo’s southern coast into five geographical subsections: Dolphinarium-Charles Clore Park, West Beach, Jaffa Port, Jaffa Slope Park, and Givat Aliyah Beach. In addition to these geographical subsections, there are two suites of thematic projects that are not site-specific: (a) Planning and Preparations and (b) General Community Projects.

- Public space: making resources more available - increasing the supply of services at the beach and along the coast, including improved access to the beach and a more extensive variety of available options, and upgrading the public space all along the coast.
- Community awareness and involvement - raising awareness among the members of the community and increasing their participation in what goes on at the coast, including the development of community entrepreneurship mechanisms.
- Ecological cultivation - conserving and cultivating the coastal and marine ecosystem, in addition to raising community awareness about its value.

Proposed Programs and Projects

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Area of the Initiative</th>
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<tbody>
<tr>
<td>Planning and Preparations</td>
<td>To ensure comprehensive coastal and beach planning in the southern part of the city, including all its community, physical and ecological elements.</td>
</tr>
<tr>
<td>Community Projects</td>
<td>Planning and opening a community water sports center with local community involvement, removing environmental hazards, and developing a municipal bathing beach.</td>
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<tr>
<td>Dolphinarium-Charles Clore Park</td>
<td>To upgrade the park, while involving various stakeholders and, in particular, people who live in the area.</td>
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<tr>
<td>West Beach</td>
<td>To turn West Beach into an authorized beach that offers beach services and a surfing center for at-risk youth, while involving residents who live in the area.</td>
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<tr>
<td>Jaffa Port</td>
<td>Upgrading the port and conserving its ecological and heritage assets, with a focus on involving the local community and residents.</td>
</tr>
<tr>
<td>Jaffa Slope Park</td>
<td>To upgrade the park, while involving various stakeholders and, in particular, people who live in the area.</td>
</tr>
<tr>
<td>Givat Aliyah Beach</td>
<td>To improve the coast and beach and conserve and enhance existing ecological assets, while involving the local community and residents of the area.</td>
</tr>
<tr>
<td>Community projects</td>
<td>Involving the community in coastal activities.</td>
</tr>
</tbody>
</table>
Similar to other cities around the world, Tel Aviv-Yafo is facing many new challenges such as a high cost of living, a lack of social cohesion, inequitable, and segregation that are being pushed out of the city. Furthermore, small businesses are finding it hard to survive, and the local economy is shrinking as a result of global corporations. The plan recommends using new tools to deal with these challenges and to create prosperity and wellbeing for all population groups. In general, these tools are referred to as a “complementary economy.”

The local economy strategy – proposes economic development tools that aim to realize the real potential of a locale and involve the entire local population.

Sharing economy – a social-economic system that relies on the communal sharing of human and physical resources.

Cooperatives – are autonomous organizations of people who join together to promote their economic, social, and cultural needs and aspirations through joint ownership of a venture that is managed democratically.

Complementary currencies and mediums of exchange – a local medium of exchange that can be used as a means of incentivizing quality-of-life projects that benefit the community.

Urban anthropology – a longstanding strategy that has further developed in recent years thanks to new financial tools such as crowdfunding, making it possible to strengthen local communities and make use of social finance, which minimizes the economic risk associated with different projects and offers more leeway.

There are cities in different parts of the world, including Seoul, San Francisco, and Amsterdam, that have adopted the sharing economy as a strategic tool for urban development. Those cities established municipal agencies to form collaborations with entrepreneurs and the private sector, manage public participation processes, and advance sharing infrastructures. Using a sharing economy, they address challenges such as the cost of living, the lack of solidarity and social cohesion, transportation, and other matters.

Several cities have successfully introduced complementary currencies to achieve public objectives. In Curitiba, Brazil, a local program was inspired for thirty years, under which residents who sorted their trash received food packages or tokens for use on public transportation. In Ghent, Belgium, they instituted a complementary currency system in a neighborhood populated by migrants. Under that program, residents cannot spend for land raising crops in exchange for doing different things that benefit the community.

There are also examples of cities that developed local businesses to maximize the benefits of cooperation. In Berlin, Germany, the municipality, using a variety of means, developed a fashion industry in the Neukölln neighborhood as a way to provide jobs to its migrant population. In Cleveland, Ohio (USA), the city government introduced a cooperative initiative that created jobs and provides needed services and goods to local anchor institutions.

The primary objective: developing and boosting the city’s local social-economic potential, with a focus on disadvantaged population groups, small businesses, and local initiatives.

