



Best Practice: Developing a Global City Identity

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CITY: TEL AVIV

POLICY AREAS: ECONOMIC DEVELOPMENT; TOURISM; CULTURAL AFFAIRS

BEST PRACTICE

Launched in 2011, the **Tel Aviv Global City Initiative** is a 10-year municipal and national initiative aimed at elevating the city's global standing. The main target of the initiative is to position the city as a global business center and a global cultural center by focusing on the city's financial, academic, cultural, social and urban performance.

ISSUE

While strategically placed, Tel Aviv has a small local market, is far from target markets, and faces barriers from gaps in language and culture. Promoting the city's global position as a financial, academic, cultural, social and urban destination has been recognized as a critical part of the city's economic development strategy.

GOALS AND OBJECTIVES

The Global City Administration includes dozens of projects. The city seeks to attract global financial institutions and international corporations; market its local cultural assets to global markets; focus on enhancing the various foreign communities in the city, including students, business people, entrepreneurs and international visitors; upgrade its tourist performance; and implement various social and educational programs for local residents in the spirit of global values. One of the main goals of the Global City Administration is to build the city as an international technology center by encouraging local and international entrepreneurship and innovation.

The Global City's four guiding principles include:

- Identify the city's unique local assets and blending them with global trends.
- Greater Tel Aviv – The incorporation of the greater metropolitan area in international activity.
- The Global City project cannot be enforced from top to bottom but rather needs to be embraced and executed by the citizens of the city and the thousands of municipal workers. Public participation is necessary in the work process.
- The Global City initiative will impact the state of Israel and all its residents, and will bear financial, social and cultural fruits beyond the municipal borders.

IMPLEMENTATION

The Global City Initiative is spearheaded by the Tel Aviv Municipality, in partnership with the Israeli Government and ten ministries, the nation's major financial institutions (The Bank of Israel, Israel's Security Authority, The Tel Aviv Stock Exchange), major academic institutions, and various public and private entities.

The Global City work process was launched in a public forum, which brought together hundreds of representatives of the city's unique human mosaic to discuss its international vision. In addition, ten public committees meet regularly to help steer the Global City process.

The two-year work plan (2011-2012) presented below reflects its initial stage, which will pave the way for the desired change and position the city in the global arena. The plan focuses on two main areas:

- A global financial center, with a focus on services related to the hi-tech industry.
- A global culture center that appeals to diverse audiences worldwide.

Tel Aviv as a Business & Financial Center

The existence of a business & financial center depends on the strength of four main criteria:

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1. **Business Environment:** The local business environment will be enhanced in partnership with the three above-mentioned regulatory agencies. In addition, the city will take the following steps:
 - Information: creating a one-stop information portal for foreign investors and entrepreneurs
 - Incentives: to assist and promote the innovative sector in the city
 - Taxation and regulation: to assist technological industries
2. **Human Capital:** A global financial center relies on the strengths and professionalism of its human capital. The Tel Aviv Municipality will act to assist hubs, coordinate with institutions of higher education and collaborate with business organizations to attract local and foreign talent to the city.
3. **Market Access:** The plan aims to deepen accessibility to the local market, and add to the competitiveness of local companies in the international market.
4. **Infrastructure:** Greater Tel Aviv's distinct advantages owing to its tourism and leisure infrastructures, mild climate, and variety of hotels and entertainment districts, make a significant contribution to its international standing as a center for business and pleasure.
 - Work Space: promoting co-working and hubs in the city
 - Information: expanding various municipal services to foreign languages
 - Wi-Fi: creating free access to Wi-Fi in the public sphere
 - Urban Applications: promoting transparency and creativity, based on the Big Apps model in NYC
 - Hotels for Businesspeople: adding hotel rooms and accommodation facilities to meet the growing needs

Positioning the City Globally

- International Innovation Conference (DLD): an annual event aimed at exposing the city's entrepreneurial eco-system
- International rankings: entrenching the city's standing in the most highly regarded international rankings, such as the City of London's Global Financial Centers Index
- Business tours: offering special tours tailored to senior corporate executives from abroad
- International media coverage: encouraging senior economic correspondents to write about the financial potential inherent in the city
- Development of tech-products for the service of the city (City competitions, BigApps, Hackathon, StartupWeekend)
- Making the city accessible to English speakers
- Monthly tech events (TechAviv, GarageGeeks) that will be identified with the city

Global Cultural Center

In addition to succeeding in becoming a financial center, Tel Aviv is also concentrating in many cultural institutions, festivals and events that have international appeal. The City aims to create a link between these institutions and make them more accessible to foreign audiences, by marketing the various institutions through a promotional plan.

