PAGE 1

**Israel 2048**

**A Common Future**

**National Plan for the New Government**

June 2019

4 – Instead of a crowded center and weak periphery – three independent thriving centers

6 – Housing options in the new centers

8 – Dreaming big and making it a reality

10 - Creating a wealth of employment opportunities close to home

12 – Convenient public transportation, bicycle paths, and lots of walking

14 – the most significant factor in choosing where to live

**Not a Dream, Not a Fairytale**

If someone were to tell us that there’s a magical spell that could make our lives here, in every region, for the entire population, more prosperous, equitable, and secure, we would give anything to make it happen. In fact, there is such a thing, only it isn’t a magical spell; it is completely up to us: the “Israel 2048: A common Future” initiative demonstrates how good our lives could be in the nation’s centennial year. It starts now.

PAGE 2

**A New National Order**

Underlying the “Israel 2048: A common Future” initiative is the understanding that the only way to promote action that will transform this country is to create the broadest and most significant alliance ever seen here

By Yoav Birenberg

What will the map of the Negev and Galilee look like in thirty years? Will development in these regions catch up with the center, or will it lag behind, and even exacerbate the country’s demographic situation? The "Israel 2048: A Common Future" initiative, aimed at transforming reality and ensuring a better future not only for residents of the center, but for all of us, was launched three years ago by the OR Movement, which has been active for over 15 years in promoting large-scale settlement in the Negev and the Galilee. For over two years, the Movement conducted research on future trends in Israel in light of the demographic, economic and social forecasts. Hundreds of experts, leading consulting firms and organizations from a variety of fields participated in the study, which examined most of the country's previous development programs, and analyzed more than 15 case studies from the world. The research shows that despite the country’s economic prosperity, most residents do not enjoy that prosperity. Israel's population is growing rapidly and is expected to double by 2048, reaching 17 million. Yet, the Negev and the Galilee are developing slowly and are struggling to keep up with the country’s growth. If current trends continue, 13 million residents are expected to live in the center of the country, and only about four million in the Negev and the Galilee. This trend is expected to exacerbate the existing conditions there, making them backward regions, while the center will be extremely crowded and expensive.

"The south comprises two thirds of the country’s area and it holds less than ten percent of the nation’s residents,” said David Leffler, chairman of the Southern District Planning and Building Committee. “If the current trends continue until 2048, the number of residents in the south will not exceed eight percent of the population. Therefore, the state has a major interest in creating a balance between the periphery and the center. If this does not happen, and the trend does not change, it will be impossible to live in the crowded center. What should be done? Turn Beer-Sheva into a large and powerful metropolis, and generate urban renewal in the cities of the south, adding tens of thousands of housing units in city centers. The intention is to make such renewal economically viable. The third objective is to progress in addressing the Bedouin issue: advance their quality of life, housing solutions and level of education, so that they become an important force with enormous potential," emphasizes Leffler. “For this to happen, it is crucial that the State move ahead with the implementation of national projects, including an international airport in Nevatim, the transfer of the IDF intelligence campus to the south, and the relocation of industrial plants from the Haifa Bay and the central region to the south." The Israel 2048: A Common Future initiative aims to create a national process that will formulate priorities and an agreed action plan.

The opening understanding of the plan’s initiators was that the only way to promote national action on this scale would be to establish the broadest and most significant alliance ever created in Israel, involving all sectors of society. For about a year, activities were carried out among the most crucial elements - in the government, civil society and business sector - leading to this joint action. The first ‘partners’ meeting took place a little over a year ago, during which leaders from dozens of organizations and representatives from the government and local authorities met to advance the action plan for a national vision and to advance the practical program. Hundreds of partners and experts have invested tremendous effort throughout the last year in promoting the principles and initiatives of the program in four core areas: housing, employment, transportation and the environment.

Last March, some 100 leading Israeli officials gathered to promote the Negev and Galilee core projects, which can and should be implemented in the next two to three years. From this group gradually emerged a ‘Centenary Council,’ which will promote the realization of the vision. The Partnership's core principles include maximizing the country's possibilities for growth and prosperity in all areas of life, in all regions and for all residents.  
"We are working to promote large-scale long-term plans throughout the country,” said Adiel Shomron, head of the Israel Land Authority. “We believe that everything should be done to increase the demand for the Negev and the Galilee, to implement the plans for the roof agreements and the subsidized sale of hundreds of thousands of housing units. The Israel 2048: A Common Future vision creates the impetus for the growth of new central cities in the north and south.”  
"This move will enable the next generation of Israelis to purchase an apartment in a quality environment and will generate real value within a few years."  
Shaul Goldstein, director general of the Israel Nature and National Parks Protection Authority, is convinced that the State of Israel must redraw its trajectory in order to transform reality. “We at the Authority are pleased and proud to take part in promoting the project," he says. "Only by examining the past and the mistakes we made in the early years of Zionism can we learn."

The National Union of Israeli Students also anticipates the desired change. "The Student Union has two main areas of activity," says Union chairman Shlomi Yehiav. “The first is student welfare. The second and key area is our responsibility towards Israeli society, so we chose empowerment of the periphery as our central agenda."

LEFT COLUMN

**Milestones for implementing the pl**an   
2019-2020  
Foundations Stage  
Long-term government commitment  
Creating a broad consensus and commitment by the government and the 22nd Knesset to the plan. Approval of a long-term, inter-ministerial budget, which integrates civil society and business entities in implementing the vision. The plan will operate according to the growth targets of the new centers, and will include the main projects to be carried out in all spheres of life  
⇓  
2020-2022  
Implementation stage   
Transformative national projects   
Advancing national pilot programs to create equal cities together with employment growth engines in the Negev and the Galilee. Creating the governmental and regional implementation mechanisms to promote demand for settlement, employment and investment in the new centers in the Negev and the Galilee.  
⇓  
2022 and beyond  
Acceleration stage  
Visible results and a rise in all life indices in Israel  
The relocations of hundreds of thousands of settlers to the Negev and the Galilee, the creation of tens of thousands of jobs within the cities, the initiation of national projects in transportation, housing, culture, education and health – driving growth throughout the country

**PAGE 3**

**Israel 2048 - The Centenary Council**we; the leaders of government authorities, civil society and business sector associations, the umbrella and the future organizations in the State of Israel, have decided to join forces out of a sense of responsibility, and to take action in the next years to advance a national, forward-looking process, to tackle the challenges of the present, the population growth projections and the ever-widening gaps between the regions and residents of Israel.  
We will work to advance a single move that unites everyone, out of the historic vision in which the State of Israel expands its growth possibilities and thrives in all of areas of life, in all regions and for all its citizens.  
The essence of this move: the Negev and the Galilee will transform from peripheries to quality centers, home to 8 million residents and approximately 3 million jobs. We undertake to act in the spirit of  
The "Centenary Council" partnership, which combines social values ​​with professionalism of the highest caliber and represents all sectors of Israeli society, from the long-term integrated planning until its full implementation.  
Together, we will advance initiatives and build infrastructures immediately, and will lay the foundations for Israeli growth in the new centers in the Negev and the Galilee.

