Introducing the socio-economic development trends, prioritized intervention areas and sectoral targets of Istanbul Region, 2010-2013 Istanbul Regional Plan aims at sustainable regional development, efficient and effective use of resources. In order to ensure the socio-economic development of Istanbul Region, the Plan determines the relationship between the local activities and the national plans, policies and strategies. Hence, the Regional Plan is a macro scale plan which orientates the local development plans as well as the strategic plans of the local institutions.

The Plan had been prepared by Istanbul Development Agency with the participation and contribution of the relevant stakeholders in the Region, and was approved on December 1, 2010 by State Planning Organization (restructured as Ministry of Development on July 8, 2011).

As established on November 10, 2008 and has become active since the second half of 2009, Istanbul Development Agency is responsible for implementing regional plans and programmes which is emphasized in Law No. 5449. Therefore, the Agency acts to accelerate the regional development through strategic goals and objectives of the 2010-2013 Istanbul Regional Plan, in accordance with the principles and policies of the national development plan and programmes.

---

\(^1\) Istanbul is identified as “region” at all three levels of Nomenclature of Territorial Units for Statistics (NUTS), namely TR1 Istanbul, TR10 Istanbul and TR100 Istanbul Region. While the term “region” covers the similar boundaries, it generally refers to TR10 Istanbul Region and the regional comparisons are usually based on NUTS-2 regions in the 2010-2013 Istanbul Regional Plan.
A PLANNING PRINCIPLES

A good planning requires methodological approach describing the steps towards optimum solutions. Hence, 2010-2013 Istanbul Regional Plan had been prepared;

- with a “comprehensive” approach, assessing all important impacts and alternatives,
- with “efficient” use of all resources, especially time and human resources
- with an “inclusive” point of view, involving individuals who will be affected by the Plan
- following “informative” and “transparent” processes through sharing the methods and mechanisms with the relevant people
- with a “holistic” approach that the short-term decisions support the long-term strategic goals.

Participatory approach has been concerned in each phase of the planning process in order to ensure local adoption, sustainability and efficiency and to facilitate implementation; all strategic goals and objectives of the Plan were determined by the stakeholders.
PARTICIPATORY PROCESS

1. STAKEHOLDER ANALYSIS
2. STAKEHOLDER MEETINGS
3. SEARCH CONFERENCE
4. THEMATIC WORKSHOPS
5. CONSSENSUS CONFERENCE

REGIONAL PLAN

1. SITUATIONAL ANALYSIS SWOT ANALYSIS
2. VISION
3. DEVELOPMENT AXES
4. STRATEGIC GOALS & OBJECTIVES
5. EVALUATION OF STRATEGIC GOALS & OBJECTIVES
6. FINALIZATION OF REGIONAL PLAN
VISION

ISTANBUL, a city to live, conserving its cultural, historical and natural heritage; choosing high value added economic activities; raising living standards continuously.
ISTANBUL DEVELOPMENT AGENCY

DEVELOPMENT AXES

VISION

GLOBAL COMPETITIVENESS

TRANSPORT AND ACCESSIBILITY

SOCIAL DEVELOPMENT

ENVIRONMENTAL AND CULTURAL SUSTAINABILITY

QUALITY OF URBAN SPACE
It is aimed to support high value added economic activities in order to enhance the global competitive power of Istanbul Region. Hence, within the global competitiveness development axis, the strategies based on knowledge, innovativeness, creativity and attractiveness of the Region are adopted. The strategic goals primarily include objectives such as the growth of services economy with the leading sub-sectors of tourism, finance and logistics; the improvement of high value added structure of industry and quality of labour force, enhancement of creative industries and integration to the global economy.

