



**City of Tel Aviv-Yafo**

# **Voluntary Local Review 2025**

**Implementing Sustainable  
Development Goals at the  
local level**







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# Withstanding the Test of Resilience: Sustainable Growth in Tel Aviv-Yafo

This report is more than a policy review. It captures, in real time, how we endured one of the city's hardest chapters and upheld the values of SDG 11 by safeguarding a city that strives to be safe, resilient, inclusive, and sustainable. These goals are woven into Tel Aviv-Yafo's daily work. They draw on values that have guided us for decades: our compass as well as our action plan.

Recent regional instability has placed extraordinary demands on our city and municipality. In mid-2025, Tel Aviv-Yafo experienced attacks that damaged neighbourhoods and disrupted daily life. Even under pressure, the city continued to provide essential services, open shelters, restore infrastructure, and support residents. Our response was guided by inclusive policies, transparent communication, and a people-first approach that leaves no one behind.

What defines this city goes far beyond its skyline, infrastructure, or services; it is the deep, mutual responsibility shared between

residents and municipality. In times of distress, that relationship becomes the most vital infrastructure of all.

With this spirit, we present our first Voluntary Local Review, a milestone in our long-term commitment to a sustainable, inclusive, and resilient urban future. The VLR builds on steady progress: joining the C40 network in 2018, publishing the Resilience Strategy in 2019, launching the Climate Adaptation Plan in 2021, and adopting the Green Growth and Mitigation Strategy in 2024.

We also recognise the gaps that remain. We will meet them head-on, learning, improving, and broadening partnerships to advance the city and its residents through the lens of the Sustainable Development Goals.

The VLR marks another step rather than a finish line. It reflects who we are, acknowledges the distance still ahead, and invites everyone—residents and global partners alike—to move forward with us.



I thank all who contributed to this report, especially the Engineering Administration, the Strategic Planning Unit, and the many dedicated partners across and beyond the city. Your work strengthens Tel Aviv-Yafo every day.

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

# Guiding a city in the midst of rapid transformation

Urban transformation is part of our everyday work. In Tel Aviv-Yafo, we are advancing one of the most significant physical shifts the city has ever experienced.

The development of the metropolitan light rail and the future metro network, alongside major housing projects and urban renewal, is changing both the city's form and its internal dynamics - physically, socially, and spatially.

This first Voluntary Local Review (VLR) marks an important step in aligning this transformation with the Sustainable Development Goals. As we shape the future city, we are working to ensure that long-term development remains inclusive, balanced, and climate-responsive.

The principles of SDG 11 (Sustainable Cities and Communities) and SDG 13 (Climate Action) are central to our planning work. They guide how we approach infrastructure, housing, mobility, and the public realm. In recent years, these priorities have been reflected in practical outcomes:

the promotion of affordable and mixed-use housing through urban renewal; 185 kilometers of new and upgraded bike lanes, with a goal of reaching 250 kilometers by 2028; expanded walkability through street closures and public space upgrades; and the integration of cooling and drainage strategies in response to extreme heat and flooding.

This report highlights how these goals are reflected through statutory plans, engineering processes, and coordination across municipal systems - while adapting global frameworks to Tel Aviv-Yafo's local context. It also acknowledges the complexity of planning under pressure - including security risks, demographic growth, and environmental constraints.

Tel Aviv-Yafo serves as a testing ground for resilience in real time. We welcome planners, professionals, and peers from around the world to engage with our experience: to learn from the city's challenges and to examine how we respond to crisis, uncertainty, and accelerated



change. In a global context where more cities are facing overlapping disruptions, we believe our tools and insights can contribute meaningfully.

Planning is never abstract. It is about choices that shape how people live. This review reaffirms our professional commitment to build a city that meets today's needs while preparing for tomorrow.

**Udi Carmely**  
**City Engineer, Tel Aviv-Yafo**

# City Profile: Tel Aviv-Yafo – A Liberal, Resilient, and Innovative Urban Centre

Just over a century old, Tel Aviv-Yafo remains a young city by global standards, yet it has already earned a reputation as Israel's creative engine and an open, welcoming home for people and ideas. A fast-growing population, bolstered by a flourishing start-up economy and a vibrant cultural scene, continues to choose the city for its energy and opportunity. That success brings its own responsibilities: keeping housing within reach, expanding transport services, and preparing infrastructure for a Mediterranean climate that is becoming hotter and more erratic.

During the past year, these ongoing tasks have been tested by broader regional turbulence that has unsettled daily routines and the sense of normalcy. The response has revealed how strongly neighbourhood networks, businesses, and municipal teams can pull together, maintaining essential services while looking after one another.

Within Israel, Tel Aviv-Yafo stands out for its socially progressive policies, active civil-society sector,

and readiness to pilot new ideas - whether technology trials, green-building rules, or inclusive public-space projects. That same spirit has led the city to become the first in the country to submit a Voluntary Local Review, aligning municipal priorities with the UN Sustainable Development Goals and making its progress public.

The review is a snapshot of where we stand today and a tool for setting clearer priorities. By sharing both successes and shortcomings, Tel Aviv-Yafo hopes to work with residents, partners, and peer cities to keep improving quality of life and to build practical resilience for the years ahead.



\* Data refers to the years 2023–2024

### National Significance and Global Positioning

Tel Aviv-Yafo is a coastal city at the heart of Israel's cultural and economic life. Although compact in size, it plays a central role nationally - as the country's financial capital, cultural hub, and innovation engine. It anchors a wider metropolitan region of more than 4 million people and serves as a daily destination for over 300,000 commuters. Globally, the city is recognised as one of the world's leading start-up ecosystems and maintains active ties with international city networks and peer urban centres.

### Physical Setting and Urban Form

Situated along the Mediterranean coast, Tel Aviv-Yafo is defined by both its geographic constraints and urban dynamism. Bounded by the sea to the west and neighbouring municipalities on all sides, the city faces growing demands on limited land. This results in a dense, vertically evolving landscape shaped by mixed uses, new and historic neighbourhoods, coastal promenades, and a growing network of transit infrastructure.

Looking ahead to 2035, the city anticipates significant growth and is planning for a population of 600,000 residents. To meet this demand, the updated master plan outlines the need for around 55,000 new housing units, depending on demographic and policy scenarios. These pressures further intensify

the need for integrated planning approaches that address density, liveability, and infrastructure resilience.

### Social Diversity and Everyday Life

The city's population reflects a rich social mosaic - home to long-standing Jewish and Arab communities, migrant workers, asylum seekers, international residents, and one of the largest LGBTQI+ communities in the region. In the past decade the Arab population grew 30 percent and now forms 5 percent of residents, while the LGBTQI+ community accounts for 10 percent according to a recent resident survey. Public spaces, schools, and neighbourhoods embody layers of coexistence and exchange, offering both opportunities and tensions that shape daily interactions.

### Economic Vitality and Metropolitan Function

As a national centre of employment, culture, and higher education, Tel Aviv-Yafo drives much of Israel's economic and technological output. Its influence extends well beyond its borders, attracting talent, business, and cultural attention from across the country and around the world.

To support the anticipated population and workforce expansion, the city also projects an increase in designated employment areas - from approximately 8 million square meters today to

9.1 million by 2035. This planned growth reinforces the city's role as a regional employment hub, while raising critical questions about mobility, equitable access, and the balance between economic expansion and spatial inclusion.

### Governance and Strategic Outlook

Tel Aviv-Yafo's municipal governance is marked by a tradition of autonomy, civic participation, and forward-looking planning. The city regularly updates its strategic vision and planning tools to respond to demographic, technological, and environmental shifts. It combines a strong professional civil service with engagement of residents in local decision-making, and actively learns from peer cities worldwide.

**“Tel Aviv isn't just planning for the future - we're building it. Our vision for sustainability goes beyond clean energy and green spaces; it's about creating a city where innovation, resilience, and community thrive.”**

Ron Huldai, Tel Aviv-Yafo Mayor



# Tel Aviv-Yafo's Commitment to the SDGs: Motivation, Vision, and Methodology

## Localizing Global Goals: Why This Review Matters

Tel Aviv-Yafo's first Voluntary Local Review (VLR) marks a significant milestone in the city's commitment to advancing sustainable development. As urban challenges grow more complex - from climate impacts to widening social gaps - the municipality recognizes that global agendas must be translated into local action. The SDGs offer not only a shared framework, but also an opportunity to strengthen the city's planning culture, data systems, and sense of shared purpose.

The motivation behind this VLR is both strategic and practical. Internally, the process creates a clearer picture of how existing city policies and programs contribute to sustainable development. It supports stronger coordination between departments, helps identify gaps and under-addressed issues, and embeds a results-oriented mindset across municipal work. Externally, it enables Tel Aviv-Yafo to communicate its priorities, innovations, and challenges in

a shared language with other cities and partners worldwide - contributing to mutual learning and raising the city's international profile.

Furthermore, Tel Aviv-Yafo sees this report as a tool for broader impact beyond its municipal borders. Given Tel Aviv-Yafo's prominent role in shaping local policy trends, many of its initiatives often serve as a model for other municipalities and are later adopted nationwide. The city aims to leverage this influence to deepen inter-municipal collaboration and accelerate local implementation of the global goals.

By voluntarily aligning with the SDGs, Tel Aviv-Yafo positions itself as a responsible, connected, and forward-looking urban actor, and contributes to a growing global movement of cities shaping a more just, green, and inclusive future.

## Vision: Embedding the SDGs in the City's Strategic Direction

This VLR is not a standalone initiative - it is a building block in a broader evolution of the city's strategic planning. As Tel Aviv-Yafo prepares to revise its municipal strategic plan for the coming years, the SDGs serve as a guiding framework to fine-tune long-term goals, structure cross-sectoral efforts, and expand how the city defines value and impact.

Rather than adding a new layer of obligations, the SDGs enhance existing ambitions. The principles of equity, resilience, and sustainability are already embedded in many of the city's flagship strategies - whether in housing, health, gender equality, or

climate action. The SDGs help unify these efforts under a coherent vision, grounded in international norms and adaptable to local needs.

Importantly, the VLR process also contributes to strengthening the municipality's internal governance. It supports more systematic monitoring, increases data transparency, and encourages the institutionalization of impact tracking as part of the city's management culture. Ultimately, it lays the groundwork for a more coordinated and accountable approach to long-term urban transformation.



## Methodology: A Focused, Strategic Approach

This VLR focuses on five Sustainable Development Goals:

- SDG 3 – Good Health and Well-being
- SDG 5 – Gender Equality
- SDG 8 – Decent Work and Economic Growth
- SDG 11 – Sustainable Cities and Communities
- SDG 13 – Climate Action

The selection of these goals was guided by two complementary criteria:

1. **Global Alignment:** Three of the selected goals - SDGs 3, 5, and 8 - reflect the thematic priorities of the 2025 UN High-Level Political Forum (HLPF). By aligning with the global agenda, Tel Aviv-Yafo aims to share relevant local practices, contribute to international dialogue, and benchmark its progress on issues of shared urgency.
2. **Local Strategic Integration:** To reflect and reinforce the city's long-term vision, two additional SDGs - SDG 11 and SDG 13 - were selected based on their alignment with Tel Aviv-Yafo's Strategic Plan (2017) and its four strategic lines:

1. A Metropolitan and National Economic and Cultural Centre
2. A City for All its Residents
3. A Dynamic, Participatory and Independent Municipality
4. A Sustainable and Appealing Urban Environment

Each of the five SDGs corresponds to one or more of these strategic directions, ensuring that the VLR illustrates how global goals intersect with the city's local priorities and operational responsibilities. Together, they provide a balanced lens through which to evaluate Tel Aviv-Yafo's performance, challenges, and potential for sustainable development.

## 1. A Metropolitan and National Economic and Cultural Centre



## 2. A City for All its Residents



## 3. A Dynamic, Participatory and Independent Municipality



## 4. A Sustainable and Appealing Urban Environment



The VLR process was led by the Strategic Planning Division and drew on a combination of municipal plans, budgeted initiatives, performance data, and policy evaluations. The approach integrated qualitative assessments of municipal strategies with available quantitative data sourced from city departments and Tel Aviv-Yafo Municipality's Centre for Economic and Social Research. In cases where local data was unavailable, indicators were flagged for future exploration, reflecting the city's long-term commitment to strengthening its local data environment.

While this first review was adapted to local capacities, it broadly followed the structure outlined by UN-Habitat's Action-Oriented VLR methodology, including phases of inception, data analysis, policy alignment, and integration into strategic planning.

















This first VLR is intentionally more qualitative in nature - providing a narrative account of the city's priorities, institutional mechanisms, and policy commitments toward sustainable development. It offers a strategic baseline that captures where the city stands today. Looking ahead, future VLRs will be more data-driven, incorporating more quantitative indicators and measurable targets. These will be defined through Tel Aviv-Yafo's upcoming Strategic Plan Update, a comprehensive citywide planning process already underway and

expected to conclude by the end of 2026.