We therefore signed the following:  
Shraga Brosh, President of the Manufacturers' Association of Israel  
Benny Biton, Chairman of the Development Towns Forum  
Shay Hajaj, Chairman of the Regional Councils Center  
Raul Serogo, President of the Israeli Builders Association  
Shlomi Yehiav, Chairman of the National Union of Israeli Students  
Karin Meyer Rubinstein, CEO and President of Israel Advanced Technology Industries  
Ofir Katz, Chairman of the Israeli Civic Leadership Association  
Tal El Shai, Chairman of the Negev Council

Shai Bezeq, CEO of the Israeli Leadership Forum

Thanks to all the partners who participated in shaping this vision, including:

*List of names*

**PAGE 4-5**

**Growing Together**

The growth that characterizes Israel today is concentrated almost exclusively in the center  
The State of Israel has all the tools to change reality, ease congestion, and bring prosperity to the Negev and the Galilee  
How do you transform today's peripheries into the new centers of tomorrow? Building the Israeli success story together

By Yoav Birenberg

Israel is one of the most developed countries in the world. Over the 70 years of its existence, the country has attained unprecedented achievements, including the absorption of more than one million immigrants, low unemployment rates and many Nobel Prizes for its population size. However, despite Israel’s economic prosperity, most of its residents do not enjoy that prosperity. Large segments of the population are almost entirely excluded from the possibility of advancing at the same pace to a better life.  
Israel’s population is growing at a rapid rate, but this growth is thus far concentrated in the center of the country. The Negev and the Galilee regions are still developing too slowly, and are hard pressed to keep pace with the country's growth rate. The Bedouin population, the ultra-Orthodox population  
and the Israeli-Arab public have been considered disadvantaged since the state was founded. The discrepancies between regions has increased and social mobility has declined.  
Considering its economic situation, the State of Israel has all the tools and resources required to change this situation, if it were up to the nation’s leaders. So how do you promote the vision and bring prosperity to the periphery?  
Raya Strauss Ben-Dror, a businesswoman, social entrepreneur and philanthropist, has great expectations from the Israel 2048: A Common Future initiative. "Over the past decade I have focused my activities on promoting a boom in the Western Galilee and raising the quality and standard of living there," she says. “I founded the ‘Spirit of the Galilee’ initiative, aimed at promoting activities in the areas of employment, health, industry and multiculturalism. We gathered together some 200 activists and leaders from the region, and for several months sat at roundtables, formulating recommendations for action in the areas. As a first step, I am already running 'Treasures of the Galilee', the largest private tourism initiative in Israel, which in three years has doubled the volume of activity in the Western Galilee."

Eran Shalev, a managing partner of KPMG, shares the enthusiasm. “We must generate a great change," he says. "If things continue as they are today, without any long-term strategic planning, people will vote with their feet. The country’s center will have a high population concentration because of the great opportunities it offers - in the areas of employment, recreation, education and medicine. The folks from the OR Movement who are leading this grand initiative brought up for discussion the rationale of the strategic thinking. The goal is that the Negev and Galilee regions will be able to offer the same advantages as the center."  
The Negev and the Galilee, which now constitute about 75 percent of Israel's territory, will be populated by only 25 percent of the country's residents in 2048. If the situation does not change by then, the entire country will continue to be dependent on one congested and crowded economic center. Such dependence, without proper preparation regarding important issues such as housing, transportation, overcrowding and quality of life, will only increase existing gaps and impair the quality of life for everyone. Even worse, the Negev and the Galilee are expected to be backward areas. The populations considered economically weak today - Israeli Arabs, the Bedouin and the ultra-Orthodox - will constitute 50 percent of the country's population. About 70 percent of the residents of the Negev and the Galilee, will be considered, based on the same trends, residents of socio-economically backward regions.

Mahmud Alamour, CEO of the Rahat Economic Company, also joined the initiative and can’t wait for the coming transformation. "One of the projects we recommended is to establish a non-tribal high socio-economic level settlement that is not segregated according to tribes, like today’s Bedouin communities," he said. "There are now seven recognized Bedouin settlements in the Negev - settlements with infrastructures - alongside unrecognized villages, where there is no electricity, water and other necessary infrastructures. Today, the only option I have is to live within the boundaries of my tribe, while the new settlement will absorb economically substantial people from all over. The Negev is as important to us as it is to others. The idea is to make it good for everyone regardless of ethnicity and affiliation. Most of the people in the Bedouin settlements are not interested in politics, but rather in better living conditions."

The demographic and economic growth in the Negev and the Galilee will be an important growth engine that can draw hundreds and thousands of families to the periphery. This desired move may also solve problems in the center of the country, lower housing prices, increase competition and ease the tremendous pressure on deteriorating infrastructure and roads. "In terms of the level of income and negative migration, the Negev and the Galilee are the centers of the periphery, even though Jerusalem and Haifa also constitute peripheries to a large extent," says Prof. Shlomo Hasson, head of the Shasha Center for Strategic Studies at the Hebrew University of Jerusalem. "I lead a think tank dealing with these issues. We developed a vision in which we emphasized four main issues: First, economic growth. This entails raising the level of education and skills, increasing productivity and economic growth, increasing employment and income, and rural development in all peripheral areas. The second issue is social inclusion. It is necessary to develop strong, diverse and attractive communities and to locate housing in the periphery alongside education, employment and infrastructure. The third issue is sustainability: nurturing and protecting the environment and heritage and giving the community a central role. The fourth factor is resilience. A large number of these communities are settlements on the border - those surrounding the Gaza Strip and those in the north northern. We need to strengthen these communities and support them. If that happens, we'll be a totally different country. Instead of growth being centered only in Tel Aviv, we’ll opened it up throughout the country."  
Alongside the ‘Israel 2048: A Common Future’ initiative there is a similar initiative called Israel 100. "This is an initiative for strategic planning towards 2048, which we are leading," claims Prof. Shamay Assif, an architect and city planner at the Technion. "To this end, seven Israeli academic institutions joined under the umbrella of five professional associations in the fields of planning and local government. By 2048 we will have to build another country here, another state. We will have to respond to the doubling of the population and to provide means of economic and social prosperity in the areas of housing, employment, in institutions, services and infrastructure."  
The Negev and the Galilee will become, as all the partners to the vision of the Israel 2048: A Common Future project believe, "national growth engines and they will be independent centers that serve as a magnet for a population seeking quality of life and opportunities for self-fulfillment and values ​​in Israel.  
Daniel Birnbaum, CEO of SodaStream Israel, is a great believers in this vision. "SodaStream is living proof that there is a way to do business outside of Tel Aviv and that it is possible to build an Israeli success story together, Jews and Arabs living together in peace and friendship, and creating thousands of jobs in the Negev, "says Birnbaum. "I believe that if we incorporate the values ​​of respect and equality into our everyday practices, we will be able to live here in true coexistence that will lead us to economic growth and social cohesion. For me the Negev, Sede Boker, is where I grew up, but it is also a source of optimism and hope for our country. ‘The people of Israel shall be tested in the Negev,’ said the Old Man [David Ben-Gurion]. I have the feeling and faith that we are on the right track to successfully answer this critical test for the entire State of Israel."

