



Faculty of European Studies

**Municipal Policy Regarding the Gap between
Urban Development and the ‘Blue Lung’: The
Case of Tel-Aviv-Jaffa in a Globalized Era**

Long Abstract

PhD Coordinator: Professor Nicolae Paun

PhD Student: Yaron Klein

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ABSTRACT

This study addresses urban development planning, aiming to develop a municipal policy pertaining to coastal cities, by using the 'Blue Lung' along the Tel-Aviv–Jaffa coastline as a case study. Moreover, this study examines the forces involved in urban policy of Tel-Aviv-Jaffa, compared to other coastal cities, such as Barcelona and Cape Town. Ultimately, this study offers an evidence-based model of urban planning policy. The importance of this study resides in the needs of worldwide coastal cities that deal with the same challenges of connecting the city to the sea, underscoring five key aspects: nature, residents, community, city and world. Consequently, this study is highly important for international relations, by offering a management research-based instrument, that can suit any coastal city with the necessary adjustments, according to the respective context.

There is a tension between the need to develop the coastline and protect it, while creating a relevant decision-making model that expresses the different stakeholders' interests and requirements. Hence, this study has adopted a qualitative approach, performing comparative analysis and document analysis, as well as conducting semi-structured interviews and a focus group discussion. The data collected through the various research instruments were content analyzed. All in all, this study collected data from XX participants who gave their informed consent to participate in the study.

The research findings related to the planning, development and preservation of the coastline in coastal cities, show that the coastline is perceived as an area in need of preservation as an environmental value by itself. Furthermore, the coastline is perceived as a source of cooperation, knowledge exchange and a place that affects decision-making methods as far as the policy on the local level is concerned. The findings indicate the coastline as a public asset, which is in need of preservation and regulation. Yet it should be managed clearly and orderly through values of honesty and integrity towards the sea as a public asset that supervises the coastal and marine environmental preservation. The significance of the research findings certainly facilitated building a model that can greatly assist in defining a municipal policy for an integrated coastal zone management, suitable for the city of Tel Aviv-Jaffa and for other coastal cities around the world that face the same challenges.

Key words: Municipal policy; national policy; coastal cities development; urban development; globalization; decision-making on municipal level; integrated coastal zone management; urbanism versus preservation.

INTRODUCTION

Since the dawn of history, people have chosen to settle near coastlines, and the Mediterranean basin is no exception to the rule. The Mediterranean basin is one of the most inhabited and urbanized areas in the world, with more than one-third of the world population living along its coastline. The size and scope of the population has increased from 95 million in 1979 to 143 million in 2000 and is expected to reach 174 million by 2025. The coastal population is also growing at a dizzying rate, with a huge and encumbering effect on the beaches, fishery, groundwater, and marine resources (UNEP MAP, 2017).

Modern times and globalization have resulted in universal and local environmental challenges. Commerce, industrialization, urbanization, aviation, and the disposable lifestyle took their toll on the environment. They led to the understanding that humans have a significant impact on nature, and if their actions are not monitored or regulated, the preservation of the ecosystem's balance could be undermined (Bridges, 2002). This approach has been acknowledged by international bodies, such as the European Union, as well as by national governments around the world. These national and international bodies combined forces and started collaborating in order to protect the environment in the new global order, while trying to maintain the balance between development and preservation. Notably, the pressure to develop the marine environment is even stronger, since most of the world population resides along the coastlines, as they supply a place for human socioeconomic activities. It is noteworthy that marine environment development is manifested not only on the international and national level, but also on the municipal and local levels.

Various cities around the world deal with the challenges of connecting the city and the sea, Israel's coastal cities among them. The coasts of the State of Israel stretch for about 196 km on the Mediterranean coastline, 56 km on the Sea of Galilee and about 14 km on the Red Sea in Eilat - a total of about 266 km. Over the years, ports, breakwaters, marinas, hotels, residences, military bases, power stations and various facilities, have been built along the Mediterranean coast, leaving only 53 km of open natural beach. Similar to other Mediterranean countries, most of Israel's residents live close to the coast and most of the larger cities are situated along the coastline.

In the last 50 years, the seaside towns and cities have grown by 25%. However, with the increase in the standard of living, the anthropogenic pressure on the beaches and the seas have also rapidly grew. The utilization of the coastline and the sea and the exploitation of their resources (e.g., fishing, shipping, tourism, natural gas, and aquaculture) are creating considerable pressures and are manifested by the erosion of the coastal and marine ecosystems. The marine ecosystem is one of the chief organisms for mankind. It supplies food, freshwater by desalination, regulation of climate and microclimate, carbon adsorption and fertilizer recycling. Consequently, the wish to develop and expand the marina combined with the basic need for protecting the marine environment, evoke continuous tensions and conflicts. These conflicts stimulate the necessity to develop tailor-made and acceptable instruments for managing and preserving natural resources. Moreover, they obviously make it necessary to plan a clear urban policy and distinct outlines of action for the development of the city's coastal strip.

Tel-Aviv-Jaffa is the second biggest city in Israel, and a metropolis known to be the economic, cultural, media and art center of Israel. It is located on the southern Israeli Coastal Plain, on the Mediterranean coastline that stretches along 14 kilometers. The coastline is a key feature of the city and is considered to be a major component of its inhabitants' life. A major part of the coastal strip is used for leisure and recreational activities, most of them open to the wide public. For about three decades, the city has been developing the coastal strip as a leisure and recreational resource, as a tourist hub and an economic center. Over the years, the city has grown, along with its citizens and visitors' needs and wishes. While in 1975, 348,100 residents lived in Tel Aviv-Jaffa, by 2017, nearly an additional 100,000 residents inhabited the city. In 1975, 1,636,900 tourist visits were registered in the city, compared to 2,573,500 visits in 2008 - almost a million more. With time, areas in the city have been rehabilitated, parks have been developed. About 4,000 hotel rooms have been added to over thirty hotels, 30 km of bike paths were built, the promenade was renewed, and thousands of meters of commercial space were developed. The coastline is thriving and the needs are only growing.

The Tel Aviv-Jaffa coastal strip is managed by Atarim company, of which I am the CEO. For the last 50 years, the company has been engaged in development, laying infrastructure, upgrading the coastal strip, and actualizing a vision of promoting the city of Tel-Aviv-Jaffa as a leading coastal city. Atarim is a municipal company which designs, develops and manages tourism

and recreation sites, arts and culture, leisure areas and other projects that enhance tourism in Tel-Aviv-Jaffa. The company was established in 1968 in collaboration with the Ministry of Tourism and the Municipality of Tel-Aviv-Jaffa with the purpose of developing tourist sites in the city. Since its inception, most of its activities have focused on the coastal strip, considering it as a major asset to the city, its residents and visitors. The company has led and carried out major projects along the coastal strip and its surrounding areas. For example, development of the Tel-Aviv Port and the East Fair, renovation of the Tel-Aviv Marina, and renewal of the promenade along the coastline, including all the roads, access paths, bike paths and leisure facilities in it.

My personal experience and daily confrontation with the many managerial challenges in the coastal environment, as well as the constant need for finding the balance between all the users and workers in the coastal strip, have triggered the insight to conduct this study. I decided to investigate the issue and develop a knowledge-based model that is based on urban policy. The model will help in balancing the coastal uses and, especially, the city's need to evolve towards the sea versus its need to preserve the coastal natural resource, which I call the 'Blue Lung'. From conversations I conducted with my colleagues around the world, I learned that most of us face the same challenges, tasks, pressures and needs to find the balance between uses and stakeholders. As a result, I realized that there was a local need on the municipal level for presenting a document that offered a way to deal with these complex issues. I understood that this study could certainly help various parties around the world and, especially around the Mediterranean basin, to address the needs and constraints of each coastal city. Thus, I present a document that takes into consideration the standpoints of diverse stakeholders, analysis of all interface points and the worldviews of various users. At the end of the process, I am glad to submit a document that comprises a plan of a knowledge-based municipal policy of coastal management. The plan is grounded in research, interviews with influential beach users, residents, national officials in Israel and around the world, a study of international treaties, EU rules and policies, national legislation and regulation, experience accumulated in other cities and countries around the world (e.g., Barcelona, Cape Town), relevant literature review and of course my own experience as director of the Tel-Aviv-Jaffa coastal strip in recent years.