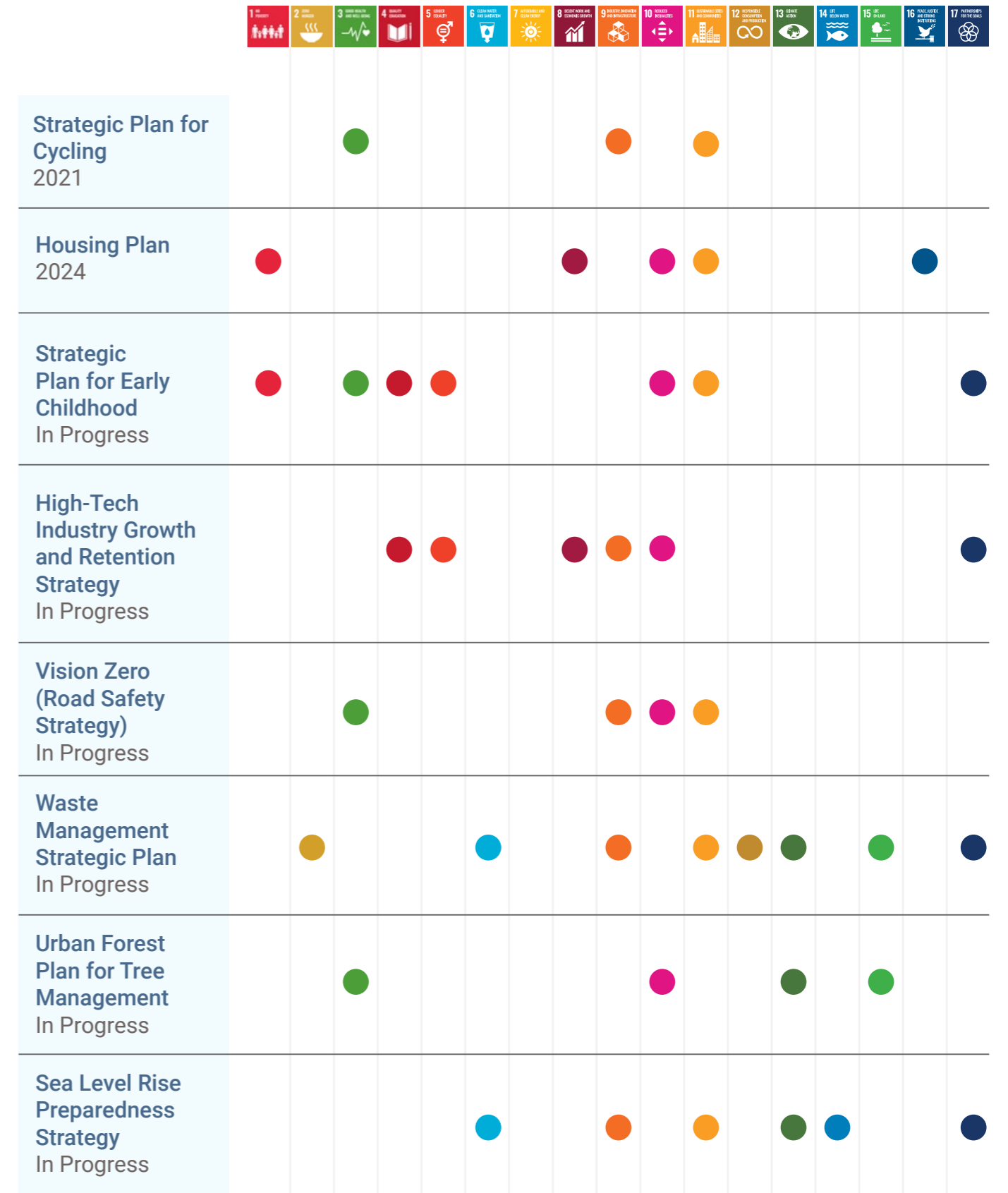
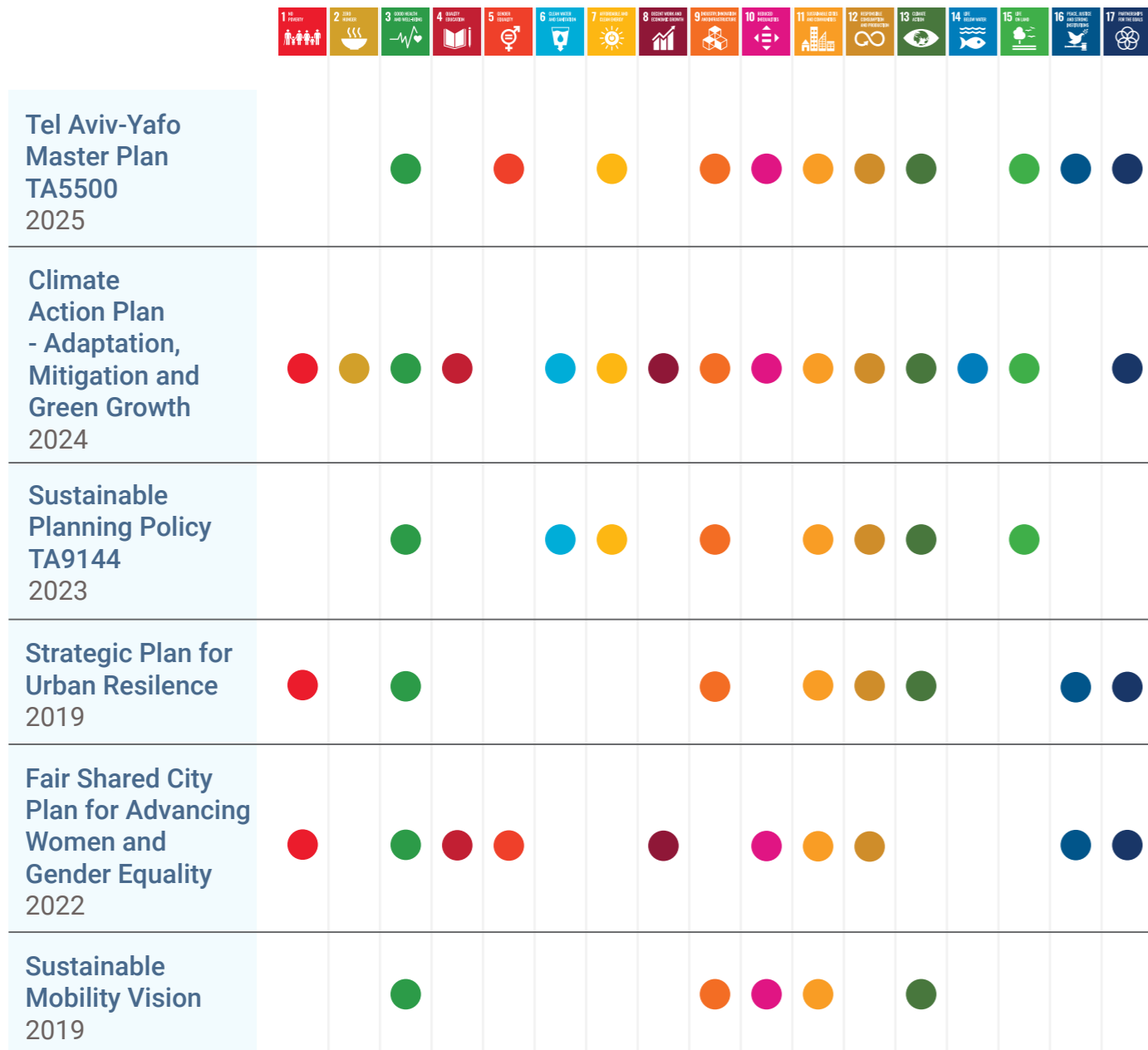
Crucially, the process was collaborative and interdepartmental. Key municipal units - including the Resilience and Social Equality Authority, Public Health Division, Environmental Protection and Sustainability Authority, and others - provided content, data, and narrative framing. While this first review did not include a formal external consultation process, many of the featured initiatives were co-developed with residents, NGOs, academia, and national partners - demonstrating Tel Aviv-Yafo's inclusive and multi-actor approach to local governance.

Findings from this VLR are also intended to inform the city's future monitoring and action frameworks, and may serve as the basis for a second review cycle that includes a broader range of goals, stakeholders, and recommendations.

# SDG SNAPSHOTS

|   |  |   |   |
|---|--|---|---|
|    | <b>14.3%</b> of households are below the poverty threshold<br>2024             |    | <b>66%</b> of GHG emissions come from buildings<br>2017                                 |
|    | <b>42</b> schools run food education and waste prevention programs<br>2023     |    | <b>77%</b> of LGBTQI+ residents say they feel safe/very safe in the city<br>2025        |
|    | <b>81.3</b> years average life expectancy<br>2023                              |    | <b>184</b> km of bike lanes across the city<br>2024                                     |
|  | <b>82.8%</b> of high school students earn a full matriculation diploma<br>2023 |  | <b>37.8%</b> waste recycling rate of total municipal waste<br>2023                      |
|  | <b>67%</b> of new streets since 2020 were named after women<br>2025            |  | <b>50%</b> emissions reduction target by 2030 (baseline 2017); Net Zero by 2050<br>2022 |
|  | <b>6.5%</b> water loss in municipal system (non-revenue water)<br>2024         |  | <b>100,000</b> trees to be planted by 2030 (30,000 already planted)<br>2023             |
|  | <b>106</b> Municipal rooftop PV systems in operation<br>2025                   |  | <b>4,035</b> participants in public consultations on the new Master Plan<br>2023        |
|  | <b>3.7%</b> unemployment rate<br>2024  |  | <b>7+</b> global networks engaged (C40, ICLEI, Urban95, SDG Cities, etc.)<br>2024       |

# Alignment of SDG Goals with Strategic Policies



## SDG 3

# Good Health and Well-being

Ensure healthy lives and promote well-being for all at all ages

### Prioritized Targets:

- 3.4. Reduce premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being
- 3.6. Reduce deaths and injuries from road traffic accidents
- 3.8. Promote access to quality essential health-care services, and access to safe, effective, quality and affordable essential medicines and vaccines for all



**Tel Aviv-Yafo's health profile benefits from the strong foundations of Israel's universal healthcare system, which ensures broad access to high-quality services across the country. National indicators place Israel among the healthiest in the OECD, with high life expectancy and low infant mortality.**



In Tel Aviv-Yafo, these advantages are reflected in the city's active urban culture. Here, health is part of daily life - woven into walkable streets, accessible green spaces, and the city's widespread embrace of physical activity.

Across all stages of life, residents of Tel Aviv-Yafo enjoy generally positive health outcomes. Infants and young children benefit from routine checkups, vaccinations, and developmental screenings. Older adults, who now make up nearly 15% of the city's population, tend to live independently and stay engaged in their communities, reflecting a broader trend of healthy aging and high quality of life in later years.

Still, disparities remain. As the older population continues to grow, maintaining social connection and addressing the risks of isolation becomes more urgent. A persistent gap in life expectancy exists between the general population and the Arab population, where rates of diabetes are nearly double those found citywide. In lower-income neighbourhoods, nearly one in three children in seventh grade is overweight. These challenges highlight the influence of social and environmental factors - and the importance of ensuring that health and well-being are shared equitably by all.

# Municipal Health Policy: From Vision to Governance

In Tel Aviv-Yafo, health is understood as a fundamental human right and a cross-cutting dimension of sustainable urban development. The municipality adopts a holistic approach to health, recognizing it as an outcome of the environments in which people are born, live, learn, work, and age - echoing the global **Health in All Policies** framework promoted by the **WHO Healthy Cities Network**, of which the city has been a member since 1990.

Health is not addressed in isolation, but embedded in municipal planning, policy, and service delivery. A dedicated Public Health Division, situated within the Social Services Administration, reflects an institutional commitment to reducing health inequalities and integrating health with education, welfare, environmental sustainability, and community development. A future Municipal Health Administration will further consolidate and coordinate health-related efforts across city departments.

Health promotion is led by six municipal units, each contributing to SDG target 3.8 (universal health coverage and access to essential health services) through their sectoral expertise - from early childhood and education to communication and urban sustainability. This integrated model seeks to ensure inclusive, equitable access to health-promoting environments and services.

The city extends special care to populations facing structural barriers to health, including older persons, LGBTQI+ individuals, people experiencing poverty or homelessness, migrants and asylum seekers, persons with mental health conditions. This focus reflects a strategic commitment to SDG target 3.7 (access to sexual and reproductive health care) and target 10.2 (promoting inclusion of all, irrespective of status or identity).

To implement its vision, Tel Aviv-Yafo assumes four interrelated roles:

- **Provider:** Delivering key public health services - especially in early childhood and school-based settings - either directly or through partnerships.
- **Facilitator:** Strengthening multi-sectoral collaboration, reducing bureaucratic barriers, and connecting residents to health, welfare, and civil society systems.
- **Planner and Shaper of Healthy Urban Environments:** Embedding health-supportive infrastructure such as green spaces, active transport, clean air, and quality education into the city's physical and digital planning - advancing target 3.4 (reducing non-communicable diseases through prevention).
- **Monitor and Advocate:** Utilizing data and an evolving Urban Health Profile to identify disparities, inform policy, and support evidence-based action toward health equality in line with Target 3.d (health risk reduction and response capacity).



# Areas in Focus

## 1. Early childhood well-baby clinics

Tel Aviv-Yafo's Family health centres, also known as **Well-Baby Clinics** (Tipat Halav) have been recognized internationally, winning a World Health Organization award for their outstanding public health services. While Well-Baby Clinics have operated as a national public health service for nearly 100 years, the city has taken a proactive approach, going beyond the minimum standards set by the Ministry of Health to provide a more comprehensive and accessible service.

Through additional municipal funding, Tel Aviv-Yafo has expanded the scope of Well-Baby Clinics under the initiative **More Than You Expected** (a pun on "expecting" parents), offering holistic care for infants and their families. The program includes multidisciplinary teams of doctors, nurses, psychologists, dietitians, lactation consultants, group facilitators, and social workers. It also offers home visits for first-time parents, premature infants, single mothers, twins, and families in need. A dedicated nurse coordinator bridges the

transition between hospital care and community services, ensuring continuous support.

Additionally, the city has integrated Well-Baby Clinics into a broader social and health welfare system, providing support for families to access their rights as well as to essential baby supplies.

Tel Aviv-Yafo is also investing in early childhood development through culturally responsive screening tools. In the neighbourhood of Jaffa, where 33% of residents are Arab, data revealed elevated rates of linguistic and developmental delays among young children. In response, the municipality partnered with Tel Aviv University and local well-baby clinics to develop and implement **Shoklim Milim** (Weighing Words), a culturally adapted language screening tool administered by nurses during routine checkups starting at 9 months of age. Co-developed with Arabic-speaking students and nurses, the tool removes access barriers by being integrated into existing health services - without requiring

special referrals. This inclusive model enables earlier detection of language delays and broader outreach to families, helping reduce

future disparities and supporting children's development from the very start.

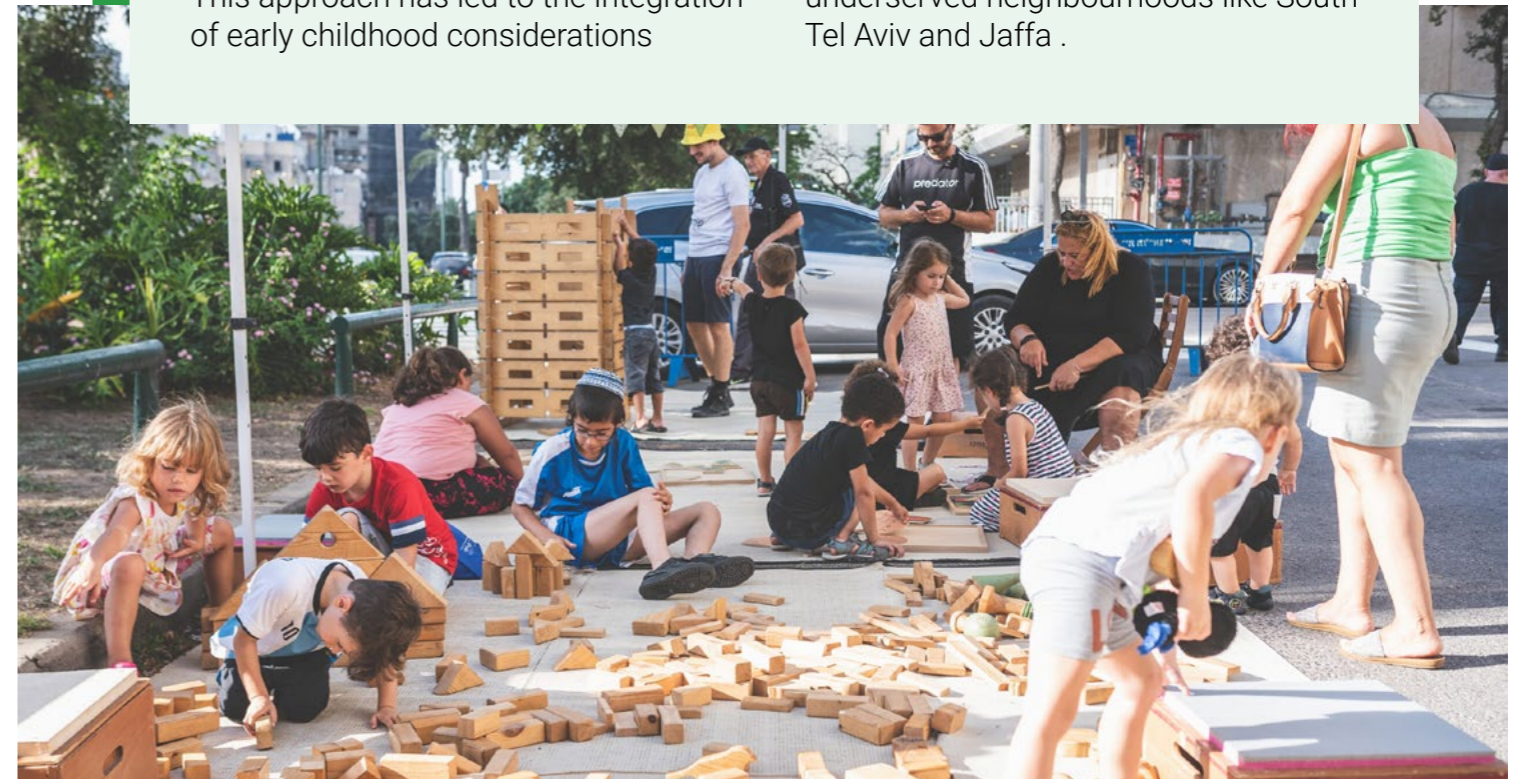
### Spotlight - Building a Child Friendly City

The Urban95 initiative has been transforming Tel Aviv-Yafo into a more child-friendly city since its inception in 2017. By encouraging urban planners and policymakers to view the city from the perspective of a 95 cm tall child - the average height of a three-year-old - Urban95 aims to enhance the urban experience for young children and their caregivers.