TABLES

**Unique Demographic Growth**

Courtesy of the OR Movement

**Distribution of the Population**

Israel 2048

* Ultra-Orthodox 24%
* General 54%
* Arab 22%

Courtesy of the OR Movement

**Israel Today**

Now at 2019

(Galilee; Tel Aviv and Jerusalem; Negev)

(Haifa; Tel Aviv; Jerusalem; Beer-Sheva; Eilat)

**Future Israel**

Projected 2048

1 center in Israel

(Galilee; Tel Aviv and Jerusalem; Negev)

(Haifa; Tel Aviv; Jerusalem; Beer-Sheva; Eilat)

**Future Israel**

Preferred 2048

3 centers in Israel

(Galilee; Tel Aviv and Jerusalem; Negev)

(Haifa; Tel Aviv; Jerusalem; Beer-Sheva; Eilat)

**PAGES 6-7**

**A HOME FOR ALL**

The way to attract young people to establish their homes in the new centers in the Negev and the Galilee is to link the plans for affordable housing with a complete package offering comprehensive solutions: good education, a high-quality health system, nearby employment and a rich cultural and social life

**By Reuven Weiss**

Close to 300 average Israeli salaries. This is more or less what it takes to buy an apartment in Tel Aviv. Or 173 salaries for an apartment in the central region. Much more than the average for OECD states. Looking forward, this trend is only getting stronger. Israelis will need more and more salaries to buy the same apartments if the anticipated population distribution in the center - 13 million people in 2048 - will come to be. The solution is obvious: distribute the population in other parts of the country, which will necessarily lead to a drop in housing prices. However, the Negev and the Galilee never received the same investments enjoyed by the center. Along with cheaper housing, they offer fewer employment opportunities and an inefficient and uncoordinated transportation system. Without a plan that begins now, bringing the population to the most beautiful regions in Israel, these problems will only worsen by the nation’s centennial.  
In order to formulate a vision for the 100th anniversary of the State of Israel, the Israel 2048: A Common Future initiative established the Centennial Group, which includes representatives from some 200 organizations spanning non-profits, academia, business, government and more. Meir Perry, Director of the Strategy, Planning and Policy Division of the Israel Lands Authority, served as head of the Initiative's housing team. "We examined how the Negev and the Galilee could be transformed into national growth engines," Perry says. "How they could be transformed into independent centers serving their populations. Ultimately, we came up with a few frameworks: the cluster concept - We divided the Negev and the Galilee into six clusters. Each cluster includes several cities /local councils /communities that are synchronized and cooperate to achieve their goals. The collective rationale and size, as a cluster rather than a single community, have weight and meaning. "

The ‘Equal City’ program was also developed within the framework of the Israel 2048 initiative, which was designed to accelerate processes of equality and growth, transforming cities into places worth living in. The plan includes four main components: the formulation of an urban-economic-business growth plan, the development and empowerment of existing neighborhoods, so as to prevent the emergence of social gaps in comparison with the neighborhoods that will be established in the future, the development of local identity and pride among the city's residents, and launching development processes through the settlement of ‘initiative seed groups’ in the cities," that is, groups that can lead initiatives with broad impact in the business or social spheres.  
According to Benny Dreyfus, Director General of the Ministry of Housing and Construction, whose ministry is a leading member of the initiative: "The Ministry of Housing, together with the OR Movement and the Ministry for Social Equality, are investing in the 'Equal City' program, which will allow development towns to become cities of quality and excellence worth living in and investing in within a few years." The Israeli Builders Association, the representative organization of the construction industry, is an active partner in the vision of developing the Negev and the Galilee. "The vision of urban development in the Negev and the Galilee will distribute the country's population more correctly and evenly and will enable entrepreneurs and contractors to reach new markets,” says Haim Feiglin, Deputy President of the Association.

Tomer Gothalf, Planner for the Southern District at the Planning Administration, knows that the right housing plan for the new centers in the Negev and Galilee begins with the appropriate infrastructure. "I have a degree in urban planning from Boston University," he says. "When they wanted to develop a new area there, they pre-built an underground mass transportation line. In the south too, we must begin building and operating the future lines today. This comes before everything.”

"The health infrastructures in the Negev also need significant strengthening, as do the educational and cultural infrastructures. If we want to create the conditions that make people want to come, they should feel that the level of services and infrastructure is high. This has to start today, with detailed planning and advance investments.”

Benny Biton, mayor of Dimona and Deputy Chairman of the Development Towns Forum, is very proud of the services provided by his city to its residents, but it is still not enough to make young people living in the center move south to Dimona. Biton also has a detailed plan for this too: "The government needs to differentiate between the grants it gives to couples buying their first apartment," Biton explains. "You cannot give the same grant of NIS 60,000 to those who buy an apartment in Dimona or Kiryat Shmona, and those who buy in Ra'anana. The grants in the Negev and the Galilee should be increased to 150 or 200 thousand shekels. In addition, the Interior Ministry should compensate the local authority for every residential unit constructed in the periphery. "

“The '2040 Plan,' which is actually the first long-term strategic planning plan, was approved in February 2017," explains Vered Solomon-Maman, chief architect at the Ministry of Construction and Housing. "Immediately after approval of the plan, we began thinking about what we had to do; How to plan. For the first time, we began to work using regional planning methodology. What is important to us, before housing, is the supporting infrastructure: public transportation and employment centers. Only after they are there on the ground, will we plan the housing accordingly. We began a fascinating process that transcended the boundaries of the Ministry. We contacted the Ministry of Transportation, which works with us closely. The Director General, Keren Turner, understood the importance and provided money for planning the public transportation in the region, to be completed by the end of the year. The Ministry of Finance saw the plans and understood that this was the correct way to do this. Last Passover, Dalit Zilber, the head of planning, confirmed to me: 'Start work like this on another regional bloc.’ This time it will be in the northern part of the country."  
However, in spite of the vision and the optimism, the road ahead is still very long. The 2040 Plan has posed the northern district Planning Authority the goal of adding 440 thousand housing units. "At the moment, 1.5 million residents live in the district, and our working assumption is that by then we will double its population," explains Jonathan Cohen-Litant, the northern district planner at the Planning Administration. "The way to increase the required number of housing units is primarily through urban renewal, but in the northern district the land values ​​are low and there is no economic justification for TAMA 38 projects or rebuilding, as is done in the center."   
Another, more substantial and deeper problem is the Israeli government's fundamental approach to strategic planning. The entire 2040 Plan was based on the existing distribution of the population, and is not aimed at changing it to bring about a distribution that would create a balance. Only 29 years remain until the year 2048. With the right investments, at least we can begin now to fundamentally change those factors.

TABLE

**Number of Salaries Needed to Purchase an Apartment**

* Tel Aviv 292
* Center (Dan region) 173
* OECD 99
* Courtesy of the OR Movement

**Housing Vision**

**What the housing market in Israel should be like in its centennial year**

From development towns to ‘equal cities’ in the new centers in the Negev and the Galilee: the Negev and Galilee regions will join the demand centers and consequently, the existing center will balance and continue healthy growth. The Israeli State's control of the land, the development of infrastructures, and the planning and financing tools makes it possible to produce housing stocks of both quantity and quality. Architectural planning, urban renewal, rental housing, and affordable housing will be available in every city in Israel. Global financing tools will attract entrepreneurs and investors to support emerging markets within Israel. By concentrating investments in Israel's new growth centers, the Negev and the Galilee, development towns become the desired residential product in Israel. Over the next decade, a million young people will join the cities, integrating a rural atmosphere, unique architectural design and innovation in communal, smart, green, and healthy neighborhoods enabling remote work, convenient transportation within the neighborhood, between the neighborhoods and between the city and the core of the new center. Everything that a citizen desires and seeks can be found in the city, with an emphasis on making each neighborhood an independent community, along the model of the Haim neighborhood or neighborhood 360.

The investments emphasis in the coming years should, on the one hand, allow for quality planning and the creation of basic services in the city that will raise the level and quality of health, culture, education and personal security to the highest level in Israel. On the other hand, we need massive investments in creating an employment infrastructure; work spaces, grants for initiatives and investors, encouraging students to stay and creating training for the employment sectors of the future.

