



**HABITAT III THEMATIC MEETING
CONCEPT PAPER**

**FROM PUBLIC PARTICIPATION
TO CIVIC ENGAGEMENT**

August, 2015

Concept Note from the Municipality of Tel Aviv-Jaffa



Habitat III Thematic Meeting. From Public Participation to Civic Engagement Tel Aviv Smart Citizenship Lab

"...it's humble urban communities who lead the way in showing how networked technologies can strengthen a city's social fabric.."

The Guardian

Background

2% 50% 70% 80%

These four numbers portray the unique place in history that we currently occupy; only 2% of the planet is urban; however, this space contains more than 50% of the world's population, creating over 70% of our economic benefits and 80% of the pollution.

Cities have become the core of humanity's wellbeing and its hope for the tomorrow, a sustainable, just and happy future. Urban areas are a living combination of history, civilization, diversity and culture. Urbanization has been a force that has changed almost everything: ways of thinking and acting, ways of using space, lifestyles, social and economic relations, and consumption and production patterns. Cities, as economic and productive innovation spaces, provide opportunities for improving access to resources and services, as well as options in the social, legal, economic, cultural and environmental fields. Urbanization has ushered in economic growth, development and prosperity for many. However, cities are also spaces where multidimensional poverty, environmental degradation, and vulnerability to disasters and the impact of climate change are present.

In October 2016, the United Nations will hold the Conference on Housing and Sustainable Urban Development (Habitat III), to reinvigorate global commitment to sustainable urbanization. Focusing on the definition and implementation of a transformative New Urban Agenda, effectively harnessing the role of urbanization as a driving force as well as a source of development with the power to change and improve lives.

The challenges are enormous; yet, these times are also a zenith of human creativity and innovation. We should be able to harness the best and brightest – ideas and people – to meet the challenges we face. The city has to become the engine to bring these two together – creating the climate for involvement and innovation, facilitating the processes and the platforms. The challenge for future cities is not only technology and data manipulation but even more, governance and civic engagement.

In the context of the preparatory process towards Habitat III, the city of Tel Aviv has been selected to host a thematic event on "smart civic engagement", in order to debate and gather thematic inputs to the new



urban agenda. To this aim, the Habitat III Advisory Board created for the event, will discuss the inputs and recommendations gathered during the event in Tel Aviv, including on-line public dialogues, and issue a final declaration. This will constitute an official document to be used to feed discussions and member states negotiations leading to the formulation and agreement on the global new urban agenda.

The City as a Key Actor for Smart Civic Engagement

The concept of the 'smart city' intended as the confluence of urban planning and technological innovation has become a predominant feature of urban policy and action in many countries, depicted at times, as the ultimate solution for urban problems. The notion of "smart city" appears to encompass a wide range of issues, from advances in sustainability and green technologies, through deployment of information and communication to changes in democracy and civic engagement. More and more cities are exploring the Smartness opportunities; analyzing technological capabilities, social network capacities, IOT infrastructures and crowd mobilization. Vis a vis these trends, there is a growing and urgent need for better understanding of the potential of 'smart cities' as 'democratic arenas' for citizen empowerment, as governance platforms, and user-driven innovation. What is the potential for 'smart cities' to regenerate our cities, reach out to their citizens and become platforms for bottom up civic engagement? Cities need to develop sustainable mechanisms that will enable their citizens to develop capacity and experience in civic responsibility, to broaden democratic platforms and responsible governance. This is a twofold challenge, for the city to become again a democratic arena and for the residents to reinvent themselves as citizens instead of consumers of services. Civic engagement needs to become an everyday practice, embedded into city life at all levels of municipal and community activities.

From Agora to the City Facebook - Citizen Engagement in 21 Century Cities

As you entered the Agora of ancient Athens you were transposed from farmer, landowner, artisan, priest or soldier to an active citizen. This was the democratic arena of the city, the place where an open public discussion guided the life of the city, where policies were made, strategies debated and decisions voted. Our cities have practically been reinvented since the days of Athens, but the essence of urban life is still defined by the scope of involvement and engagement of its citizens. What does the agora of the 21st century look like? In the following section we will outline key aspects of the new frontiers for urban democracy worldwide, illustrating the scope of participation, the diffusion of technology as a democratic tool and the concerns which outline the new frontiers.

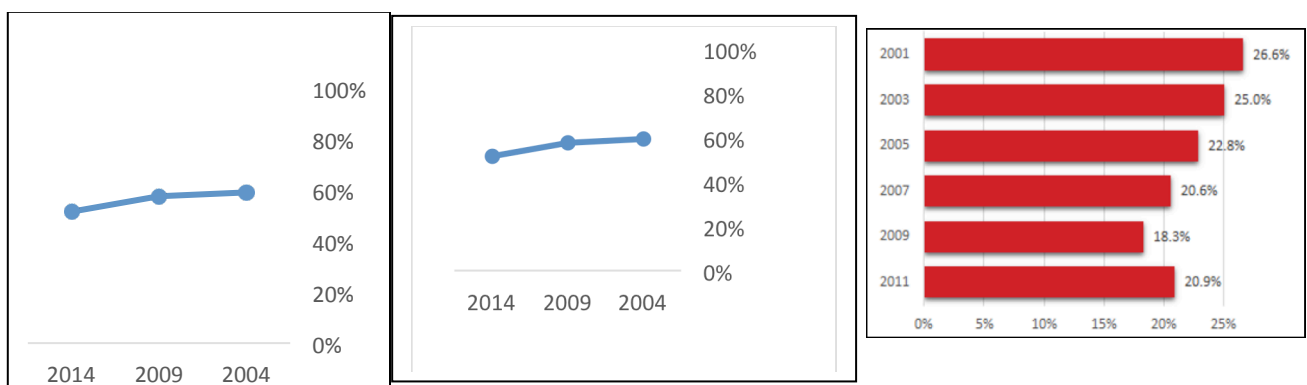
Participation 101 - Voters' turnout

"Experience has demonstrated ... that local elections often provide the first direct link between a voter and an elected official. This connection between elector and elected, and the accountability of those



elected at the local level, provides an important training ground for promoting democracy at the national level." UN Secretary General Kofi Annan, October 2000