Due to my professional experience, I am, indeed, an involved researcher. However, throughout the work on this thesis, I have tried, and in my opinion managed, to balance between

my worldview as the director of the Tel-Aviv-Jaffa coastal strip and the varied material I have read on the topic. I believe I have succeeded in developing a model that is based on the research I have conducted. A model that expresses a variety of opinions, studies, perceptions, rather than merely on my perceptions.

Throughout the journey of research and writing of the thesis, I have detected five important and recurring themes: **nature** - blue lung, conservation, **resident** - place for everyone, accessibility, safety and fairness, **community** - stakeholder participation, open community space, **city** - knowledge-based management in collaboration with the municipality, and **world** - promoting international collaborations. I have decided that these themes and values would guide and affect any activity related to the development of the Tel-Aviv-Jaffa coastal strip and would form the basis for building the urban policy.

The research concept that I present and depict in this thesis matches the current global trend of marine spatial planning by the UN, the EU and various countries independently. In addition to the themes mentioned above, I have found similarities between the issues that have emerged from the local need of Tel Aviv-Jaffa and that of many cities in Europe and around the world, for instance:

- Continuing public space development along the coastal strip for the general public.
- Strengthening the functional and visual connection between the city and the coastal strip.
- Exploring the possibility of utilizing the marine zone to create areas for urban and national infrastructure and urban construction.
- Addressing ecological and scenic values.
- Considering landowners and promoting construction plans for hotels, commercial and residential needs.
- Making the necessary preparations for raising sea levels and protecting the coastal cliff.

The first aim of this study is to better understand the constant conflict between the growing need to urbanize and develop the marine environment and its protection from damages, navigating between the various powers involved (e.g., international environmental legislation, policy-making and promotion, the national, municipal and local implementation). This study examines these opposing points of view through the case study of Israel and Tel-Aviv, compared to other coastal cities, such as Barcelona and Cape Town.

Research aims

1. To ascertain existing perceptions regarding the planning, development and preservation of the coastline in three coastal cities: Tel-Aviv, Barcelona and Cape-Town.
2. To examine the operating forces within the municipal decision-making process regarding the connection between the city and the coastline, and in conjunction with relevant accumulated experience on an international level.
3. To examine the guiding principles in the planning of an urban policy regarding the city connection to the coastline, by exploring the case of Tel-Aviv-Jaffa.

Research questions

Main research question

Which components might comprise a model of urban policy regarding the gap between urban development and the ‘Blue Lung’: The case of Tel-Aviv-Jaffa?

Secondary research questions

1. What are the perceptions of the planning, development and preservation of the coastline in coastal cities?
2. Which powers are involved in the municipal decision-making process of connecting the city to the coastline?
3. What are the guiding principles in planning a municipal policy of the city to the coastline?

Significance of the research

The importance of this study resides in the constant tension between urbanization and preservation of the ‘Blue Lung’. Balancing between the development and preservation of the coastal strip and marine environment is a dilemma that every coastal city has been dealing with in recent years. In the last few decades, Tel-Aviv has been trying to brand itself as a modern metropolitan in a globalized era, as a leading pluralist and innovative coastal city, on the shores and streets of which, all people are welcome, regardless of their religion, race, political affiliation, gender or sexual orientation. In order to materialize this vision, collaborations and dialogues which had started between various bodies and municipal corporations, resulted in the decision to develop the coastal

strip. Numerous initiatives were implemented, including a new municipal corporation called 'Ir Olam' (World City), with the purpose of branding and positioning Tel-Aviv as an international city that embraces the value of freedom, building an advanced business center and a spectacular coastal strip (Tel-Aviv-Jaffa Municipality, 2017). Due to demographic changes that Tel-Aviv has undergone in recent years, as well as the city façade as an international city, it is a fascinating case-study for investigating the tension between development and environmental preservation. This particular case study deals with the challenge of connecting the city to the sea, a challenge many other coastal cities worldwide are facing. This is a spreading and common concern nowadays, which many coastal cities, nation-states and international bodies are facing. Yet, it is still understudied and the gap in knowledge about this tension is only growing wider due to rapid changes which transpire in the social world. Consequently, my doctoral thesis addresses this research lacuna by examining various aspects, such as: representation of the interdependent relation between the different players involved in the environmental and marine protection in Israel and other countries, correspondence with international and EU laws, and a focus on the issue of decision-making. The importance of decision-making has significantly increased in recent years with respect to the study of international relations and it refers to the choices made by individuals, groups or coalitions, affecting the actions of a nation on the international scene (Renshon and Renshon 2008, cited in Ciot, 2016). Deciphering these actions is useful for knowing what underpins a decision that precedes the action and events. Hence, the second aim of this study is not only to understand the decision-making processes underpinning environmental issues, but also to develop a decision-making model that focuses on understanding and bridging the gaps between the city and the sea. In other words, to understand the operating forces between urban planning and development and the challenge of preserving the 'Blue Lung'.

CHAPTER I: THEORETICAL PERSPECTIVES

I.1 Globalization, Urban Planning and Local Needs in Developing Municipal Policy

Over the last decades, a powerful process known as ‘globalization’ has occurred. As a result, organizations developed international effect or starting operating on an international scale. This process consisted of an international integration of ideas, products, economies etc., due to the growing interdependence of countries, regimes, societies and technology. It is a holistic process which affects every aspect of the city planning and development, including the environment and, hence, people's lives (Albrow and King, 1990; Robertson, 1995). This has led to cross-border mobility of goods, financial capital, labor, and human talent, as well as to a rise in interconnectivity between cities (Giap, Thye and Aw, 2014).

I.2 Perspectives of Urban Development Policy

Urban development is shaped by interconnected aspects of economic, demographic, cultural, political, and environmental issues. This sub-chapter reviews the literature dealing with these various aspects and the way they affect the design of appropriate local policy.

1.2.1 Economic aspects involved in urban development policy

People concur that urbanization drives economic growth, with urbanization and economic accumulation, leading to higher per capita income and higher productivity (Birch, 2016). Cities are considered the ‘engines of growth’ in both industrialized and developing countries, generating over 90% of global GDP and over 60% of most countries’ GDPs (UN Habitat Report). Hence, part of the growth, as well as the success of a city, are strongly interlinked with economic aspects. Economics also play a major role in the livability of a city: economic livability is related to equity, with successful urban development often described as including job-housing balance, housing diversity, affordability, and access to transportation (Godschalk, 2004; Jepson and Edwards, 2010).

The economic characteristics of urban development are driven by both public and private players. Many countries are transferring state holdings to the private sector or involving the private sector in the management and financing thereof. This is due to a combination of reasons, among them, higher efficiency and greater speed of response associated with the private sector (Kikeri and Nellis, 2004). The private sector can respond faster to demands, compared to a municipal entity, due to fewer restrictions. Furthermore, property rights can propel a long-term economic growth, whereas lack thereof drives mostly short-term goals.

1.2.2 Demographic and cultural aspects involved in urban development policy

Cities provide many economic opportunities for their residents. Equity, immigration and employment are all vital aspects of urban development and urban resilience. Often, a quickly growing city cannot provide jobs, housing, and services that meet quantity and quality requirements, which can result in unrest (Bugliarello, 2006). A disorganized city can cause competition and conflict for jobs and housing, combined with social and racial class status (Schwirian et al, 1995). In addition, immigration can shift the balance of politics between economic classes and ethnic groups, which can also reshape wealth distribution (Razin, 2018). The sustainability of a city is also highly connected to the relationship between land use and transportation (Bugliarello, 2006).