1.1. STRATEGIC GOALS AND OBJECTIVES

**Strategic Goal 1.1. Improving the services sector and increasing its share in economy**

Objective 1. Promoting the development of services sectors with competitive advantage

Objective 2. Raising productivity and the share of added value in services sector

Objective 3. Increasing the share of services sector in employment

Objective 4. Stimulating clustering in services sector

Objective 5. Strengthening the existing infrastructure of services sector and extending the utilization of information and communication technologies

Objective 6. Fostering entrepreneurship in services sector

Objective 7. Enhancing the institutional capacity and supporting institutionalization in services sector

Objective 8. Improving communication and collaboration between public institutions and services sector

Objective 9. Strengthening the accessibility of services sector to national and international financial resources
Strategic Goal 1.2. Supporting an industrial structure producing higher added value and using high-technology

Objective 1. Promoting the clustering of technology-intensive industrial production which fosters the services sector in organized industrial zones, and supporting its development

Objective 2. Encouraging the management, organization, R&D, design and marketing units of industry to locate in the Region

Objective 3. Enhancing communication and collaboration among public institutions, industry and universities

Objective 4. Encouraging R&D, innovation and branding in the industry with low and medium technology

Strategic Goal 1.3. Transforming Istanbul Region into a science and technology hub

Objective 1. Encouraging R&D, technology and innovation, and supporting high value-added innovative enterprises

Objective 2. Developing centers (technology development centers, technology development regions, innovation relay centers, centers of excellence, technology incubators, etc...) established through the collaboration between universities and business world for R&D, innovation and technology

Objective 3. Improving the quantity and quality of scholars, attracting qualified native and foreign scholars to the Region and enhancing the mobility of scholars

Objective 4. Strengthening the informatics infrastructure of the Region

Objective 5. Adding economic value to the science and technology created in the Region by expanding its utilization
Strategic Goal 1.4. Improving the quality of labour in accordance with the requirements of high value-added economic activities

Objective 1. Determining and assessing labour requirements for economic transformation periodically in order to increase global competitive power of the Region

Objective 2. Providing standardization and certification by developing professional qualifications and standards

Objective 3. Strengthening cooperation among public institutions, private sector and NGOs in order to determine education curriculum and its implementation framework as well as to improve the labour force qualifications

Strategic Goal 1.5. Enhancing integration of the Region to the global economy

Objective 1. Determining and promoting the investment opportunities and raising foreign investment volume in the Region

Objective 2. Supporting corporations of domestic and foreign enterprises

Objective 3. Increasing the exports volume of goods and services

Objective 4. Stimulating the integration of enterprises to global value chains and acquisition of high value-added functions

Objective 5. Supporting branding

Strategic Goal 1.6. The Region to be international financial center

Objective 1. Promoting and creating the image of Istanbul International Financial Center
Objective 2. Improving the collaboration between public institutions and finance sector organizations in the Region
Objective 3. Strengthening technological and physical infrastructure
Objective 4. Improving human resources in finance sector
Objective 5. Increasing variety of financial products and services

**Strategic Goal 1.8. Increasing the competitive power of logistics sector**

Objective 1. Making long-term logistics planning in accordance with the spatial development of the Region and developing the physical infrastructure
Objective 2. Ensuring railway, port and airport interconnections by gathering logistics activities scattered in the Region at the reasonable areas
Objective 3. Providing railway interconnections by developing the capacities of eligible ports and airports, and improving combined transportation infrastructure of the Region
Objective 4. Developing occupational standards of logistics, analyzing and, through appropriate education policies, meeting the employment requirements of the sector

Objective 5. Supporting R&D and technology development activities in logistics sector, encouraging utilization of high-technology and innovation

Objective 6. Developing service standards of the logistics firms

Objective 7. Ensuring logistics firms to develop more effective planning and decision-making processes considering supply chain management approach

Objective 8. Ensuring institutionalization of the logistics firms and developing the marketing capacity

Strategic Goal 1.9. Fostering creative industries

Objective 1. Determining the potential of the Region in terms of creative industries

Objective 2. Improving the capacity of employees and attracting the related human resources to the Region

Objective 3. Supporting inter-sectoral communication and collaboration on the basis of reinforcing creativeness and encouraging clustering

Objective 4. Supporting entrepreneurship and branding

Objective 5. Raising international, national and local events

Objective 6. Developing collaboration between educational institutions and sectors in order to educate individuals through the required knowledge, skills and qualifications

Objective 7. Supporting R&D and innovation, and developing Information Sharing Network

Objective 8. Protecting intellectual property rights
In order for improving the quality of life and making Istanbul Region more livable via ensuring social development; miscellaneous strategic goals and objectives are developed on the fundamental intervention areas such as urban consciousness, social awareness, education, health, social inclusion, governance, urban safety and security, employment.