Planned activities:

- Art Year 2012: A year-long series of events, open-air festivities, exhibitions, conferences, educational and community initiatives, which draws in both local and international audiences and involves them in Tel Aviv's thriving art scene. The highlight of 2012 will be Art Weekend, scheduled for March 21-24, 2012.
- 2010 Global City Forum: a forum that brought together representatives of various parts of the city's unique mosaic to discuss the city's international vision. These representatives included individuals engaged in economic and cultural affairs, the entertainment world, architecture, media, academia, the public at large, students, senior municipal staff

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and government officials. The discussions, ideas and conclusions raised during the forum were incorporated into the Tel Aviv Global City's final work plan. Similar forums will take place in the future.

- Global City Academic Portal: an online scientific platform geared at publishing contemporary research papers and essays discussing various aspects of Tel Aviv as a global city in the areas of economics, society, culture, environment and urban planning.
- Film Tel Aviv: The Global City Administration is in the process of producing a new initiative aiming to attract international film and television productions to come film in Greater Tel Aviv. This will be done by presenting them with a variety of incentives at the municipal and national level.

COST

The Tel Aviv Global City Administration's yearly budget is USD \$1.5 million. A separate budget which is monitored by the administration for the year-long flag project Art Year, is USD \$1 million. Global City's annual budget is funded by the Israeli Government, ministries, the nation's major financial institutions, major academic institutions, and various public and private entities.

RESULTS AND EVALUATION

The Global City initiative will be evaluated using the following quantitative targets for reaching its goals:

- Economic targets: to increase the number of people employed in financial services and increase growth in the export of financial services.
- International rankings: emphasis will be placed on including Tel Aviv in the Global Finance Centers Index (CFCI) in addition to other leading international rankings, as a reflection of the city's financial strength.
- International students: approximately 20 universities, colleges and institutions of higher learning are located in the metropolitan area. A top objective is to double the number of foreign students in the metropolitan area within five years, from the current 2,500 to 5,000.
- Culture as an international mainstay: various initiatives will make the city's diverse cultural offerings more accessible to global audiences, who will come to Tel Aviv to experience both the ongoing range of cultural content in the metropolitan area, and the city's burgeoning annual thematic events.
- Hotels: the city's global popularity has led to a constant shortage of hotel rooms in the metropolitan areas. To meet the demand, the municipality is working to overcome obstacles and expedite processes that will result in an increased number of hotel rooms available in the city. Currently, foreign visitors generate 2 million hotel room nights every year, and the city seeks to double this number.

TIMELINE

October 2010	The Global City Initiative was introduced to the public at the Tel Aviv Global City Forum.
April 2011	Global City launched an online scientific platform geared at publishing contemporary research papers and essays discussing various aspects of Tel Aviv as a global city in the areas of economics, society, culture, environment and urban planning.
March 21-24, 2012	The peak event of the Tel Aviv Art Year 2012 marks the opening of the Tel Aviv Museum of Art's new building and a weekend long celebration including open-air festivities, community events, educational initiatives, conferences and celebrations.
November 2011	As part of Global Entrepreneurship Week, Global City Administration partnered with Digital Life Design (DLD) Tel Aviv—a global conference network on innovation, digital media, science and culture.
October 2012	The second edition of DLD Tel Aviv will launch as part of Global Entrepreneurship Week.



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October 2012 The Global City Administration will hold their second Tel Aviv Global City Forum (in continuance from the meeting in October 2010).

Once every 3 months a steering committee gathers with all municipal partners of the Global City Administration.

LEGISLATION

The Global City Initiative is part of Tel Aviv Municipality's yearly goals for 2011.

LESSONS LEARNED

Global City Administration notes the following lessons learned by the implementation of the 10-year Global City initiative:

- Today, cities are the leading components of the world economy. Therefore, the exposure of the city is what guides all procedures on the international level.
- What occurs in the city of Tel Aviv- influences and affects its neighboring cities. The Global City initiative refers to "Greater Tel Aviv" in thinking and in practice.
- We have come to find that the uniqueness of the city and its DNA contains all the traits needed to make the global undertaking a success.

TRANSFERABILITY

Tel Aviv examined New York City and London as models for global financial leaders, taking into consideration the following elements:

- Financial Outreach: attracting creative innovative forces to work in the city, while continuing to strengthen the city's traditional financial pillars.
- Culture: Broadening the city's cultural assets to wide global audiences.
- Students: attracting international students to the city's academic institutions.
- Positioning: global marketing and positioning campaigns.

Barcelona served as a model as a global cultural and beach city. Barcelona, like Tel Aviv, enjoys a rare urban combination: a tourist 'beach city' characterized by a pluralistic and unfettered atmosphere, with a 'city of culture' that is home to leading cultural and art institutions, a highly respected academic community, and vibrant international financial activity. The blend of these two attributes – also found in Miami, Cape Town and Sydney – constitutes the core of Tel Aviv's global appeal.

CONTACTS

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Facts and figures in this report were provided by the highlighted city agency to New York City Global Partners.