This approach has led to the integration of early childhood considerations

into various aspects of city planning and services, including public spaces, transportation, and community programs.

Collaborating closely with the Tel Aviv-Yafo Municipality and the Tel Aviv Foundation, Urban95 has focused on developing infrastructure and services that support early childhood development, particularly in underserved neighbourhoods like South Tel Aviv and Jaffa .



These actions are also relevant to SDG 10.

## 2. Non-Communicable Disease Prevention - Educating for Health and Well-being

Tel Aviv-Yafo's municipal food policy, **Beteavon** (Bon Appétit in Hebrew), serves as a strategic framework for advancing health and nutrition education across the city. Rooted in the principles of the Milan Urban Food Policy Pact, the program promotes food security, access to healthy and sustainable food, and food waste reduction. In kindergartens, this is reflected through initiatives such as **Yarokchik**, which guides staff in cultivating vegetable gardens and teaching healthy food habits, and through group mealtimes and mindfulness sessions that instill conscious eating from an early age.

In schools, food-focused learning continues through **learning kitchens**, such as those in the Netiv Special Education School and the Jaffa Social High School, where students engage in hands-on cooking and gardening. At Ironi Tet School, students grow produce in a 200m<sup>2</sup> garden and will soon connect this with a dedicated teaching kitchen. While some schools have limited facilities, these programs reflect the city's ambition to create a nutrition-literate generation empowered to make informed, healthy, and sustainable dietary choices.

Beyond food education, Tel Aviv-Yafo promotes a comprehensive and data-informed approach to health and well-being in its education system. Measurements conducted in 1st and 7th grades, in line with Ministry of Health guidelines, identified higher rates of overweight and obesity in Jaffa, South Tel Aviv, and Southeast Tel Aviv. These findings guided the city's prioritization of schools in these areas for targeted interventions, ensuring health-promotion efforts reach the communities that need them most. Today, over 40 schools are certified as health-promoting institutions, embedding well-being into their curriculum and school culture.

Programs include cycling instruction for 1st-2nd graders, fitness development for 3rd-4th graders, and citywide sports leagues for upper primary students. Children with special needs benefit from inclusive cycling, while students in Jaffa and South Tel Aviv engage in a year-round marine education program focused on surfing, rescue skills, and coastal care. In kindergartens, the **Forest Kindergarten** model brings learning outdoors to urban green spaces, supporting physical and emotional development.

**85% of residents engage in regular physical activity**

Together with mindfulness, physical education, and nature-based learning, these initiatives create supportive environments that promote lifelong health.

### Spotlight - Bridging Health Gaps: Localized Diabetes Prevention in Jaffa neighbourhood

Tel Aviv-Yafo is addressing chronic disease disparities through a place-based, culturally responsive approach.

When municipal health data revealed stark geographic inequities in the average age of diabetes diagnosis - 55 in the southern parts of the city, where most of the city's arab population resides, compared to 75 in the north - the municipality partnered with national and local actors to launch Sefirat HaSukeret, a diabetes prevention initiative tailored to high-risk populations.

As part of this effort, the city co-hosted educational events for the Arab community in Jaffa during Ramadan 2024, offering dietary and medical guidance from physicians and nutritionists in a culturally sensitive setting. This model demonstrates how local governments can use disaggregated data and meaningful community engagement to design targeted, equitable health interventions that promote early prevention and reduce long-term health burdens.



These actions are also relevant to SDG 4.



### 3. Facilitating Healthcare Access for Underserved Populations

The Tel Aviv-Yafo Municipality plays a central role in enabling equitable access to health services for underserved and marginalized populations. Recognizing that health care - particularly when it is timely, affordable, and culturally competent - is not equally accessible to all, the municipality adopts a facilitating approach. It mobilizes municipal infrastructure, resources, and cross-sectoral partnerships to support populations who often fall outside the scope of national health systems, including refugees, asylum seekers, internally displaced persons, and members of the LGBTQI+ community.

For individuals without access to national health insurance, the municipality collaborated with civil society organizations to open a dedicated dental clinic for the city's refugee and asylum-seeking population. The clinic addresses a clear public health need by offering essential care to individuals who would otherwise remain untreated.

In 2025, the municipality and Ichilov Hospital jointly established **Oggen**, Israel's first municipal health and well-being centre for the LGBTQI+ community. The centre provides a multidisciplinary

framework of specialist medical services, psychosocial support, rights-based guidance, and health education. It is operated by a professional team composed of municipal social services staff, public health experts, and medical professionals. Oggen aims to reduce health disparities through inclusive, person-centred care and to serve as a model for gender-sensitive urban health provision.

Tel Aviv-Yafo is also a signatory to the Fast Track Cities global initiative to end the HIV epidemic by 2030. A dedicated steering committee has been established to guide municipal implementation of the 90-90-90 goals: 90% of individuals with HIV knowing their status, 90% of those diagnosed receiving treatment, and 90% of those treated achieving viral suppression. The city's plan includes targeted actions across prevention, treatment, policy, and stigma reduction, tailored to the local context.

These municipal efforts align with multiple SDG 3 targets, including Target 3.3 (ending the AIDS epidemic), Target 3.7 (ensuring universal access to sexual and reproductive health care services), and Target 3.8 (achieving universal

health coverage). They reflect an integrated urban health strategy focused not only on service provision but also on

addressing structural barriers and advancing health equality at the local level.

#### Spotlight - Emergency Health Access During Crisis

The October 2023 war surfaced urgent health needs among the 20,000+ internally displaced people who arrived in Tel Aviv-Yafo from southern and northern Israel.

Many arrived without access to their existing care networks or even basic supplies. In response, the Tel Aviv Yafo municipality launched a Health Emergency Command Centre, initially powered by a group of five volunteers

and rapidly scaled through partnerships with hospitals and HMOs.

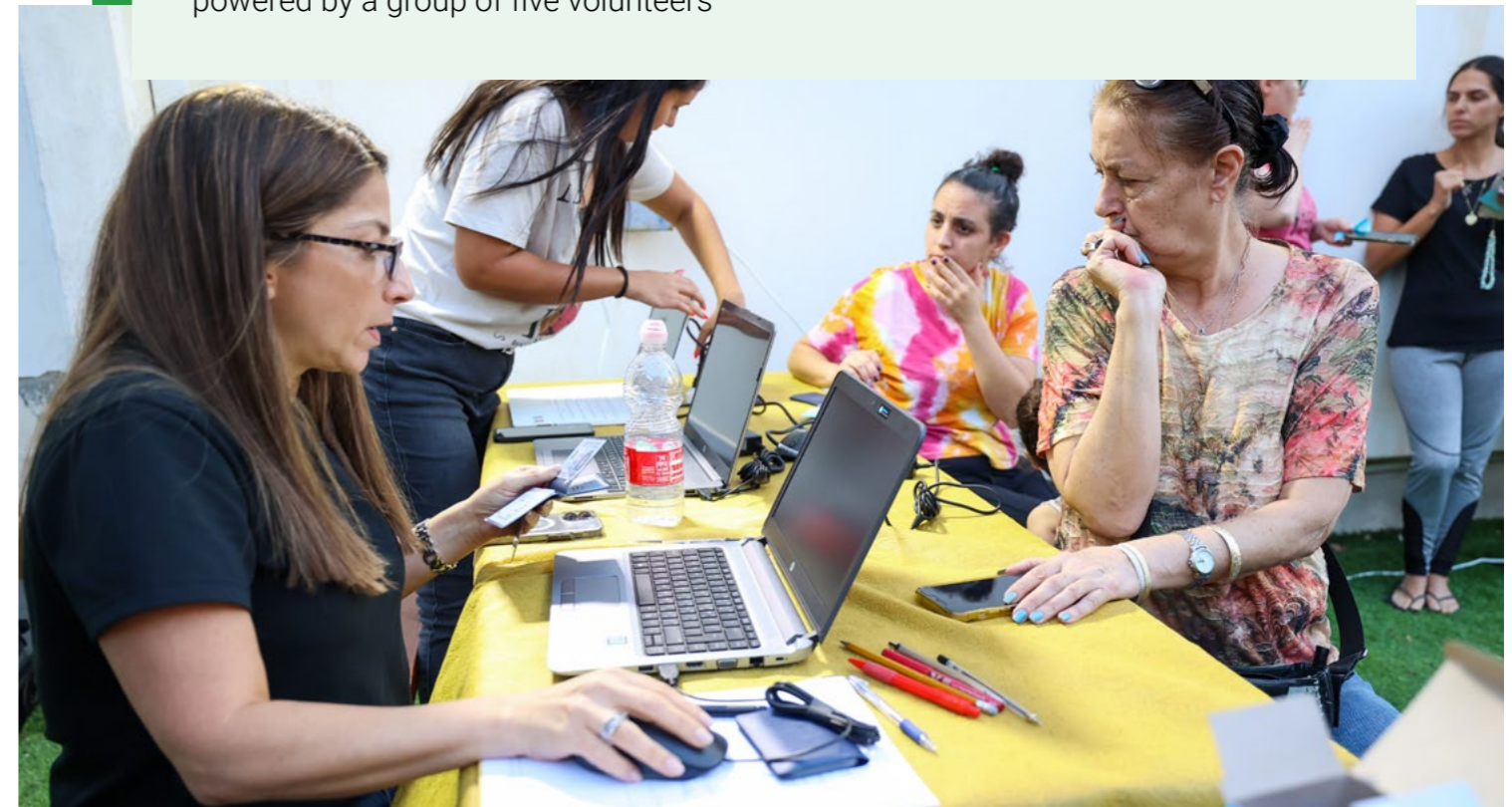
The hub provided medical services, prenatal support, prescription access, and referrals - cutting through bureaucracy and establishing a new support network. Over 600 babies were born to evacuees in Tel Aviv-Yafo during this time, all supported by municipal health services.



These actions are also relevant to SDG 10.



These actions are also relevant to SDG 17.



# Indicators

| Indicator  | Target | Source                         | 2020   | 2021   | 2022   | 2023   | 2024   | Trend |
|--|--------|--------------------------------|--------|--------|--------|--------|--------|-------|
| Number of babies receiving neonatal care in Well-Baby Clinics      | 3.2    | Social Services Administration | 39,827 | 39,009 | 38,272 | 36,831 | 36,578 |       |
| Percentage of obese children in 7th-grade                          | 3.4    | Social Services Administration | 12%    | 12%    | 12%    | 11%    | 11%    |       |
| Participation in parenting & health workshops                      | 3.4    | Social Services Administration | 19,719 | 18,903 | 23,802 | 22,603 | 17,189 |       |
| Life expectancy  | 3.4    | Central Bureau of Statistics   | 83.1   | 83.1   | 82.9   | 83.0   | -      |       |
| Seniors above 65 who rate their health as "very good or excellent" | 3.4    | Social Services Administration | -      | -      | 44%    | -      | -      | -     |
| Number of fatalities in road accidents                             | 3.6    | Road Safety Division           | 13     | 20     | 21     | 16     | 14     |       |
| Number of individuals seriously injured in road accidents          | 3.6    | Road Safety Division           | 170    | 203    | 228    | 183    | 189    |       |
| Standard beds in hospitals, per 1,000 persons in the district      | 3.8    | Social Services Administration | 5.86   | 5.91   | 6.05   | -      | -      |       |



Well-baby clinics



Centres for the treatment of addiction



Educational psychological service stations



LGBTQI+ health and wellbeing clinics

SDG 5

# Gender Equality

Achieve gender equality and empower all women and girls

Prioritized Targets:

- 5.1. Ending all forms of discrimination against all women and girls everywhere
- 5.2. Ending violence and exploitation of women and girls
- 5.5. Ensuring full participation of women in leadership and decision-making



**Women make up 50 percent of the residents of Tel Aviv-Yafo, and as befits life in a modern, liberal city, they enjoy a wide range of **opportunities**, including diverse and rewarding **employment options**, **quality education tracks**, a high level of **healthcare**, and much **more**.**



Alongside this, there are significant gaps in terms of gender equality for women in Israeli society, and these gaps are also apparent in Tel Aviv-Yafo. Women face persistent gendered challenges such as stereotypes, a heavier burden of childcare and other care work, discrimination and barriers in the labour market, lack of representation in centres of power, and gender-based violence.

In addition, over more than a year and a half, Israel has been in a

state of war, exacerbating social challenges. During this period, a considerable percentage of men in the city have been called up for reserve duty, which significantly affected the daily lives of many women in the city. If in “normal” times women mostly bear the brunt of managing the household, now many of them were left by themselves, without a partner, sometimes with young children at home, and for long periods.

# Municipal Policy for Gender Equality: Fair Shared City

In 2019, Tel Aviv-Yafo introduced its City Resilience Strategic Plan, after it was chosen to be a member of the 100 Resilient Cities Network, pioneered by the Rockefeller Foundation.

Not long after, The Tel Aviv-Yafo Resilience and Social Equality Authority (or Resilience Authority) was founded in order to implement the Municipality's vision of strengthening the values of democracy, equality and social justice.

The Resilience Authority plays an important role in advancing policies dealing with social equality and justice, and supports initiatives that increase inclusion and tolerance among the city's residents and its institutions (5.1).

The establishment of the Authority reflects an innovative perspective adopted by the city's management, which seeks to enhance local services that address a wide variety of complex social challenges, including discrimination, exclusion, racism, gender gaps and social divides.

The Municipality then outlined its goals and activity specifically regarding gender equality with the **Fair Shared City Plan for Advancing Women and Gender Equality**. This plan, which was published in 2022, examined the experience of women in the city through an intersectional lens, and put forward nine areas of action where more can and should be done to address women's needs:

- Public Spaces and Institutions
- Transportation
- Environment and Sustainability
- Education
- Sports
- Arts and Culture
- Employment (5.7)
- Equal Representation (5.5)
- Personal Safety (5.2)

The Fair Shared City Plan views gender equality as a broad and structural social issue, an important value in and of itself, but also as a critical factor for strengthening urban resilience and sustainable social-economic development. Studies conducted

by international and corporate research bodies show the direct effect that advancing gender equality has on promoting education and health in society, on business success, and on increasing GDP.

The Tel Aviv-Yafo Municipality launched the Fair Shared City Plan in order to modify the gender reality in the city. It reflects the Municipality's recognition that national legislation is not enough and that market forces alone will not drive the needed change.

Even though the Municipality has, over the years, spearheaded steps to address inequality in the city, current trends - and the COVID-19 pandemic in particular - have

increased the understanding that a direct, proactive and comprehensive policy is required.

This policy closely examines formal and informal mechanisms that impede the advancement of gender equality, with the purpose being to bring about systemic change.

Lastly, the Municipality's guiding principle in the Fair Shared City Plan is that gender equality is not a matter solely for women or their benefit. Rather, it is important for society as a whole. Challenging stereotypes and removing barriers will open up opportunities and possibilities for women and men alike in a way that benefits all.