Many people consider voting the most important form of political participation in a democracy. This is undoubtedly the basic building block of local democracy, and citizen engagement, it is therefore concerning that, in general, across the world voters' turnout, is declining. Researchers are proposing varied explanations for this phenomenon from sense of futility, mistrust of the local institutions to lack of interest and idleness. Although there is no aggregated international data on the issue, the following data, from several countries, depict compatible trends.



Voter turnout in Israeli Local elections

In Irish Local elections

In US local elections

A recent European survey reveals that in the last municipal elections held in the big cities, mainly the capitals, of the Member States, in seven Member States the turnout rate was between 50 and 60 percent. The turnout was lower than 50% in ten of these municipalities. Overall, there are twenty Member States where more than a third of eligible voters did not participate in the last local elections held in the capitals. Participation in other cities than capitals, depending on size, is even lower. Generally, data on the turnout in local elections reveal a tendency for political disaffection of the citizens. Remedying the 'democratic deficit' remains a challenge for the Member States and the European institutions as well as for the elected local authorities across the Union. ¹

Recently there have been some cities who are introducing e-voting in order to boost turnout. Estonia was the first country to do so, both for the national elections and for local elections. E-voting was first introduced there in 2005, when online voting reached only 2% of all votes cast, however, in 2007' the percentage rose to 5.4% and by 2009 it already reached 15% of the votes, and by the 2015 parliamentary elections just over 30% voted online. Although it seems a viable tool, especially in

¹ Report from the Commission to the European Parliament and Council, on the application of Directive 94/80/EC 2012



increasing young people's voting, there are still widespread hesitations in adopting such systems, especially reflecting security and fraud concerns.²

Public Participation

“Local authorities form a vital bridge between national governments, communities and citizens and will have a critical role in a new global partnership... Local authorities have a critical role in setting priorities, executing plans, monitoring results and engaging with local firms and communities.” *Report of the High-Level Panel of Eminent Persons on the Post-2015 Development Agenda, 2013*

Voting has always been perceived as the basic indicator of a resilient democracy, declining rates undoubtedly point to a "deficit" in local democracy. While elections, certainly form the base for local democracy, citizen engagement can take many forms and utilize ongoing practices and mechanisms, for instance, municipal community partnerships can be just as important to the robustness of the local democracy which should be built on a broad range of opportunities for public involvement and engagement, going far elections.

We are seeing a rise in citizen involvement in cities across the world, scholars have suggested that this is the expected social response to the declining trust in local institutions; residents taking things into their own hands. This is certainly the case with Guerilla Gardening in New York, where in the 1980's women, especially in the Bronx and Harlem, began cultivating empty lots and turning them from loci of crime and degradation to community assets. At a certain point the local government intervened and succeeded in creating a municipal community partnership, which continues to support the gardens and the communities involved.

In 2008 the United Cities and Local Governments Association published an international study of Decentralization and Local Democracy, surveying the varied modes of local democratic practices in comparison between countries and regions.³ According to this study, one of the signal features of decentralization, and one of its bright spots, is the renewed connection between citizens and government. The regional reports document a growing tendency of involving citizens in the decision-making process. Governments employ many modes of participation and choice-making. In addition to an in depth analysis of the implications of decentralization on elective democracy, the study also analysis different modes of participation by local citizens, as can be seen in the following table.

² *E-Voting in Europe, 2011, background paper to European Parliament*

³ *Decentralization and Local Democracy in the World, UCLG, 2008*



Table 1 Sample Mechanisms of Participation and Their Functions

Participatory mechanism	Area of effectiveness			
	Policy and planning	Demand preferences and budgeting	Implementation and oversight	Accountability
Tapping into grassroots opinion	Gram Sabha, India; neighborhood councils (Africa, Middle East)			
Mobilizing grassroots groups	Participatory budgeting (several countries in LAC, Philippines, Europe).		Neighborhood work gangs, many countries	<i>Comités de Vigilancia</i> (Bolivia)
Beneficiary contributions		Mayor's funds (Chile)	Bond measures in US	
Citizens initiated contact			Voluntary neighborhood organizations in Japan	Rating systems India, US
Electoral and voting process	Programmatic campaign (Colombia)			Referenda in US, Europe, and Eurasia (permitted but not used).
Legal and judicial system				Impeachment, LAC, US, Canada

These are the most colorful and innovative spots in the unfolding story of local democracy. These bring forth the community attributes of democracy, showing that many countries in Africa (for instance, Ghana, Niger, and Uganda) in Asia (India and Pakistan) in East Asia (Philippines) and in Latin America, citizens draw on tradition and custom, making creative use of village councils to voice opinion and deliberate. Several of the regional reports, presented in the study, speak of serious issues in the free flow of information and the need to ensure the availability of information, as represented in legislation on freedom of information. According to the report, a somewhat deeper modality of participation, is in such tools as the ballot initiative, referenda, and recall elections. These are widespread in North America and Japan, and though permitted in many countries of Eurasia, not used. They are “seeping down” in Europe, with two convincing case studies from Berlin, and Latin America. The LAC region has its own innovative uses of participation, in the form of participatory budgeting, initiated by the Brazilian city of Porto Allegro.

