ISTANBUL DEVELOPMENT AGENCY

2014 – 2023 ISTANBUL REGIONAL PLAN

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2014 - 2023 ISTANBUL REGIONAL PLAN

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FOREWORD

Istanbul Development Agency (ISTKA) is proud of successfully completing the 2014-2023 Istanbul Regional Plan thanks to the active participation, and valuable insights and contributions of all its stakeholders from a wide range of backgrounds at local and national levels. The Plan has been a fruitful product of local experiences and the extensive network of cooperation that ISTKA has managed to gather and establish over many years.

The 2014-2023 Istanbul Regional Plan is also an invaluable product of Turkey's new outlook for regional policy. Regional Development Agencies, established in 26 NUTS II regions of Turkey by the Ministry of Development (formerly called the State Planning Organization), usher a new era in Turkey's long-standing regional development policies. They signify a shift towards a more inclusive, bottom-up, tailor made regional development approach, dwelling upon endogenous assets and knowledge of regions. Coordination, policy formulation, and planning and strategy development are among the top responsibilities assumed by Regional Development Agencies in Turkey. As such, the 2014-2023 Istanbul Regional Plan presents a special opportunity, and a priceless tool for ISTKA to reveal and activate the indigenous development potential of its region, and to offer a local approach.

The Plan sets out an overall regional development vision, strategies and objectives for the next decade, to guide planning and investment decisions for Istanbul. It also provides links between national and local plans and strategies. Thus, it embodies a broad consensus among all public, economic and social actors on long term local development agenda and means for their achievement. The Plan's vision for 2023 rests upon Istanbul's uniqueness, stemming from its historical, social and cultural richness and heritage accumulated over the centuries; its unmatched geostrategic location bridging continents, precious natural resources, dynamic economy, and vibrant social life. It aims to blend these unique assets to inspire and foster innovation and creativity as the driving forces of local development. It adopts a sustainable, holistic and multi-dimensional approach on local development to address a variety of topics ranging from industrial transformation and entrepreneurship to health and education, institutional capacity and governance, transport, energy and environment, listed under three broad development axes: "Globally Decisive, High Value-Added, Innovative and Creative Economy", "Fair Sharing, Inclusive and Learning Society", and "Joyful, Authentic Urban Spaces and Sustainable Environment". Overall, it aims to transform Istanbul towards becoming a global city, while preserving its unique tenets and improving life standards for its citizens.

The 2014-2023 Istanbul Regional Plan is, in a sense, a local development constitution for Istanbul, which requires the coherent, coordinated and dedicated efforts of all relevant stakeholders, and mobilization of resources accordingly. During the implementation phase of the Plan, ISTKA will support other institutions by several means. It will provide institutional coordination and develop long-standing partnerships on many priority issues. It will undertake researches and analyses to address knowledge gaps. It will supply detailed thematic and sectoral strategies and plans to guide smooth implementation. Moreover, it will offer extensive financial and technical assistances to local institutions and projects. It will also deliver investment promotion and supporting services to attract and guide more investments to fulfill the vision and strategies put forward by the Plan. Through all these efforts, ISTKA is determined to act as an effective guiding center, leading networks of cooperation, representing collective wisdom, and producing people-oriented and environmentally-sensitive local development solutions.

Abdülmecit KARATAŞ, Ph.D.
Secretary General
Istanbul Development Agency

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

ISTKA was established by the Decree of the Council of Ministers, dated 10/11/2008 and numbered 2008/14306, to serve the TR10 Istanbul Region. ISTKA has been working to accelerate regional development and to ensure sustainable development in the Istanbul Region since the second half of 2009. ISTKA's vision is to be a people oriented, environmentally sensitive, effective and guiding solution centre, working for the global city of Istanbul. The Agency is guided by the mission of adopting participation and representing collective wisdom, and taking up a position in the centre of the cooperation networks to transform resources into common values for Istanbul.

As highlighted in Law No. 5449 on the Establishment and Duties of Development Agencies, ISTKA was established in order to accelerate regional development, maintain its sustainability, narrow the gap between the levels of development among regions and within regions, in accordance with policies and principles envisioned in the national plans and programs, through improving cooperation between governmental organisations, private enterprises, and non-governmental organisations, ensuring that resources are used efficiently and effectively, and mobilizing local potential. In this context, as one of its primary duties, the Agency has been working to implement the regional plans and programs.

After the approval of the 2010-2013 Regional Plan by the Ministry of Development in 2010, the Agency conducted its activities in line with the priority objectives and targets set out in the Plan. During this period, for the actualisation of the Regional Plan, many studies were carried out such as design and management of the grant programs preparation of regional research and analysis reports; publicity; investment support activities; and collaboration and partnership activities. The analysis and strategies developed at the local level provided input to the national development plan and other national strategy documents, and their applications.

After the completion of the Ninth National Plan period in 2013, the Tenth Development Plan and the National Strategy for Regional Development were prepared under the coordination of the Ministry of Development, in order to set out our country's social and economic development goals for the 2014-2018 term, and to develop long term strategies to concretise these goals,. Simultaneously, in the framework of the Reconstruction Act No. 3194, and further to the letter of the Ministry of Development, dated 15/11/2012 and numbered 6277, the 2014-2023 Istanbul Regional Plan has been prepared by the Istanbul Development Agency. The Istanbul Regional Plan was prepared in harmony with the principles and policies envisioned by the Tenth Development Plan, and the National Strategy for Regional Development, in order to serve Turkey's 2023 targets within the context of the Istanbul 2023 vision. It serves as an upper scale plan to outline Istanbul's socioeconomic development trends, development potential, high priority intervention areas and sectoral targets, in order to direct those strategic plans to be prepared by public institutions including local governments. According to Zoning Law No. 3194, which determines planning levels and their relationships in terms of the coverage and objectives of plans, Regional Plan is the highest scale local plan, directly following National Development Plan. In this context, the Regional Plan determines the relationship between the local level activities and the national level plans, policies and strategies, in order to serve Istanbul's socioeconomic development.