1.2.3 Preservation aspects involved in urban development policy

When discussing the environmental aspects of urban development, several concepts should be kept in mind. Ecological sustainability puts an emphasis on the needs of the ecosystem, even if a complementary effect is the sustainability of other societal aspects. Below is a discussion of the foundational principles as well as the existing management instruments for assessing ecological sustainability.

Ecological sustainability

Ecological sustainability is the capacity of ecosystems to be productive without limiting future productivity. Moreover, the concept of ecological sustainability deals with the reality that what is economically beneficial may not necessarily be ecologically beneficial. Ecological sustainability can often be in conflict with urban and economic growth, since cities are complex

human-dominated ecosystems. Thus, human activities distinguish them from natural ecosystems in several aspects, such as climate, soil, hydrology, biodiversity composition, population dynamics and flows of energy and matter (Dizdaroglu, Yigitcanlar and Dawes, 2009). Urbanization is associated with increased land use and transportation, characterized by the United States Environmental Protection Agency in 2001 as associated with negative environmental impact categories, such as habitat loss and fragmentation, degradation of water resources and water quality, degradation of air quality, and greenhouse gas emissions (White and Ellis, 2007).

Preservation aspects of urban coastline policy

Preservation of the coastlines through effective policy is vital for global biodiversity. Although coastal ecosystems cover just 1.2 % of the earth surface, they account for 4.1% of global productivity (Patterson and Glavovic, 2012). Furthermore, coastal ecosystems like coral reefs, dunes, and mangroves provide ecosystem services, such as protection from coastal flooding, storms, surges, and erosion. These zones also sustain marine and terrestrial habitat interactions, as well as life cycle and food chain linkages (Neumann Ott, and Kenchington, 2017). Urban environmental development policies that directly affect these coastlines, include those regarding: water, erosion, flooding, climate change, waste, biodiversity, and soil (Martí-Ragué, 2007). Marine ecosystems that are affected by all of these threats, include mangroves, estuaries, and coral reefs (Patterson and Glavovic, 2013).

I.3 Coastal Management - Coastal and Marine Conservation

The ocean's biodiversity, species, genetic resources, and ecosystems, offer extensive benefits to mankind all around the world (Hourigan, 1999). Coastal and marine biodiversity generates the foundation of ecosystems, which produce and maintain essential fisheries and other natural resources. Unfortunately, natural resources are steadily altered by various environmental phenomena (e.g., pollution, climate change, ozone layer depletion) and anthropological activities (e.g., population growth) (Downes and de Fontaubert, 2013). Thus, endeavors are being made to regulate threats. Conservation measures are implemented to reverse current trends and macro-regional and international cooperation is applied to ensure efficient preservation of marine ecosystems and biodiversity.

Institutional and legal measures

Coastal zone management (CZM) was adopted following the failures to manage marine fisheries, coastal hazards, mining, and nearshore land use, becoming an acknowledged and prevalent approach to resource management. Generally, CZM is defined as a constant and dynamic practice by which assessments, resolutions and decisions are made for the sustainable use, development and protection of coastal and marine areas and resources (Cicin-Sain and Knecht, 1998). In practice, CZM has been implemented in the United States since 1972 pursuant to the U.S. Coastal Zone Management Act (CZMA), while the European Union adopted in 2002 a proposal for the implementation of Integrated Coastal Zone Management - ICZM, 2002/413/EC (European Parliament, 2002). The CZMA's objectives were to preserve, protect, develop, and restore or enhance the resources of the nation's coastal zone and to encourage states to develop and implement management programs in order to achieve wise use of land and water resources in the coastal zone (U.S. Office for Coastal Management (1972). By the same token, in the European context, the ICZM set priorities and a comprehensive strategy framework. The strategy called for attention to an integrated, participative approach, in order to balance environmental, economic, social, cultural and recreational objectives. Each coastal member state was supposed to develop individual, national strategies alongside local and regional actions. The ICZM specified eight principles that had to be implemented by each member country, highlighting significant components, such as interdependence, long-term perspective, the precautionary principle, adaptive management, local specificity, and carrying capacity (PAP/RAC 2007; Portman et al, 2012). The eight principles include: (1) a comprehensive outlook, thematic as well as geographic, which takes into consideration the interdependence and disparity between natural systems and human activities with an impact on coastal areas; (2) a long-term viewpoint which takes into consideration the precautionary principle and the needs of present and future generations; (3) adaptive management through a gradual process which enables adjustment as problems and knowledge develop. This principle implies the need for a sound scientific basis regarding the evolution of the coastal zone; (4) local specificity and attention to the vast diversity of European coastal zones. This principle facilitates responses to practical needs by implementing explicit solutions and flexible measures; (5) assessing natural processes and considering the carrying capacity of ecosystems. This principle attempts making human activities more environmentally friendly, socially responsible and economically sound in the long run; (6) incorporating all the parties involved in the management

process (e.g., economic and social partners, organizations representing coastal zone residents, non-governmental organizations and the business sector) through agreements and based on shared responsibility; - (7) backing and participation of relevant administrative bodies on national, regional and local levels. This principle establishes links and improves coordination and partnership between existing policies; (8) Combination of instruments designed to facilitate coherence between sectoral policy objectives and coherence between planning and management (Rupprecht Consult, 2006).

1.3.1 Marine conservation

Nearly three-quarters of the Earth surface (precisely 70.8% of the total surface area) is covered by oceans and major seas. Within these marine zones, there are ecosystems which are essential to life on earth. They are amongst the world's most prolific, yet endangered natural systems (Agardy, 2007). Namely, the enhancement of aquaculture production has caused habitat loss and overexploitation of fisheries, mangrove, sand and seaweeds. Owing to the dire situation, five key methods of marine conservation and management were implemented: (a) spatial management through zoning and marine protected areas; (b) fishery management; (c) restoration; (d) integrated coastal zone management; and (e) international treaties and agreements.

I.4 The EU Approach to Coastal Conservation and Environmental Management

The focal point of this study is the regional level, and, hence, this sub-chapter focuses on EU legislation for the preservation of marine zones. The EU has legislated a number of key regulations in numerous areas, designed to protect the marine environment. In general, the efforts to coordinate and promote marine conservation in the European and contiguous seas are organized and directed under four United Nations Environment Program (UNEP) regional seas conventions, comprising the North-Eastern Atlantic (OSPAR), the Baltic Sea (HELCOM), the Mediterranean Sea (Barcelona Convention) and the Black Sea (Bucharest Convention) (Kirkman and Mackelworth, 2016). In particular, the EU has stipulated laws, regulations and protocols for the protection of marine environment. For example, the Common Fisheries Policy (CFP) (Regulation 508/2014) aims to regulate fisheries, while the Water Framework Directive (WFD) (2000/60/EC) controls

the input of nutrients and chemicals into the water. In 2007, the Integrated Maritime Policy (IMP) was introduced for the purpose of exhausting the full economic potential of the seas in harmony with the marine environment. Moreover, in 2008, the environmental pillar of the IMP was presented. The Marine Strategy Framework Directive was the first encompassing piece of EU legislation especially aimed at the protection of the marine environment and natural resources. The framework advanced a comprehensive and integrated approach to the protection of all European coasts and marine waters (European Union Coastal and Marine Policy, 2019).