We must rebuild Israel in the next 30 years, and housing is the key to the distribution of resources, residents and sustainable growth.

Erez Meltzer, Chairman of the Board of the Hadassah Medical Organization

MAP

**Map of the Population of Israel in 2048**

**Desired Distribution in the New Centers**

[right column]: Kiryat Shmona, Katzrin, Tiberia, Bet Shean, Kassif, Arad, Hura, Dimona, Yeruham

[top]: Tzahar (Zafed, Hatzor Haglilit, and Rosh Pina) , Carmiel

[left column]: Naharia, Acre, Shfaram, Haifa, Nazareth, Sderot, Rahat, Netivot, Ofakim, Beer Sheva, Mitzpe Ramon, Eilat

Total Galilee + Haifa 4,500,00 residents

Total Jerusalem and Dan Regions 9,000,000

Total Negev 3,500,000

Total in Israel 17,000,000 residents

Growth City: up to 50,000

Stimulus City: 50,000 – 300,000

Principal City: 300,000 – 1,000,000

\* Conceptual future map to demonstrate how the population distribution in the new centers might look like in 30 years. Courtesy of the OR Movement

**Three Steps**

**Steps to transform the Negev and the Galilee into new centers: Housing**

1. *Transforming Neighborhoods into Holistic Living Communities*

Planning and executing a pilot project in 30 neighborhoods in the amount of NIS 100 million to create neighborhoods with embedded sustainable development principles and mixed use, and nature is brought into the city. This is in addition to rental housing solutions, employment, entertainment, culture, and health options within the residential complex. Initiative seed groups will operate a social network that creates opportunities and mutual responsibility among all residents. With an emphasis on infrastructure and construction, natural and public space, and efficient use of resources.

1. *Urban Leapfrogging Package: Equal City Project*

An investment of NIS 30-50 million in the city. Providing a quality package tailored to each local authority in the Negev and the Galilee for innovative planning in all areas of life. The package will include a business plan, an architecture plan to create a unique language for each city, efficient use of resources and positioning the city ahead of a campaign for residents, entrepreneurs and investors. Active preparation of employment areas, public transportation made accessible, and education, culture and entertainment budgets upgraded.

1. *Local Authority Clusters of as a Growth Space*

Provide authority, tools and budgets to the regional clusters to allow for planning that connects and synchronizes the different areas of life. Budgeting the development of business growth engines, alongside recreation and cultural, nature and heritage sites for all residents. The clusters will work together to advance common goals, linking the national level to the local level.

**PAGES 8-9**

**The Future Map of Israel**

**Transforming Vision into Reality**

**The Next Chapter in the Nation’s History: New Centers in the Galilee and Negev No longer the Periphery**

What is our story and our children’s story? How can we generate one move that links us all together and transforms the future of this country? How do we make the dream into reality?

If we were told that there’s a magical spell that can transform the lives of all Israeli residents – regardless of where they live or what they do - into simple, easy, prosperous, ethical, moral, equitable, secure, high-quality, and ever-growing lives, wouldn’t we invest absolutely everything in this spell?

If we love life, we can’t demand change and then continue as we were before. A paradigm shift is required: in investments, priorities, thinking, and in calculations. We cannot go on with business as usual. Israel faces challenges at both the individual and state levels; is there a way of meeting all these challenges with just one move?

The complex challenges at our doorstep also provide an opportunity. The doubling of the country’s population by 2048 and the need to rebuild the country again in the upcoming thirty years could serve as the glue and the drive that will bring the various populations of the country together and alleviate the pain and foiled ambitions of the past 71 years.

The next chapter in the story of the State of Israel: In this chapter the 75 percent of the country’s land in the Galilee and the Negev become leading centers, and while the engine of growth in the present center continues its ascent, they solve the problems of traffic congestion, pollution, crowdedness, and the high cost of living and of housing, by restraining the unhealthy demands that are breaking the market.

Rather than repeating the same moves in the same places, we can take simple action, with an investment that generates tremendous savings for the economy, and provide what the residents and regions of the Galilee and the Negev have long deserved, while at the same time relieving the tremendous pressure on the Dan region.

Imagine that of the 17 million people living in Israel in 2048, 9 rather than 13 million reside in the center, with another 3.5 million in the Negev and 4.5 million in the Galilee, in the new centers. Development towns will become the most desirable location in Israel, home for another million people, particularly young people who want to combine urban and rural living; a place where every neighborhood is a vibrant, welcoming community; where people can participate in shaping their country; with a range of employment, entertainment and cultural opportunities derived from the yet undiscovered treasures of the north and the south.

Regional and intercontinental growth engines, as well as urban ones, will provide more than one million jobs in Israel's business plan for areas that were once thought of as peripheral and have become growing markets that enjoy entrepreneurship and investment.

The principal cities of the new centers, Beer Sheva and Haifa, each with more than a million inhabitants, are surrounded by metropolitan areas - the Netivot, Rahat and Dimona areas in the south, the Acre-Nahariya and Safed-Hatzor regions in the north. The Sea Canal, flowing from the Mediterranean Sea across the Galilee, will bring desalinated water to the Sea of ​​Galilee, filling it to the brim and bringing the River Jordan back to life, and reviving the Dead Sea and the south. The Red Sea enlivens the Arava and generates tremendous energy when it is poured into the southern Dead Sea. Regional growth and abundant opportunities in the areas of tourism, energy production, agriculture and managing the challenges of climate change.

The Negev will become an international tourist destination and will serve as an intercontinental bridge between Africa, Asia and Europe. Growth engines in desert technologies, agro-tech and medicinal crops, logistics centers for shipping giants, alongside advanced space and vehicle facilities, and chemical processing plants to replace those of that used to be in the Haifa Bay long ago. And in Haifa Bay there are another 100,000 housing units, from which one can take to the streets, which are actually canals, with boats.

In the Galilee, unique health centers of international standards are scattered among medical centers, and groundbreaking biotech and food institutes, alongside advanced industries that entice thousands of companies from around the world to relocate in the Galilee. The critical human mass, in terms of quantity and quality, in the new centers of Israel in the Negev and the Galilee creates abundant employment that serves as a basis for demands that enable young people to acquire an apartment and significantly reduce the cost of living. There is autonomous public transportation, based on green energy, with frequency, quality and level of service that makes private vehicle ownership unnecessary. The savings in expenditure, pollution and traffic congestion create a quality of life that is among the best in the world.  
Sounds farfetched? The vision of Israel's new centers should have launched long ago. We have just a few years to plant the seeds of the future, to make sure that we remain a nation, that we continue to be a nation of innovation, not only in technology, but also in ethics and values, leading the world in creative solutions to the myriad challenges of life in the complex future.

Israel is coming of age, at its peak after more than two thousand years. If only we find the way to join forces and turn our minds inward, look at one another and at the future, and together, write in an open source code, with endless innovation, the history of Israel. We can then proudly tell ourselves and our children that we live in the best place to live. In the world. Let's build a common future.