2.1. STRATEGIC GOALS AND OBJECTIVES

**Strategic Goal 2.1. Improving urban consciousness and urban life style of Istanbul**

- **Objective 1.** Increasing awareness on historical and cultural values of the city as well as the rights and responsibilities of urban dwellers
- **Objective 2.** Promoting the sense of belonging to the city and accelerating the social cohesion
- **Objective 3.** Improving activities of public institutions, NGOs and media on awareness-raising for the protection of urban utilities and environment, disaster management, education, health, ageing, gender equality and domestic violence, culture, transportation etc.
- **Objective 4.** Improving the symbolic and cultural capital unique to the Region.

**Strategic Goal 2.2. Increasing the access to and quality of education**

- **Objective 1.** Preventing school dropouts and non-attendance, and increasing enrolment rates
- **Objective 2.** Decreasing the number of students per teacher and class, and reducing the disparities within the Region
- **Objective 3.** Improving equality of opportunity in education
Objective 4. Increasing the rate of literate people in the Region
Objective 5. Promoting quality assurance and accreditation in higher education institutions and programs
Objective 6. Increasing research and publication incentives for academic staff
Objective 7. Expanding vocational and soft skill trainings, increasing participation and ensuring equality of opportunity
Objective 8. Expanding special education opportunities for physically and mentally disabled people

**Strategic Goal 2.3. Protecting community health and improving health services provision**

Objective 1. Improving the quality and quantity of health personnel and service infrastructure
Objective 2. Increasing access to health services and reducing intra-regional disparities in terms of the spatial distribution of health services
Objective 3. Developing community health consciousness and awareness on patient rights
Objective 4. Strengthening primary level health care services and accelerating the betterment of maternal and child health indicators
Objective 5. Strengthening coordination and cooperation among public institutions, private sector, local governments and universities providing health services
Objective 6. Strengthening IT infrastructure and ensuring effective utilization of IT technologies in the provision and follow-up of health services

**Strategic Goal 2.4. Preventing social exclusion**

Objective 1. Identifying social risk groups and disadvantaged people, and analyzing the deprivation situation
Objective 2. Enabling the entrance of social risk groups and disadvantaged women, young people and the disabled into the labour markets
Objective 3. Ensuring social and economic integration of immigrants
Objective 4. Improving the access to and quality of social services and social aids
Objective 5. Ensuring effective utilization of IT technologies in the provision of social services and social aids
Objective 6. Strengthening the labour of disadvantaged groups by means of alternative products and services
Objective 7. Ensuring the rehabilitation and schooling of children on streets, children with drug addiction and children inclined to crime
Objective 8. Directing children and young people under risk to sports, social and cultural activities
Objective 9. Strengthening women’s social status and preventing domestic violence
Objective 10. Improving access of social risk groups and disadvantaged people to urban services such as education, health and transportation
Objective 11. Strengthening communication among the social service providers and beneficiaries

**Strategic Goal 2.5. Developing local networks, increasing participation and cooperation**

Objective 1. Ensuring information and data sharing among local institutions and bodies, and promoting the development of common database and urban information systems
Objective 2. Encouraging local institutions and bodies to participate in global networks and develop regional networks
Objective 3. Ensuring active participation of stakeholders to consultation and decision making processes at every stage of local strategic governance
Objective 4. Publicizing the decisions taken at local level in accordance with the principles of transparency and accountability
Objective 5. Developing platforms for cooperation and dialogue among the institutions, and encouraging partnerships in project development
Objective 6. Encouraging private sector to take role in social responsibility projects
Objective 7. Building the sense of volunteerism in the society and empowering civil society

Objective 8. Improving the capabilities of individuals so as to increase their participation in planning and implementation processes

**Strategic Goal 2.6. Strengthening the institutional capacity of public institutions and NGOs**

Objective 1. Conducting needs assessment analyses so as to determine service demand, particularly in social services sector, and taking measures to prevent duplications in service provision

Objective 2. Developing effective monitoring and evaluation mechanisms

Objective 3. Developing performance evaluation mechanisms for better quality service provision

Objective 4. Improving the planning, programming, project development and implementation capacity of the institutions and qualifications of the staff