Istanbul Development Agency perceives development as a multidimensional holistic concept; including development of social rights alongside economic development, environmental conscience, and protection of cultural values; and acts with an understanding of development which mobilises the potential of all segments of society. The Agency embraces fundamental values and operational principles such as productivity, innovation, sustainability, being scientific, sensitivity to the environment and to cultural values, and participation in its activities and projects.

According to the principle of participation, the Agency aims to be a platform facilitating local stakeholders' participation in local policy making. Indeed, during the preparation of the 2014-2023 Istanbul Development Plan the principle of participation was looked out for in the planning process, in order to ensure local ownership, sustainability and effectiveness; and participation of stakeholders were facilitated in order to achieve the Plan's strategic goals and objectives..

During the preparation phase of the 2014-2023 Istanbul Development Plan, it was aimed that the people of Istanbul extensively participate in the decision-making processes, in addition to the public institutions, civil society organisations and private sector stakeholders, so that the future of Istanbul is planned by the Istanbulites themselves. The process of participation in the Istanbul Regional Plan, which puts forward the 2023 vision of Istanbul, and the strategies and objectives required for the achievement of this vision, is as follows.

1. Situation Analysis: The 2014-2023 Istanbul Regional Plan preparation process was commenced with a detailed situation analysis of Istanbul by Agency experts in order to reveal the socio-economic development level, spatial development, and potential risks and opportunities of Istanbul.

2. #istanbulbenim (myistanbul) Social Media Campaign: A comprehensive participatory process for the preparation of the Plan was launched by a social media campaign. It was aimed to collect citizens' recommendations and ideas for the 2023 Vision of Istanbul through this digital social media campaign, wherein people from Istanbul are requested to share their imaginations regarding the Istanbul they dream of ten years from today. The #istanbulbenim Social Media Campaign was carried out through the website www.istanbulbenim.org, the https://twitter.com/istkaorgtr Twitter page, and with the #istanbulbenim hashtag.

3. My Istanbul Vision Meeting: The vision and vision scenarios of the 2014-2023 Istanbul Regional Plan were determined at the My Istanbul Vision Meeting, held with the participation of local stakeholders.

4. Thematic Meetings: In compliance with the vision developed in the My Istanbul Vision Meeting, 12 Thematic Workshops were held on different topics during May 2013, with the participation of 25-30 stakeholders each. In addition to the Thematic Workshops, two roundtable meetings were also held with the participation of 10-15 stakeholders. Strategic goals and objectives for the achievement of the vision of the Regional Plan were determined in these workshops, which were attended by experts from the public and private sectors, universities, local governments and civil society organisations.

5. Finalisation of the Regional Plan by the Agency: Following the completion of the extensively participated process of approximately 2000 people, a Situation Analysis prepared by the Agency experts and the vision, strategies, and objectives and other ideas and suggestions developed by the stakeholders throughout the process were compiled, evaluated and harmonised by ISTKA, and the 2014-2023 Istanbul Regional Plan was finalised.

The vision and vision scenarios of the Istanbul Regional Plan were determined by the My Istanbul Vision Meeting on 29 April 2013. The vision of the 2014-2023 Istanbul Regional Plan is "Unique Istanbul; City of Innovation and Culture with Creative and Free Citizens". The milestones of the 2023 Vision consist of 23 Priorities and 57 strategies, which rise on 3 main axes determined for the city's economic, social and spatial development.

The economic development axis of the 2014-2023 Istanbul Development Plan is designated to create a "Globally Decisive, High Value-Added, Innovative and Creative Economy" in Istanbul. 7 Priority areas and 19 strategies were specified for Istanbul to reach

a globally decisive position in the economy beyond integrating into global value chains, towards 2023. The aim is to transform Istanbul into a global centre of attraction with innovation, creativity and high value added activities, and to accelerate this dynamism to gain a powerful position in the global value chain by attracting qualified labour and investments to the region. In this process, while taking a position in global competition through improving service quality to contemporary standards, Istanbul will also accomplish a permanent transformation in the industry to consolidate its competitive strength. In order to maintain the sustainability of this transformation in industry, enhanced R&D and innovation, and promotion of qualified entrepreneurship through empowerment of the entrepreneurship ecosystem are determined as priority areas. Istanbul, which opted for the innovation and creativity oriented economic growth, aims to improve the workforce in parallel with this transformation, and to boost employment opportunities, so that the Region becomes a centre of attraction for innovative and creative people. Istanbul has already set forth its claim of being a global city, and aims to be a centre of attraction, especially in tourism, finance, logistics, health and education, through magnetising its attraction by urban image management and effective publicity.

The social development axis of "Fair Sharing, Inclusive and Learning Society", one of the main development axes of the 2014-2023 Istanbul Development Plan, was determined to address the aim of ensuring social development alongside economic achievements. With the pressure of intense migration from different regions of Turkey, and in parallel with the urbanisation process, Istanbul faces problems such as poverty, unemployment, regional imbalances, income inequality. The objective of being a global centre as a core of economic development brings along the risk of deepening these problems. These risks must be minimised in order to secure a peaceful, prosperous, fair and inclusive social environment for all segments of society, with no religious, language, race or gender discrimination in 2023 in Istanbul. With this view, 7 priority areas and 17 strategies were determined to address social development in Istanbul. The objectives to be pursued for the formation of a fair and inclusive society include the removal of the obstacles to participation of all members of the society in political, social and cultural life to establish social cohesion; ensuring universal access to basic social services such as education and health; and improving the quality of these services to reach global standards considering the global goals of Istanbul. While one of the most powerful aspects of Istanbul, its social and cultural diversity, and the cosmopolitan structure, will be preserved, a healthy society with a culture of living together, a consciousness of being Istanbulite, and a sense of confidence will be developed. Meanwhile, utilizing demographic opportunity window until 2023, while preserving Istanbul's dynamic demographic structure, strengthening its institutional capacity and embracing good governance are determined as priority areas. Towards 2023, Istanbul will be an inclusive society that offers everyone equal opportunities, and a city, where people live in peace and confidence, and economic and social development progress in harmony.