# Areas in Focus

## 1. Personal Safety for Every Girl and Woman in the City

The need to increase women and girls' personal safety in Tel Aviv-Yafo in the different spheres of life is a common thread that runs through the 'Fair Shared' City Plan. Each subject area that the plan deals with reveals that gender-based violence is both an expression of gender inequality and a barrier to advancing equality between women and men. Gender-based violence against women – whether committed by a person close to the woman or a stranger, whether within the home or outside of it – is not just a private matter between the perpetrator and the woman. Its roots are deeply embedded in the practice of discrimination against women, and it is a direct outcome of the way society views and treats women.

The Tel Aviv-Yafo Municipality recognizes that violence against women is a social issue, which can assume a wide range of forms and should be viewed from a broad and cross-disciplinary perspective. The starting point of the entire 'Fair Shared' City Plan is that national legislation is not enough, and that market forces left on their own will

not drive the needed change.

Gender inequality in general, and violence against women in particular, poses a challenge that requires widespread institutional intervention, and, in fact, numerous municipal partners are taking part in the effort to stop violence against women: the Social Services Administration, the Education Administration, the Municipal Resilience and Social Equality Authority, the Operations Division, and others. To that, the Fair Shared City Plan has developed a municipal strategy: combating gender-based violence using a 360-degree approach. Coupled with the treatment efforts invested by the Tel Aviv-Yafo Municipality, the Fair Shared City Plan highlights the important role the Municipality has in increasing prevention efforts of violence against women in the city, in all its different forms.

Accordingly, the Municipality has adopted a holistic and cutting-edge approach that encompasses a wide range of measures, including special collaborations with a variety of agencies, both municipal

and national, and both from the nonprofit and business sectors in the city.

### Spotlight - Restricting Strip Clubs

Recognizing that striptease dancing objectifies women and violates human dignity, the Tel Aviv-Yafo Municipality has taken a firm and value-driven stance to reduce and eventually eliminate such establishments in the city. In 2020, the Planning and Construction Subcommittee adopted a policy stating that requests for nonconforming use by strip clubs should not be approved. The municipality also works in coordination with the Ministry of Justice and the Police to take all legal and administrative measures necessary to close these venues and reinforce enforcement efforts on the ground.

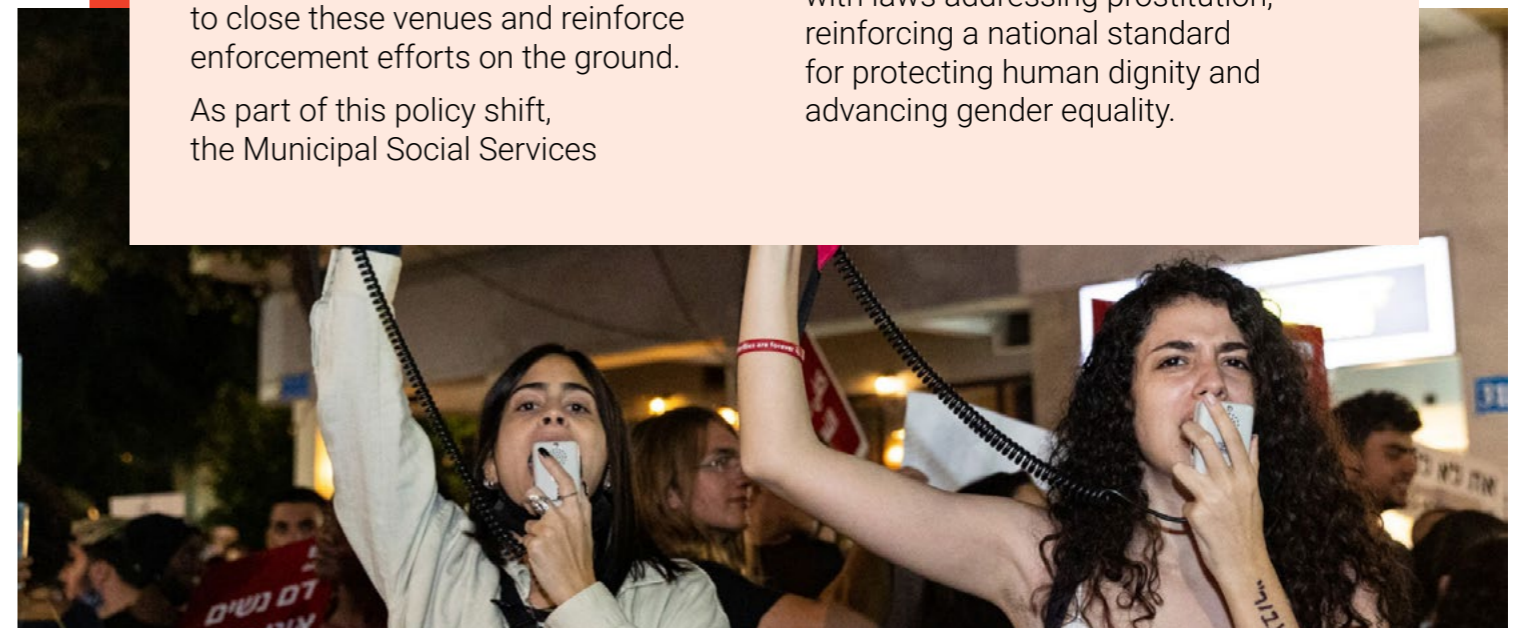
As part of this policy shift, the Municipal Social Services

Administration plays an active role in supporting women seeking to exit the striptease industry. The city offers tailored rehabilitation, employment assistance, and long-term support programs to help women transition into safer, more stable occupations. This holistic approach addresses both the physical presence of strip clubs and the broader social implications for women's rights and well-being.

In parallel, Tel Aviv-Yafo is advocating for national legislative reform to align the regulation of striptease dancing with laws addressing prostitution, reinforcing a national standard for protecting human dignity and advancing gender equality.



These actions are also relevant to SDG 17.



## 2. Gender Equality in Employment and Economic Opportunities

Like Israel as a whole, and in other places around the world, the economic reality in Tel Aviv-Yafo is characterized by gender gaps. In most households, women still bear the primary responsibility for the care of the children, dependent parents, and the home, which relegates them to a secondary status in the labour market. Hence, for example, more women than men work part-time.

Against the backdrop of all of the above, the Tel Aviv-Yafo Municipality set a goal for itself to adopt action strategies that will improve the economic reality of women in the city – as employees, as entrepreneurs, and as business owners, in general, and in high-tech, in particular. This is a significant element of the continued efforts to strengthen the local economy and build urban resilience. The need to take these steps has become even greater given the changes characterizing the labour market – including the local market – and especially in view of the COVID-19 pandemic, which had a disproportionate adverse effect on women and placed the gender equality achievements already attained in the economic arena in actual jeopardy.

Reducing gender gaps as well as maintaining and even increasing the participation of women in local economic activity play a key and vital role in the rehabilitation efforts, and also in building long-term urban resilience and developing resilience to future crises.

To tackle this effort, the Fair Shared city plan developed an action plan with 4 main goals:

- Broadening the municipality's understanding of the challenges faced by women in a variety of industries
- Boosting entrepreneurship and supporting women-owned businesses
- Advancing gender equality in the local high-tech industry
- Encouraging higher education and trainings among women in the city

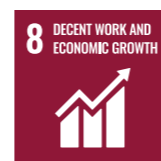
### Spotlight - She-fting

The She-fting Program was developed by The Library - a Municipal Innovation Center and part of the Community, Culture and Sports Administration. The program seeks to assist women residents who are at an employment crossroads and are contemplating a move to the high-tech industry.

The program offers lectures on basic concepts and an overview of the different positions available in high-tech, hands-on workshops, group

discussion circles and individual career counselling.

Four cohorts of the program have already launched, with dozens of women participating in them. Some of the graduates of the first cohort have already been hired at local technology companies where they fill a variety of positions, while others have gone on to vocational courses or are considering embarking on an entrepreneurial path.



These action are also relevant to SDG 8.

### 3. Equal Representation of women in Arts and Culture

Tel Aviv-Yafo recognizes culture and the arts as critical sectors for achieving gender equality, given their influence on societal values and perceptions. Despite women constituting a significant portion of fine arts graduates, they remain under-represented as creators and decision-makers in cultural institutions and events. This disparity extends across outdoor municipal shows, repertory theatres, and museum exhibitions. For instance, women accounted for only 15%-31% of artists at major city-sponsored outdoor events and just 10%-33% of playwrights and directors in the city's leading theatres from 2018 to 2021.

To address these inequalities, Tel Aviv-Yafo has committed to comprehensive municipal policy changes and targeted initiatives. Beginning in 2023, the city introduced binding directives requiring equal representation (50%-50%) of women and men at municipally-run shows, theatres, and museums by 2027. Additionally, the municipality incentivizes non-profit cultural organisations to promote gender equality actively, alongside establishing a dedicated position within the Culture and Arts Division to advance these goals.

The city also emphasizes enhancing data collection and analysis to better understand the unique barriers faced by women creators. It undertakes regular surveys, focus groups, and round-tables, facilitating a deeper understanding of the challenges in order to address them effectively. Efforts include increased municipal support for marketing women-led cultural events, special festivals celebrating women creators, professional networking, mentoring opportunities, and specialized gender equality training for cultural institution management and staff.

Recognizing sexual harassment as a significant barrier, Tel Aviv-Yafo is expanding prevention training across cultural institutions. Collaboratively with national bodies, the city is conducting surveys to assess the prevalence of harassment and formulating robust solutions to foster safer, more inclusive creative spaces.

Through these multifaceted approaches, Tel Aviv-Yafo aims to create a more equitable and representative cultural landscape.

**The municipality has mandated 50-50 equal representation of women and men in municipally sponsored cultural events, theaters, and museums.**

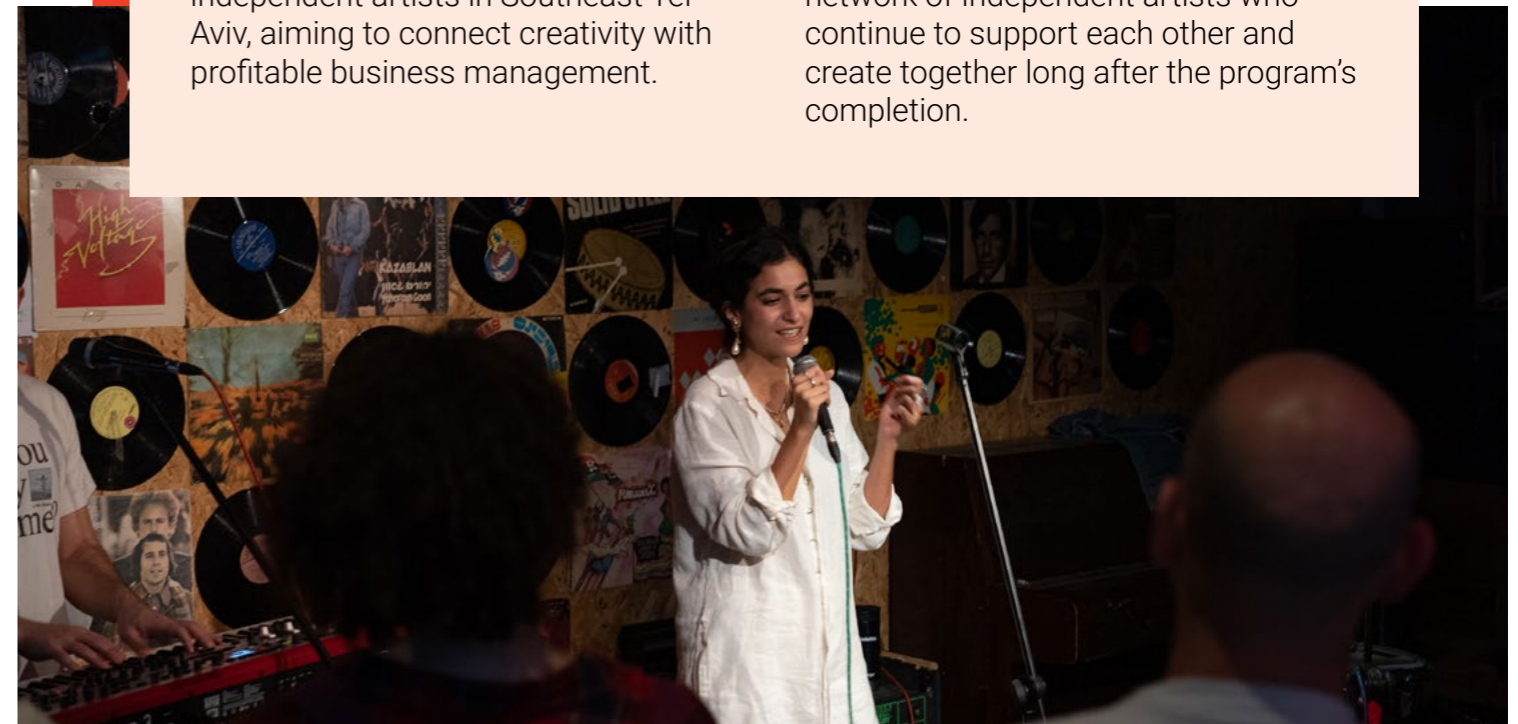
#### Spotlight - A Mentoring and Empowerment Program for Independent Female Artists

It's Your Business is a unique program aimed at supporting women in early business stages, entrepreneurs, and freelancers, by providing practical tools for managing an independent business, developing their confidence, and creating a support network.

Over several cycles, the program has assisted women in various fields, with one cycle specifically tailored for independent artists in Southeast Tel Aviv, aiming to connect creativity with profitable business management.

As part of the program, participants underwent sessions focused on bureaucracy, financial management, pricing and personal branding, applications for grants and support, familiarization with municipal opportunities for promoting creators, social media presence, and more.

One of the program's main achievements is the creation of a network of independent artists who continue to support each other and create together long after the program's completion.



# Indicators

| Indicator   | Target | Source  | 2020   | 2021   | 2022   | 2023   | 2024   | Trend |
|---|--------|---|--------|--------|--------|--------|--------|-------|
| Number of complaints filed with the police over physical or verbal violence towards women         | 5.2    | Municipal Centre for Economic and Social Research | 2,278  | 2,449  | 2,281  | -      | -      | →     |
| Share of women participating in the workforce, out of the total of women of working age (over 15) | 5.5    | National Bureau of Statistics                     | 56.3%  | 59.3%  | 59.5%  | 58.2%  | -      | ↗     |
| Share of women are self-employed, out of all self-employed people in the city                     | 5.5    | National Bureau of Statistics                     | 32.3%  | 33.9%  | 34.7%  | 35.7%  | -      | ↗     |
| Share of women working in computing and science positions in the municipality                     | 5.5    | Human Resources Department                        | 28%    | 32%    | 35%    | 38%    | 40%    | ↗     |
| Share of women in management positions  | 5.5    | National Bureau of Statistics                     | 24%    | 29.2%  | 36.9%  | 32.2%  | -      | ↗     |
| Proportion of seats held by women in municipal council  | 5.5    | Human Resources Department                        | 35.5 % | 35.5 % | 35.5 % | 35.5 % | 38.7 % | ↗     |



SDG 8

# Decent Work and Economic Growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Prioritized Targets:

- 8.2. Achieve higher levels of economic productivity
- 8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation
- 8.4. Improve progressively global resource efficiency in consumption and production
- 8.5. Achieve full and productive employment and decent work for all
- 8.6. Substantially reduce the proportion of youth not in employment, education or training



**Tel Aviv-Yafo is a hub of high economic density, anchored in a service-based economy that spans information and communication technologies (ICT), financial and legal services, professional consulting, education, health, tourism, and culture.**



It is Israel's leading economic engine and the core of the country's most productive region - the Tel Aviv Metropolitan Area - which generates nearly half of the national GDP.