In line with the ULGC report, the United Nation Democracy Fund, in partnership with the hunger Project, published an international assessment of the State of Participatory Democracy in 2014. ⁴

The report introduces a new multidimensional indicator – the Participatory Local Democracy Index (PLDI) – and applies it to 35 countries that are profiled in depth. The indicator is comprised of 5 dimensions: Active Citizenry, Political, Administrative, Fiscal, and Planning. The following table displayed the Active Citizenry scores for each of the 35 countries. The Active Citizenry dimension included 42 different indicators which are divided into 2 categories: legal aspects and personal perception of the issue. (The indicators are detailed in appendix 1.) Figure 2 displays the aggregate country scores for Active Citizenship:

⁴ 2014 *State of Participatory Democracy Report, The Hunger Project and UNDEP*



County	Group	Active Citizenry	
		L	P
Azerbaijan	1	50	58
Bangladesh	2	89	55
<i>Benin</i>	3	60	43
<i>Bosnia and Herzegovina</i>	1	60	39
<i>Brazil</i>	5	73	50
<i>Burkina</i>	3	20	33
<i>Burundi</i>	3	80	87
Cambodia	2	80	52
Cameroon	3	30	35
Chile	5	30	30
<i>China</i>	2	30	42
Colombia	5	70	43
Costa Rica	5	75	52
Côte d'Ivoire	3	40	46
DR Congo	3	70	35
Ethiopia	3	100	82
<i>Finland</i>	6	30	95
<i>France</i>	6	70	52
<i>Ghana</i>	3	40	26
Guatemala	5	70	57
India	2	67	33
Indonesia	2	100	43
<i>Italy</i>	6	90	65
Jordan	4	60	66
Kyrgyzstan	1	56	32
Lebanon	4	10	61
Liberia	3	100	56
Madagascar	3	30	17
Malawi	3	50	69
Malaysia	2	10	13
Mali	3	70	61
<i>Mauritania</i>	4	40	36
Mauritius	2	40	52
Mexico	5	70	22
Morocco	4	80	42
Nepal	2	90	48
Niger	3	90	43
Nigeria	3	70	35
Pakistan	2	60	39
Paraguay	5	40	35
<i>Peru</i>	5	50	31
Philippines	2	60	52
<i>Senegal</i>	3	90	74
Sierra Leone	3	70	43
Sudan	4	10	78
Tajikistan	1	70	22
Uganda	3	80	13
<i>USA</i>	6	57	53
<i>Venezuela</i>	5	60	52
<i>Vietnam</i>	2	59	30
<i>Zambia</i>	3	22	6

Table2 - PLDI scores

As can be seen, Burundi ranks in first place, both on the legal and the perception aspects, this shows the correlation between the two. Altogether, Sub-Saharan Africa scored very highly - just behind the most developed countries. A subset of four African countries (Burundi, Senegal, Ethiopia, Liberia) are of the top-five ranked. At the other end of the scale, MENA (Middle East and North Africa): scored lowest, which is not surprising as most of these countries are not considered democratic republics even at the national level. Central and Western Asia: these newly included nations scored surprisingly close to the middle and consistently across dimensions, with a fairly modest gap between laws and implementation. Latin America: this group scored very high in its legal structure, but has the most severe gap between legal framework and people's perception of implementation. Developed Countries: most that participated this year scored best as a region, reflecting long-standing systems of local democracy, although not as strongly as some might expect. For example, the US national government is "newer" than its local governments and, due to such, does not have a national policy framework for the role of local governments.

In conclusion, the study concludes that from Tajikistan to Brazil to Burundi, countries are moving government closer to the people. Participatory local democracy is widely perceived to foster better



accountability and improved delivery of basic services, as well as defusing regional, ethnic and religious tensions.

Being SMART to leverage Participation

The previous two sections have shown the significance of connectivity and transparency to creating interaction and providing governance. Certainly, the advent of new technology and media promise new possibilities to enhance civic participation and engagement, a smart city is therefore two things - data-rich and interconnected. The Internet has been identified as a platform that supplies us with “new possibilities in creating an interactive virtual public sphere, a kind of ‘electronic agora’, where space as a condition for communication is dissolved” (Frey, 2001:5). On that note, Townsend (2013) claims the Internet is important in allowing top-down efforts to shape cities through dependency on bottom-up participation. New-Media platforms such as Facebook and Twitter are recognized as enablers of multi-directional information flows happening quickly across spatial-boundaries. Moreover they allow individuals, especially younger people, to become aware and engaged with their environments in more-meaningful-ways.⁵

In preparation for the new urban agenda to be set at Habitat III in 2016, the UN task team is preparing Issue Papers on key issues, hitherto 22 such papers have been prepared. Issue paper number 21, dedicated to Smart Cities, was finalized during the UN Task Team writeshop held in New York from 26 to 29 May 2015.

Choosing to dedicate an issue paper to the "Smart City" concept, denotes its perceived importance to the urban agenda, acknowledging both the enormous potential along with the challenges and limits it brings to future urban development. In fact, it states that most aspects relevant to the new urban agenda reference the role and potential of ICTs to advance goals and address challenges (as detailed in all Issue Papers for Habitat III), presenting new opportunities and smart approaches for the global community to make cities inclusive, safe, resilient, and sustainable.

It is also important to note, that at this point in time, Citizen Engagement has not been addressed in the context of these issue papers.