In 2023, as a requirement of being a global city, Istanbul is intended to be a city where people live and work with pleasure, and best utilise their liberty and creativity for both their individual progress and social welfare. Therefore the third development axis of the Istanbul Development Plan is determined as "Joyful, Authentic Urban Spaces and Sustainable Environment ". As the living standards of people in Istanbul to be enhanced, 9 priority areas and 21 strategies were determined for facilitation of their participation in social and economic processes, and enabling them to live amongst nature simultaneously with urban life. In the plan period, smart and sustainable urban development of Istanbul is targeted, with an inclusive and holistic planning approach based on cooperation and participation. In this process, protection of environmental and natural heritage, and preservation of their sustainability, as well as Istanbul memory and the historical and cultural heritage of the city, which is the source of its authenticity, need to be protected. Istanbul's unplanned urbanisation is to be transformed, and the city must be prepared for disasters, without neglecting urban arrangements; with full consideration for quality, contemporary design, aesthetics and architecture. With the intention of being an international logistics centre, the city's transportation system, logistical competitiveness, and quality of logistical infrastructure and services will be improved. Transportation capacity to urban zones, and to other regions and countries will be boosted. Natural resources under pressure from construction, such as water basins, forest areas, and green areas and parks in urban areas, will be protected, and their sustainable development will be ensured. The use of environment-friendly energy and sustainable waste management will be adopted. In 2023, creative and innovative people will freely lay out their potential in Istanbul with its enjoyable and authentic urban spaces and sustainable environment.

Development axes, priority areas and strategies of the 2014-2023 Istanbul Development Plan can be seen in Table 1.

Table 1 2014-2023 Istanbul Regional Plan, Development Axes, Priority Areas and Strategies

UNIQUE ISTANBUL; CITY OF INNOVATION AND CULTURE WITH CREATIVE AND FREE CITIZENS		
GLOBALLY DECISIVE, HIGH VALUE-ADDED, INNOVATIVE AND CREATIVE ECONOMY	**FAIR SHARING, INCLUSIVE AND LEARNING SOCIETY**	**JOYFUL AUTHENTIC URBAN SPACES AND SUSTAINABLE ENVIRONMENT**
A STRATEGIC ACTOR IN THE GLOBAL ECONOMYECONOMY • Becoming a global centre of attraction in the economy • Strengthening Istanbul's foreign trade **COMPETITIVE POSITION IN THE GLOBAL VALUE CHAIN** • Specialising in sectors with which Istanbul can demonstrate its global competitiveness and acquire high value-added functions in the international value chain; and developing these sectors **TRANSFORMATION IN THE INDUSTRY** • Creating an industrial production structure which uses advanced technologies, produces high value-added, and employs skilled labour **ASCENDING R&D AND INNOVATION** • Developing cooperation between stakeholders, initiatives that promote coordination and sharing, cooperation networks and interface mechanisms in R&D and innovation • Establishing social consciousness and awareness by expanding the R&D and innovation culture to all segments of society • Enhancing the human resource capacity of Istanbul in the field of R&D and innovation • Diversifying and improving financial resources in R&D and innovation, and facilitating access to funding.	**HIGH STANDARDS AND CREATIVE EDUCATION FOR ALL AGES** • Improving accessibility and quality of education • Improving methods and contents in education • Making vocational education attractive and compatible with the labour market • Developing the culture of lifelong learning and improving accessibility • Improving access to and quality of higher education, and making Istanbul a centre of attraction for international students and faculty members **SOCIAL INTEGRATION** • The rights-based fight against income inequality and poverty, and the social integration of disadvantaged groups • Ensuring support for the disabled towards their full participation in economic and social life • Enhancing the wellbeing of children and youth by supporting their cognitive, physical, psychological and social development • The provision of services needed by the elderly (health, social services, recreation, maintenance etc.), with the most appropriate approach, which will not socially exclude them, and ensuring their knowledge and experience is utilised, and their quality of life is preserved • Gender equality and women's empowerment • Strengthening and empowering the institution of family under the common responsibility of men and women	**SUSTAINABLE URBAN DEVELOPMENT AND PARTICIPATORY PLANNING** • Ensuring sustainable urban development and smart growth, efficient use of space in the distribution of urban functions • Dissemination of participatory based, collaborative, inclusive and holistic planning **SPATIAL QUALITY, AUTHENTIC DESIGN** • Improving quality of urban function areas, their fair distribution, and the options available to urban inhabitants • Ensuring high quality urban design, spatial authenticity and diversity, in harmony with the urban identity **HOLISTIC AND INCLUSIVE URBAN TRANSFORMATION** • Ensuring urban transformation in Istanbul by integrative planning, taking into account regional needs and lifestyles and the balance of intra-regional development • Ensuring a spatial transformation which will facilitate the development of the industry, and that will reduce the adverse impacts of industry on the city **PROTECTED ISTANBUL MEMORY AND CULTURAL HERITAGE** • Protecting the components forming the Istanbul memory, and tangible and intangible cultural heritage, with the historic urban landscape approach • Protection of historical areas and urban heritage as urban living areas, and ensuring acceptance by the citizens of Istanbul