I.5 The Israeli Context: Tel-Aviv-Jaffa as a Coastal City

Tel-Aviv-Jaffa is the second biggest city in Israel, (<https://www.tel-aviv.gov.il/Residents/Development/DocLib1/%202017->) and a metropolis known as the economic, cultural, media and art center of Israel. It is located on the southern Israeli Coastal Plain, on the Mediterranean coastline that stretches along 14 kilometers. The coastline is considered a central component of the city inhabitants' life and in its image as a coastal city. A major part of the coastal strip is used for leisure and recreational activities that are open to the wide public, mainly as a beach for swimmers, with promenades and parks. A small part of it is used for other activities, some of which are closed to the public.

Israel is a tiny state with limited land resources, whereas Tel-Aviv is a coastal city with a narrow and confined coastal strip and scarce open spaces. These restrictions give rise to the need for protecting the long-term interests of the public by preserving the land and scenery value, while simultaneously balancing between the need for commercial and industrial development, nature preservation, and scope of land use.

Tel-Aviv's Blue Lung

Tel Aviv, as one of the largest cities in Israel, has one of the most highly developed coastal areas in the country, along with Herzliya and Netanya (Gabbay, 2000). The coastal strip consists of many spaces and features: the sea ought to be up to 400 meters from the coastline, whereas declared beaches, open spaces and a coastal park, leisure and commercial areas, and four 'anchors': The Jaffa Port - active fishing port, Tel-Aviv Marina, Tel-Aviv Port, and the future Reading Complex (Atarim, 2017) comprise the coastal environment.

The coastal environment extends from 300 meters east of the coastline to 400 meters westward into the sea. This space encompasses 203 species of plants, 91 hotels, more than 278 bars and restaurants, and more than nine million visitors a year. Among the many different stakeholders

and operating forces are: restaurants, the aquatic community, the city architect and engineer, the hotel association, the builders' association, the business community, the municipality, and the mayor's office. The various environmental forces involved in coastal management are: NGOs (Zalul Environmental Association), governmental organizations, Israel's Ministry of Environmental Protection, the Society for the Preservation of Israeli Heritage Sites, and the Israel Antiquities Authority.

CHAPTER II: METHODOLOGY

II.1 Research Paradigm: Qualitative Research

Qualitative research methodology is a broad methodological approach that encompasses numerous research methods. Its aim is to better understand human actions, by closely penetrating people's lives and understanding their experiences and perceptions that form and shape their reality. Since different people have different realities, this methodology helps uncover the point of view of the people themselves and the way they understand the social world around them (Sabar Ben-Yehoshua, 1990).

In this sense, qualitative research is human research, emphasizing the subjective interpretation people give to the cultural and social realities around them. In this study, the stories and words are instruments for the construction of reality and the experiences they entail. The ability to combine words into stories is a central characteristic of qualitative research, and through it, the researchers examine different phenomena, i.e., the ways in which people perceive, understand and organize the world around them (Denzin and Lincoln, 2000; Shkedi, 2003).

This study aims to explore the interdependency between the different players involved in the environmental and marine protection world in Israel and in other countries, and their compliance with international and EU laws, while focusing on the issue of urban planning and decision-making. Consequently, I have found the qualitative methodology to best suit my research aims and it will be elaborated below, I have applied the mixed methods approach in order to study the issue and the key players' actions and perceptions. The objective was to thoroughly understand the tension between the need to develop the coastline and that of protecting it while creating a relevant urban policy model that manifests the different stakeholders' interests and needs.

II.2 Case Study

Tel-Aviv-Jaffa serves as the main case study in this dissertation, along with two other case studies, namely, Barcelona as a European coastal city and Cape Town as an African coastal city. A comparison between the three cities was performed in order to examine the commonalities and differences in relation to urban policy and development of coastal cities.

A case-study is a common method of qualitative research, as it involves conducting an empirical investigation of a contemporary phenomenon within its natural context, using multiple sources of evidence (Yin, cited in Hancock and Algozzine, 2006). Researchers define the term 'case study' in various manners. Stake (2000) defines a case study as an observation of human activity at a certain time and place. McCartney (1970) defines a case study as a theoretical report that analyses a complete social unit, in terms of qualitative research. Guba and Lincoln (1981) expand the definition of a case study to imply a framework that provides information, the boundaries of which extend from a description of a single unit to the outlining of organisations, societies and cultures, the contents of a case study being determined in actuality by the research goal and questions. According to Nisbet and Watt (1984), a case study examines an instance in action. Patton (1990), as well as Robinson (1993), define a case study as one example of a phenomenon that the researcher wishes to investigate, or as an example or case that explains a wider phenomenon, and can perhaps be used as a test-case for a wider, more general, thesis. Researchers such as Yin (1994), Robson (1993), Hamel (1992), and Harvey (1990) view case studies as a strategy or approach, enabling the research of more than a method, although the lingual content of the term appears to indicate that it is indeed a method (Stake, 2000).

II.3 Research Design: A Multi-Stage, Mixed Methods Qualitative Research

Table 2 presents the research design employed in this study in order to provide a general overview of the research stages.

Table II.1: Research design and stages

Stage	Aim	Research tool	Research population	Data analysis method
1	To ascertain existing perceptions regarding the planning, development and preservation of the coastline in three coastal cities	Documentary analysis	-----	Content analysis
2	To examine the operating forces within the municipal decision-making process with regard to urban policy in connecting the city to the coastline.	Focus group discussion	5 Decision-makers in coastal cities	Content analysis
3	To examine guiding principles in developing a municipal policy when connecting the city to the coastline: the case of Tel-Aviv Yafo.	Semi-structured interviews	10 stakeholders	Content analysis

(Source: own analysis)

II.4 Research Population and Sampling

This study was conducted in three stages, each stage examining a different research population. Since the study focused on urban policy planning and development, we needed participants who had knowledge and information about these topics. Therefore, each stage of the research extracted data from those who were involved in planning and developing urban policy of coastline cities. All the participants agreed to provide data for this research.

Chapter III: Findings

III.1 A Comparison between Tel-Aviv-Jaffa, Barcelona and Cape Town

Table III.1: A comparison between three coastal cities: Tel-Aviv- Jaffa, Barcelona and Cape Town

Findings from interviews regarding Tel Aviv– Jaffa	Cape Town	Barcelona
What perceptions exist regarding the planning, development and preservation of the coastline in coastal cities		
Preserving the coastline is perceived as a value of protecting the environment in itself	Cape Town has a uniquely rich marine and coastal environment with significant diversity in fauna and flora. These natural systems, besides their intrinsic value, form the foundation from which socioeconomic systems benefit and community livelihoods are built, while playing an essential role in mitigating and reducing risk to the city, its infrastructure as well as private property (12)	No information found
The coastline is perceived as a factor that serves as an opportunity for global ties with the countries of the world	Cape Town has a strong track record as an events destination and has hosted major global events such as the 1995 Rugby World Cup, 2003 Cricket World Cup and 2010 FIFA World Cup. The City has, therefore, developed a strong global brand and wishes to use this strength to be developed as an events destination of choice. The city would like to exploit the occurrence of events in the city to achieve strategic objectives such as economic growth, job creation, social inclusivity, and environmental and event greening goals. The Events Policy therefore provides the necessary management framework to improve the hosting of events within the city of Cape Town (31P)	No information found

<p>The preferable policy regarding the coastline is one that integrates between the local authority, private ownership and beach users</p>	<p>The process was government and municipality entities based</p>	<p>Citizens start defining the plan for the city's coastline: https://www.barcelona.cat/infobarcelona/en/tema/participation/citizens-start-defining-the-plan-for-the-citys-coastline_743438.html</p>
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III.2 Summary of Findings Related to the Research Questions

Research question No. 1: What are the perceptions of the planning, development and preservation of the coastline in coastal cities?