As one of the world's top tech hubs, Tel Aviv hosts more than 3,700 startups and high-tech firms, employing over 100,000 workers - many of whom commute daily from surrounding cities.

The local workforce is highly skilled, globally connected, and concentrated in knowledge-intensive sectors.

At the same time, Tel Aviv-Yafo's socio-economically diverse population faces persistent gaps in access to quality jobs and career advancement. These disparities restrict economic mobility, strain social cohesion, and prevent the city from realising the full potential of its talent pool. Compounding the problem, the city's high cost of living is pushing many lower- and middle-income workers to relocate elsewhere, draining local talent. Closing these disparities and creating inclusive pathways into employment, entrepreneurship, and innovation therefore remains a pressing challenge.

## Municipal Policy: Building an Inclusive and Future-Ready Urban Economy

Tel Aviv-Yafo views decent work and inclusive economic growth not only as engines of prosperity, but as foundations for long-term resilience and urban sustainability. The municipality's policy approach under SDG 8 reflects a cross-sector commitment to social equality, climate responsibility, and technological leadership - to ensuring that every resident, regardless of background or status, can access meaningful, dignified, and future-ready employment and sustainable business opportunities.

Over the past decade, the city has built a governance model that connects economic development to accessibility, care infrastructure, and environmental integrity. In support of Target 8.5, Tel Aviv-Yafo continuously expands its employment services - offering personalized, culturally adapted pathways for youth not in employment or education (NEET), single mothers, persons with disabilities, and Arab residents in Jaffa. These services are embedded in neighbourhood ecosystems and often coordinated with municipal welfare, health, and

education departments.

In parallel, the city actively fosters entrepreneurship and micro enterprise growth in line with Target 8.3, with a growing emphasis on local circular models like **Lira Shapira** - a green neighbourhood currency that promotes sustainable consumption and resident participation. Resource efficiency and climate responsibility have become key priorities under Target 8.4, leading to municipal initiatives that help businesses reduce waste, improve energy use, and adopt more regenerative operations.

Innovation is a central driver of this vision. Through strategic partnerships with academia, tech companies, and global peer cities, the municipality supports technological upgrading, climate-tech entrepreneurship, and equitable pathways into the innovation economy - advancing Target 8.2. From urban start-up labs to re-skilling programs for women and asylum seekers, the city works to ensure that no one

is left behind as the economy evolves.

Tel Aviv-Yafo's 2025 Climate Plan further anchors green growth as an economic strategy, guiding efforts to transition into low-emission employment sectors and mainstream carbon literacy in business.

Together, these efforts reflect an integrated, human-centred vision - where decent work becomes not only a right, but a shared platform for collective resilience and urban transformation.



# Areas in Focus

## 1. Fostering a Sustainable and Inclusive Business Ecosystem

As Israel's economic engine, Tel Aviv-Yafo promotes a model of growth rooted in climate responsibility, innovation, and social inclusion. The municipality works to ensure that economic activity - whether driven by multinational corporations or street-level enterprises - contributes to shared prosperity and long-term sustainability. This approach aligns with SDG 8.3 (productive activities and entrepreneurship) and 8.4 (resource efficiency and decoupling growth from environmental degradation).

A key municipal platform is the **City-Business Climate Alliance**, which engages major employers in joint climate action. The alliance supports collaborative efforts to green office operations, embed responsible procurement, and promote circular economy practices. In 2024, the city awarded the first Municipal Sustainability Recognition to three anchor institutions - Tel Aviv Sourasky Medical Centre, Tel Aviv University, and the Azrieli Environment Project

- for leadership in environmental transformation. These join long-standing partners like Dizengoff Centre in modelling sustainable urban life.

At the neighbourhood level, **The Environment Is My Business** program supports small, street-level businesses through consultations, peer learning, and workshops that translate sustainability into practical, local action.

Another cornerstone is the **Green Workplaces** course, operated through the Sustainability School and City-Business Alliance. Nearly 40 companies - many large employers - have completed the program. Graduates now form an active alumni network that shares knowledge, joins city-led campaigns, and advances local circularity by re-purposing office equipment and materials.

To encourage broader adoption, the city created a **Green Office Guide** for commercial tenants and continues to offer hands-on

training to embed climate-smart operations. These efforts build workplace cultures that align with environmental goals while enhancing employee engagement.

Finally, Tel Aviv-Yafo's inclusion on the **CDP A List** of climate-leading cities affirms its position as a hub for responsible business - offering a replicable municipal model for SDG-aligned private sector transformation.

### Dizengoff Centre – A Model for Inclusive and Circular Urban Commerce

Dizengoff Centre - Israel's first shopping mall - spans over 30,000m<sup>2</sup> in the heart of Tel Aviv-Yafo, and exemplifies inclusive and climate-smart commerce. Its direct employment model supports over 120 workers - many from migrant, older, or disabled populations - who receive legal aid, financial guidance, and opportunities to advance, aligning with SDG 8.5.

Cleaning teams sort and sell reusable materials - cardboard, pallets, plastics - with proceeds added to their monthly salaries, making SDG 8.4 circularity a driver of livelihood.

In support of SDG 8.3 and 8.5, the Centre also incubates over 15 micro-businesses annually through subsidized leases, mentoring, and exposure via community events. Its commercial diversity attracts and supports distinct communities, turning it into a social and economic anchor within the city.

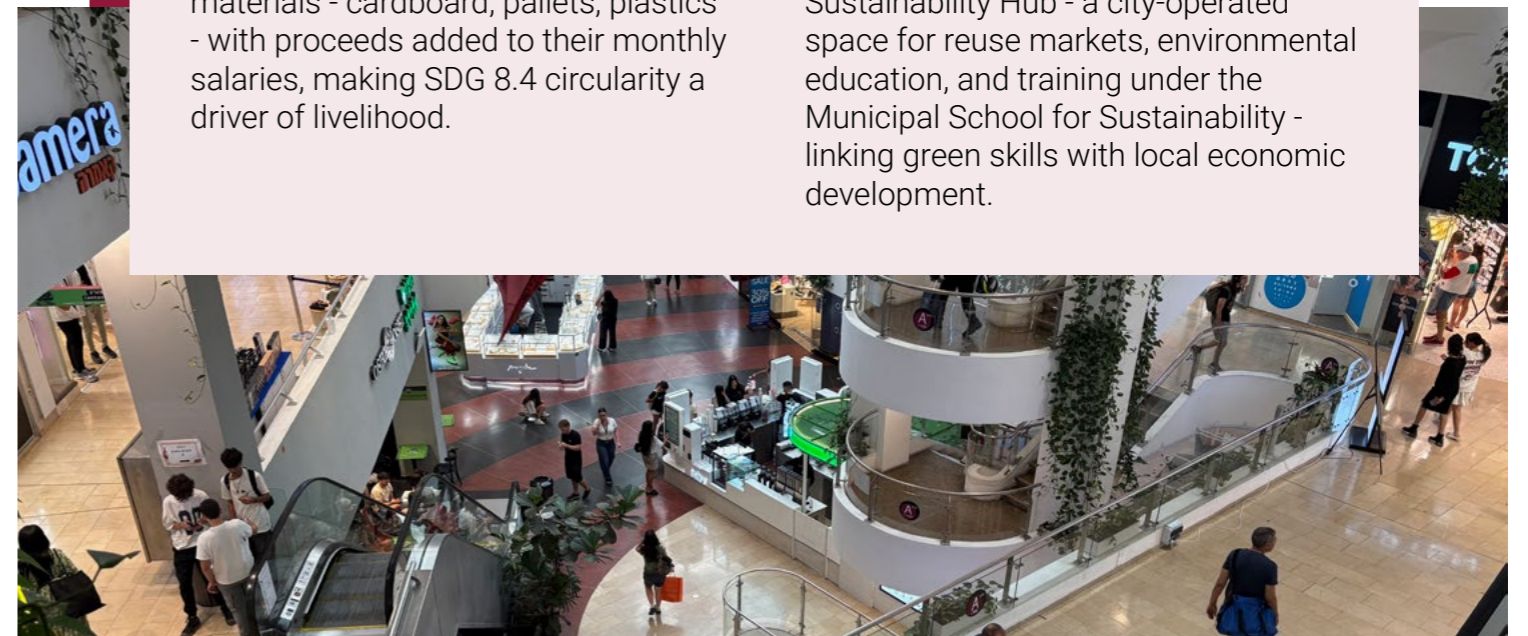
Further anchoring its public value, the Centre hosts the Municipal Sustainability Hub - a city-operated space for reuse markets, environmental education, and training under the Municipal School for Sustainability - linking green skills with local economic development.



These actions are also relevant to SDG 12.



These actions are also relevant to SDG 13.



## 2. Economic Growth and Opportunity through a Resilient Tech Industry

Tel Aviv-Yafo's innovation economy is anchored by a dynamic tech sector that fuels local prosperity and national competitiveness. Strengthening this sector is a core municipal mission, as it drives economic and social advancement.

A thriving tech industry creates quality jobs, broadens access to employment, and cultivates a diverse range of sub-sectors and talent. It also supports a smarter, more equitable city - leveraging technology to enhance governance, sustainability, and public services. This aligns with SDG 8.2 (boosting productivity through innovation) and SDG 8.3 (fostering inclusive growth and entrepreneurship).

To advance this vision, the city established **Tel Aviv Tech**, a municipal unit that forges strategic, long-term relationships with companies - from start-ups to multinationals. Through trust-based partnerships, it facilitates multi-sector collaborations that reflect shared values while advancing inclusive local economic goals. The unit ensures municipal responsiveness to the evolving needs of the tech industry, including during crises, when continuity is essential to preserving jobs and resilience.

Tel Aviv Tech also acts as a civic bridge - connecting tech firms with public institutions, schools, non-profits, and cultural organizations. It hosts tech tours, forums, job fairs, and youth programs to integrate the sector more visibly and equitably into city life.

A key focus is expanding access to quality employment and entrepreneurship. The unit partners with employers, NGOs, and government to deliver training tailored to market needs - removing entry barriers for under-represented groups such as women post-parental leave, asylum seekers, Arab professionals, and first-time job seekers. Programs target accessible, in-demand roles (QA, digital marketing, customer success), supporting SDG 8.5 by enabling full and productive employment for all.

In parallel, the city promotes early-stage entrepreneurship via subsidized workspaces, mentoring, and ecosystem exposure in hubs like **HaRatzif**, advancing SDG 8.3 by translating resident innovation into new ventures.

By embedding inclusion and shared value into its innovation strategy, Tel Aviv-Yafo demonstrates how

cities can grow resilient, equitable, and sustainable tech economies.

**In 2025, Tel Aviv-Yafo was ranked #4 globally in Startup Genome's Global Startup Ecosystem—highlighting its prowess in funding, talent, innovation, and tech excellence.**

### Spotlight - Expanding Inclusive Access to the Tech Industry

Tel Aviv-Yafo is committed to ensuring that its tech sector reflects the diversity of its residents - across age, gender, and background. The municipality, through Tel Aviv Tech, partners with leading companies like Check Point and others to develop targeted pathways into tech for underrepresented groups, including asylum seekers, Arab professionals, women re-entering the workforce, and young people without academic backgrounds.

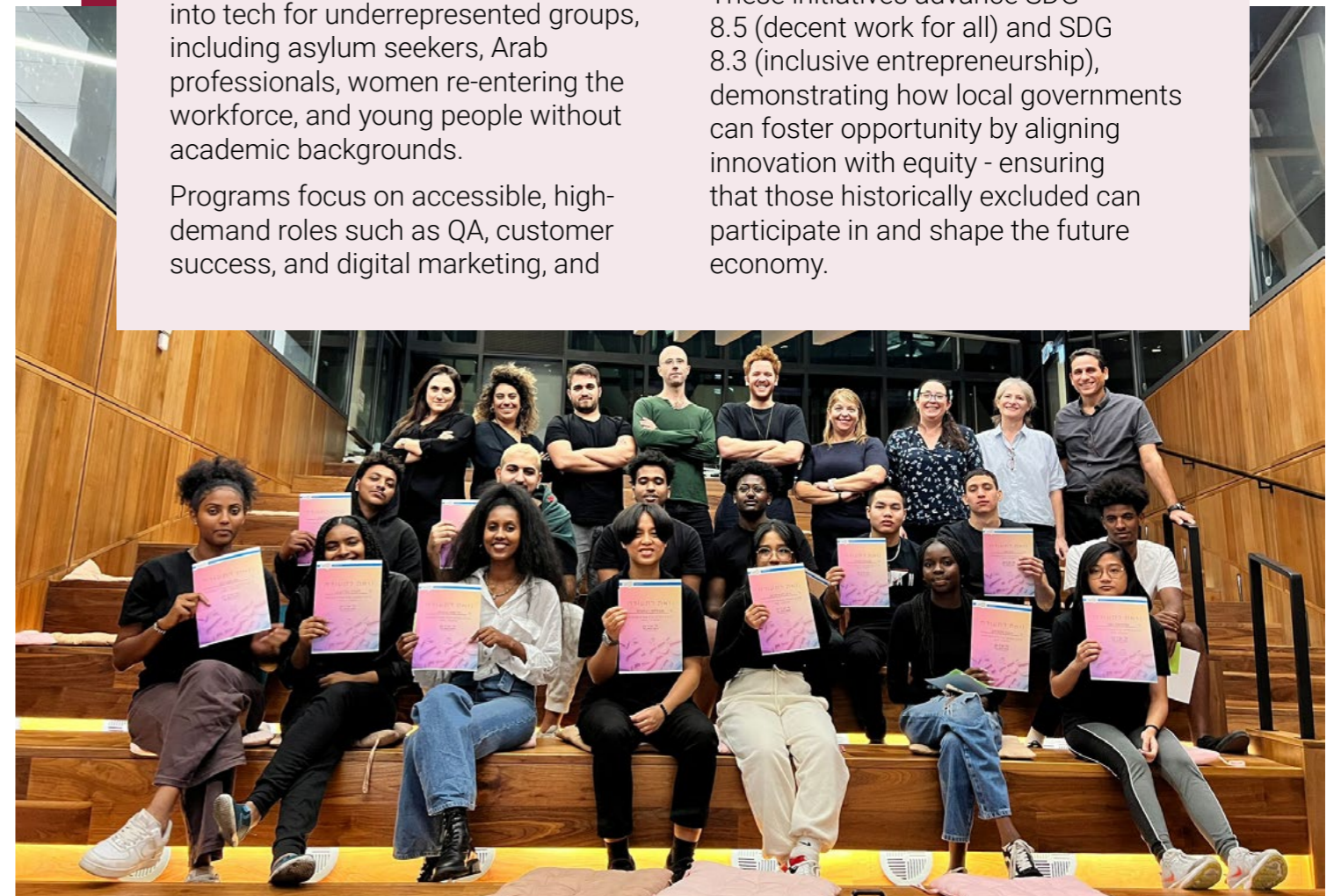
Programs focus on accessible, high-demand roles such as QA, customer success, and digital marketing, and

combine technical training with mentorship, language support, and exposure to real workplaces. For youth, a dedicated Technological English course in high schools prepares students for global-facing tech careers.

These initiatives advance SDG 8.5 (decent work for all) and SDG 8.3 (inclusive entrepreneurship), demonstrating how local governments can foster opportunity by aligning innovation with equity - ensuring that those historically excluded can participate in and shape the future economy.



These actions are also relevant to SDG 10.



### 3. Strengthening Local Business-Community Connections

In Tel Aviv-Yafo, small businesses are more than economic actors - they are cultural anchors and engines of neighbourhood resilience. The city's approach to supporting local commerce reflects a shift in urban governance: from regulation-focused management to community-based partnership that fosters inclusive growth and sustainable local economies.