Objective 5. Expanding the utilization of IT technologies and enhancing the IT skills of the staff

Objective 6. Establishing citizen-centric approach in public services

**Strategic Goal 2.7. Improving urban safety and security**

Objective 1. Decreasing the crime rates and preventing crime

Objective 2. Improving the sense of urban safety

Objective 3. Increasing cooperation between security forces and local communities

Objective 4. Developing support services for individuals exposed to violence
Objective 5. Supporting re-integration of ex-convicts to the society
Objective 6. Increasing knowledge and awareness of the society on crime and punishment legislation
Objective 7. Expanding the utilization of IT technologies in security services

**Strategic Goal 2.8. Decreasing unemployment**

Objective 1. Encouraging registered employment.
Objective 2. Promoting local and foreign investments which increase employment in services sector
Objective 3. Conducting periodical needs assessment labour market analyses in the Region and updating education curriculum accordingly
Objective 4. Ensuring standardization and certification via developing vocational qualification standards
Objective 5. Mitigating negative perceptions in the society and increasing the credibility of vocational education
Objective 6. Improving the knowledge, skills and abilities of young people so as to ease their participation to labour markets, lessening the transition period from education to work and decreasing youth unemployment
Objective 7. Activating vocational guidance and counseling services
Objective 8. Supporting youth and women entrepreneurship
Objective 9. Promoting emigration through developing cooperation with other regions so as to decrease unemployment originated from migration
To ensure sustainability through protecting environmental and cultural values in Istanbul, a remarkable region with its unique geography and ecosystem, substantial water resources and forests; strategic interventions in such fields as environmental degradation, energy efficiency, energy consumption, renewable energy, social sensitivity, waste management, conservation of cultural heritage are purposed.

### 3.1. STRATEGIC GOALS AND OBJECTIVES

**Strategic Goal 3.1. Protecting natural resources and environment**

Objective 1. Protecting forests, agricultural land and water basins, and taking ecological structure of the Region into account in land use decisions

Objective 2. Preventing the facilities with negative impact on the shore environment

Objective 3. Reforesting the deforested lands

Objective 4. Determining the size of climate change in the Region, carrying out carbon reduction methods, strategies and plans for adaptation to climate change

Objective 5. Preventing air pollution and minimizing transportation emissions

Objective 6. Ensuring the use of water saving designs in all utilities

Objective 7. Preventing water basin and sea pollution, and improving water quality

Objective 8. Fostering environment-friendly production

Objective 9. Raising environmental awareness and improving participatory management and cooperation

Objective 10. Determining the sources of and reducing noise pollution
Strategic Goal 3.2. Developing and fostering efficient waste management

Objective 1. Encouraging the minimization of solid waste generation
Objective 2. Increasing the number of licensed waste collecting firms and fostering the establishment of waste treatment plants
Objective 3. Fostering the use of organic waste in good quality compost production
Objective 4. Making the rehabilitation and relocation of regular storage lands in compliance with the international criteria
Objective 5. Promoting re-use of rain water and industrial filtered waste water in irrigation and cleaning
Objective 6. Extending re-use of grey water through decomposition in the crowded buildings
Objective 7. Preventing discharge of waste water into the sea without biological filtration
Objective 8. Building plants for bilge-ballast water and solid waste discharge

Strategic Goal 3.3. Providing energy efficiency and expanding the usage of clean energy

Objective 1. Extending energy conservation to all buildings
Objective 2. Generalizing green buildings and developing green building certificate programmes
Objective 3. Spreading urban designs on preventing the transformation of the city into a heat island
Objective 4. Fostering low carbon energy sources and technologies in transportation, residential, industrial and service areas
Objective 5. Encouraging the use of renewable energy sources
Strategic Goal 3.4. Conserving and developing historical and cultural heritage by considering asset value

Objective 1. Finalizing culture and tourism inventory and keeping up-to-date
Objective 2. Raising awareness in the society on conservation of historical and cultural heritage and transferring to the generations to come
Objective 3. Realizing the implementations (restoration, renovation, rehabilitation etc.) to conserve cultural heritage
Objective 4. Fostering innovative methods and applications on the protection of cultural heritage
Objective 5. Training competent technical personnel on conservation
Objective 6. Evaluating the impacts of re-functioned lands and land use decisions on the abstract and concrete cultural heritage, and preventing negative effects