1. Without a clear urban policy, the coastline might be a danger to urbanization.
2. In relation to urban policy, the coastal strip is perceived as an economic opportunity that must be managed.
3. The coastal strip is perceived as a social and economic initiative for the benefit of the residents of coastal cities.
4. The coastline along central cities around the world is perceived as being in need of development and protection from urban development in order to preserve it as a municipal asset.
5. The coast does not vote in the election and therefore lacks political power and is in need of protection from urban development.
6. Preserving the coastline is perceived as a value of protecting the environment in itself.
7. The beach is perceived as a casserole of interests originating from the public.
8. The coastline is perceived as a factor that serves as an opportunity for global ties with the countries of the world.
9. The municipal policy integrates the environmental preservation of the coastline with urban planning.
10. The preferable policy regarding the coastline is one that integrates between the local authority, private ownership and beach users.
11. The privatization policy releases parts of the coast to private initiators, while enforcing the rules of coastal preservation.

12. The development of the coastline is perceived as a strategy to protect the city from natural disasters.
13. The development of the coastline is perceived as a communication tool to improve urban environment, which the coastline is part of.
14. The coastline is perceived as an arena of conflicting interests due to the activity of different bodies that bring their agenda to it.
15. The development of the coastline is perceived as a strategy that gives sturdiness to the city in facing natural hazards.
16. The policy of coastline development is perceived as a pooling of resources between all the stakeholders involved.
17. Developing the coastline is perceived as a frame that combines industrial activity, commercial areas, residences and natural parks for the benefit and leisure activity of the community.
18. The development of the coastline is perceived as possible for promotion by non-governmental organizations, which includes the representatives of the community itself.
19. The development of the coastline is perceived as a synchronized process between all the factors involved in the process.
20. The development of the coastline is perceived as a commodity that belongs to the beach users and can be changed according to the different needs of the community, in accordance with the guiding principles and rules of the stated policy.
21. The development of the coastline is perceived as a consortium of steady scientific rationale with funding from a public foundation that will validate the developmental principles and aid in their application.

Research question No. 2: Which powers are involved in the municipal decision-making process of connecting the city to the coastline?

1. The public: the sea as a public asset.
2. The economy: preserving values of honesty and economic integrity, the beach as rich in capital.
3. The regulation: rules, trends, restrictions and contractual obligations.
4. Maintaining values of sustainability.
5. The topography of the coastline.

6. Central management versus cooperation between all the mechanisms of the city.
7. Risk management in times of geo-political crisis.

Research question No. 3: What are the guiding principles in planning a municipal policy of the city to the coastline?

1. The coastline is managed according to a world-view.
2. Three guiding principles: the coastline is a public territory, under the city's ownership, responsibility and management, and the world-view is public.
3. Maintaining the principle of sustainable development.
4. The urban policy regarding the coastline is that it serves as the Blue Lung of the city and therefore is an integral part of it.
5. To allow public management so the interest of the entire public could be kept and applied while taking into consideration the special needs of some parts of the population.
6. Enhancing access through a policy of reduced prices for the products being sold along the coastline.
7. Preserving the continuity of the entire coastline.
8. The coastline is a public asset and therefore neither residences, nor hotels will be built on its first line.
9. To regulate the city's growth towards the sea.
10. To integrate private economic initiatives with preserving the natural values along the coast.
11. The coast must develop and grow as an integral part of the city's growth.
12. Giving the residents of Tel-Aviv access to the coastline by means of public transportation.
13. The coastline as an activity center providing occupation and preventing crime.
14. Balancing between the preservation of natural values and the development of the city.
15. The coastline as contributing to the changing image of the city – from an aging city to a young one – a place of active recreation for young families.

III.3 The Results of the Triangulation -20

III.3.1 Integrative findings obtained from research question No. 1 - 20

Research question No. 1: What are the perceptions of the planning, development and preservation of the coastline in coastal cities?

1. Preserving the coastline is perceived as a value of protecting the environment in itself.
2. The coastline is perceived as a factor that serves as an opportunity for global ties with the countries of the world.
3. The preferable policy regarding the coastline is one that integrates between the local authority, private ownership and beach users.
4. The development of the coastline is perceived as a strategy to protect the city from natural disasters.
5. The coastline is perceived as an arena of conflicting interests due to the activity of different bodies that bring their agenda to the coastline.
6. The development of the coastline is perceived as a commodity that belongs to the beach users and can be changed according to the different needs of the community, in accordance with the guiding principles of the regime and regulations.
7. The development of the coastline is perceived as a consortium of steady scientific rational thought with funding from a public foundation that will validate the developmental principles and aid in their application.

III.3.2 Integrative findings obtained from research question No. 2

1. The public: the sea as a public asset.
2. The economy: preserving values of honesty and economic integrity, the beach as rich in capital.
3. The regulation: rules, trends, restrictions and contractual obligations.
4. Maintaining values of sustainability.
5. The topography of the coastline.
6. Central management versus cooperation between all the mechanisms of the city.
7. Risk management in times of geo-political crisis.

III.3.3 Integrative findings obtained from research question No. 3

Research question No. 3: What are the guiding principles in planning a municipal policy of the city to the coastline?

1. The urban policy regarding the coastline is that it serves as the Blue Lung of the city and therefore is an integral part of it.
2. To regulate the city's growth towards the sea.
3. The coastline as an activity center providing occupation and preventing crime.
4. The coastline as contributing to the changing image of the city – from an aging city to a young one – a place of active recreation for young families.

CHAPTER IV: CONCLUSIONS AND RECOMMENDATIONS

IV.1 Conceptual Conclusions: From the Global, to the Local, to the Municipal: Urban Policy Designed to Bridge the Gap between the ‘Blue Lung’ and the City: the Tel-Aviv-Jaffa Case

The fact that Israel followed the example of international treaties and EU regulations, and initiated programmes, recommendations, protocols and policies, allowed us to draw conclusions from the global stage to the local level. Namely, the implementation (by Israel) of laws and plans that mirrored international and regional initiatives (e.g., coastal area management programs, ICZM policy, marine spatial planning, and long-term master plan for the water sector), laid the foundation for deducing from the global, to the local, to the municipal level.

Previous studies have tried to improve the coastal management framework. Chang, Chu and Chuang (2018), who observed coastal changes in southwestern Taiwan, argued that the best coastal environmental protection plan on the national level involved delaying urbanization and preserving unexploited coastal wetlands. Russo and Formato (2014) maintain that the waterfront should be considered as a public space, as a multifunctional system, an interdisciplinary project that creates urban spaces which are integrated into the city, allowing the coexistence of different uses. Beatley (2014) focuses on blue urbanism and explores the connections between cities and oceans. He asserts that humans must create a culture of "ocean literacy", using a variety of approaches, from conducting a city-sponsored research, and supporting new laws that protect marine health. Beatley

stresses that Blue Urbanism should incorporate different stakeholders, like urban planners, ocean activists, and policy-makers, and emphasizes that ocean health should be integrated into policy and planning goals.

Being grounded in the aforementioned studies, this study offers a model (as illustrated in figure No. IV.1) which is underpinned by three key notions: (1) perceptions of planning, development and preservation of the “Blue Lung”; (2) stakeholders’ interests and involvement; and (3) guiding principles of urban policy.