To institutionalize this shift, the municipality embedded Business-Community Liaison Coordinators within its Community Administration. These coordinators, active across five city districts, provide direct, relational support to small businesses. They act as trusted municipal contacts who help resolve service issues, mediate between departments, and co-develop initiatives that connect businesses with residents, schools, cultural institutions, and community centres. This structure supports entrepreneurship by making city services more accessible and responsive to everyday business needs - advancing the aims of SDG 8.3.

Each district initiates dozens of tailored projects annually. These include neighbourhood business expos, holiday activations with

local shops and bakeries, reuse markets and sustainability campaigns, and cross-promotions with youth or arts programs. Developed with input from community staff, these initiatives reflect local identity and encourage place-based consumption - strengthening the social fabric around commerce in line with SDG 8.9.

At the citywide level, rotating thematic campaigns highlight different business types each year, from women-owned enterprises to intergenerational family stores and home-based repair services. These campaigns celebrate the diversity of Tel Aviv-Yafo's commercial landscape and reinforce the message that everyone has a place in the city's economic story.

By shifting the role of small businesses from passive service providers to active community partners, the city nurtures a more resilient and inclusive economy. This approach recognizes that every street-level enterprise - whether a hairdresser, bookshop, or falafel stand - contributes to a shared urban future rooted in dignity, creativity, and belonging.

#### Spotlight - Strengthening Small Business Through Local Connection

In 2024, Tel Aviv-Yafo launched Opening Doors, a week-long visibility campaign for small businesses in the Shuster Centre - a neighbourhood commercial centre in a northern neighbourhood. Local shop owners shared that many residents didn't know they existed, and as self-employed workers, they often felt overlooked.

In response, the city co-designed signage, sidewalk decals, business maps, storytelling posters, and

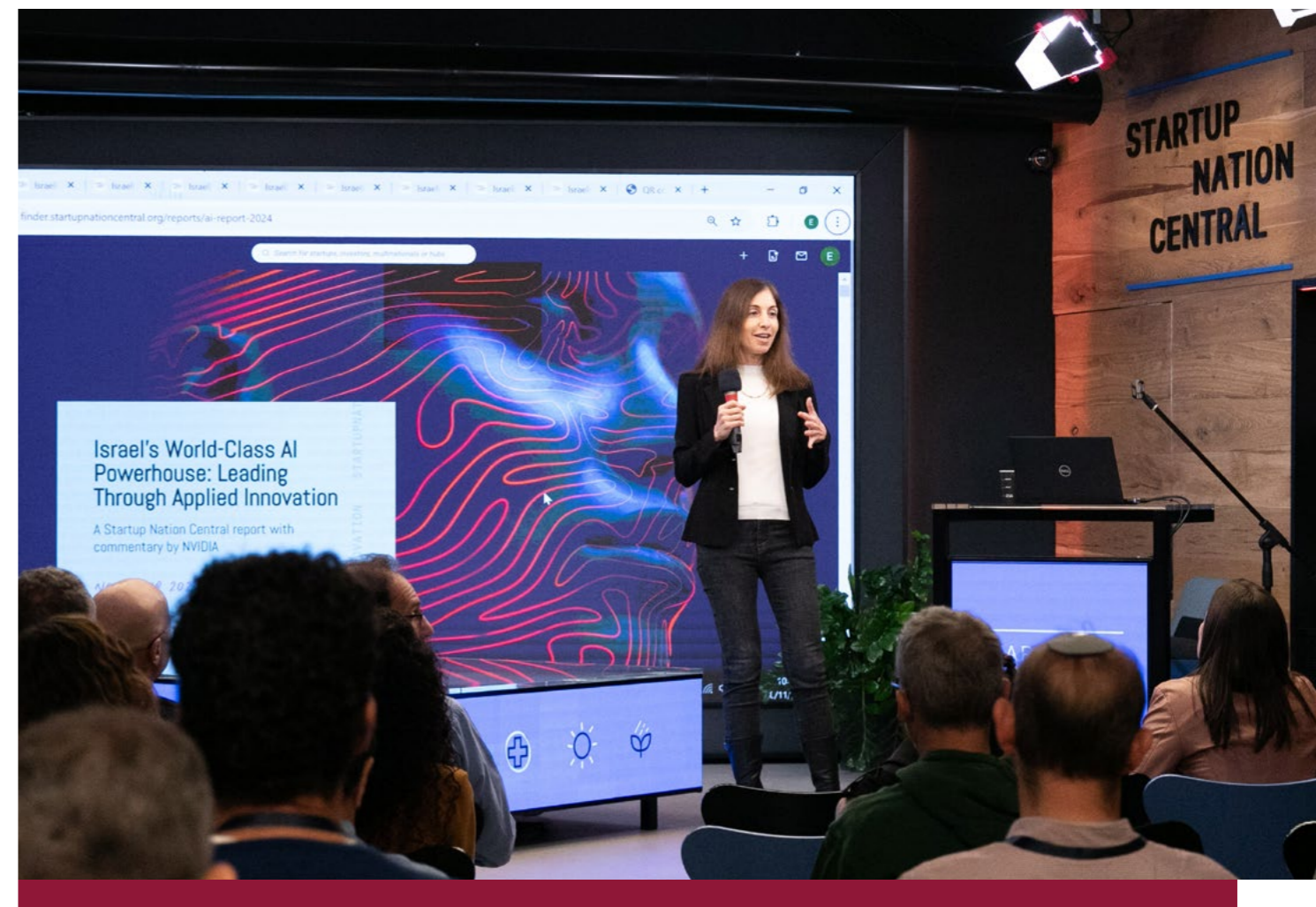
provided small gestures of care like coffee deliveries. Businesses also received branding and development advice from municipal teams.

Foot traffic increased, community connection deepened, and the message was clear: inclusive economic growth begins with seeing those closest to us. The campaign embodied the goals of SDG 8.3 and 8.9 - making local work visible, viable, and valued.



# Indicators

| Indicator  | Target | Source  | 2020    | 2021    | 2022    | 2023    | 2024    | Trend |
|--|--------|---|---------|---------|---------|---------|---------|-------|
| Active businesses in the city                          | 8.3    | Municipal Centre for Economic and Social Research | 74,957  | 75,071  | 77,575  | -       | -       | ↑     |
| Startup companies in the city                          | 8.3    | IVC Research Center                               | 2,662   | 2,699   | 2,740   | 2,731   | 2,899   | ↑     |
| Number of individuals employed in the high-tech sector | 8.3    | Central Bureau of Statistics                      | 67.9k   | 76.5k   | 96.7k   | -       | -       | ↑     |
| Average gross monthly wage for a salaried employee     | 8.5    | Central Bureau of Statistics                      | \$5,860 | \$5,558 | \$5,216 | \$5,975 | \$6,360 | ↑     |
| Unemployment rate                                      | 8.5    | Central Bureau of Statistics                      | 4.7%    | 4.9%    | 3.1%    | 2.5%    | 3.7%    | ↑     |
| Higher education – percentage of students aged 20–25   | 8.6    | Central Bureau of Statistics                      | 23.8    | 22.4    | 21.4    | -       | -       | ↓     |



SDG 11

# Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable

Prioritized Targets:

- 11.1. Adequate, safe and affordable housing and basic services for all
- 11.2. Provide access to safe, affordable, accessible and sustainable transport systems for all
- 11.3. Enhance inclusive and sustainable urbanization
- 11.4. Strengthen efforts to protect and safeguard the world's cultural and natural heritage
- 11.5. Reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses caused by disasters
- 11.6. Reduce the adverse per capita environmental impact of cities
- 11.7. Provide universal access to safe, inclusive and accessible, green and public spaces



**Tel Aviv-Yafo is at a critical juncture in its urban development. The city is experiencing accelerated densification, expansive infrastructure works, and widespread redevelopment. A reshaping of the physical landscape that is introducing new possibilities, but also intensifying pressure on urban systems, land, and services.**



Operating within a highly constrained geographic context—bounded by the Mediterranean Sea to the west and neighbouring municipalities on all other sides—Tel Aviv-Yafo faces significant land scarcity. At the same time, it must respond to rising housing demand, climate-related risks, and growing inequality. These intersecting challenges speak directly to the goals of SDG 11: making cities inclusive, safe, resilient, and sustainable.

The city's role as a national employment centre adds further

complexity: over 300,000 people commute into Tel Aviv-Yafo daily, most by private vehicle. This reinforces unsustainable mobility patterns and presents clear environmental, social, and spatial challenges.

Within this context new planning approaches are needed, ones that integrate climate adaptation, housing access, and inclusive public space - ensuring that growth does not come at the expense of sustainability, cohesion, or equity.

## Municipal Policy: Strategic Sustainability

Tel Aviv-Yafo's approach to urban sustainability is both strategic and deeply institutionalized, guided by the principle of leaving no one behind. This commitment is reflected in the city's long-standing integration of sustainability into its core urban vision, planning systems, and cross-sector operations. Rather than treating sustainability as a separate domain, the city embeds environmental, social, and spatial equity considerations across all aspects of urban life - working to ensure that every resident benefits from a safer, more inclusive, and more resilient city.

The city's strategic plans have consistently positioned sustainability and inclusion as foundational values, shaping long-term thinking on housing, mobility, infrastructure, open space, and civic participation. This integrated approach advances the goals of accessible and adequate housing (SDG 11.1), safe and affordable transport systems (11.2), and inclusive urbanization through participatory planning (11.3). Heritage preservation is supported

through a rigorous conservation policy that protects cultural and architectural assets across the city. Tel Aviv-Yafo is internationally recognized by UNESCO as a World Heritage Site for its unique White City modernist architecture, and actively integrates heritage values into renewal and development strategies (SDG 11.4).

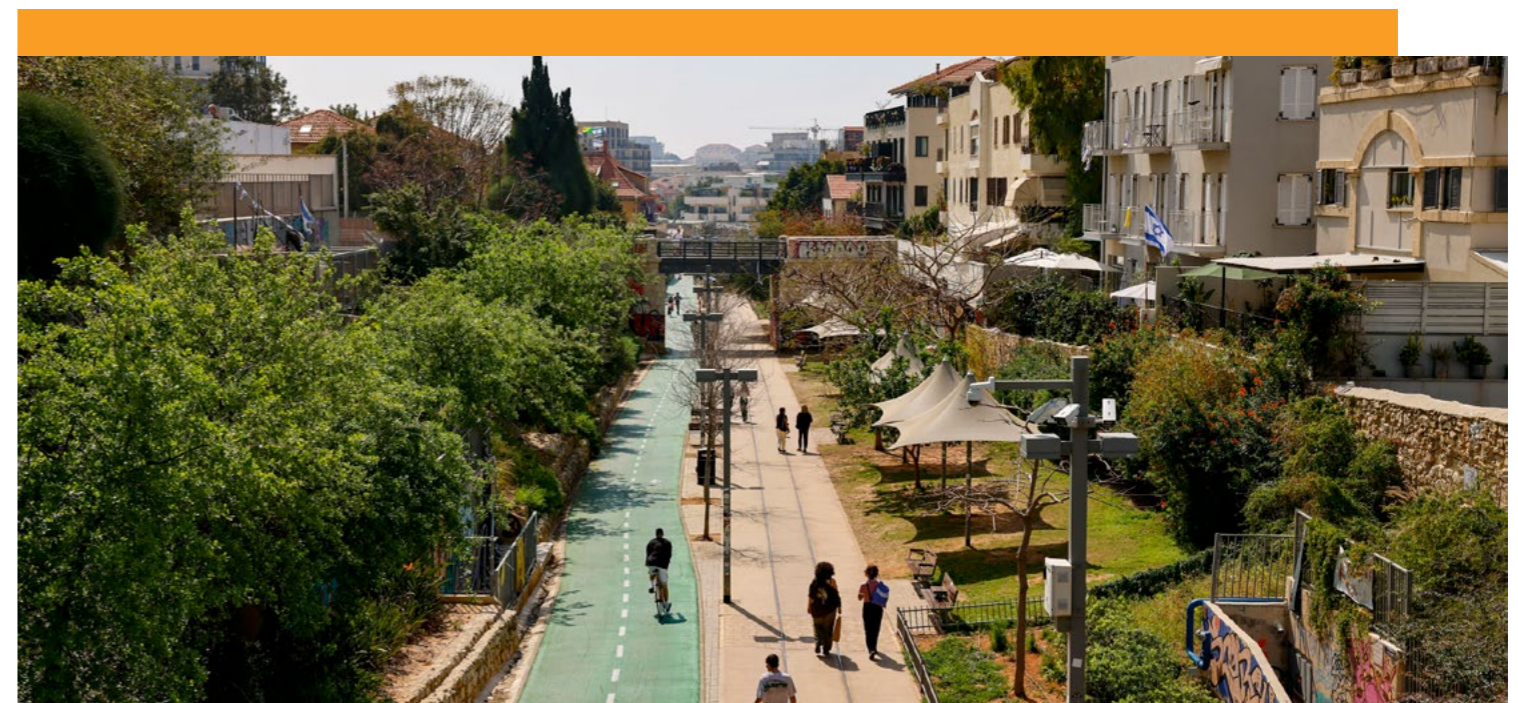
Disaster preparedness and systemic resilience are addressed through a dedicated urban resilience strategy that identifies key vulnerabilities - from the coastline to underserved neighbourhoods - and proposes actions to strengthen urban systems (11.5, 11.b). Environmental quality and climate responsibility are pursued through the city's mitigation plan, which commits to a 50% reduction in emissions by 2030 and full carbon neutrality by 2050. These targets guide planning, operations, and investments toward reduced environmental impact (SDG 11.6), especially through sustainable buildings, clean energy transition, and circular use of materials. Public space development

prioritizes equitable access and safety for all populations, especially in lower-income neighbourhoods, aligning with the target of inclusive and green public spaces (11.7).

Internationally, Tel Aviv-Yafo is an active member of professional networks such as C40 and the former 100 Resilient Cities initiative, positioning the city as both a learner and a leader in global urban practice. These partnerships support the city's ability to test new approaches, adopt global benchmarks, and develop tools aligned with SDG 11. Through the 15 Cities Forum, which Tel Aviv-Yafo helped initiate, the city supports peer learning across Israeli municipalities - encouraging shared commitment to sustainable urbanism and

localized implementation of global frameworks.

This vision is also legally grounded in TA/5500, the city's statutory master plan, which provides a robust framework for advancing sustainability across all aspects of urban life. The plan weaves sustainable principles into six strategic planning domains: housing and urban renewal; environment, infrastructure, and adaptation to climate change; employment, trade, and mixed-uses; public spaces; and transportation and mobility. These pillars ensure that growth is compact, inclusive, and climate-resilient - supporting the full realization of SDG 11 through coordinated spatial, environmental, and social planning mechanisms.



# Areas in Focus

## 1. Housing Policy: Inclusive and Affordable

Housing affordability is one of Tel Aviv-Yafo's most pressing sustainability and equality challenges. While the municipality shapes local housing policy, broader forces - global investment, national frameworks, and market dynamics - significantly influence outcomes. These factors are largely beyond municipal control, yet their impacts are felt most directly at the local level. In response, and in line with SDG targets 11.1 and 11.3, the city has adopted a proactive housing strategy to expand affordable supply, support diverse tenures, and strengthen its role in the housing market.

Since 2022, all major new developments must allocate 10–15% of units to affordable housing. Over 3,700 such units have been approved, with 7,500 more planned. Many are located on public land, especially in renewal areas and near transit, fostering compact, accessible, and mixed-income neighbourhoods. This strategy is anchored in the TA/5500 planning framework, which emphasizes spatial equity,

mixed-use development, and housing-environment integration.