UNIQUE ISTANBUL; CITY OF INNOVATION AND CULTURE WITH CREATIVE AND FREE CITIZENS

GLOBALLY DECISIVE, HIGH VALUE-ADDED, INNOVATIVE AND CREATIVE ECONOMY	FAIR SHARING, INCLUSIVE AND LEARNING SOCIETY	JOYFUL AUTHENTIC URBAN SPACES AND SUSTAINABLE ENVIRONMENT
QUALIFIED ENTREPRENEURSHIP • Disseminating entrepreneurship culture, improving the quality of entrepreneurs • Improving and diversifying entrepreneurship oriented support mechanisms and Infrastructure; facilitating access to these supports • Improving existing cooperation in the Istanbul entrepreneurship ecosystem and establishing new partnerships; providing fast and secure access to high-quality information **TRANSFORMING THE WORKFORCE, DEVELOPING AND INCREASING EMPLOYMENT** • Increasing employment, reducing unemployment • Transforming the workforce in line with the changing economic structure • Facilitating the matchup between labour supply and demand • Improving the existing conditions of employment, and strengthening its social security dimension • Improving the work environment to support creativity, innovation and inclusiveness **URBAN IMAGE AND EFFECTIVE PUBLICITY** • Developing a corporate strategy, cooperation and institutional structuring for the publicity and urban image of Istanbul • Expanding activities related to the publicity and image development of Istanbul, and conducting these activities effectively • Preserving and using local resources and values to improve and publicise urban image; improving related infrastructure and services	**DYNAMIC POPULATION** • Protecting and developing the dynamic structure of the population **HEALTHY COMMUNITY, QUALITY AND ACCREDITED HEALTH SERVICES** • Provision of accessible, effective and efficient health services, developing these services to make them supportive of Istanbul's global goals, and to protect individuals and the community from health risks **SAFE CITY** • Improving security and the perception of urban safety in Istanbul **STRONG INSTITUTIONAL CAPACITY, GOOD GOVERNANCE** • Strengthening the institutional capacity of universities, local governments, public institutions and civil society organisations • Development of multifaceted relations between individuals, communities, institutions and organisations, in line with international good governance principles **URBAN CONSCIOUSNESS AND BELONGING TO ISTANBUL** • Developing a sense of belonging that is inclusive, multicultural and supportive of dialogue in Istanbul, and ensuring the consciousness of being an Istanbulite	**EFFECTIVE DISASTER MANAGEMENT** • Enabling the disaster management system to create a safe Istanbul with high quality of life and space **SUSTAINABLE TRANSPORT AND ACCESSIBILITY** • Improvement of public transport infrastructure and services, and promotion of public transport • Enhancement of transport facilities for and encouragement of walking and cycling • Improvement of accessibility to Istanbul • Effective management of transport demand and efficient use of existing transport infrastructure **SUSTAINABLE AND EFFICIENT LOGISTICS INFRASTRUCTURE** • Sustainable development and enhancing efficiency of transport infrastructure and services **QUALITY AND SUSTAINABLE ENVIRONMENT** • Ensuring the sustainable management of basins and water sources • Protection and development of forests and agricultural areas • Protection of marine and coastal areas and improving their quality • Controlling and improving air quality • Reducing solid waste and wastewater, and ensuring their sustainable management • Reduction of resource use and waste generation in industrial activities, and ensuring sustainable waste management **ENVIRONMENT FRIENDLY ENERGY** • Ensuring energy efficiency and clean energy usage

PRINCIPLES OF THE 2014-2023 ISTANBUL REGIONAL PLAN

PRINCIPLES OF THE 2014-2023 ISTANBUL REGIONAL PLAN

Participation

It is essential that all social segments in society affected by the Plan participate in the preparation process and the decisions in the implementation process of the Plan.

Life Orientation

The Plan affects not only the people of Istanbul, but also continuation of all the city's fauna and flora, aiming to live in balance with nature, and pursuing strategies to develop resources instead of exhausting them.

Locality

Takes the authentic values and local characteristics of Istanbul into account, within the objectives of the Plan. Develops them and respects these values and characteristics, and targets the continuity of these values from the past to the future.

Effectiveness

Pursues the constitution of a balance between resources used and results planned.

Diversity

Enriches the lives of individuals and offers choices in all areas.

Equality and Balance

Aims for opportunities to benefit all of society.

Energy

Strengthens the relations, networks and spaces which offer interaction for individuals, friends, families, neighbourhoods, communities and the whole city. Binds them with Istanbul's dynamism.

Holism

Evaluates Istanbul together with its surrounding environment with a holistic approach, as a part of not only a national but also an international environmental, economic, social and cultural system.