Roni Flamer, CEO of the OR Movement

Israel 2048 initiative

MAP

1. Haifa, the principal city of the Western Galilee, is similar to Copenhagen, an international port city that attracts millions of tourists a year
2. Acre, a major city in the region, home to more than 100,000 residents, opera amphitheater attracting hundreds of thousands of tourists a year
3. Nahariya, international school of medical robotics
4. Karmiel, advanced industrial and manufacturing cluster
5. Kiryat Shmona, R&D in the field of food
6. Tzahar, the principal city of the Western Galilee and the Golan
7. Tzahar, biotech and medicine cluster
8. Nazareth, Arabic culture center
9. Golan, a major regional area​​ in the, houses more than 100,000 residents. Specialization in international education
10. Kinneret, a light rail around the Sea of ​​Galilee, linking to the Golan Heights and Tzahar, will attract tens of thousands of tourists a year
11. Afula, infrastructure and smart transportation
12. West of Jerusalem, cultural tourism
13. Southern Judea and Samaria, Bible tourism
14. South of Jerusalem (in the west), high-tech and life sciences
15. Sderot, international industrial zone
16. Ofakim, agrotech center
17. Rahat, a major regional city, home to about 300,000 people, an international center  
    for technologies and innovation in the Arabic language
18. Beer Sheva, the principal city of the Negev, home to a population of one million, a vibrant university city
19. Nevatim, international airport
20. Dimona, a major regional city, home to more than 250,000 residents
21. Near Dimona, Disney Park
22. space and future transportation center
23. Desert safari
24. Eilat, a major regional city, home to about 250,000 residents, an international ???? attracting hundreds of thousands of tourists a year
25. Cities of the Future

TABLE

**The Existing and the Desired Situations**

This is how the main areas of life will look, if we continue on the same path; in contrast to how they could be if we have the foresight to plan ahead

|  |  |  |
| --- | --- | --- |
|  | **Continuing the Present Trend** | **The Common Future Vision** |
| **Housing** | The formation of a single block with quality of life leads to acceleration in demand, accompanied by a lack of adequate supply according to timetables and leading to low-quality housing at high costs | Development of a range of options for living in a quality environment provides people with choice and mobility at prices that all citizens of the country can afford |
| **Transportation** | Even if all the plans are realized, including the Tel Aviv metro and all the interchanges and roads, the situation will at best be similar to today, with hundreds of billions invested in the past rather than the future | New centers with high-level of urban and regional accessibility will reduce dependence on private vehicles, prevent traffic congestion and pollution, and bring significant relief to the Tel Aviv area |
| **Environment** | with a concentration of 13 million people or more in one dense region, pollution levels are high and proximity to nature and the ability to live a quality life disappears | Investment in the new centers allows the existing central region to preserve green spaces and to generate investments in natural assets in the north and south to for the benefit of millions of new residents and the entire country. |
| **Growth** | Growth is concentrated, conditional and based on one engine that is limited in scope and in fields of economic development, creating a state focused on high occupational-economic risk high-tech, while the rest of the state's assets are unrealized | Israel maximizes its assets in the north and south, linking to international plans and growth. All residents are part of the growth creating more consumers and service providers |
| **Security** | High concentration of the population in one area of ​​the country, leaving the country's border (internal and external) areas exposed and with potential for high criminal | A critical population mass increases the investment in security, and in speed and intensity of response. A balance between populations prevents increased crime |
| **Equality** | Increasing gaps, both internal and inter-regional, in the Tel Aviv and Jerusalem areas, as well as in the northern and southern regions. About 80 percent of the periphery’s residents at low socioeconomic status | Mobility of many residents creates a network of economic and social opportunities, and an immediate increase in quality of life in all regions and for all residents |
| **Productivity** | Concentration of productivity in high-tech and in a limited region makes Israel dependent on a single growth engine, which has effects on the education system and hinders productivity | The discovery of additional economic resources creates an abundance of growth engines in the north and south, allows for local and regional economic growth, and increases regional productivity |
| **Cost of Living** | One desirable and prosperous center has implications for all aspects of life. consumption, services, culture and commerce will bring high prices to the majority of the population | New and developing markets in the north and south will create many new opportunities for businesses hungry for consumers and audiences. A balanced market throughout the country at affordable prices |

**PAGES 10-11**

**To Work!**

One of the main keys to transforming the Negev and the Galilee into Israel's growth engines is employment

Creating a wide range of jobs will lead people to take advantage of the possibility of buying an apartment at a relatively low price in the new centers

**By Reuven Weiss**

Yoni Nevo (48) still remembers the six years when he had to travel every day from the northern communit of Shimshit to his hi-tech job in Tel Aviv. A "dubious pleasure," he calls the daily commute. Almost eight years ago, when he founded a startup company, he chose to locate it in Kfar Yehoshua in The Jezreel Valley. "Nir, one of my partners, is from Kfar Yehoshua, so this is the place we wanted to work from," he explains.  
Despite the distance from the center, the company founded by Nevo and his friends - Cimagine - which deals with augmented reality, was acquired two years ago by the giant international company Snapchat for tens of millions of dollars. For a year and a half after the sale, Nevo continued to serve as the company's managing director. About a year ago, he began another search: "I was looking for additional initiatives that combine business and technology with a social impact, and in Israel," says Nevo. Following his search, he enlisted to help Roni Flamer, CEO of the OR Movement, in settling the Negev and the Galilee. "My enlistment is a combination of two reasons,” Nevo explains. “First, because it's essential. Second, this is an amazing area, with a different atmosphere and a lot of space that allows for expansion. We established the company's R&D center here, for example."

The Israel 2048: A Common Future initiative promotes a vision that will transform the Negev and the Galilee into Israel's growth engines and into centers in their own right. The key, perhaps the main one, is to do so through employment; creating a wide range of suitable jobs that will enable people to take advantage of the opportunity to purchase an apartment at a relatively low price.

A fantastic example of a successful employment center is the Beer Sheva high technologies park, which opened just six years ago and already employs more than 2,500 people. "We were the first company committed to joining the hi-tech park in Beer Sheva eight years ago, when it was still in the planning stages, "recalls Maya Hoffman-Levy, director of the Dell-EMC development center in Beer Sheva (one of the company's four development centers in Israel). “We were brave," Hoffman-Levy laughs. "We saw the hi-tech park near Ben-Gurion University of the Negev, near the planned IDF communications and Intelligence bases, and understood the potential. I’m not being cynical. To me this was really pioneering, and today we have more than 260 employees, more than 85 percent of whom live in the Negev. Many of the employees came to the city to study, started working for us as students, met a partner from the area, and understood that alongside the professional challenge, you could buy a house here - and stayed. It's a process. It takes time, but if you do it right it's possible and it is happening now. Government investments, collaboration between various anchor organizations, vision and leadership - these are the keys."

Hoffman-Levy uses the term ‘pioneering’ for a reason. Some of Israel's veteran businesspeople chose to expand their businesses in the periphery, out of a desire to help develop the country. Moses Wertheim, z”l, placed a great importance in investment outside of the central region,” says his daughter, businesswoman and philanthropist Dorit Wertheim. "We, the Wertheim family, are very proud to have established Tara in Netivot, Carlsberg in Ashkelon, and Neviot in Kiryat Shmona. I believe that that the future growth of Israel lies in the Negev and the Galilee, and it is these regions that need to attract hundreds of companies and masses of people to create an independent work environment."

Shraga Brosh, President of the Manufacturers Association of Israel, said: "The advanced Israeli industry has exceptional employment opportunities for technological experts in all fields, and we are confident that through joint action by of the Manufacturers Association, the Ministry of Education, the Ministry of Industry, the IDF, colleges, and others, we will succeed in advancing technological education and raise Israel’s next generation of advanced professional experts."

One of the proponents of the issue of employment in areas other than the center of the country is former Jerusalem Mayor Nir Barkat: "The time has come to replace the term 'periphery' and to envision the Negev and the Arava, the Golan and the Galilee, Judea and Samaria, as centers of growth. Each one of these regions, "says Barkat," has unique potential for economic and human prosperity."