Implementation is coordinated across departments, with clear criteria for affordable units and tenders underway for mixed-income projects. The City Architect's Office ensures design quality, reviewing over 6,000 units in 2024. Equity goals are also embedded in public space design standards.

Renters, who make up 51% of city households, are a key focus. In addition to national assistance for nearly 6,000 households, the city is developing tools to improve rental quality, expand mid-market options, and promote cooperative or non-profit models. New financing approaches - like land-use incentives and investment vehicles - are being explored to support sub-market rentals, acknowledging that public land alone cannot meet demand.

Municipal data helps identify spatial and demographic gaps. Public housing is concentrated in areas like Jaffa and East Tel Aviv,

while central and northern districts face growing affordability pressure. The city is working to diversify housing types and support vulnerable groups, including students and people with disabilities, while minimizing displacement in renewal projects.

Through these integrated efforts, Tel Aviv-Yafo is advancing a housing model that addresses affordability while promoting broader goals of sustainability, equity, and inclusion.

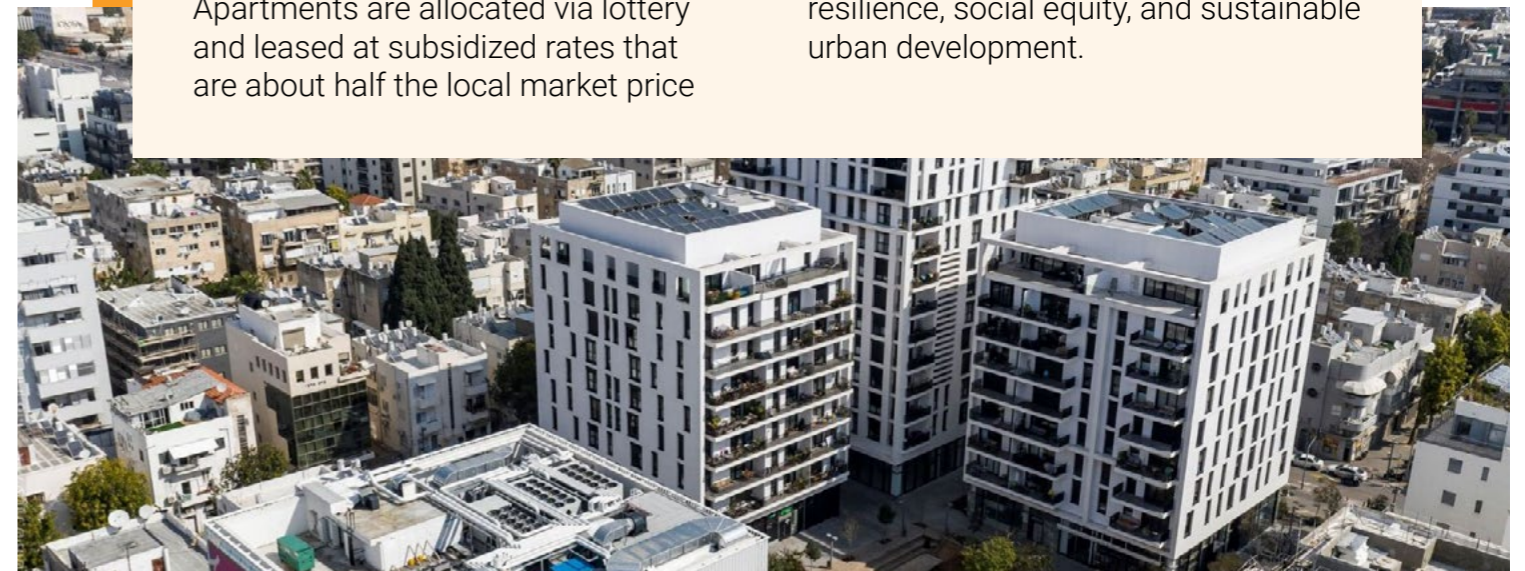
### Spotlight - The Teacher's House – Affordable Urban Housing for Educators

The Teacher's House (Beit HaMoreh) is a flagship municipal initiative by the Tel Aviv-Yafo Municipality, offering affordable housing exclusively for teachers. Located in the Florentin neighbourhood and inaugurated in 2021, the project includes 70 municipally-owned apartments designed to help attract and retain educators in a city with high housing costs.

Apartments are allocated via lottery and leased at subsidized rates that are about half the local market price

for comparable housing units in the neighbourhood. Each apartment includes three rooms and a private balcony, offering high-quality living in the urban core for a period of up to five years.

The Teacher's House exemplifies how Tel Aviv-Yafo leverages municipal land and planning tools to deliver targeted, inclusive housing solutions for key civic professionals - advancing educational resilience, social equity, and sustainable urban development.



These actions are also relevant to SDG 10.

2.

**Mobility: Reversing the Pyramid**

Tel Aviv-Yafo’s transportation master plan envisions a sustainable, inclusive system that supports urban growth. The goal is not just mobility, but equitable access and liveability. A key focus is reducing reliance on private cars by promoting walking, cycling, and public transport. While the 2023 opening of the Red Line light rail marked real progress, many areas remain car-dependent, and transit reliability and accessibility still need improvement.

**Strategic Direction: Reversing the Pyramid**

The city’s strategy centres on “reversing the pyramid” - prioritizing pedestrians, cyclists, and public transport over cars. This shift is reflected in street redesigns, traffic-calming projects, and pedestrian-first infrastructure.

**Cycling Policy and Expansion**

Tel Aviv-Yafo is expanding its cycling network to increase micro-mobility use, improve safety, and raise quality of life. By 2024, over 184 km of bike lanes covered 20% of streets, with strong ridership: 23% of residents commute by bike, and 45% use bikes or e-scooters. Still, gaps in the network and safety issues remain, especially at intersections.

**Micromobility Regulation**

In 2018, shared micro-mobility companies began operating in Tel Aviv and were quickly embraced by residents - reaching tens of thousands of daily users. While offering efficient first- and last-mile travel, their rapid growth raised safety concerns for both riders and pedestrians. In response, the municipality introduced measures including speed limits in crowded areas, increased field enforcement, impounding illegally parked scooters, encouraging operators to share usage data, and advancing national legislation requiring license plates for electric vehicles.

**Walking and Parking Policies**

To support walkability, the city is upgrading sidewalks, crosswalks, and shade while limiting car access in low-traffic neighbourhoods. At the same time, new parking policies aim to reclaim street space for bike and transit infrastructure.

**Planning Levers and Next Steps**

To achieve its mobility vision, Tel Aviv-Yafo is focused on:

- Expanding a continuous, shaded bike network
- Reforming parking to reduce incentives to car use

**Mode share target - decreasing personal vehicle driving trips from 56% in 2021 down to 30% by 2030.**

- Strengthening micro-mobility enforcement
- Advancing LRT and metro projects (target: 2035)
- Improving equity in underserved areas

**Spotlight - Pedestrian-oriented Streets**

Tel Aviv-Yafo is gradually redesigning its streets to make them more pedestrian-friendly, as part of a broader shift toward walkable urban planning.

In several neighbourhoods, streets have been partially or fully closed to cars, creating spaces where the pedestrian is king, and can roam in comfort, without negotiating space with other modes of transit.

As is usually the case with projects that limit motor traffic, these transitions were not always welcomed by all users of the street, and they inspired

much worry and agitation as to what their effects might be on adjacent businesses, traffic, and neighbourhood character.

However, these streets are now centres of urban vibrancy, packed with pedestrians at all hours of the day, and giving a boost to surrounding commerce.

The success of these transformations has been incredibly useful in demonstrating the merits of pedestrian-oriented design.



These actions are also relevant to SDG 3.

### 3. Urban Planning: Embedding Environmental and Social Standards in Tel Aviv-Yafo's Growth

Over the past decade, vertical development in Tel Aviv-Yafo has expanded significantly, with high-rise buildings combining housing, employment, commerce, and public uses on limited land. While this supports SDG 11.3 by promoting compact, mixed-use urbanism, it also presents planning challenges: reducing energy use in tall, glazed structures; ensuring pedestrian comfort and walkability at street level; and addressing how dense construction impacts local micro-climates and urban heat.

To respond, the municipality has embedded sustainability into its statutory planning framework. Policy 9144 establishes clear environmental performance requirements as conditions for receiving a building permit - covering energy efficiency, green building certification, solar readiness, and stormwater retention. One globally distinctive regulation is Tel Aviv-Yafo's glare-assessment methodology, which mandates predictive testing for sunlight reflection from building facades. Through 3D modelling and visual and quantitative analysis, the tool identifies risks of excessive glare or thermal discomfort for pedestrians, drivers, and adjacent buildings. Mitigation

is required where impacts exceed defined thresholds, contributing to safer, more comfortable public spaces and addressing targets 11.5 and 11.7.

The city's sustainable planning framework operates across five domains. First, climate-responsive spatial design ensures projects account for wind direction, shading, and solar exposure to reduce surface heat and support mobility. Second, water sustainability is promoted through permeable surfaces, unpaved zones, and retention requirements that improve infiltration and reduce runoff. Third, energy efficiency and renewable readiness are enforced in all developments, with public and high-rise buildings expected to include on-site solar generation. Fourth, material sustainability is addressed by requiring low-emission, recycled, and non-toxic building materials. Fifth, healthy indoor environments are ensured through access to daylight, ventilation, and limitations on harmful compounds such as VOCs - reinforcing target 11.1.

Alongside these building-scale tools, Tel Aviv-Yafo has developed detailed guidelines for designing public spaces that are socially

inclusive and environmentally resilient. These guidelines set criteria for continuous pedestrian shading, planting of large-canopy trees, permeable paving, and public furniture designed for diverse ages and abilities. In areas undergoing renewal

or infrastructure upgrades, public realm design is planned in tandem with development to ensure it enhances both thermal comfort and social function - contributing directly to target 11.7.

#### Spotlight - Advancing Zero-Energy Public Buildings

Tel Aviv-Yafo has committed to achieving zero-energy consumption across all municipal electricity use by 2030, including public buildings, schools, street lighting, and coastal infrastructure.

This shift reflects a broader transition - from buildings as energy consumers to producers - combining efficiency and local renewable generation. Today, nearly 100 municipal solar energy systems are already installed. As rooftop potential nears capacity, the city is expanding solar canopies and

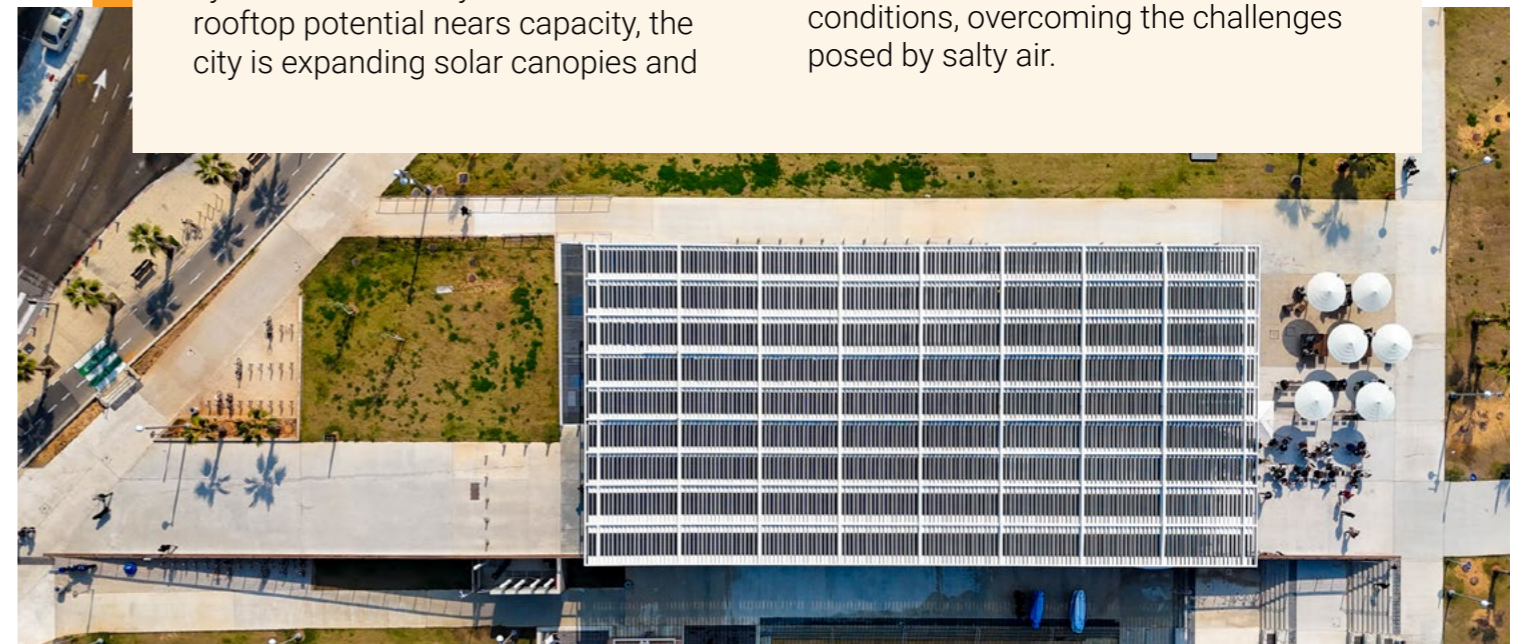
exploring public-space energy elements like shaded pergolas.

A prominent example is the Sis and Phil Winn Sea Sports Community Centre, inaugurated in 2024 along the southern coast, which is the first municipally owned community sea sports hub in Israel.

The facility was designed as a Zero-Energy Building, and it integrates a solar pergola adapted to marine conditions, overcoming the challenges posed by salty air.

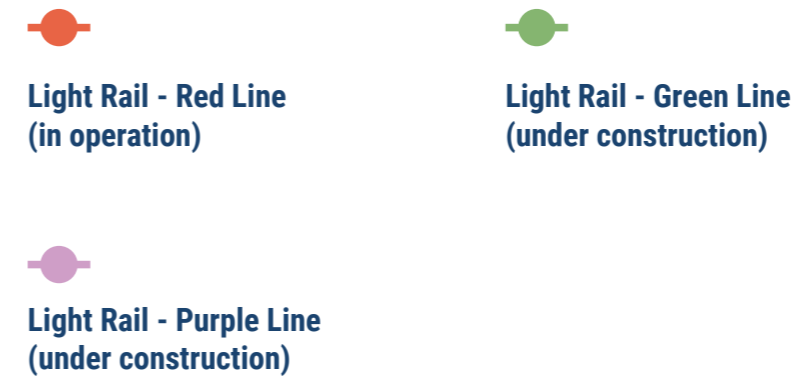


These actions are also relevant to SDG 7.