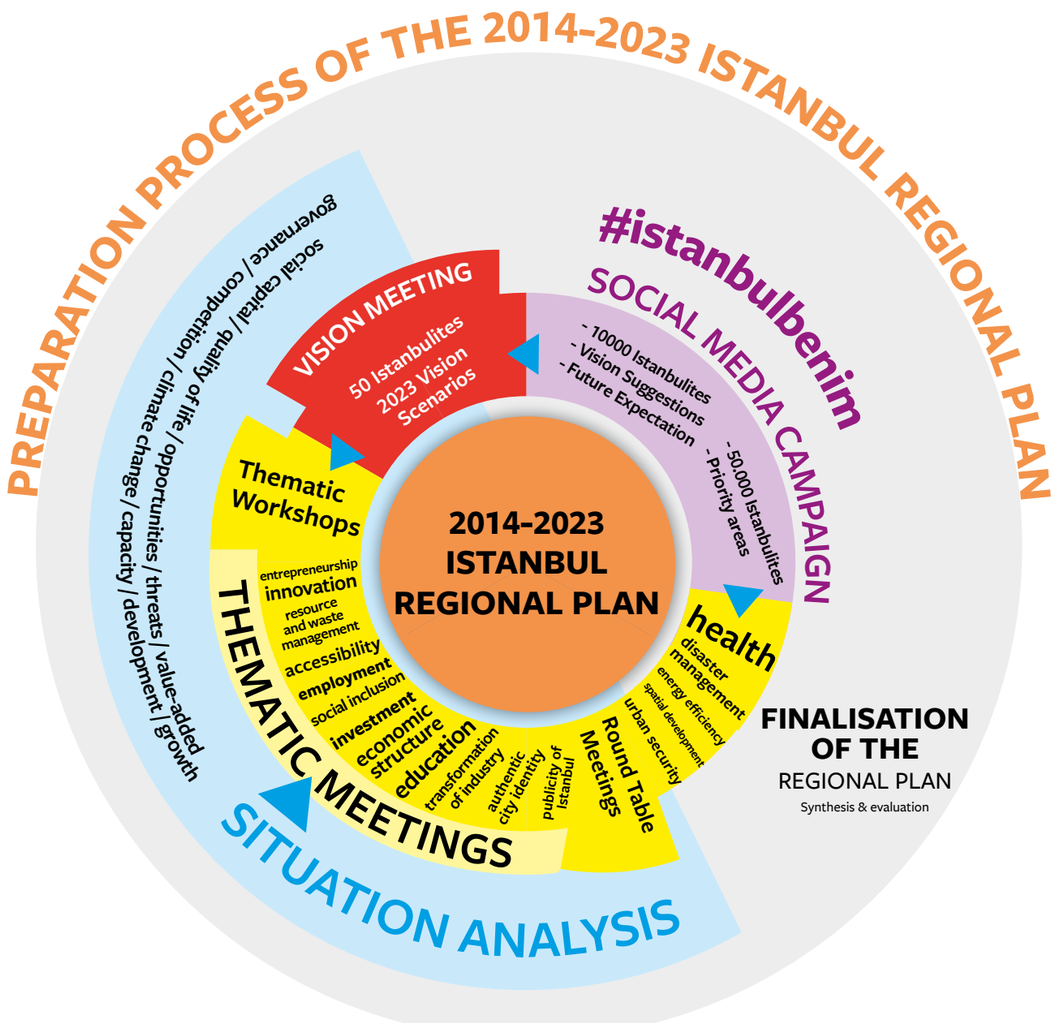
Scientific

Based on an inter-disciplinary knowledge-based approach in decision-making and production.

PREPARATION PROCESS OF THE 2014-2023 ISTANBUL REGIONAL PLAN

PREPARATION PROCESS OF THE 2014-2023 ISTANBUL REGIONAL PLAN

Figure 1 2014-2023 Istanbul Regional Plan Preparation Process



Istanbul Development Agency acts with an approach based on the principles of good governance in its management philosophy and operations. In this context, the key elements of good governance; participation, openness, transparency, and accountability, constitute the basis of the works performed by the Agency. Participation was regarded as a basis in the preparatory process of the 2014-2023 Istanbul Development Plan, and the Agency carried out the necessary activities in order to ensure the active participation of all parties in the Plan preparation. In the framework of a participation plan, different methods were applied in order to ensure the participation of citizens, as well as public agencies, local governments, NGOs, universities, private sector representatives and experts, while the plan was being prepared. More than 2000 people participated in the preparation process of the 2014-2023 Istanbul Regional Plan.

Process phases can be seen in Figure 1.

Stakeholder Analysis - Organisational Network Analysis

Stakeholder Analysis and Organisational Network Analysis were used in order to determine in which phases we have to collaborate with our institutional stakeholders, and in which subjects and levels their contributions will be resorted in the preparation process of the 2014-2023 Istanbul Regional Plan.

In the context of the stakeholder analysis, evaluating the influence and importance of regional stakeholders on the social and economic development process, the following groups were considered;

- Strategic stakeholders with a potential influence on the Plan and achievement of the Plan,
- Primary stakeholders to be affected by the Plan, and stakeholders who may possibly benefit from or be harmed by the implementation of the Plan,
- Secondary stakeholders who have an intermediary role in the implementation of the Plan.

In addition, an organisational network analysis was also carried out in order to determine the position of the Istanbul Development Agency, and generate information by visualisation, statistical modelling of communication, interaction and collaboration status among the institutions and organisations in Istanbul.

In this framework, an Organisational Network Analysis Questionnaire was prepared and disseminated to 400 institutions/ organisations in the Istanbul Region. Social network analysis software from PAJEK and UCINET was used for this analysis. The communication and interaction status of 624 institutions/ organisations was visualised at the end of the analysis.

Preparation of the Situation Analysis

Findings and analysis to understand the current situation of Istanbul constitute the basis of the Plan's strategy and objectives. Under the situation analysis, existing strategy documents and secondary data sources were examined, updated data regarding Istanbul was accessed, and these data were analysed.

There have been a large number of researches and works conducted by different organisations and individuals for the Istanbul Region. There are researches already supported by our Agency in the context of grant programs. There are also published researches carried out by our Agency in the 2010-2013 period. In the interest of avoiding repetition of effort, these works were examined first, and sources that were deemed trustworthy in terms of their data and methodology were utilised as information sources in the Plan.

Furthermore, national and international strategy documents were scanned, local and central plans and the international agreements that we had signed up to were evaluated in the Situation Analysis works, and the formation of relationships between these documents and the strategies of the Regional Plan was considered.

In addition, organisations and institutions were requested to share their recent data and works, which may be facilitated as sources for the Regional Plan. Agency Experts carried out interviews in order to collect information and opinions of stakeholders regarding subjects with data access problems.

The data collected was evaluated comparatively in order to understand the current situation, global position, opportunities and potentials of Istanbul. In particular, competition, clustering and spatial analysis were carried out. A comprehensive Situation Analysis, where these analyses and information are organised under thematic titles, was prepared.