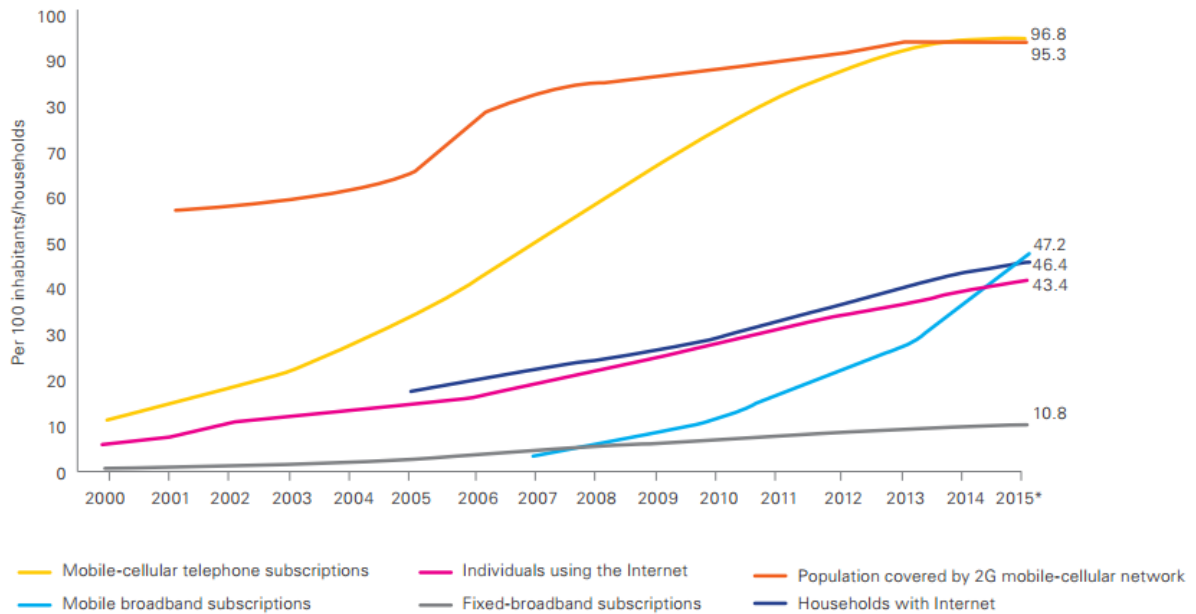
The Smart City issue paper presents a set of figures and key facts that outline the backdrop to the emergence of Smartness as a central driver to urban development. Urbanization trends pose a need for strategic and innovative approaches to urban design, planning, management and governance. The accompanying trends in ICTs play a significant role in 21st Century urbanization as ICTs increasingly support business functions, city logistics and grids, transport, delivery of basic services, environmental management systems, government operations, data-driven industries like finance, and people-to-people interactions (HABITAT II issue paper, 2015):

- Today, there are more than 7 billion mobile subscriptions worldwide, up from 738 million in 2000. Globally, 3.2 billion people are using the Internet, of which two billion live in developing countries. Mobile broadband penetration globally is close to 47 per cent in 2015, a value that

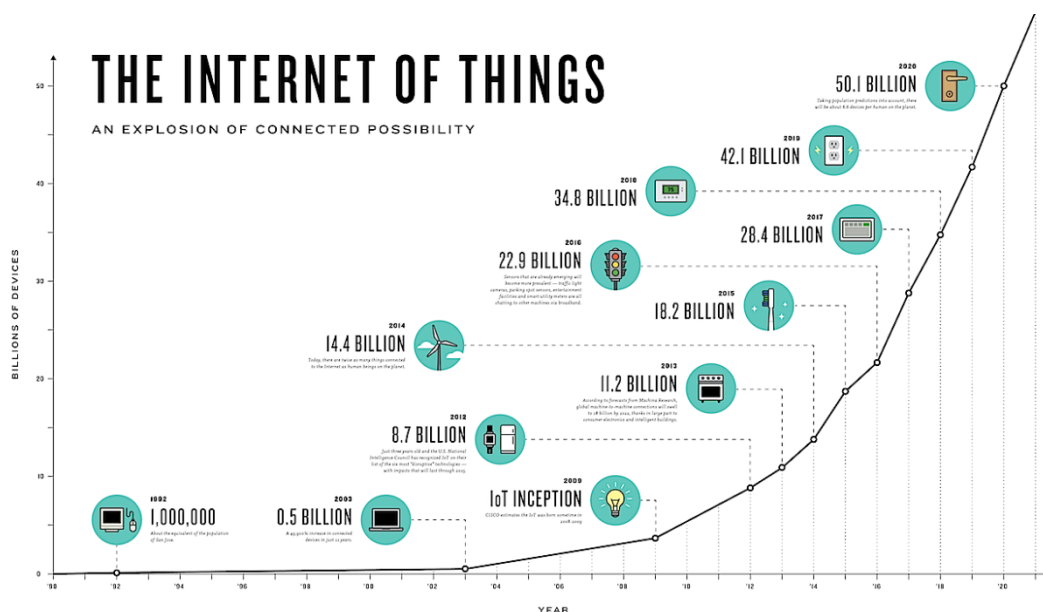
5 Frances, A., The Smart Participatory City, 2014, Msc dissertation



increased 12-fold since 2007. In 2015, 69 per cent of the global population will be covered by 3G mobile broadband, up from 45 per cent in 2011.⁶



- The multiple infrastructure systems in cities are in fact a “system of systems,” or a network of systems that support interlocking operations or functions. They have become more integrated using ICTs, leading to the "Internet of things" (IoT) and enabling integrated management of operations. Harnessing the potential of these networks for sustainable urbanization is a crucial feature of a smart city.⁷