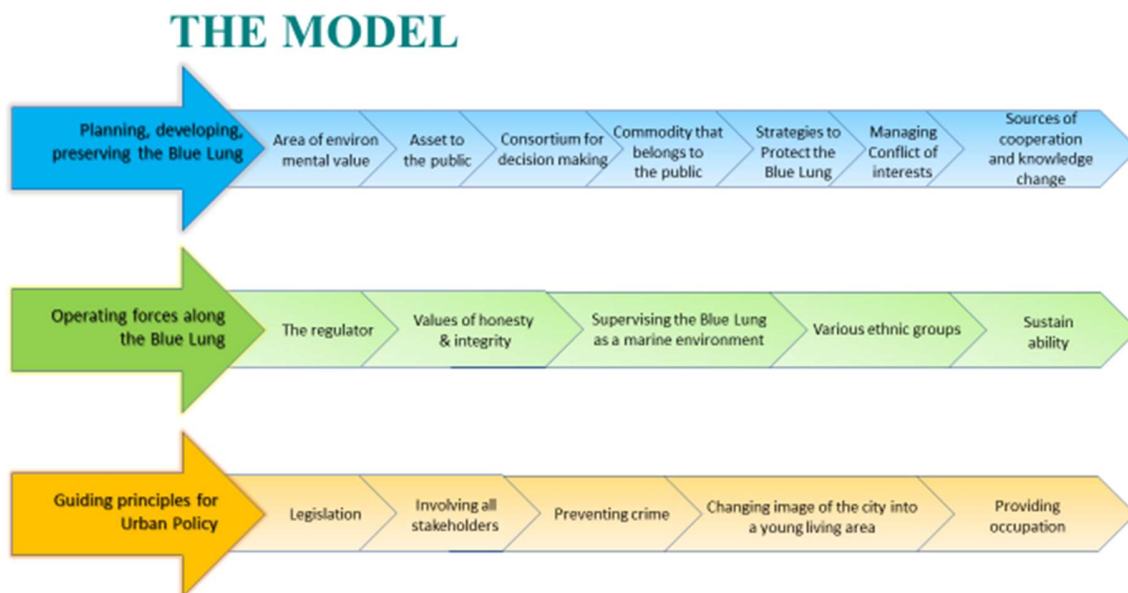


Figure No. IV.1: The research model

IV.2 Practical Implications and Recommendations

The objective of the study was to analyze the key notions and tenets of coastline urban planning and, consequently, present principles of management as well as a conceptual and practical model that could be used as an example and paradigm for other cities around the world.

The need to develop an outline of municipal coastline policy stems from multiple reasons. For example, the growing utilization of the coastline and the sea, conflicting interests of various stakeholders and increasing developmental opportunities (as depicted in figure No. V.1). That is, growing opportunities generate multiple users and stakeholders that subsequently result in resource depletion, pressures and density.

Consequently, the outline of the municipal policy of Tel-Aviv's coastline is based on strategic plans, urban vision, and life experience which collectively cope with the challenges of this complex situation, helping in the development of unique instruments that correspond with Tel-Aviv's distinctive features (Spyros, Papatheochari and Coccossis, 2019).

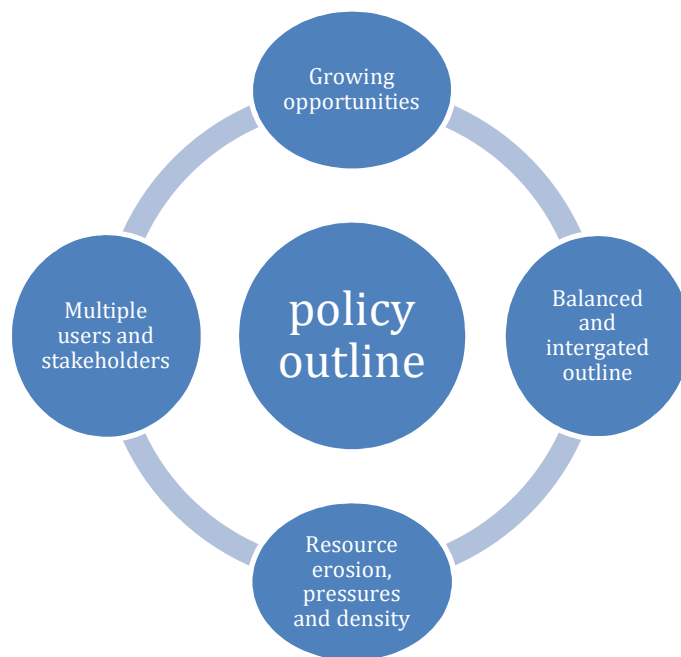


Figure IV.2: The necessity of developing an outline of municipal coastline policy

The objectives of the municipal policy model are as follows:

- Forming a cohesive perception and unified verbal communication among municipal, governmental and international institutions.
- Generating a cohesive perception and unified verbal communication between the varied municipal bodies.
- Defining a course of action for actualizing the urban vision of the coastline and the sea.

- Creating mechanisms and procedures to enable the management of the marine zone under conditions of uncertainty and a changing environment.
- Forming an extensive managerial view that relates to both the sea and the coastline.
- Ensuring the sustainability of a healthy and functioning ecosystem.
- Tightening and strengthening international cooperation and collaboration.

IV.2.1 Background and structure

Background

The outline encompasses three notions that jointly form a clear procedure for leading and managing activities in the zone of the sea and the coastline. The framework for the policy outline is essentially this study's vision of the coastline, which includes three sources of inspiration:

- Global - the plan to preserve the Mediterranean-Sea and the ICZM plan (Israel Ministry of Environmental Protection, 2018a).
- National - a marine zone program and the principles of the Protection of the Coastal Environment Law.
- Municipal - the municipal strategic plan which was formed in 2005 and updated in 2017 (Tel-Aviv Municipality, 2017).

The vision embodies five fundamental principles:

- Nature - 'Blue Lung', preservation.
- Resident - a place for everybody, accessibility, safety and fairness.
- Community - incorporation of all stakeholders, an open community space.
- City - knowledge based management by the municipality.
- World - advancement of collaboration and mutual interaction to develop and cultivate the coastline.

Analysis of the current situation:

- Ecological.
- Physical.
- Communal.

The toolbar for the integrated management of the coastline and the sea:

- Integrated management.
- Sustainable development.
- Innovations.
- Connecting the city to the sea.
- Enhancing collaboration and cooperation.
- Prosperity for all.

Scope

The outline refers to the entire public area which extends 300 meters east of the water line and 400 meters west till the municipal border (as illustrated in figure No. IV.3).

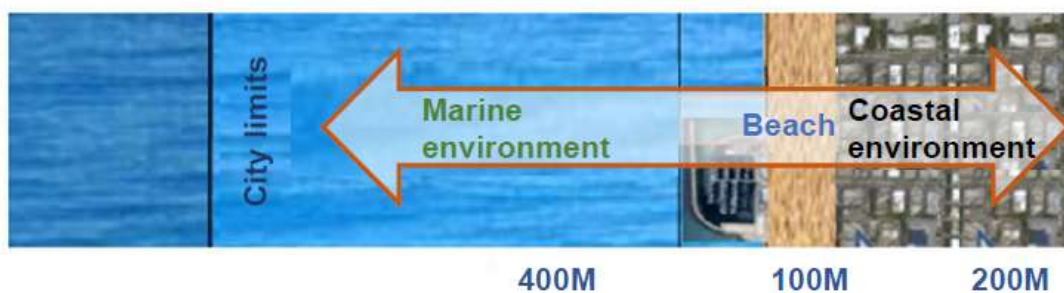


Figure No. IV.3: The extent of the public area

300 meters east - 'coastal environment' – a zone of 300 meters that is measured from the coastline of the Mediterranean Sea and includes 'the area of the coastline' - a zone of 100 meters which is measured from the coastline towards the shore. This scope is protected under the Protection of the Coastal Environment Law (Israel Ministry of Environmental Protection, 2004).

400 meters west - jurisdiction and authority of the municipality.