Determination of the 2023 Vision of Istanbul

1. #istanbulbenim (myistanbul) Social Media Campaign - 1

In the participation process of the 2014-2023 Istanbul Regional Plan, not only organisational representation, but also individual participation in the process was targeted. Therefore, beyond the preparation process of the Plan, a 3-phase sustainable social media campaign was planned, covering the implementation process of the Plan. After determination of the 2023 Vision of Istanbul in the first campaign, it was aimed to learn future expectations and dreams of people living in Istanbul, especially the youth. Thus, ownership of both the Plan and Istanbul by the people living in Istanbul was targeted. A social media campaign was organised in order to ensure direct participation of the people in the process. The campaign slogan was determined as "istanbulbenim" (my Istanbul), which is believed to have possessive and individualistic connotations. Besides this slogan, the motto of the campaign has been designated as "Onu Hayal Etme Sırası Senin –It's Your Turn to Dream about Istanbul"

Figure 2 #istanbulbenim Social Media Campaign Questionnaire Form

Figure 3 #istanbulbenim Social Media Campaign Twitter Tool and Web Page

A microsite has been prepared with the campaign promotional video. The name "istanbulbenim.org" is used as the website name to highlight the campaign slogan. Typical design examples such as route information system on public buses, tramway, and metrobuses, and "Akbil" (passenger card for public transportation) refill machines' screen designs, all of which are frequently encountered by people in Istanbul, inspired the design of the web page.

The most important part of the web site is the questionnaire entry area. People from Istanbul are asked, "What do you dream about Istanbul?", and their personal information including name, surname, age, sex, phone number and e-mail address were collected, in order to perform further analysis on the profile of the participators. The Twitter tool available on the campaign web page made it easier for users to tweet about the campaign.

A campaign video was automatically presented to users upon opening the web page, explaining what kind of contribution is - expected of them. In the video, people from different age groups shared their dreams about Istanbul in 2023 (see Figure 4).

Figure 4 #istanbulbenim Social Media Campaign

The campaign microsite targeted hits by 10,000 users, and for 1,000 significant replies to the questionnaire to be collected. During the campaign period, the web site received 20,304 hits by 14,515 users. The average duration of stay by the web site visitors was 1 minute 50 seconds. The number of significantly answered questionnaires by the campaign web site visitors was 1,464. Advertising visuals were viewed 2,454,566 times during the campaign period.

The campaign ran between March 22 and April 26, and the most liked 5 expressions were awarded with helicopter tour of Istanbul. 20 participants were invited to the thematic meetings that were

organised during the Plan preparation period. The final report of the #istanbulbenim campaign is published on the Agency's web site, open to public evaluation.

2. My Istanbul Vision Meeting

The Vision of the Istanbul Regional Plan was determined at a meeting, which was held at the Istanbul Modern Art Museum, with the participation of 38 stakeholders. The 2023 Istanbul vision suggestions, elements and scenarios of the visions were manifested in the sub group works at the meeting. Information from the #myistanbul social media campaign participants' expressions regarding dreaming of Istanbul in 2023 was shared with the meeting participants.

Trends were determined in the first part of the conference titled Transformation Agenda of Istanbul, where participants gathered to generate the Istanbul Vision. Ideas were expressed successively by participants as a brain storming exercise with the input of a facilitator. Numerous ideas were gathered in a short duration.

In the second part of the meeting, two sessions for the determination of the 2023 Vision of Istanbul were held in the form of a fact-finding conference aiming at the creation of common wisdom. During the vision concepts and vision clarifying sessions, participators were divided into small work groups, and they worked on the tasks given by the facilitator to their groups. Later, these intermediary works were presented to all of the participants, to perform a common evaluation. Participants worked in accordance with the requirements of a fact-finding conference, and they expressed their opinions, both in the small groups and at the main sessions. The final report of the My Istanbul Vision Meeting was presented for public evaluation on the Agency's web site, after getting the opinions of the meeting participants.

Figure 5 Main Sessions of the My Istanbul Vision Meeting

Determination of Strategy and Goals - Thematic Meetings

17 thematic meetings were organised based on the Situation Analysis, and expert opinions about achieving the 2023 Istanbul Vision were gathered in these meetings (see Table 2).

Thematic Workshop and Roundtable Meeting formats for the meetings were determined according to the theme of the meeting, strategy titles and number of stakeholders. These thematic meetings aimed to gather deductions and evaluations regarding the thematic subject titles of the 2014-2023 Istanbul Regional Plan, and to determine the strategies and goals of the Plan.

Table 2 List of Thematic Meetings

THEME OF THE MEETING	DATE	No. Of PARTICIPANTS
Habitable Cities and Urban Transformation Workshop	24 Mayıs 2012	29
Spatial Development and Spatial Planning Workshop	3 Ekim 2012	27
Development of Local Institutional Capacity and Governance of Development Politics	4 Ekim 2012	19
Entrepreneurship Ecosystem Workshop	8 Mayıs 2013	23
R&D and Innovation Workshop	9 Mayıs 2013	32
Sustainable Resource and Waste Management Workshop	10 Mayıs 2013	34
Transportation and Accessibility Workshop	13 Mayıs 2013	30
Communal Health and Health Services Roundtable Meeting	14 Mayıs 2013	20
Employment in Istanbul Workshop	15 Mayıs 2013	28
Social Inclusion Workshop	17 Mayıs 2013	29
Economic Structure Workshop	20 Mayıs 2013	25
Urban Security Roundtable Meeting	21 Mayıs 2013	11
Investment Environment in Istanbul Workshop	23 Mayıs 2013	17
Education in Istanbul Workshop	24 Mayıs 2013	29
Transformation of Industry Workshop	27 Mayıs 2013	31
Authentic City Identity Workshop	29 Mayıs 2013	27
Promotion of Istanbul Workshop	30 Mayıs 2013	33

Thematic workshops were held at the WOW Hotel Istanbul with the participation of 16-34 expert stakeholders, using a combination of the idea tray and world café facilitation methods in sub groups. A Situation Analysis Summary Report on the subject was shared with the participants prior to the meetings, and they were informed by a technical presentation at the start of each workshop. Theme specific meeting flows were planned by the methods specified in order to create a dynamic interaction environment, subject integration, and to arrive at common ideas.