# Indicators

| Indicator   | Target | Source  | 2020    | 2021    | 2022    | 2023    | 2024    | Trend |
|---|--------|---|---------|---------|---------|---------|---------|-------|
| Housing units constructed   | 11.1   | TLV Open Data                                     | 2,932   | 2,656   | 2,867   | 4,709   | 3,063   | ↗     |
| Bicycle lane network length – Target: 250 km by 2028                  | 11.2   | Municipal Centre for Economic and Social Research | 137     | 148     | 164     | 178     | 184     | ↗     |
| Ratio of bus lane length to the total road network length in the city | 11.2   | Municipal Centre for Economic and Social Research | -       | -       | 7.6%    | 8.5%    | 8.6%    | ↗     |
| Density of people per 1,000m <sup>2</sup>                             | 11.3   | Municipal Centre for Economic and Social Research | 8.7     | 8.7     | 9       | 9       | 9.2     | ↗     |
| Total municipal solid waste (tons/year)                               | 11.6   | Municipal Centre for Economic and Social Research | -       | 404,637 | 406,254 | 417,328 | 424,117 | ↘     |
| Number of trees in the city   | 11.7   | Municipal Centre for Economic and Social Research | 256,500 | -       | 268,600 | 285,600 | -       | ↗     |



\* Trends reflect changes relative to the base year 2020/2021

SDG 13

# Climate Action

Take urgent action to combat climate change and its impacts

Prioritized Targets:

- 13.1. Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
- 13.2. Integrate climate change measures into national policies, strategies and planning
- 13.3. Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning



**Tel Aviv-Yafo faces an increasingly complex set of climate challenges shaped by its geography, infrastructure, and pace of development. As a **low-lying coastal city with dense construction, limited green space, and a growing population**, it is especially vulnerable to the effects of climate change.**



Rising temperatures, more frequent heatwaves, and heightened risk of flooding from both rainfall and sea-level rise pose direct threats to the city's infrastructure and quality of life. At the same time, high levels of energy use, car dependency, and consumption contribute to its significant greenhouse gas emissions.

These challenges are compounded by longstanding patterns of urban planning that prioritized private vehicles, high-rise construction, and economic expansion over ecological resilience. Much of

the city's building stock predates energy-efficiency standards, and many neighbourhoods lack adequate access to public transportation or open green spaces. Efforts to shift toward more sustainable systems must navigate both physical constraints and political-economic realities.

Nonetheless, the public's awareness of environmental issues has grown, and there is increasing civic interest in nature-based solutions, climate education, and community-driven sustainability.

# Municipal Climate Policy: Getting Serious about the Climate

Over the past decade, the city of Tel Aviv-Yafo has begun taking meaningful steps to address the climate crisis - steps that reflect a growing awareness of the environmental, social, and economic risks facing urban areas worldwide. This wide-ranging municipal strategy encompasses adaptation, mitigation, and public engagement.

A pivotal moment occurred in 2018, when Tel Aviv-Yafo joined C40, a global network of cities dedicated to addressing climate change. Since then, the city has worked to follow the organization's methodologies and frameworks and align its policies and actions with those of sustainability oriented cities around the world. In 2020, the city published a climate adaptation plan, the first of its kind at the municipal level in Israel. This plan identified two major priorities: cooling the urban environment, and managing water systems - both critical in the face of rising temperatures and increasingly erratic weather patterns.

Some initial actions followed. Urban tree-planting campaigns were expanded, natural stormwater infrastructure was introduced in several sites, and nature-based solutions - such as wetland restoration and green corridors - were promoted not only as ecological enhancements but also as ways to build urban resilience.

Recognizing that adaptation alone is not enough, Tel Aviv-Yafo published a Mitigation and Green Growth Plan in 2024. The plan outlines targets to reduce greenhouse gas emissions by 50% by 2030 and reach net-zero emissions by 2050, based on a 2017 baseline. These are ambitious goals, mirroring the commitments of leading global cities. As the plan itself notes, progress depends not only on policies and infrastructure, but on profound changes in behaviour, planning practices, and economic systems.

The city's emissions profile shows that the vast majority of emissions stem from energy use in buildings (66%), transportation (18%), and waste (16%). In theory,

these are areas where municipal action can have influence - but in practice, systemic change is slow. While Tel Aviv-Yafo has introduced stricter green building requirements and mandates energy efficiency planning in new developments, retrofitting existing buildings remains a major gap. Similarly, though the city has invested in public transportation and walkability - with the recent launch of the Light Rail Red Line - car use remains dominant, and the infrastructure to support alternatives is still fragmented and insufficient in many parts of the city.

The municipality has recognized that climate action must include residents and businesses, not just top-down regulation. Programs like Sustainable Neighbourhoods, operating in nearly 20

neighbourhoods, aim to connect local initiatives with municipal support, encouraging sustainable behaviour change from the ground up. Likewise, partnerships with the private sector are beginning to take shape, acknowledging that over half of the city's emissions stem from commercial activity.

Tel Aviv-Yafo has made significant strides in strengthening its preparedness for climate change. The municipal implementation mechanism for its climate action plan is well-structured and founded on a collaborative approach, involving multiple municipal units. This framework is supported by strategic planning documents, a clear urban vision, and extensive community engagement initiatives. Nevertheless, significant work still lies ahead as we collectively address the ongoing climate crisis.



# Areas in Focus

## 1. Climate Adaptation Action Plan

The Tel Aviv-Yafo Climate Adaptation Action Plan was launched in August 2020, emerging from a recognition that climate change is already here and necessitates proactive adaptation measures by cities. Tel Aviv-Yafo's involvement with the C40 Cities network has been influential in shaping this plan.

The plan's development is rooted in an analysis of the specific climate threats and vulnerabilities faced by Tel Aviv-Yafo, using data from the Israel Meteorological Service and collaborative research with institutions like Columbia University and NASA. These threats include rising temperatures, increased frequency of extreme heat days, altered precipitation patterns, and the risks associated with being a coastal city, such as sea level rise and coastal storms.

The plan outlines several key principles to guide its implementation:

- **Nature-based actions:** Prioritizing the restoration and strengthening of ecological

infrastructure.

- **Leave no one behind:** Addressing the disproportionate impacts of climate change on vulnerable populations within the city.
- **Promoting a sustainable lifestyle:** Encouraging residents to adopt more sustainable consumption and behaviour patterns.
- **Innovation serving climate adaptation:** Integrating technological advancements and innovative solutions to address climate challenges.

The plan includes specific actions and measures categorized under key areas such as:

- **Cooling the city:** This involves strategies to mitigate the urban heat island effect through increased green cover, shade provision, and the use of climate-adjusted building materials.
- **Water management:** Actions focused on improving water retention and absorption within the city and enhancing

resilience to flooding events.

- **Improving coastal resilience:** Measures to protect the city's coastline from the impacts of sea level rise and storms.
- **Supporting vulnerable populations:** Initiatives aimed at ensuring the well-being and safety of

vulnerable groups, such as the elderly and low-income residents, in the face of climate change.

Implementation of the plan is structured in phases, with ongoing monitoring and evaluation to adapt to evolving climate conditions and ensure the plan's effectiveness.

### Spotlight - Managing the Urban Forest

Tel Aviv-Yafo is strategically managing its urban forest as a key adaptation measure to address the growing impacts of climate change, particularly the urban heat island effect.

One of the city's major initiatives is to expand its urban forest and plant 100,000 trees by 2030. The goal is to increase shade, lower urban temperatures, support biodiversity, and improve air quality across the city's dense urban environment.

Trees are carefully selected and placed to ensure they are resilient in a hotter,

drier climate, while providing maximum ecological and social benefits.

As part of its urban forestry plan, the municipality is mapping existing trees and assessing their health, while improving the infrastructure for tree planting to help ensure healthy growth in the years ahead. A key aspect of the plan involves providing fruit trees to city residents to be planted in private-public spaces, enabling them to contribute directly to increasing shade along exposed streets.



These actions are also relevant to SDG 15.



## 2. Mitigation and Green Growth Plan

Tel Aviv-Yafo's Mitigation and Green Growth plan is an ambitious strategy striving to align the city with global leaders in combating climate change. Its core objective is to achieve net-zero greenhouse gas emissions by 2050, with an interim target of a 50% reduction by 2030, exceeding the national targets of Israel.

The plan acknowledges the urgency of the climate crisis, recognizing its far-reaching impacts on various aspects of urban life, including health, economics, and infrastructure. It draws inspiration from "Green New Deal" programs worldwide, aiming to integrate emissions reduction with the creation of a healthy, equitable, and prosperous city. This involves strategies that promote "green growth" through investments in clean technologies, sustainable resource management, and the development of green jobs.

To achieve its goals, the Mitigation plan outlines specific actions across 3 key sectors:

**Energy:** The plan focuses on reducing energy consumption and transitioning toward renewable sources. This includes improving energy efficiency in buildings through green retrofits, and

promoting solar energy production across the city.

**Waste:** Recognizing the impact of waste on emissions, the plan emphasizes waste reduction at the source, increased recycling and reuse, and minimizing landfill use.

**Transportation:** The plan seeks to transform the city's transportation habits by making sustainable modes of transport - walking, cycling, and public transit - more convenient and accessible, while discouraging reliance on private cars. This involves improving public transport services, expanding cycling networks, and implementing policy measures that reduce car dependency.

The municipality is also committed to leading by example and fostering collaboration with the community, including businesses, organizations, and residents, to make a measurable and sustainable impact collectively.

To track progress, measurable indicators will be used to enable ongoing evaluation and guide future policy decisions.

**In 2023, an 18% reduction in total emissions was recorded, compared to 2017.**



These actions are also relevant to SDG 11.



These actions are also relevant to SDG 12.



These actions are also relevant to SDG 7.

### Spotlight - Lira Shapira Local Green Currency

Founded in 2019 in the Shapira neighbourhood of South Tel Aviv, Lira Shapira is a grassroots circular economy initiative that transforms organic household waste into local economic and environmental value. Residents earn one "Lira" for every kilogram of food scraps they bring to neighbourhood compost stations, which can be redeemed for produce at the nearby Tel Chubez urban farm, handcrafted goods at community markets, or services from local vendors.

Operated by six local volunteers and supported through the municipality's Sustainable Neighbourhoods program, the initiative engages over 350

households and processes 7–10 tons of organic waste each month. In the past year alone, over 100,000 Lira were issued - equivalent to more than 100 tons of waste composted locally rather than landfilled.

Beyond impact, Lira Shapira invites learning and replication: the initiative offers public tours, composting workshops, productive gardening courses, and a training program for launching local currencies in other communities. Visitors are also welcome to join their bi-weekly Tel Chubez community market days. The model meaningfully advances both SDGs 8 and 12 through citizen-led, place-based economic innovation.



### 3. Resilient and Engaged Community

#### Educating for Resilience

Escalating heatwaves across the Middle East place Tel Aviv-Yafo at the frontline of SDG 13.3 (climate education and capacity-building). Since 2023 the Municipal School for Sustainability has trained more than 4 000 residents, teachers, and youth leaders to monitor urban ecosystems, retrofit homes on a budget, and draft neighbourhood adaptation plans. Climate literacy training now spans every classroom from preschool through high school, reinforced by citizen-science projects that map tree-canopy cooling, urban heat-island intensity, and flood-risk hotspots. Regular hackathons and micro-grants encourage students to pilot shade structures, heat-alert apps, and low-carbon menus in their own schools, turning theory into action and spreading practical know-how city-wide.

#### Keeping Resilient Communities

In line with SDG 13.1 and 13.b, the city pairs infrastructure investments with focused social support. The first climate-shelter pilot in Neve Eliezer, an older immigrant neighbourhood, converts a 500 m<sup>2</sup> community hall into an off-grid refuge during blackouts. A 73 kW rooftop

photovoltaic array feeds a 400 kWh battery, powering lights, fans, phone charging, and refrigerated medicines for up to 48 hours. Residents may also use the hall on extreme-heat days, reinforcing social ties while safeguarding health. City-wide, 170 vulnerable households already benefit from energy-efficiency retrofits, with 200 more budgeted for 2025-26. Social-service teams distribute heat-safety guides in five languages, train caregivers, and map at-risk elders for proactive check-ins. Community gardens, “giving closets”, and rapid bike-lane expansion cut costs, emissions, and isolation, while an annual Resilience Festival showcases neighbourhood projects and shares resources across the city.

#### Results and Next Steps

Education, sheltering, and household upgrades advance SDG 13’s targets and strengthen SDG 13.2 by embedding adaptation in municipal planning. By 2030 the city will replicate the shelter model in ten additional neighbourhoods, install community-owned batteries at clinics and water-supply hubs, and formalise “neighbourhood climate captains” with stipends and training. A new open-data

dashboard will track avoided emissions, indoor-temperature improvements, emergency visits, and volunteer hours, enabling data-driven adjustments and transparent public reporting.

#### Spotlight - Training Climate and Environment Instructors

During 2024, the Social Services Administration, in collaboration with the Authority for Environment and Sustainability, the 60+ Program, and the Green Network, trained 20 senior city residents to become climate and environment instructors. The training aimed to empower elderly community members to cope with the impacts of climate change in their daily lives and to become leaders and educators within their networks.

resilience, the effects of climate change on vulnerable populations, preparedness at home and in the community, delivering messages to the public, and developing interpersonal ties. After the training, climate instructors began delivering a series of five workshops at 12 centres. The sessions covered practical resiliency strategies, conserving energy, growing food at home, and strengthening community ties.

The 10-session training covered a range of topics, including climate



These actions are also relevant to SDG 10.



These actions are also relevant to SDG 7.



# Indicators

| Indicator  | Target | Source  | 2020 | 2021  | 2022  | 2023  | 2024 | Trend |
|--|--------|---|------|-------|-------|-------|------|-------|
| <b>Tel Aviv Yafo Municipality CDP Score</b>                      | 13.1   | Environment and Sustainability Authority          | B    | B     | C     | -A    | A    | ↗     |
| <b>Water Loss Rate (% of Total Water Supplied)</b>               | 13.1   | Municipal Centre for Economic and Social Research | 7.5% | 6.9%  | 8.0%  | 6.8%  | 6.5% | ↗     |
| <b>Organic Waste Collected (tons/year)</b>                       | 13.3   | Municipal Centre for Economic and Social Research | -    | 6,252 | 6,349 | 7,130 | -    | ↗     |
| <b>Environment and Sustainability Events</b>                     | 13.3   | Municipal Centre for Economic and Social Research | 143  | 260   | 642   | 670   | -    | ↗     |
| <b>Sustainable neighbourhoods initiatives</b>                    | 13.3   | Municipal Centre for Economic and Social Research | 10   | 55    | 55    | 58    | -    | ↗     |
| <b>Educational institutions teaching environmental education</b> | 13.3   | Municipal Centre for Economic and Social Research | 325  | 325   | 432   | 432   | -    | ↗     |



### Projects for cooling the city

- Providing shade at major CBD intersection
- New community centre built according to green building code
- Energy station powered by sea waves
- Solar roof at community centre
- Solar roof at school



### Projects for water management

- Drainage management
- Combined system for drainage management at new business complex
- Drainage management at commercial complex
- Rain garden
- Drainage canal
- Water retention roof
- Biofilter at bus terminal
- Supporting wall for beachside cliff
- Breakwater rehabilitation

# Conclusion: Reflections and Next Steps

The process of preparing Tel Aviv-Yafo's first Voluntary Local Review has been a valuable learning experience. It brought together diverse municipal teams, introduced the SDG framework into new areas of work, and sparked dialogue across departments. This internal engagement revealed promising connections between existing policies and global goals, while also helping us identify clear gaps—in policy coordination, data availability, and impact measurement.

We see the SDGs as a useful lens for refining our municipal approach, encouraging greater alignment between long-term goals and day-to-day implementation. The insights gathered throughout the review will inform the next City Strategic Plan, particularly in how we define priorities, track progress, and consider equality across different population groups and neighbourhoods.

Key areas for further attention include strengthening our data infrastructure, building clearer indicators for long-term impact,

and enhancing coordination between strategic vision and operational delivery. These are complex but necessary steps to better understand our progress and allocate resources more effectively.

Moving forward, we aim to explore expanded collaboration—locally, regionally, and internationally. Many of the issues we face are shared across cities, and there is value in learning from others, sharing experiences, and developing joint approaches to common challenges.

As previously stated, this VLR marks a significant moment in our city's journey. It reflects our continued commitment to meet today's momentous challenges while safeguarding the creativity, energy, and unique spark that define Tel Aviv-Yafo.



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