The outline

The outline of the integrated management of the coastline and the sea of Tel-Aviv-Jaffa, provides a policy and a managerial framework for the aforementioned scope. The outline can be used as guiding principles to the municipal bodies that develop and manage the coastal zone. The component of the outlines, which can be implemented and adjusted according to the needs of the municipality, are as follows:

Inspiration

As was already mentioned, the outline is based on three sources of inspiration and on the concept of integrated management of coastline cities: The Barcelona Convention (1976) and the ICZM principles (Israel Ministry of Environmental Protection, 2018c)

In the international context, 1975 marks the beginning of cooperation between Mediterranean countries and the formulation of the **Mediterranean Action Plan (MAP)** which took place in Barcelona. Israel signed and ratified the convention in 1978, and accepted the amendments that were added in 2005, extending the reference to coastal environment. Development and management of the Mediterranean Sea is performed with the guidance of an expert team from the European Union's IMP-MED project (Integrated Maritime Policy in the Mediterranean; European Commission 2018). The project consists of integrated policies that support the process of open dialogue and cooperation between Mediterranean countries.

ICZM

Guidelines for the integrated management of coastal and marine zone. The principles of ICZM are, in fact, notions of sustainable development of the coastal and marine zone. Their aim is to create a balance between environmental and developmental needs. The guidelines were formed under agenda 21, a UN document that was presented at the earth summit in Rio de Janeiro in 1992 (United Nations, 1992). The guidelines provide real guidance and are suited for the management of open coasts, ports, urban areas, agriculture compounds and marine industry. The framework of the ICZM states six aims:

- Mediate via comprehensive planning the scenic and environmental needs of coastal and marine zones.
- Preserve the coastline for the benefit of current and future generations.
- Ensure sustainable usage of the sea and its natural resources.
- Guarantee the preservation of the scenery and ecosystems of the coastline and the sea.
- Prevent and/or reduce the hazardous effect of climate change (caused by humans or natural phenomena).
- Create compatibility between public and private initiatives and public decisions (i.e., national, regional, local) which impact the coastline and the sea.

Policy document - Israel's marine zones

The document (Israel Ministry of Finance, 2018) was written by the Ministry of Development in association with other governmental ministries and with the guidance of various stakeholders. The Israeli plan for the marine zones is compatible with current global trends and strategic plans which were conceived by other coastal countries. The Israeli plan has three main objectives: (1) present a policy that would state a course of action for the Mediterranean Sea's marine zones; (2) form a national information pool of environmental, ecological, technologic, judicial and engineering topics which concern marine zones; (3) create instruments for integrated management, and

encourage cooperation and coordination between the different bodies. The plan was supposed to be ratified by the national council during 2019.

Outline plan Tel-Aviv 5000

A strategic plan for Tel-Aviv-Jaffa

The coastline is a significant feature of Tel-Aviv, which impacts its identity and character. Notably, the coastline is the backbone of the city. It is a focal point due to its functionality, artistic vibe and being a hub of activities. According to the strategic plan (Tel-Aviv Municipality, 2017) that was published by the municipality in 2005 and updated in 2017, the city wished to strengthen the bond between constructed area and the sea by improving the connection between the streets and the coastline, refining the external appearance of buildings along the coastline, and extending the variety of activities available to the public. That is, the coastline will be developed as an accessible, inviting, continuous and qualitative public area which is active all year round. The city will cultivate the sea as a natural resource that characterizes the urban identity of the town and as a setting for leisure, entertainment and sport. The development of the urban coastline places Tel-Aviv as a leading coastal city on a national as well as international scale.

Outline plan

- Continuing the development of the public space along the coastline for the enjoyment of the public.
- Strengthening the physical, functional and visual connection between the city and the coast.
- Exploring the feasibility of exploiting the marine zone for urban development and for creating areas of municipal and national infrastructures, taking into consideration scenic and ecological values.
- Being aware of and ready for sea water rise and securing the coastal cliff.

Analysis of the current situation

Every strategic process starts with an analysis of the current situation, comprehension of challenges and opportunities as well as the organization's ability to confront these issues. Analysis of the current situation examined three layers; physical, communal and ecological.

Course of action

The courses of action are based on the research findings of this study and the researcher's professional experience in the management and development of the coastline and the sea. The courses of action reflect a combination of the urban strategy perception depicted above, and the fundamental values and urban management patterns illustrated by examination of the case studies and municipal success stories. Figure No. IV.4 specifies the six courses of action, each principle representing a layer of urban policy that can be realized and implemented:

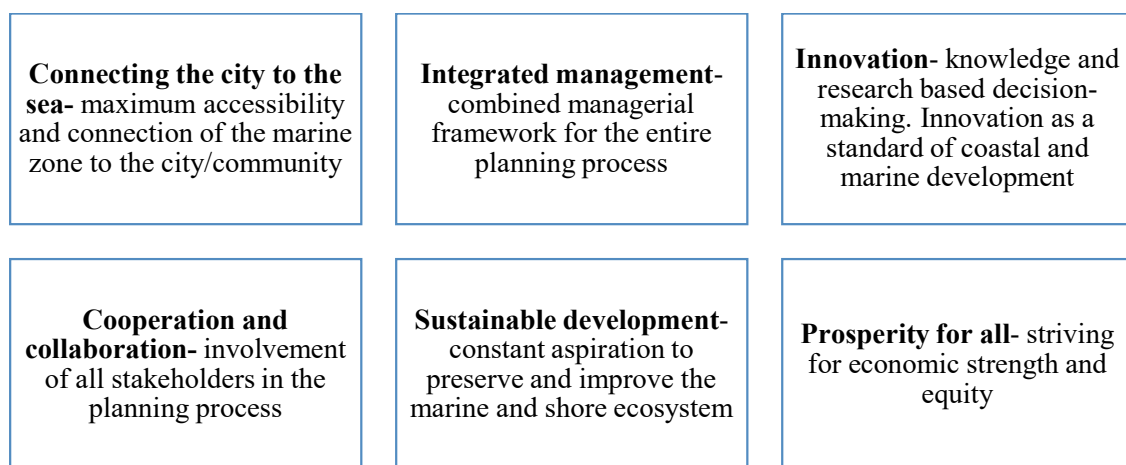


Figure No. IV.4: Feasible courses of action

Integrated management

Background - Tel-Aviv's coastline was managed by varied authorities and through various collaborations. The multitude of players created conflicts and barriers which prevented the formation of a unified and continuous vision of coastline development. Namely, lack of continuity, conflict of interests, varied ideas and procrastination, have inhibited planning and development.

Solution - the municipality of Tel-Aviv-Jaffa purchased the rights of the external bodies and created an integrated body of management with a unified vision and a comprehensive plan.

Implementation instrument - appointing a professional and capable financial firm to manage the planning and development of the coastline as an urban resource (economic, environmental, social).

Cooperation and collaboration

Background - the coastline of Tel-Aviv-Jaffa extensively reflects the complexity of the urban space and the junction of different values and interests. The coastline and the sea have numerous users and stakeholders in the general public as well as in the planning board, namely multiple users, interests, aspirations and ideas hinder collaboration.

Solution - development of mechanisms for nurturing comprehension and cooperation between all stakeholders. These mechanisms contribute to discourse and understanding, and have the ability to impact the decision-making process.

Implementation instrument – setting up a wide public mechanism for managing and developing the coastline. Incorporation of the public during every step of the way. Development of combined managerial frameworks with the general public and the community. Notably, forming a coastline administration and a coastline committee in the city council. Integrating the public in plans and courses of action and representation of the public in Atarim's managerial boards.

- Sustainable development

Background - in 2008, the municipality of Tel-Aviv-Jaffa decided to exert efforts in order to accomplish objectives like reducing air pollution and advancing sustainability. In the updated strategic plan, the city adopted a course of action of sustainability which was later realized in work plans.

Solution - developmental plans, based on ecological principles, that ensure the resilience and strength of the ecosystem. The solution is grounded in constant monitoring and implementation of the principles of sustainable development.

Implementation instrument - instruments and measurements which are based on ecological insights, such as ecological corridor, cliff strengthening, identification and preservation of the coastal nature, ensuring quality of water and preserving erosion platforms.