Barkat was also the initiator of ‘Growing Israel’: a sort of task force which, based on extensive research, is working on a plan with the ultimate goal of turning the periphery into areas of growth and opportunity. "Prior to my appointment as mayor of Jerusalem, I developed a plan to set Jerusalem on the road to success together with Professor Michael Porter of Harvard University. We identified the main areas in which the city has a comparative advantage. The plan was hugely successful and reversed all the trends towards decline in Jerusalem. We want to implement that success in the periphery as well.”

"For this purpose I initiated the establishment of a special task force – ‘Growing Israel’ - led by Michal Shalem, the Kohelet Policy Forum and an international research team that prepared a work plan based on comprehensive research aimed at transforming the periphery into areas of growth and opportunity, thereby addressing the danger of the collapse of the State of Israel into the Dan Region. The impact of the program is enormous, both in economic terms and in terms of economic and social resilience and the spread of risks. A government investment of 1.5 billion around the business clusters, matched by local government, philanthropists, and the business sector, can lead to 100,000 jobs and generate about NIS 25 billion in business activity.”

"Israel is at an economic peak, but the periphery is trailing behind and has not yet joined the fast-moving train of the Israeli economy," explains Michal Shalem, CEO of Israel Growth. “We are at a crossroads: Continuing the existing trends will lead to the collapse of the entire Israeli economy into the center. This is the time to advance the business clusters in all areas of the country that will constitute economic anchors for the growth of the entire nation. Over the past few months we have dreamed with the people of the periphery and have discovered a huge and unrealized potential of creativity and innovation in the Negev and the Arava, the Galilee and the Golan, Judea and Samaria. The future is there."

TABLE

**Unemployment rates**

(March 2019)

* Israel 3.9%
* OECD 5.3%
* EU 7.7%

TABLE

**Average salary**

10,211 Center

7,750 Negev

7,413 – Galilee

MAP

**Map of Future Employment in the New Centers**

LEGEND

* Industry
* Innovation
* Airports
* Medicine
* Education
* Nature
* Tourism
* Leisure

\* Conceptual future map to demonstrate key assets and growth engines. Courtesy of the OR Movement

BOX

**Employment Vision**

**What the Employment Market at Israel’s Centenary Should be**

In the coming years and towards 2048, Israel must reveal its treasures and assets in places that have not yet been exhausted since the state’s establishment. Israel can now expand its development possibilities and maximize its growth potential: Markets will grow throughout the country and in the new centers around focused employment clusters, such as biotechnology, advanced production, agro-tech and more. The unique assets will create hundreds of thousands of diverse and high quality jobs.

Development towns in the Negev and the Galilee, alongside Tel Aviv and Jerusalem, will lead to national economic growth. New work zones will be opened in the cities and neighborhoods. Mixed use zoning will creating a vibrant atmosphere at all times of the day and reduce the need for interurban transport to reach distant recreation sites. People will walk and ride bicycles to work, or use accessible, high-quality public transport, which will save hours of traffic jams.

Remote work centers in the neighborhoods will encourage community, diversity, and create inter-sectoral partnerships. The new centers in the Galilee and the Negev will include a mechanism for linking education and job training to employment. Students will receive their practical training during the studies for a degree, and will know that they have a future in the region where they studied. The Negev and the Galilee will become ecosystems of excellence linking to the fourth industrial revolution and global trends, attracting investments and companies from all over the world.

**Eran Shalev**, Managing partner KPMG

BOX

**3 Steps for Transforming the Negev and the Galilee into New Centers: Employment**

1. *Targeted investment in regional growth engines*
2. An investment of NIS 1.5 billion to promote six to eight growth engines in the new centers, which will lay the infrastructure for the first 100,000 jobs.
3. *Keeping students and integrating them in the Galilee and the Negev*  
   An investment of NIS 80 million to keep 10,000 students in the Negev and the Galilee in the next three years. By turning the Negev and the Galilee into a ‘paradise’ for quality manpower, by providing benefit packages to keep students at significant levels in the new living centers. The program will address all aspects: transition from education to employment, housing, community, leisure and culture, with an emphasis on the professions of the future.
4. *Pilot programs for implementing innovative and unique education*  
   Budgeting for technological education and 20 institutions at approximately NIS 4 million per institution, aimed at integrating and assimilating innovative training programs that will incorporate technology assimilation, professional courses driven by demands from companies which wish to move to new centers, with an emphasis on connecting to local growth engines and future professions.

**PAGES 12-13**

**On the Move**

One of the essential components in the creation of the new centers in the Negev and the Galilee is a solution to the transportation problem. So we do not to find ourselves in 2048 stuck in massive traffic jams, we must create transportation options within the centers, which encourage the use of public transport, bicycles and walking

By Etti Abramov

No matter which car you drive, the sad fact is that in Israel today they all end up in the same traffic jam. In Europe 773 cars shares one kilometer of road, while Israel has four times as many cars for the same kilometer: 2730. And this figure is only rising.

This has implications not only for the time you spend with your children or rushing home from work, but also the economic damage as a result of these conditions, which in 2018 amounted at NIS 35 billion a year.  
The grim forecast is that, by 2040, the costs to infrastructure will be about NIS 70 billion. It is therefore clear why the State Comptroller determined in July 2018 that this is a state of emergency that requires immediate action.

The solution that everyone has been focusing on is changing Israeli behavior patterns where it comes to public transport, especially buses and trains. Already back in 2012, the Ministries of Transport and Finance recommended allocating NIS 250 billion for the development of public transportation infrastructure, distinguishing between transportation between urban centers and internal urban transport, with an emphasis on buses. In 2017, a larger inter-ministerial program was implemented in cooperation with Israel Railways, with a reported investment of NIS 125 billion in links between the far north and the far south, to be completed by 2040.

“Buses are here to stay for the foreseeable decades and should be given priority over private vehicles, with a high level of service in all parts of the country,” says Tamar Keinan, Executive Director of Transport Today & Tomorrow and a member of the steering committee for transportation ideas at the Israel 2048 initiative. "It's not enough, for example, to create an employment and commercial zone, even in the center of the country, and then get some bus to go there. Since all the transportation services are governmental and the companies are just subcontractors, the state has the power to control it.”  
"Take an employment hub, even in the center of the country, such as Airport City or Yakum, where everything is completely oriented towards private vehicles; this means that disadvantaged populations do not enjoy the economic benefits of these hubs. There must be a public system that is competitive with private cars. It’s not enough to build impressive interchanges for cars, thereby excluding entire segments of the population. Planning that is oriented toward public transport, beyond reducing air pollution or alleviating traffic jams, will support social justice by allowing a higher percentage of society to enjoy the country’s economic and social opportunities."

Lt.-Col. (res.) Edna Pardo, a city planner who is also part of the project, coordinated the transportation team: "The most urgent problem today is public transport. In order to create the new centers in the Negev and the Galilee there must be connectivity and links between the towns and communities of each center.”  
"When we plan to bring the population to the north, we should assume that this is, among other things, a young population where not everyone owns cars. We want the children to take public transportation to reach their schools and afterschool programs. We need to disengage from the center.”  
"We need to make the decision and set the policy for spreading the population throughout all of Israel, not just in the state of Tel Aviv. And when we create the centers in the Galilee and the Negev, we must decide not just to build a train in the Negev to create access to Tel-Aviv, but provide the region’s residents with all the services in one cluster.”