Strategic Goal 3.5. Carrying out conservation with a holistic approach including both economic and social dimensions

Objective 1. Improving collaboration among institutions in order to carry out conservation plans integrated with other national and regional planning processes
Objective 2. Taking measures in conservation plan and projects for preventing social exclusion
Objective 3. Ensuring the initiation and sustainability of conservation by inhabitants with their own desire
Objective 4. Integrating historical areas into urban socio-economic life
Within the context of quality of urban space which is shaped by the basic concepts such as social justice, distribution of welfare, cultural identity, quality of life, livability and sustainability; strategically prioritized goals cover especially the efficient spatial distribution of urban functions, sustainable spatial development, elimination of urban risks, improvement of habitats and balanced distribution of urban services in the Region.

4.1. STRATEGIC GOALS AND OBJECTIVES

**Strategic Goal 4.1. Using space efficiently in urban function distribution**

Objective 1. Supporting sustainable development of urban macro-form

Objective 2. Developing and revitalizing sub-centers

Objective 3. Reducing the pressure on central areas in spatial distribution and relocation of urban functions

Objective 4. Strengthening the interconnection among the functional areas in the urban system

Objective 5. Orientating spatial development regarding the natural thresholds, natural risks and cultural values, and reducing the pressure of urbanization on natural and cultural assets

Objective 6. Supporting mixed use and mixed users profile in the development of settlements in order to strengthen the relationship of urban functions

Objective 7. Ensuring decisions on land use of new function areas and large-scale investment projects to be taken considering the need for transportation, technical infrastructure and social facilities as well as environmental, spatial, social and economical impacts
Strategic Goal 4.2. Restructuring urban risk areas (areas of depression or disaster, informal settlements, insecure areas, etc.) concerning the originality as well as social, cultural and economic dimensions

Objective 1. Preparing Istanbul Region Risk Map by defining the urban risk areas and developing alternative approaches to the restructuring of such areas, diversifying implementation tools

Objective 2. Ensuring the participation of the relevant actors, especially NGOs, professional associations and the inhabitants of the risk areas, to the process

Objective 3. Realizing the transformation related to urban risks and thresholds and the modification of density and function in line with the regional spatial plan, policies and programs

Objective 4. Decentralizing the risk areas located in thresholds and built areas, and/or transforming, and/or renewing these areas

Objective 5. Preventing illegal settlement, and ensuring effective control

Objective 6. Ensuring efficient use of existing building stock

Objective 7. Developing renewal areas together with social facilities and ensuring access to these facilities

Objective 8. Monitoring, controlling and assessing implementation and post-implementation conditions

Strategic Goal 4.3. Improving the current living environment

Objective 1. Improving the quality and quantity of urban social facility areas

Objective 2. Eliminating intra-regional bilateral structure, ensuring the balanced distribution of infrastructure and superstructure and the access of society to urban services, reducing the gap between spatial and living conditions

Objective 3. Improving open and green areas with a holistic approach and ensuring accessibility

Objective 4. Improving technical infrastructure and supporting its sustainable management
Objective 5. Ensuring citizen participation to spatial planning, decision-making and implementation processes

Objective 6. Realizing barrier-free city in all open and closed urban areas in accordance with accessibility for everyone principle

**Strategic Goal 4.4. Ensuring high quality and uniqueness in the design of settlements**

Objective 1. Carrying out holistic register and mapping studies of Istanbul's tangible and intangible assets

Objective 2. Integrating unique urban elements with the contemporary life in urban planning and design, and developing while protecting the urban identity

Objective 3. Supporting innovative approaches and models within the framework of planning principles

Objective 4. Increasing urban design skills of the professional groups and supporting their creativity

**Strategic Goal 4.5. Activating the disaster management system**

Objective 1. Making institutions and the society conscious of disasters through effective and efficient disaster management training activities, increasing public awareness and ensuring the preparedness of the society to disasters

Objective 2. Identifying responsibilities and ensuring the coordination of activities related to preparedness, risk reduction, response and recovery before, during and after disaster

Objective 3. Determining and ensuring effective utilization of the equipment, human and financial resources before and after disaster

Objective 4. Increasing the capacity of risk reduction by re-establishing the disaster management system, undertaking integrated risk analysis and preparing disaster hazard map
Within the context of handling urban and intercity transport with a holistic approach and improving access for all, it is targeted that a public transport infrastructure be developed with a predominant role for railway systems and a more efficient maritime transport system, and that current road infrastructure be used in a rational manner. Thus, transport and accessibility development axis focuses on the policies of restricting car usage, and management of travel demand which promotes public transport, walking and cycling.