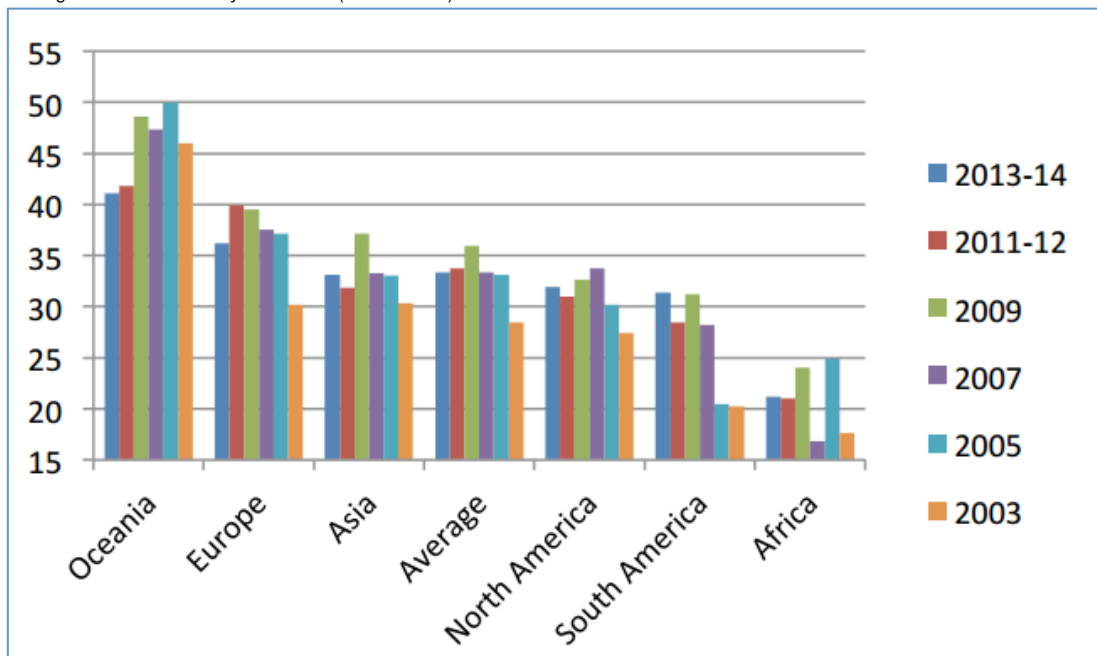
⁶ Source ICT, 2015

⁷ NCTA - National Cable Trade Association, U.S., 2015



- Local governments are changing the way they govern in the 21st century, ICT-assisted approaches can support and strengthen government in part by enhancing transparency through open data and by improving citizens' access to services through online platforms. The School of Public Affairs and Administration at Rutgers University, has been following these trends for the past decade through the Global E-Governance Survey, which evaluates the status of e-governance in the largest municipalities in 100 of the world's most "wired" countries. The study underscores the increased attention spent on usability, as the percentage of cities with official websites increased significantly around the world. Oceania was the top-ranked continent, followed by Europe and Asia. The top-ranked cities for each continent are Johannesburg (Africa), Seoul (Asia), Bratislava (Europe), New York (North America), Auckland (Oceania), and Sao Paolo (South America).⁸

Average Score of Cities by Continent (2003-2013)



Key Drivers for Action

The HABITAT III issue paper outlines key drivers for action for perusing a Smart City framework:

- Strategic policies, legislations, rules and regulations: Smart and sustainable cities have to be planned, designed, implemented, and managed effectively. Also, the benefits of smart cities are not automatic. These require strategic policies and innovative thinking about 21st century technological advancements in the sustainable urbanization agenda. More, it is important that the development of a smart city is understood not as the final aim of city administrators, but as a way to reduce costs of public services, enhance access to and quality of these services, enhance regulatory compliance, and help enhance the transparency and accountability of public agencies. All these require smart governance that recognize complementary assets and linkages of urban and rural areas, advance partnerships and bottom up approaches inclusive of stakeholders.

⁸ *Digital Governance in Municipalities Worldwide, 2014, National Center for Public Performance, Newark*



- Innovative, responsive urban planning and design: Planning and design from the planned city extension perspective focuses on: public space layout that minimizes transport needs and service delivery costs while optimizing the use of land; street patterns that enhance mobility and space for civic and economic activities; open spaces that provide areas for recreation and social interaction enhancing quality of life; and, block typology that facilitates private investment in defined and serviced areas. There is a need to re-evaluate existing approaches and instruments, identify good practices suited to local contexts, ensure alignment with international standards, and promote integrated approaches across government ministries and sectors (transportation and communication networks, green buildings, inclusive and efficient human settlements and service delivery systems, improved air and water quality, disaster preparedness and response toward urban resilience).
- Robust financial planning: Smart city approaches require robust financial planning and investments, thus need to be informed by knowledge anchored in local context. This requires inclusive governance marked by stakeholder engagement -- harmonizing public and private sector priorities and ensuring civil society participation, including marginalized and vulnerable groups, in local public decision-making processes. Financial models also need to be well designed, focused on cost-effective and sustainable solutions and conducive to foreign investment. This aspect focuses on developing a realistic and implementable financial plan that is crucial to the successful implementation of planned city extensions and infill (PCE/I).
- Coherence: There is need for international consensus on what “smart and sustainable city” means, and deeper understanding of how approaches labeled as “smart” advance the new urban agenda. The assumption that the application of ICTs in planning, design and management of urbanization and cities will automatically result in improved outcomes needs to be addressed. This is a long term process and cannot be achieved overnight. Transitioning or building a city into a smarter, more resilient, more sustainable city is a journey and every city is likely to have different pathways. This is a long term process of actions that would not only allow for comparability but would also promote sustainable development along with each city being able to quantify improvements. Cities are accountable for continuous improvement to strengthen its effectiveness for the future. Therefore the process should be able to adapt to the dynamic, evolving and complex nature of cities and be able to continuously update the vision as required.

Although not indicated as a standalone driver, the civil side of municipal life is clearly an integrating component of the Smart City Development framework.