It's hard to imagine a greater discrepancy between the visions of Eran Tal, CEO of the futurist Hyperloop-IL project, and the reality in which I interview him, on an Israel Railways train: "I live in Kiryat Tivon and our offices are in Tel Aviv. This is the most convenient way to get there.”

Perhaps most convenient, but not the shortest, certainly not time-wise. Tal heard about the Hyperloop, an advanced technological mass-transport system, by chance. His research revealed that the innovative product is currently under development in the California headquarters, and because of economic feasibility, the first model will be launched in India. It does not matter, he says, because it will be possible in the next five years to place lines, above or below ground, between Tel Aviv and Eilat, and between Beer Sheva and Ashdod, and ultimately you will be able to go from Kiryat Shmona to Eilat in 25 minutes, at a speed of one thousand km per hour.

"I believe that in 2048 we will see more underground transportation than there is today,” says Tal. "It is better to dig deep and wide, and to create a network of transport arteries and veins. Travel will take place in smaller, dedicated carriages, almost door to door.”

“Everyone talks about the light rail as a solution, but it’s already outdated. It is not for nothing that the visionaries and entrepreneurs are not economists in their outlook, because when an economist focuses on the returns for his investment, it is hard for him to foresee other aspects that take place in the distant future. It will cost $ 20-40 million per kilometer, but it’s worth it."

TABLE

**Increase in vehicles and travel**

In comparison to increase in length and area of roads

Legend

* Length of roads, kms
* Travel, million kms
* Vehicles, thousands
* Road surface area, thousand sq km

\* Data from the Central Bureau of Statistics, processed by the OR Movement

MAP

**Future Transportation Map of Israel**

* Local airfield
* International airport
* Road
* Train line
* Light rail line

\* Conceptual future map to demonstrate future transportation infrastructure. Courtesy of the OR Movement

TABLE

**Number of vehicles per km of road**

(2014)  
Israel 2,730  
OECD 773

BOX

**Transport Vision**

*A vision of the future of transportation in centennial Israel*

There will be three centers of life in Israel of 2048, including future cities linked to each other and to the center’s principal (main) city through transportation that is convenient and accessible to all residents.  
Public transport should serve over 80 percent of the country's population. Every citizen, by law, will have access to public transportation up to five minutes or 500 meters from his or her home.  
The most advanced means of transport in the world based on new technologies will serve passengers. The city will have traffic on demand, along with urban infrastructure that connects the heart of each neighborhood to the cultural, educational, business and health centers through a permanent infrastructure. Planning will reduce the need for private cars and even public transportation, and will allow convenient access from home to places of work and leisure through dedicated paths for walking and cycling.  
Transportation will direct infrastructure, construction, employment and recreation centers, rather than figuring out how to connect and make them accessible after we set them up. The transportation revolution will be linked to the vision that includes the location of housing, employment, culture, health and education, calculated in advance and enabling every citizen to live with transportation security, saving on the use of private vehicles, lowering living costs and annual expenditure.

Ilan Cohen

Former Director General of the Prime Minister's Office

BOX

**3 Steps for Transforming the Negev and the Galilee into New Centers: Transportation**

1. Increasing frequency and quality of public transport

Creation of urban and inter-city transport routes. Changing the transport model by replacing low-frequency large buses with small (and in the future autonomous) buses on demand at a higher frequency, in order to improve accessibility and connectivity within the living centers and the metropolitan city.

2. Transportation connection of a local authority

Budgeting NIS 20 million per local authority to create urban transportation routes, to integrate simple, cheap and fast solutions for transportation between all parts of the local authority and central public transportation points, by promoting projects that encourage walking and light means of transportation such as bicycles, scooters and the like.

3. Establishing a master plan for public transportation in the new living centers

Planning quality and convenient connective internal public transportation, as the foundations for an independent network that manages the entire "world” of public transport in Israel

PAGE 14

**Equal Opportunitiies**

The quality of education is the number one factor in deciding where to live

In order to attract a strong population to the new centers in the Negev and the Galilee, it is necessary to invest in advanced international level educational services

By Itai Abramov

Everyone is proud about a new Israeli Nobel Prize winner, and there are happily quite a few. But then that person's thoughts turn to his or her own child. Do I provide him with the best tools to reach the same level one day?

The answer is usually negative when it comes to the periphery. According to data from the Ministry of Education, despite the high matriculation rates in Israel relative to Europe, children from periphery have lower scholastic achievements than those of children from the center.

It is important to understand that the growing gaps do not simply remain on the pages of matriculation exams of 17-year-olds, but have repercussions years ahead into the future, with fifty year-olds. The chances of a child whose parents have an elementary education to acquire a post-secondary education are much lower than those of a child whose parents are educated. And since wages are also lower when the educational level is low - at a substantial rate of 59 percent – that same child is being sentenced to a future as the second generation in low social status, earning low wages and passing it on and on, without being able to extricate himself or his children from a similar fate.

Global urbanization trends are also expressed in Israel and require us to consider investing in human capital, in the schoolchildren who will lead the future employment market. Providing equal education opportunities in Israel is one of the most important challenges we face in the coming decades. We must align ourselves with the world's leading educational systems in order to ensure the future of the next generations in the State of Israel.

As part of the plan to transform the Negev and the Galilee into living centers that provide quality, diverse, equitable and advanced education, existing opportunities and educational centers can be leveraged. In the Negev, the MindCET Center for innovation and technological development in education was established in the past year. There are also the “Forest Kindergarten” in Mitzpe Ramon and the Anthroposophical School in Beer Sheva. There are a range of inspiring educational programs and unique models, which operate in the Golan Regional Council and in Katzrin, in cooperation with the Ohalo College of Education and the Shamir Research Institute.

All these and others are first and foremost centers of diverse education, which provide students with choice and attract populations seeking quality education. They are also assets that can be leveraged to position Israel as a role model to learn from about innovative educational models and unique technologies that boost the quality of teaching and learning. Israel should lead with distinctive programs that prepare its students for the professions of the future.

"Looking ahead at the coming decades, we need to begin today to develop the infrastructure for hundreds of thousands of diverse and advanced jobs in the Negev and the Galilee as part of their future growth engines," says Iris Nehemia, Director of Policy and Strategic Planning at the Civil service Commission. "Now is the time to adapt the education systems to the changing needs of the world of employment, with an emphasis on technological professions based on human capital that is trained from an early age and based on the unique assets of these areas."

According to the OR Movement's Information Center for the Negev and Galilee, quality education is the number one factor in deciding where to live. In other words, it is already clear that if the periphery wants to attract a strong population, it must provide education services that are as good those in the center of the country, and the development of the Negev and the Galilee as new centers of life will depend in part on strengthening educational services.

"The education system is constantly learning and drawing on heritage and history, managing the present of the largest system in Israel with its students and educators, and setting its eyes to the future," says Shmuel Abuav, Director General of the Ministry of Education. The view to the future is aimed at preparing the system for changes and its graduates for the world they will go out into and shape.”

The system is constantly learning about knowledge, skills and values, and at the same time about future trends that will affect us in the coming years. The gaze forward, towards the year 2048 with its symbolic value, is essential to the education system. Thinking several decades ahead is our profound responsibility towards the future generation of the nation."