5.1. STRATEGIC GOALS AND OBJECTIVES

**Strategic Goal 5.1. Ensuring the integration of different transport modes and developing a balanced transport system**

Objective 1. Strengthening the links between land use decisions and transport investments by completing the Transport Master Plan and strategies, and updating development (zoning) plans accordingly

Objective 2. Improving cooperation between institutions concerned with transport system of the Region in order to enhance harmony and interconnection between transport modes

Objective 3. Extending intermodal terminals so as to interconnect transport modes and supporting by appropriate parking policies

Objective 4. Developing and expanding the utilization of technologies which facilitate integrated transport

Objective 5. Developing and implementing proper pricing and incentive policies to enhance balance between transport modes

Objective 6. Integrating airports with urban and intercity railway systems, particularly with Marmaray

Objective 7. Integrating ports and piers with railway systems
Objective 8. Planning and constructing a new central bus terminal in a proper location in the Anatolian side, convenient to be integrated with railway systems, airport and maritime transport

Objective 9. Prioritizing and increasing the share of railway systems and maritime transport in travels to cross Bosphorus

**Strategic Goal 5.2. Developing a public transport system with a predominant role for railway systems**

Objective 1. Preparing an integrated regional strategy in order to develop an integrated and railway based public transport system

Objective 2. Enhancing opportunities for safe, comfortable and easy access of urban dwellers to the public transport system

Objective 3. Extending the railway network via prioritizing railway system projects in transport investments

Objective 4. Ensuring railway based public transport access to other regions by integrating regional railway network with suburban and rapid railway lines

Objective 5. Enhancing access to finance for railway system infrastructure

Objective 6. Supporting R&D and technology development activities concerning urban and intercity railway system investments

Objective 7. Ensuring proper parking planning and pricing policies to support public transport system and expanding “park and ride” initiatives accordingly

Objective 8. Improving service quality by identifying standards for public transport systems

Objective 9. Restructuring routes and stops of road based public transport systems such as bus, minibus, taxi in order to improve efficiency of overall public transport system

Objective 10. Developing and expanding intelligent bus stop systems

Objective 11. Undertaking special arrangements and improvements in public transport systems in order to increase access of people with limited mobility
Strategic Goal 5.3. Ensuring efficient use of existing transport infrastructure and effective management of transport demand

Objective 1. Allocating special lanes to public transport vehicles and cycling on the heavily congested sections of the existing road infrastructure and prioritizing public transport on these routes

Objective 2. Fostering public transport, walking and cycling in the heavily congested urban areas

Objective 3. Expanding cycling trails and parks in order to promote cycling, developing public bike rent and share systems

Objective 4. Making urban habitats more convenient for walking and cycling

Objective 5. Setting up the related arrangements and promoting carpooling

Objective 6. Promoting and expanding mix land use in order to balance transport demand

Objective 7. Developing exchange of information, cooperation and common perspective among institutions in Istanbul

Objective 8. Setting up and periodically updating the common transport database

Objective 9. Improving institutional capacity through training the staff in transport-related institutions

Objective 10. Training and informing the society starting from basic education so as to promote use of public transport

Objective 11. Promoting the use of environment friendly transport modes and services by informing people about environmental impacts of transport modes and their transport preferences

Objective 12. Increasing participation into transport planning and project development

Objective 13. Expanding and promoting the use of communication technologies which decrease transport demand

Objective 14. Developing and promoting policies and approaches to decrease congestion at peak hours of the day and ensuring more even distribution of traffic within the day

Objective 15. Enhancing traffic safety and surveillance, including the safety of pedestrians and cyclists

Objective 16. Expanding intelligent transport systems and developing effective transport management