- Connecting the city to the sea

Background-- traditionally, Tel-Aviv has developed with its back to the sea. Most of the main streets of the city are vertical to the sea and the accessibility to the shore is blocked and sporadic

in extensive parts, mainly in the south strip. The sea and the coastline are not embedded in the local identity.

Solutions - turning and converting the city to the sea physically as well as educationally and communally by translating the strategic plan into action and forming a vision for the coastal city.

Implementation instrument - development of a workplan design to connect the city to the sea.

Investment in infrastructure and education for the residents' benefit. The plans include educational infrastructure along the shore, educational plans in schools, non-motorized accessibility lanes to the beach, and creating an urban brand for the coastline and the sea.

- Innovation

Background - Tel-Aviv is the innovation center of Israel, a world center for the hi-tech industry and a habitat for start-ups. Nevertheless, there is no connection between urban capabilities and needs, especially in regard to environmental issues and infrastructure development (i.e., lack of beta-sites and collaboration between the city and businesses).

Solution - advancement of experimental and entrepreneurial sites and laboratories for improving and intensifying the collaboration between the city and the firms.

Implementation instrument - turning part of the coastal strip into an innovative and experimental space. Markedly, building an experimental space in the port of Jaffa, collaborating with Israeli innovation, and searching for unique projects in managerial issues.

Prosperity for all

Background - Tel-Aviv is the financial center of Israel and the municipality has 32 municipal companies that manage and generate revenues from urban assets. Urban revenues are on the rise, as is the city budget. However, the disparities between the city's residents are only growing; 40% of the population are poor and the cost of living is among the highest in the country (Central Bureau of Statistics, 2018). These gaps contribute to a sense of isolation between the residents and the municipality.

Solution - ensuring that the city wealth and success (AAA rating) is distributed in an equal way, while providing affordable services.

Implementation instrument - optimization of the economic abilities, while offering adequate and affordable services and integrating citizens in the economic development. Notably, preserving the AAA rating, ensuring the accessibility and affordability of services and guaranteeing that 5% of businesses are social.

The process

Translating the outline into a policy and a course of action, requires the development of an extended process in collaboration with all the stakeholders. It is highly important to build enduring mechanisms that enable the implementation of the workplan and allow the incorporation of the integrated managerial principles. The coastal and marine zone are a public space with multiple users. Hence, the success of the plan depends on the quality and depth of the partnership that is being built, and on the precise allocation of positions and authorities during the process. Figure No. IV.5 illustrates the process framework and courses of action.

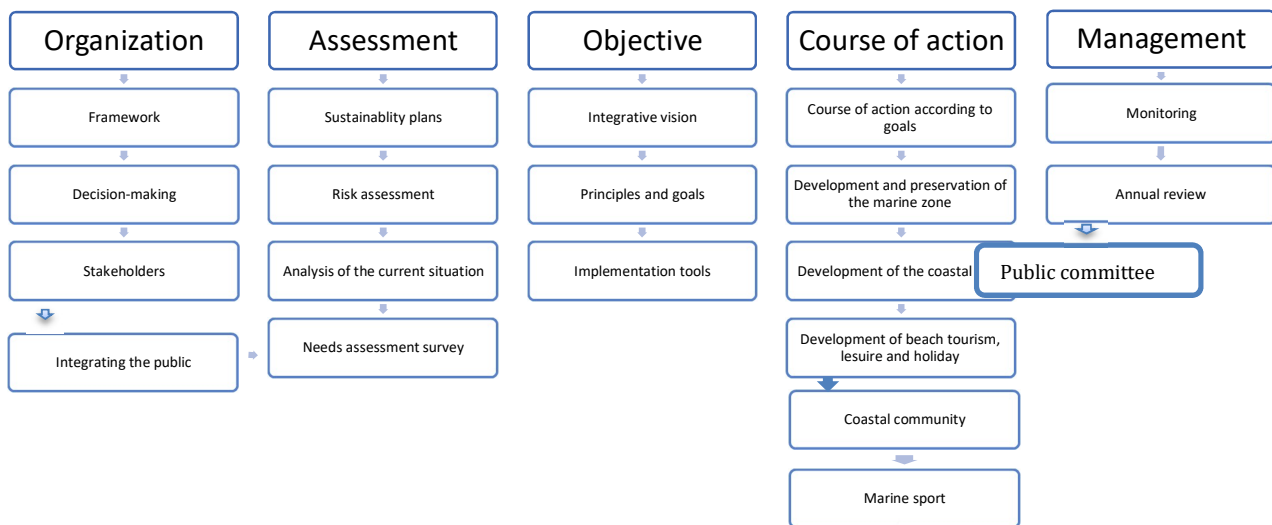


Figure No. IV.5: Process framework and courses of action

The Product/the outcome

The outcome of the process is threefold:

- Enduring management mechanisms in order to implement the integrated managerial approach in urban policy.
- Permanent protocols designed to implement courses of action and the values of the integrated managerial approach.
- Actions for implementing the integrated managerial approach of Tel-Aviv-Jaffa.

IV.3 Research Limitations

This qualitative research and case study include some limitations that stem from the nature of the approach. Semi-structured interviews and focus group discussions can lead to some social desirability. In order to overcome this limitation, no judgements were made during the interviews, allowing the collection of genuine views. Moreover, a qualitative research has high validity, but low reliability level. However, in order to raise the confidence in the findings, multiple methods were used for validating the data and presenting a solid body of findings. Consequently, generalizability was limited, allowing readers to decide whether to adopt the findings in case of a similar context. In addition, as mentioned at the outset of this study, I could be defined as an involved researcher due to my role. However, due to this subjectivity, I was able to identify the best information sources and interpret the data according to my research aims and questions.

IV.4 Contribution to Knowledge

This thesis offers a theoretical as well as practical contribution. Theoretically, the urban model that is proposed is original and innovative and may contribute to the field of international relations and European studies. The model is based on theories of urban policy development, decision-making, globalization, and sustainability. Hence, it is rooted in theoretical thought.

Furthermore, the detailed model proposal includes operative mechanisms that take into consideration international decisions, international agreements, treaties that have been signed on the national level, and policies that have affected planning decisions on the local level, helping the development of urban policies with regard to coastal strip management.

In particular, this study enhanced the differences between all the players involved in the coastal strip and helped establishing collaboration for the promotion of programs in the coastal strip. For example, conducting public collaboration processes at the initial phase of planning in order to avoid conflicts at the end of the process.

Practically, the thesis outcomes can be realized and implemented, as follows:

- Actual implementation of parts of the proposed model and its various mechanisms create a new reality and strategic collaboration that enables the development of municipal policies in all matters related to coastal strip decision-making.
- In order to promote partnerships and cooperation between the public and the local authority while planning issues relating to the coastal strip, the local authority must create a supportive organizational climate, allocate resources and put the issue on its regular agenda.
- Establishing trust among all stakeholders on various levels in both the municipal authority and the business sector, and especially among the residents, is an essential prerequisite for implementing the proposed model in order to create effective collaborations.
- Implementation of the mechanisms of action between the municipal authority and stakeholders (as proposed in the model implementation) contributes to better planning and in addition to financial savings, efficiency, information sharing and knowledge. It improves the work processes, and increases trust between the residents and the municipality.
- Implementation of the proposed model is possible in other coastal cities, and in coastal strip management companies, since it takes into consideration different needs such as population, climate, government, states and legislation.

To conclude, the model essentially focuses on five core areas: Nature, Resident, Community, City, and World. Consideration of these five values produces a reliable management instrument for building a real municipal policy that takes into consideration all needs.

IV.5 Future Research

It is recommended conducting this study according to the mixed methods approach, namely including quantitative measures as well as conducting it among a larger population. It is also recommended examining how the model is implemented in practice, exploring the possible effect of global climate changes on urban policy planning.