In the idea tray method group works, participants sitting around a table were requested to write their ideas about questions described by a facilitator on a post-it every two minutes, and stick them onto A-3 papers used as an idea tray. Idea trays were transferred to the participant sitting to the right at the end of each two-minute interval, and this exercise lasted until all the participants' ideas were collected. All the ideas generated in the Group were consolidated by the same group. At the continuation of the study, spokespersons selected for each group presented their group's ideas to all the participants for joint evaluation.

In the world café method, questions set by the facilitators were answered by group chats, and group suggestions and opinions were determined. In accordance with the previously planned flow of the meeting, apart from one person, participants at the tables exchanged places upon the facilitators' notice, and then discussed the same or other questions at different tables. The remaining participants at the tables told the newcomers about the discussions of the previous group, and the new discussion was based on the discussion by the previous group. After completion of the discussions, ideas gathered in chats, recommendations and decisions taken were shared by all participants for joint evaluation by the participants remaining at the table.

Figure 6 Group Works at the Thematic Workshops

In all studies, a facilitator was present at each table in order to help participants with the methods, and to write down ideas. As such, any ideas which were not presented at the end of the group chats were evaluated while creating strategies and goals.

Figure 7 Roundtable Meetings

Roundtables were held with the participation of 11-20 expert stakeholders at the Agency Training Room, using the brainstorming and idea tray methods. The final reports of the Thematic Meetings were presented for public evaluation on the Agency's web site after getting the opinions of the meeting participants and making the necessary revisions.

Finalisation of the Plan

After evaluation of the Situation Analysis, suggestions and opinions obtained during the Participatory Process of the Vision of the 2014-2023 Istanbul Regional Plan, Priority Areas, Strategy and Objectives were reviewed at the Executive Board and Development Council meetings on 27.06.2013. The Plan and all of the plan-related documents were presented for public review on the Agency's web page. All the opinions from all segments of society were gathered. The Plan was finalised by revision of the content of the plan, in accordance with the opinions and suggestions on the Plan and the other preparation documents.

Strategic Prioritisation and Implementation - #istanbulbenim Social Media Campaign - 2

A second Social Media campaign was organised in order to prioritise strategies and priorities that were determined through the participation process, and to provide guidance on the implementation and consideration of the Plan by the stakeholders, and its reflection on their works and lives. The campaign also aimed to generate common wisdom locally by recognition, raising the sense of belonging to Istanbul, and accountability.

Plan strategies were organised under main titles, and technical wordings were simplified. With the help of an interactive design to enable voting, web site visitors were guided in prioritising strategies and making their contributions. The target for the second campaign is 50,000 visitors and 5,000 prioritisations.

ISTANBUL VISION 2023

ISTANBUL VISION 2023

UNIQUE ISTANBUL; CITY OF INNOVATION AND CULTURE WITH CREATIVE AND FREE CITIZENS

Istanbul in 2023 will be globally decisive, create high value added, and be a creative and innovative economy; fair sharing, inclusive and learning society; sustainable environment and genuine urban spaces enjoyed with pleasure; will be an "area of joy" for Istanbul residents, and the first destination for people of every religion, language, race and sex who wants to realise their potential and dreams, and who need inspiration.

2023 Istanbul will be a centre of both East and West, where relations with the world are improved, high value added functions are attained in the international value chain by improving competitive strength, creative and innovative people work together, and all of the world's citizens like to live. Istanbul in 2023 will be a smart city, where sustainable economic development and high living standards are targeted with every physical and social investment, resources are managed mindfully, and decisions are taken collaboratively.

Problems will be solved in collaboration, with the help of Istanbul's creative energy, decisions will be taken collaboratively, and the city of the Istanbulites will be a centre of good governance.

Residents will feel privileged, live with joy, and proudly say "I am from Istanbul", preserving authentic values, history, culture, and civilization awareness, and improving and carrying them into the future.

Inclusive Istanbul, where citizens of different countries, different socio-economic groups, and different opinions are catered for, with tolerant business and living environments, will be a city of tolerance and dialogue fed by its pluralism and diversity.

Residents of Istanbul will live freedom in all areas. All barriers preventing access to information, physical accessibility, local participation, and economic purchasing power will be eliminated.

The physical environment, which will provide space for enjoyable living in Istanbul, and develop and transform as planned, will not only meet the needs but also will present quality, comfort, high design ethics, and authenticity.

Access to Istanbul from all over the world will be easier through comfortable and fast local transportation, where being a pedestrian is a joy, and every age group and disadvantaged social group can move about in security and comfort.

Balance will be ensured in the sharing of the welfare, social and cultural facilitations, and artistic activities among the neighbourhoods of Istanbul. Peripheries of Istanbul will develop alongside its centre

Istanbul will be a city where respect for the environment and life is felt in every area, environmental quality is enhanced, and not only the humans but all life is freely improved.

There are 3 main axes of the 2023 Istanbul Vision;

I. GLOBALLY DECISIVE, HIGH VALUE-ADDED, INNOVATIVE AND CREATIVE ECONOMY

II. FAIR SHARING, INCLUSIVE AND LEARNING SOCIETY

III. JOYFUL, AUTHENTIC URBAN SPACES AND SUSTAINABLE ENVIRONMENT

DEVELOPMENT AXES

DEVELOPMENT AXES

The 2014 – 2023 Istanbul Development Plan is built on 3 development axes with 23 priority areas, 57 strategies and 476 objectives and measures in a variety of subjects; in order to achieve the vision of Unique Istanbul; City of Innovation and Culture with Creative and Free Citizens. The roadmap for the Region is determined by the Regional Plan and the strategic documents and actions plans that are going to be prepared in the coming periods. The format of the Istanbul Regional Plan is illustrated below.