Targets derived from this objective:

• Creating municipal infrastructure for integrating complementary economy tools.
• Establishing processes for the collaborative design and development of complementary economy tools together with the target populations.
• Advancing sharing processes among the target populations through a pilot project, whose aim is to define a ‘municipal support package for developing complementary economy tools in neighborhoods.’
• Creating municipal infrastructure to promote a complementary economy.

Complementary economy tools for use by organizations, institutions, and agencies engaged in public activity in the neighborhood.

To conduct a cooperative process among active organizations and institutions in the neighborhood level with an emphasis on Jaffa and the south of the city areas, which will lead to the development of tools for sharing, coordinating, and maximizing the benefits of cooperation between them.

Proposed programs and projects

When preparing the urban resilience plan, a decision was made to turn the complementary economy into a municipal course of action. After conducting a preliminary examination in the field and meeting with focus groups, three possible courses of action were proposed to the Municipality. They aim to enhance resilience by building trusting relationships and lowering the cost of living.

1. Creating municipal infrastructure to promote a complementary economy – a complementary economy is inherently multilateral. To integrate it strategically and prudently, it is advisable to establish an organizational foundation that will coordinate the efforts, including setting goals and targets, synchronizing intra-organizational collaborations, holding training, discussing necessary policy changes to support the complementary economy, and incentivizing civic initiatives.

2. Complementary economy tools for use by residents in the community – it is advisable to explore the possibility of managing a participatory process among residents of the neighborhood, which will facilitate the development of complementary economy tools that are customized to the local community.

3. Complementary economy tools that benefit small businesses and support business improvement districts – the added value of a business improvement district can be increased using tools that maximize collaboration between firms from different sectors. For example, they can join forces for a variety of purposes: purchase of raw materials and other resources, space-sharing, logistical management, marketing, and more. Other options that are worth exploring: strengthening the community’s ties with the business district by holding community activities there, sustainable management in the business district based on circular economy principles, and examining the feasibility of issuing complementary mediums of exchange that can encourage a complementary economy.
Sustainability in the Community

The city is growing steadily – it is increasing in terms of population, built areas, income levels, and motorization. For example, the population is expected to increase from 432,900 residents in 2015 to 535,000 by 2030, and from 251,700 non-residents who work in the city (accounting for about 60% of all employed persons in the city) to around 356,000 who commute to Tel Aviv-Yafo from other cities. The strains on municipal infrastructure and environmental systems are eroding the city’s endurance. To address this imbalance, the City Vision proposes a sustainable approach that aims to develop infrastructure and mechanisms for improving the relationships between the environment, society, and economy in the city and for strengthening the community’s resilience.

It appears that sustainability is one of the issues that unite and shape communality in Tel Aviv-Yafo. The city’s residents attach importance to the connection between the physical and environmental space, and their quality of life and the community activities in which they participate. An enhanced relationship with the physical space enables residents of disadvantaged neighborhoods to upgrade their living space, improve their health, and lower their cost of living. Consequently, sustainability was defined as a discovery area in the Resilience Plan. Programs were developed for creating infrastructure and advancing a viable and healthy way of life by reinforcing sustainability in the community, especially among disadvantaged populations.

Developing sustainability in the community will strengthen urban resilience by creating space where residents can lead active and engaged lives in pleasant and healthy surroundings. This development is appropriate for every neighborhood and all population groups in the city, without leaving anyone behind. The Municipality is responsible for creating these living spaces throughout the city, for all residents, and at different stages in their lives.

The primary objective: Encouraging residents to lead a sustainable lifestyle to lower the cost of living and achieve a better quality of life and resilience.

Targets derived from this objective:

- Extending the sustainable neighborhood model to all parts of the city in an equitable manner, and especially to neighborhoods that include disadvantaged populations.
- Making the public space greener, more accessible, and more community-oriented, while boosting its ability to adapt to warming and climate change in the city.
- Improving the local community’s access to clean energy and energy-efficient alternatives.
- Improving food quality, especially for children and teens in the city’s southern neighborhoods and Yafo.

Proposed programs and projects

Expand the “sustainable neighborhood” model in Tel Aviv-Yafo: This project is founded on the sustainable neighborhood model which operates in several neighborhoods in the city. The model will be more accessible to disadvantaged populations and will be implemented in Yafo and the southern part of the city.

Sustainable living – making the urban space greener and more community-oriented: the public space generates urban life, and the more pleasant and inviting it is, the more liveable and inviting the city is. Large-scale construction, climate change, and higher heat indices are challenging public space. It is warmer and more polluted, and it is less pleasant to spend time outdoors. The Resilience Plan includes different achievement goals for improving the public space and making it greener, cooler, and more community-oriented, and in addition to connecting it with the urban fabric in an optimal manner.