Tel-Aviv Jaffa as a Smart Citizenship platform

Tel Aviv, the Nonstop City, considers engagement a key value in implementing Smart City principles. It actively involves residents in the urban experience and urban development, while emphasizing engagement in decision making processes and wisdom of the crowd as a means for smart municipal management in the new age. The city persistently acts to create a climate that facilitates the formation of



collaborations between residents, business establishments, third sector organizations and the Municipality, while making use of cutting-edge technologies that enable learning, creativity and sharing to achieve social and economic prosperity. The technological and social tools available to the city enable better use of information and communication technologies to streamline the management of existing resources, save energy costs, provide improved service, enhance the quality of life, and fulfill the 'sustainable city' concept.

Objectives

The Tel Aviv Smart Citizenship process is a policy process for generating municipal policy guidelines on smart civic engagement, through a set of stakeholder consultation and configuration activities. The initiative aims to meet the following objectives:

- To collect and analyze successful examples and working mechanisms from around the world for smart civic engagement in order to develop a municipal toolbox of mechanisms and policies.
- To strengthen the capacity for urban professionals and policy makers to engage in multi stakeholder discussions and activities.
- To engage the "Smart" actors; technological developers and businesses, digital officers, sm entrepreneurs, etc. in a civic discussion and expand their inputs in terms of civic actions and democracy.
- To catalyze an ongoing discussion on the civic role of the city vis a vis the changing urban reality.
- To produce a set of recommendations on Smart Civic Engagement

Key Questions for the Policy Process

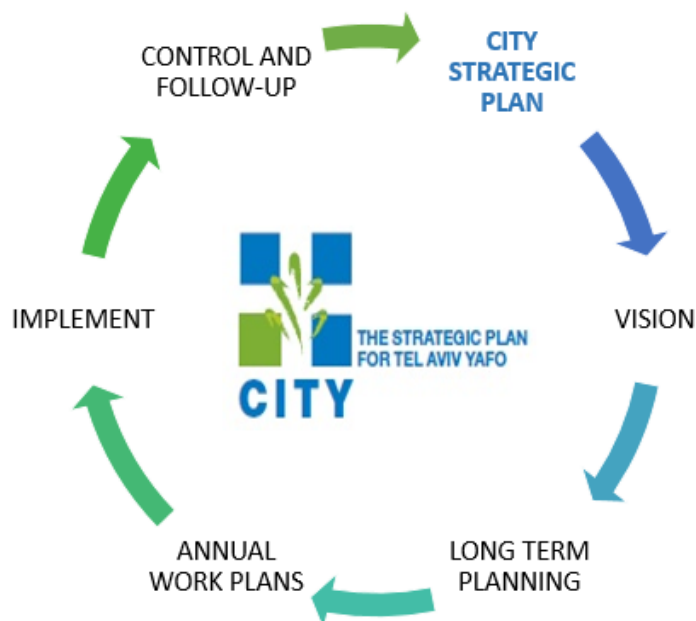
- What is the role of the national government in supporting cities as catalysts for Smart Civic Engagement?
- What is the role of different municipal platforms and departments in facilitating Smart Civic engagement?
- How does technology facilitate urban civic engagement?
- What can be the role of collaborative mechanisms in promoting smart civic engagement?
- How do we ensure reaching out to the diversified and multicultural urban communities?
- What is the role of education in nurturing civic engagement?
- How do we ensure that communities and initiatives are not constrained by municipal mechanisms?
- How do we align the economic needs and mechanisms of the city with the concept of Smart Civic Engagement?



THE "Kibbutz" CITY – INTEGRATING CIVIC COLLABORATION/ENGAGEMENT THROUGH SMART GOVERNANCE:
THE TEL AVIV-JAFFA CYCLICAL MODEL

It has been a full decade since the city of Tel Aviv-Yafo approved its Strategic Plan for the City, yet this plan and vision are still in place as central guidelines for the city, a leverage for development and wellbeing. Strategic Urban Planning is a cyclical process, it enables a City Plan to be under continuous review. It provides decision-makers with an extremely useful tool, making it possible for those at the helm to respond effectively to changing circumstances, including the evolving needs and aspirations of their citizens.

The Strategic Plan for Tel-Aviv-Yafo is based on the following principles:



- A Multi-disciplinary approach: many aspects of city life are addressed.
- Wide public participation: representatives of the city's residents and other stakeholders are closely involved in the Plan's formulation.
- Consensus building: the process is designed to help different interest groups to reach consensus over a wide range of themes and issues.
- Early completion: the Plan is produced in a relatively short space of time.
- Early Formulation of Action Plans: Action Plans, designed to different time-scales, are produced for implementation, while the Strategic Plan is still in preparation; this helps to build confidence in its value.
- Transparent planning process: the public can follow the Plan's evolution on the municipal website, and through other media.
- Empowerment of the Municipality: the Plan provides the Municipality with new tools to guide urban development in a sustainable way, whilst meeting the needs and aspirations of its citizens.



The Tel Aviv Yafu Plan takes into account the need to continually build citizen trust and capacity, this is at the core of the plan and ensuing actions. Transparency, continual participation, together with early implementation of projects and/or programs arising from the Plan, helps to build public confidence in its merits, whilst at the same time, strengthening the Municipality's problem-solving capacity.

Flagship Projects

These are two leading examples of the Tel Aviv model, demonstrating how the Strategic Lines are rendered into policy guidelines, which in turn produce workplans and actions all aligned to the vision and municipal commitment.

Maze 9

Maze 9' is a beautiful renovated international style public building in Tel Aviv, until the mid-90's it served as a public library, but both the building and the usage gradually declined. The municipality rehabilitated the facility and decided to invite the public to decide how to use it, specifically young adult residents, who are the majority in the area. This open invitation was converted into a virtual discussion arena, utilizing an online platform developed by a local Israeli company. The virtual dialogue, lasted several months, and was attended by 2,153 young residents aged 18-35, who all addressed 2 questions: "What do you want Maze 9 to be? What would make you go there?"