One of the most important issues in Israel’s educational strategy since its inception has been the issue of equal opportunity, "said Dr. Michal Tabibian Mizrahi, Director of Strategy and Planning, Ministry of Education. “For the first few decades this meant the absorption of immigrants from different countries and cultures. Later on, it meant increasing students’ readiness for the changing employment market, and in recent years we have placed great emphasis on realizing the potential of the various populations and sectors, many of them in the Negev and the Galilee. The Ministry of Education will strive to advance Israeli students from all sectors, from the periphery and the center, in all areas: in the development of quality learning, in teaching excellence, by forging excellent relationships between the Ministry of Education and local authorities in a way that serves learning in the schools, so that each community can cope with its challenges and advance its aspirations in its own way, along with guidance from the system. "  
In the coming months, the Israel 2048: A Common Future initiative will be developing the education principles that will help realize the vision of establishing centers in the Negev and the Galilee and will make a significant contribution to the quality of life of Israeli residents.

TABLE

**Youth Expected to Acquire a Master’s Degree or the Equivalent (%)**

* Greece 10%
* OECD average 18%
* Switzerland 18%
* Israel 20%

TABLE

**Enrollment in State Education at Age 3**

* Switzerland 3%
* Greece 27%
* OECD average 76%

Israel 100%

**PAGE 15**

**In Good Health**

Improvement of the Israeli healthcare system can be achieved through technological development, and Israel has all the capabilities and tools to lead in this advanced future field

An economic engine in the form of technological medicine can jump-start the new centers in the Negev and the Galilee and create employment opportunities alongside quality treatment

By Etti Abramov

The Israeli health system is caught in a constant state of dissonance. On the one hand, prestigious medical schools and healthcare funds that receive high ratings in OECD indices, as well as high life expectancy. On the other hand, long and unreasonable waiting lists to see specialists and patients lying in the corridors. "The Health Insurance Law defines: The State of Israel must provide health service at a reasonable distance, good service. But, there is no clear criterion or standard for ’reasonable quality’ service or ‘distance.’ The state must set standards,” says Yohan Atlan, the CEO of the Negev Council. The current condition of the healthcare system in the Negev and the Galilee, it is reasonable to assume, will not meet these standards.  
Two processes are occurring globally and simultaneously in the field of healthcare: on the one hand, the aging world population and the appearance of the types of diseases associated with modern lifestyle. On the other hand, there are technological developments in the field of biomedicine, which open up a future of unimaginable possibilities: a 3D printed heart, open-heart surgery using real-time 3D imaging, and life-saving medicines. In addition, there are developments and advances in personalized medicine and remote medicine.  
Leveraging progress in the medical world can contribute significantly to the establishment of new centers in the Negev and the Galilee. For example, advanced and inexpensive equipment can already fill the functions of the otoscope (for examining ears), and allow the patient to monitor his or her heart functions at home. Artificial intelligence-based systems will save doctors valuable time, alleviating heavy workloads and queues. The implementation of these solutions and others in the Negev and Galilee can bypass the current obstacles in Israel and take our healthcare services to the next era of the medical world.  
The Tzahar area (Safed, Hatzor, Rosh Pina) in the Eastern Galilee can and should be the spearhead the field of world class medicine. The area has an extraordinary combination of the medical school, Ziv Hospital, skilled personnel in the health professions in Arab and Jewish society, and hi-tech experts currently working in the center of the country.  
The variety of populations is fertile ground for advanced genetic research. Existing real estate infrastructures, such as empty holiday cottages, can serve as an infrastructure for health centers (for example, as convalescent centers). Another advantage is the distance from large cities and population centers, which allows for advances in remote medicine and treatment at home.  
All these opportunities together mark Tzahar as an area with great potential for establishing a cluster in the field of medicine and healthcare, which will provide high quality and varied employment for the population of the region, an improvement in the quality of health services received by existing and future residents, and an advantage for Israel in one of the world’s most vital and fastest growing fields.

Yair Schindel is the Managing Partner and co-founder of the aMoon Fund, which invests in medical startups that promote the digital health support engine. "Already now, medicine is becoming preventive and personalized medicine. At the moment I see one key growth engine in the State of Israel, which is hi-tech and cyber. These things are driving the Israeli economy forward today. Alongside this engine, we are working together with the government to build another growth engine - Health-tech. At the place that connects technology and biology. Healthcare is becoming dependent on data, and since Israel has a competitive edge in hi-tech, we will have an advantage in this field as well.  
" There’s a total distinction between growth engines and jobs, and budgeting for the healthcare system. One is the issue of how much of the state budget is dedicated to the health of Israel’s citizens, and the second is how much income entrepreneurship and innovation generate for the country. As far as we are concerned, we are going to produce a growth engine that will create thousands of jobs in the periphery, and the government can decide how much from the state budget it allocates. When the water rises all the boats float. If there is growth here, health services will also benefit.”  
"The goal of Israel 2048 is to figure out how to build economic engines in the periphery - in the north and the south. I believe and think it's possible. We need to create jobs for specific industries, and if the government decides the engine is digital health, we can ensure they reach the periphery. Today Israel is the international cyber capital. We want the same thing to happen in the field of innovation and health. The Negev and the Galilee can be leading centers at the international level as part of the growth engine of digital health. "

Moshe Bar Siman Tov, Director General of the Ministry of Health, detailed the future plans at the ministry’s 2019 Insights and Goals Conference: "We have set a clear and strong vision: the realization of the right to health for the entire population of Israel. We defined our values: people at the center, partnership, excellence, initiative and innovation and values of ‘Equality and mutual responsibility and assistance.’  
"We have defined five major goals regarding health services, the preparedness of the healthcare system, and patient-centeredness, and we presented a detailed and structured plan for this. The plan, together with the closing of the ‘budget gap’ of NIS 3 – 5 billion, includes:  
1. Raise the demographic coefficient to include the aging of the population, alongside correcting the cost of health index and the cost of a hospitalization per day so as to be compatible with the real structure and expenditures of the system. 2. Include a coefficient for annual technologies additions of to the healthcare basket, in order to ensure proper updating of the basket. The coefficient should range from one and a half to two percent per year. 3. An additional NIS 1 billion to support ongoing activities in public hospitals. 4. Determine an annual coefficient for the addition of hospital beds in accordance with the rate of population growth and aging, in all markets. This will increase the number of hospital beds by 350 beds annually instead of 200. 5. Boost preventative medicine with a focus on the early years of life at maternity and child development clinics. "  
In the coming months, the Israel 2048: A Common Future initiative will develop principles for health, and will propose key steps to realize the vision of establishing the centers in the Negev and the Galilee, which will make a significant contribution to the quality of life of all residents of the country at its centennial.

TABLE

**Hospital beds per thousand**

(Ministry of Health, 2016)

* Israel 3
* Greece 4.2
* Switzerland 4.6
* OECD average 4.7

**PAGE 16**

**Be Part of Creating New Centers in the Negev and Galilee**

**Israel 2048: A Common Future**

**Initiate \* Live \* Influence**

**Find us on Google: ‘New Centers’**

**Phone: 1-800-215-216**

**OR Movement**

The OR Movement was established in 2002, with the aim of making Israel the best country to live in. We believe that the greatest practical and moral story of our generation is rooted in the Negev and the Galilee, and can connect us all. Over the past two years, we launched the vision of Israel 2048: A Common Future together with hundreds of partners from all walks of society. Our mission: to influence the implementation of government investments guided by a comprehensive vision, and to help the pioneers of the future create prosperous, equitable and attractive cities in the Negev and the Galilee, Israel's new centers.

**Our accomplishments:**

* Established 8 new communities
* Built 98 public and community infrastructure projects
* Expanded 50 moshavim and kibbutzim
* Formed 34 seed groups of pioneers
* Boosted 13 cities
* Settled about 45 thousand pioneers in new and renewed communities