Local resource production – promoting local production of energy and food: a city that produces its own resources has more flexibility and resilience in periods of crisis and lowers the cost of living in regular times. To build resilience, Tel Aviv-Yafo focuses on expanding the local production of energy and food. The Tel Aviv-Yafo Municipality has joined forces with other cities in the world to deal with these challenges and the Resilience Plan will be integrated into existing efforts.

At present, most of the city’s energy comes from the national electrical grid and is generated mainly from fossil fuels, namely gas and coal. To address the expected strains and challenges associated with supplying power to the city, by the year 2030 the Municipality plans to provide around one-third of the city’s energy from clean and renewable sources.

The inadequate access that disadvantaged groups in the city have to good nutrition, coupled with higher prices and growing food waste,
Executive Summary

Resilience Plan

has significantly increased the pressure to provide a healthy diet to all residents. Ways to deal with these serious challenges are included in the Resilience Plan under “BETE’AVON - Urban Food Policy.” Additionally, programs and projects were designed to improve access to wholesome, sustainable food, and to raise awareness among residents - in particular, those who need it the most.

### Proposed Programs and Projects

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Aim of the Initiative</th>
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<tbody>
<tr>
<td><strong>Sustainable Neighborhoods in Disadvantaged Neighborhoods</strong></td>
<td>Extending the sustainable neighborhood model to two neighborhoods: two in the south and Yafa to enhance urban resilience in disadvantaged neighborhoods in the social periphery.</td>
</tr>
<tr>
<td><strong>Revitalizing Public Spaces</strong></td>
<td>Revitalizing public spaces throughout the city to improve the services provided to the community and connecting with the urban fabric using non-motorized transportation and increased green coverage.</td>
</tr>
<tr>
<td><strong>Resilience Accelerator – Designing for Heat Vulnerability</strong></td>
<td>Assessing climate change predictions, mapping heat zones and evaluating the vulnerability to heat on the public space, and the adverse implications for local groups; designing to improve and cool the public space in a way that facilitates a sustainable and healthy lifestyle and optimal adaptation to climate change and to higher heat indexes.</td>
</tr>
<tr>
<td><strong>Plan 3700 – A Green and Self-Sufficient Neighborhood</strong></td>
<td>Formulating an innovative and green plan for a new city quarter so it will meet future energy needs, addressing climate change and incorporate principles pertaining to energy production, management and efficiency, ecological conservation, recycling, and reduced motorized traffic, while also creating a vibrant and sustainable community life.</td>
</tr>
<tr>
<td><strong>Producing Solar Energy in the City</strong></td>
<td>Decentralized generation of electricity and close to its consumption points, achieved by providing solar energy in the city in public buildings and through collaborations with residents and business establishments.</td>
</tr>
<tr>
<td><strong>Energy Pantry</strong></td>
<td>Creating infrastructure for storing solar energy at schools and/or community centers that serve as evacuation centers in emergency situations.</td>
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<tr>
<td><strong>Food Production in Neighborhoods</strong></td>
<td>Establishing neighborhood greenhouses for growing local food and training residents how to grow their own vegetables and herbs, as a way to encourage sustainable consumption in regular periods and homegrown food in times of emergency.</td>
</tr>
<tr>
<td><strong>Improving Access to Healthy Food - A Social-Economic Nutrition Facility</strong></td>
<td>Establishing a socioeconomic nutrition facility to upgrade the quality of the food served to children at educational institutions, develop social enterprises, cut back deliveries, and bridge nutritional disparities between different population groups.</td>
</tr>
</tbody>
</table>
Taking initiative and assuming social responsibility are essential ways that residents can promote social cohesion, a sense of belonging, and an atmosphere of trust in the city. The latter can be achieved through volunteering, which brings people closer together, bridges cultural gaps, and addresses social challenges that pervade in the city.

Investing in volunteering is a productive endeavor that has considerable social and economic value. Thus, for example, a leading organization in the United States, which makes volunteering opportunities more accessible and matches prospective volunteers with the needs of organizations, reported that an investment of $1 is equivalent to a socioeconomic value of $274.

However, the number of volunteers in Israel is lower than the average rate in most Western countries. The barriers to people who have never volunteered stem from a mistaken image and disrespect for volunteer work, and the perceived profile of the volunteer.1

Hundreds of nonprofits and volunteer organizations are active in Tel Aviv-Yafo. Through them, thousands of people volunteer for the benefit of the community but do not appear in the Municipality’s records. Accordingly, the Municipality’s vision calls for fostering processes which can boost social resilience and solidarity, while strengthening communities through volunteering. The underlying aim is to achieve equal opportunities, reduce social disparities, and advance deprived populations.