In order to engage as many young people as possible, a specific marketing plan was devised, utilizing innovative media channels together with point of contact promotion activities; Web banners, magazine ads, ads on bus stops and distribution through social networks. iPad spots were distributed through the city campuses, events and leisure spaces. Participants could leave their details at the site and can continue to follow the consultation arena.

The City's young adults expressed wide approval and enthusiasm for the process, both for the opportunity to engage and influence decisions making and for the platform itself. The municipality succeeded in reaching out to a sector that was less accessible and less involved in city life. The process, succeeded in revealing specific insights on the Mazeh facility, but even more important, the municipality gained a new understanding of the younger population of the city.



Public Participation event in Tel Aviv



Online Platform for Public Consultation



Roundtables Rabin Square

100 tables, 9 topics, 1200 people=1000 adults+100 children+100 youth, 2892 inputs online

In 2014 Tel Aviv held an open round table discussion in Rabin Square. One hundred tables were set up with various categories where residents could come and voice their ideas to city officials. Three questions framed the discussion, the first two were only discussed in the roundtable event, whereas the third question was also uploaded to the internet site:

1. What municipal activities and actions do we want to keep for the future?
2. What would we want to develop and improve in the coming years?
3. What should we do in the coming years to further improve the XXX (specific topic)?

Each table was headed by a municipal representative, from the relevant department. The topics included the following themes:

- ✓ Formal education
- ✓ Safety and public order
- ✓ Public Space - Maintenance and Development
- ✓ Urban planning
- ✓ Environment and Sustainability
- ✓ Public Participation and Civic Engagement
- ✓ Delivering City Services
- ✓ Transportation, traffic and parking
- ✓ Culture, sports and leisure
- ✓ Society, welfare and community

The event was supported by an online consultation platform, which was open for input for another three week. Once the discussion was closed, the insights were compiled and displayed on the site.

Concurrently, the insights were delivered to the relevant city departments as input for their work plans.

The internal process was supported by the municipal public participation team with workshops and continued dialogue with the public. Once the departments completed processing the insights their action plans were uploaded to the site and notifications were sent to all the participants.

The following chart presents the process for the Public Space theme:

question	# of inputs	inputs
What we want to keep	106	Cleanliness, maintenance in general, maintenance of parks and beach, Renovations in Jaffa
Need to improve	137	Waste removal, cleanliness in specific areas, more neighborhood parks and gardens, more water founts, better upkeep of dog parks...



The Framework

The Tel Aviv Yafo vision forms the core of the strategic plan, translated into four strategic lines:

The robustness of the strategy is achieved through by the consistency of these four strategic lines, they have become the building blocks of the municipal agenda, translated into budgets, policy lines and action plans.

Although the civic narrative weaves through the vision, strategic line 3 is dedicated to creating the municipal mechanisms for citizen involvement and empowerment.

A citizen-centered Municipality

The Vision underpinning Strategic Line Three, calls for a local governance model, where citizens are at the heart of its objectives.

Citizens' welfare is at the heart of a citizen-centered municipality. With this in mind, the services supplied must reflect professionalism, excellence and honesty. Members of staff must be loyal to the Municipality and its mission; they must be attentive to the needs of both individuals, groups and communities; they must feel committed to provide the best possible service to all.

The success of the Tel Aviv Strategy is it's coherence throughout the decade with the original strategic lines. Each line is being continuously developed; creating the necessary mechanisms for implementation. In order to fulfill the commitments of wide public process, the Citizen Centered strategy has been





translated into policies and a growing municipal toolbox:

Mechanisms and means:

1. Creating guidelines for Public Participation and Civil Engagement in Tel Aviv-Yafo
2. Departmental Public Participation Action Plan
3. Capacity building for Public Participation and Civil Engagement for Municipal Personnel
4. Dedicated budget for Public Participation processes
5. Development of cross cutting municipal projects for civil engagement

The City Public Participation Program

The main objective of the Tel Aviv Yafo Public Participation Program is to encourage corporate culture that supports public participation and to support the varied municipal units in implementing participatory processes.

The program is headed by the Deputy Director General of the municipality, coordinated through the Coordination and Control Unit.

Public dialogue is becoming a normative operating mode of the municipal units. This is a two-way action, both responding to bottom-up initiatives and introducing top-down actions. Consequently, there is extensive investment in the developing tools and integrating the concept of public participation in the municipality, including:

Platforms:

Physical Planning Processes - The development of methodologies and procedures regarding notification and public participation in planning process.

Dialogue Programs – briefs and guidelines for conducting community and neighborhood meetings and programs.

Digital and Social Media tools – development of innovative platforms for public engagement and Participation.

Training - Implementation of training programs for municipal staff involved in public participation - training programs, workshops, seminars and personal coaching for senior executives in the municipality.

Virtual working environment – a municipal portal where employees can share knowledge and information about the concepts and processes of public participation.

Municipal work plans - public participation in decision-making, is set as a target in municipal objectives and work plans.

Integration

The key to the success of the municipal strategy is its broad implementation within the diverse municipal units and departments. Each department prepares its interpretation of the strategic lines, aligned with the unique characteristics of their work.