In keeping with the City Vision, this discovery area focuses on developing a local policy that encourages volunteer work as a way of nurturing social responsibility and cohesion in Tel Aviv-Yafo. The Resilience Plan reviews the current state of volunteering in the city by examining needs and challenges, and identifying key partners and stakeholders, in order to propose a systematic course of action.

The primary objective: to encourage volunteering as a commendable tool for increasing social involvement, solidarity, and cohesion in the city, while making options more accessible.

**Targets derived from this objective:**
- Emphasizing the significant social value for the city and the Municipality which volunteering offers.
- Widening volunteering circles and increasing rates and quality: the target is to reach a rate of 34% of residents over the age of 20 who volunteer, similar to the European average.
- Including diverse audiences and people with special needs in volunteering circles.
- Defining a local concept of volunteering, which adapts the ‘classic’ idea of volunteering by extending it to an urban model that includes civic engagement and responsibility.
- Modernizing and streamlining volunteer management in the city.

**Proposed programs and projects**

- **Work and management tools** - database management, use of measurement and assessment tools, mapping volunteering work in the city, creating a municipal volunteering map, training networks, particular volunteering applications, and standardization to improve the quality of volunteering in the city.
- **Special projects** - increasing the number of volunteers who come from workplaces and contribute to the community, and raising the number of Tel Aviv-Yafo residents who volunteer in line with the social challenges faced by the city.
- **Greater public awareness** - developing a marketing communications strategy, public message campaigns, platforms for incentivizing residents who volunteer, and holding an annual conference.

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1 Consolidating Infrastructures to Advance Volunteering in Israel, Policy Paper, The Israeli Volunteering Initiative, 2016

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**Proposed Programs and Projects**

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Number of Volunteers</th>
</tr>
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<tbody>
<tr>
<td>Database Management</td>
<td>Increasing the scope of volunteering and improving its quality using cutting-edge management tools to retain volunteers and manage the relationship with them based on information which has been gathered about volunteering in the database.</td>
</tr>
<tr>
<td>Measurement and Assessment Tools</td>
<td>Improving the social indicators associated with the mutual trust and responsibility between residents by defining and measuring volunteer impact.</td>
</tr>
<tr>
<td>Mapping Volunteering in the City</td>
<td>Maximizing volunteering potential in Tel Aviv-Yafo, based on an up-to-date picture of current volunteer activities compared to the needs in the city (making it possible to accurately assess the impact which volunteer work has on the city).</td>
</tr>
<tr>
<td>Municipal Volunteering Map</td>
<td>Increasing the visibility of volunteer activities and making them more accessible by creating a citywide map that reflects the deployment of volunteers in the field for use by all those engaged in volunteering; tangible visibility in all parts of the city.</td>
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<tr>
<td>Training Network</td>
<td>Enhancing volunteering quality through professional training sessions for residents who volunteer and the managers who oversee their work.</td>
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<tr>
<td>Application (Digital Platform)</td>
<td>Increasing the number of volunteers by making the service available to them and adapting it to the digital age, achieved by launching a municipal application that matches the activity with the volunteer – with the aim of enhancing the quality of life, sense of community and social solidarity in the city by using an up-to-date and relevant platform and infrastructure tailored to technological innovations in the city.</td>
</tr>
<tr>
<td>Standardization</td>
<td>Improving volunteering quality.</td>
</tr>
<tr>
<td>Volunteering - Business and Employee Community Engagement</td>
<td>Increasing the number of volunteers in Tel Aviv-Yafo, forming stronger social ties between the different sectors in the city, creating greater engagement between people who work in Tel Aviv-Yafo and the city’s residents, City Hall staff (managers and rank and file) and employees from the business community and organizations that operate in the city.</td>
</tr>
<tr>
<td>Increasing the number of Tel Aviv-Yafo residents who volunteer, in line with the social challenges faced by the city</td>
<td>Boosting disadvantaged populations by developing volunteer programs and projects among these groups.</td>
</tr>
<tr>
<td>Marketing communications, public information campaigns and creating platforms for incentivizing residents who volunteer</td>
<td>Developing a marketing communications strategy for the Volunteer Unit in order to position volunteering as a critical value in the city, raising awareness about its importance, increasing the number of volunteers while addressing the entry barriers, bringing new and diverse groups into volunteering circles, improving the image of the city, boosting trust that residents have in the city that encourages volunteering.</td>
</tr>
<tr>
<td>Annual Conference</td>
<td>Launching a yearly municipal conference for professionals to raise awareness and position volunteering as a critical value in the city; fostering in-depth social, professional, and academic dialogue.</td>
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</tbody>
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