Planning Departments

- ✓ Public participation in municipal masterplan



- ✓ Public participation in local planning

Community Department

- ✓ Education: Parents' committees, Public boards
- ✓ Neighborhoods: Leadership for Sustainability, Community Centers, Neighborhood leaderships

Infrastructure Department

- ✓ Community dialogue on neighborhood renovation
- ✓ Community planning of municipal park
- ✓ Setting priorities for public safety
- ✓ Community Gardens
- ✓ Communal composting

TECHNOLOGICAL AND SOCIAL TOOLS FOR SMART CIVIC ENGAGEMENT

Smart technologies have become an integral part of Tel Aviv-Yafo's civic engagement framework. The technological and social tools available to the city enable better use of information and communication technologies to streamline the management of existing resources, save energy costs, provide improved service, enhance the quality of life, and fulfill the 'sustainable city' concept.

Residents Card and City Club

93,692 members = 22% of population

This is a personalized digital communications network, that is an interesting site and life situation-based, whose focus is residents. All Tel Aviv residents aged 13 and older can come to one of 86 registration centers in the city, and register, after that, they are sent a Smart City Card and become members of the Digi-Tel Club. Based on their unique profile, the club is able to offer them information, a wide variety of special deals at cultural venues, sports arenas and other places, as well as customized digital services that enable them to carry out transactions with the Municipality - at any time and from any place. The information is delivered via different channels, including personal emails, text messages and a personal resident account.

Public Consultation Arenas

11,363 participants in 5 arenas

An online consultation platform enabling targeted consultation events to take place online. The platform was first implemented in 2011, and has since become a primary collaboration vehicle, utilized by varied municipal units. For example:

- Involving residents and conducting a dialog with them about the design of the main beach strip
- Involving the public in a municipal master plan for young adults
- The Municipality allocates funds to improve the quality of life in a particular neighborhood and its residents are involved in deciding how to spend the money. As part of the project, only the residents of the specific neighborhood are approached online, asking them to suggest ideas and have an impact on improving the quality of life in their neighborhood.



Mobile Digi-Tel App

OVER 32,000 DOWNLOADS

The city's mobile application, focuses on recreational activities, transportation, and keeping in touch with the city's residents and visitors:

- Leisure-time activities - locate and navigate your way to cultural, recreational and sports events, films, and cafes throughout the city.
- Transportation - find out where to rent a bike ("Tel-O-Fun" bike sharing system), check how many bikes are available at a particular station, and report malfunctions. Locate the closest parking lot and check whether it is full or not, find out how much parking costs, the lot's opening hours, etc.
- Contact municipal departments, photograph and report hazards, and keep informed of how they are being handled.

WIFI

80 WIFI ZONES, 200+ AP= OVER 50,000 UNIQUE SURFERS PER MONTH

Tel Aviv has the widest wireless Internet distribution in the public domain of any Israeli city. The service is provided free of charge to all users: residents, visitors and tourists. 80 WiFi zones have already been deployed around the city: at the beach, on the boulevards and streets, in the city squares and public gardens (over 200 APs), and more installations are underway. The use of the wireless network is simple and easy, there's no need to sign up in advance or provide any personal information.

Engaging Community Centers

Community centers are an important link in the connection with residents. Residents of the city, can view the classes offered at their local community center directly from its online system and receive general information about a particular class, such as its cost, the instructor, etc. The system includes advanced search capabilities that make it possible to locate a class based on certain characteristics or for a particular age group - and this throughout the city. Digital registration and online payment for the classes will be available in the future, meaning that every resident will be able to perform all the tasks associated with class registration in a simple and effortless manner.

Social Media

The Tel Aviv-Yafo Municipality is the leading local authority in Israel in using social media to improve its communications with residents and visitors. In the past four years, the Municipality has provided service to tens of thousands of residents through social media (Facebook, Twitter), thereby offering simple and easy access to municipal services. The Municipality's posts on Facebook receive a lot of exposure, and surfers are highly engaged in municipal activities that encourage user-generated content. Thus, for example, thousands of surfers took part in the municipal gay pride Instagram contest, at the end of which the largest gay flag in the Middle East was printed, bearing the pictures taken by the city's residents. The Municipality also utilizes social media



as a platform for involving the public in municipal decision-making.

Open Data

As part of the city's policy to promote the accessibility and transparency of the information provided to the general public, the Municipality allows direct access to municipal databases that are not of a confidential nature. The environment enables the public and app developers to make use of information in municipal Databases that deal with community affairs, culture, public health, budgets, statistical data and security. Among other things, the Municipality produced the Tel Aviv App2you contest, which encouraged the development of public benefit applications through use of municipal and government databases. About 70 new applications were created as a result of that contest.

Open Archive

Further to its policy to expose more information to the public, the municipality instituted a multiannual master plan that makes its archives accessible to all.

As part of that initiative, the engineering archive containing all the construction plans of the buildings in the city was made available to the public free of charge. The purpose behind it is to encourage urban development and save residents the trouble of coming to the municipal archive in person.

The scanned construction plans include the building's architectural blueprint, a variety of permits (T4, building permits, code compliance certificates), building permit applications, and information files. The intention is to extend the master plan to 13 additional archives in the city.

IVIEW

The municipal geographic information system, iView, makes spatial information available to the public in a large number of spheres: engineering, transportation, community, tourism, education, art, and more. Residents of the city, can view all the geographic information relevant to their neighborhood: preschools, schools, public gardens, pharmacies, community centers, outdoor sculptures, etc. Engineers can locate blocs, parcels, electricity and water infrastructures, and view a particular zoning plan and its associated documents.

Online Municipal Services

The Municipality offers a very wide range of online services that enable users to establish contact, obtain information and carry out transactions. Residents can contact the Mayor and municipal departments online, order a resident parking permit and have it sent to their home via courier at no cost, appeal a parking ticket and track the status of the appeal, examine the status of a business permit and the status of a building permit application, register their children for kindergarten and receive updates about their kindergarten placement.

It is also possible to make a variety of online payments for the municipality's main services that involve a fee.