In the Istanbul Regional Plan, which was prepared through a comprehensive situation analysis, stakeholder evaluations, widespread participation process of in-person contributions by residents of Istanbul; the 3 Development Axes that were determined for the harmonious economic, social and spatial development of Istanbul are as follows:

1. Globally Decisive, High Value-Added, Innovative and Creative Economy
2. Fair Sharing, Inclusive and Learning Society
3. Joyful, Authentic Urban Spaces and Sustainable Environment

The strong economic structure targeted for the Plan period is determined by the development axis of "Globally Decisive, High Value-Added, Innovative and Creative Economy".

Towards 2023, Istanbul aims to be a global attraction centre in innovation, creativity, and high value added activities, and to hold a competitive position in the global value chain. Training and attraction of creative and qualified people, who will realise this transformation; and publicity of R&D, innovation and qualified entrepreneurship for the acceleration of this economic dynamism, are determined as priority areas. Supporting these priorities, image management and effective publicity of Istanbul are also included in the priorities of the Plan.

Priorities, strategy and objectives were also determined in the "Fair Sharing, Inclusive and Learning Society" development axis for the improvement of the social structure of Istanbul, and acceleration of human development. With the aim of preservation of Istanbul's dynamic demographic structure, ensuring the participation of all Istanbul residents in economic, political, social and cultural life; providing basic requirements such as education, health and security; enhancing service quality in these areas are among the priorities. Strategies and objectives that will enable attaining a more equitable and inclusive society, and facilitate awareness of being a resident of Istanbul, were determined. Strengthening the corporate capacity of institutions and organisations located in Istanbul, and the implementation of good governance, has taken place in the social structure as a priority area.

In the "Joyful, Authentic Urban Spaces and Sustainable Environment " development axis, smart and sustainable urban development of Istanbul is aimed with inclusive and holistic planning approach. Providing participation of Istanbul residents to the social and economic processes without detaching from nature and ensuring high quality of life; preservation of historic and cultural heritage of Istanbul and Istanbul memory are counted in the priorities. Objectives aiming fair allocation of the urban function areas in Istanbul; authenticity, diversity and augmenting high quality design were determined. Urban transformation and disaster preparedness are among the important priorities of the spatial development axis. Transportation, accessibility, logistic infrastructure and empowerment of the services are considered in the spatial development axis. Also in this axis, those strategies and objectives regarding waste management, renewable energy resources, and energy efficiency are included.

Although 2014-2023 Istanbul Development Plan is based on the 3 major development axes, horizontal themes connected to these axes also emerged. Among these themes, following are the most prominent ones;

- Human Capital
- Quality of life
- Sustainability
- Cooperation, Coordination and Networking
- Institutionalisation and Institutional Capacity
- Creativity and Innovation

GLOBALLY DECISIVE, HIGH VALUE-ADDED, INNOVATIVE AND CREATIVE ECONOMY

GLOBALLY DECISIVE, HIGH VALUE-ADDED, INNOVATIVE AND CREATIVE ECONOMY

With the developments in technology, world becomes even more economically integrated and globalised, opportunities for cooperation between developed and developing countries expand; goods, labour and capital flows between countries increase. In this context, policies to integrate into the global economy have been developed and implemented in Turkey like the rest of the world. Istanbul, Turkey's pop-up window to the outside world, provides largest contribution to the national economy in terms of economic activity and employment. In addition to that, Istanbul revealed its claim to be not only a regional player but also a global one with macro scale projects such as IFC (Istanbul Finance Center), 3rd Airport and Marmaray. The first of the three major axes that constitute the backbone of 2014-2023 Istanbul Regional Plan's vision, envisions Istanbul in 2023 as a globally decisive, high value-added, innovative and creative economy. Within the framework of the vision defined by 2023 Export Strategy of Turkey, i.e., *being among the leading countries in the world trade by exporting 500 billion US dollars by 2023*, Turkey aims to reach a share of 1.5% of world exports and be among the 10 largest economies in the world. Istanbul, as the economic centre of the country, has a huge task according to these targets. Turkey can reach the targeted export level only by increasing the export performance of Istanbul, considering that more than half of Turkey's 152 billion US dollars of exports originates from Istanbul. Similarly, while Turkey endeavours a full-scale growth and development in all regions to become one of the world's 10 largest economies, Istanbul –the gateway of international capital and labour to Turkey- has the mission to form the global production and labour investment decisions while transforming into a global centre. Being a global centre of attraction of creativity and innovation will contribute to the development of regional and national economy by creating positive externalities and attracting skilled labour and investments. Istanbul, the locomotive of Turkey's economy, is experiencing a significant increase in the inflow of foreign capital and transfer of high technology. Located at the intersection of trade routes for centuries, Istanbul continues to be the key point of international trade by extending Turkey's foreign trade. While preparing for 2023, the city aims to turn into a global attraction centre particularly in the areas of tourism, finance, logistics and education. With its authentic urban spaces and sustainable environment, Istanbul aims to transform into an innovative and creative economy where domestic and international labour can live and produce with pleasure.

The prerequisite for Istanbul to be globally decisive is to obtain high economic value-added functions in the international value chain, in addition to being an economic centre of attraction. Today, many products and services are created with the contribution of other countries, from the idea stage to market representation and services after that. In this production process, countries gain at the ratio of their contribution to the value-added and obtain the power to guide the global economy. To reach a stronger economic structure, and to be globally competitive in the long term, it is necessary to redirect resources to and specialise in the priority sectors, and eliminate obstacles to their development. Newly emerging sectors and sectors which have the potential to create high added value need to be identified and prioritised, as well as those that have had comparative advantage in the global economy throughout the history of Istanbul. In this respect, it is targeted that Istanbul's economy exhibit innovation and creativity oriented growth, and enhance its existing competitiveness by transforming into an economic structure that feeds innovation and creativity.

As a step towards development, the weight of the services sector has been increasing in Istanbul, where historically Turkey's industry originated and developed. It is a well-known fact that the services sector has a positive contribution towards reducing the current account deficit. In this context, the contribution of Istanbul's services sector to both the regional and national economy should be boosted. But at the same time, the current industrial structure should be transformed to a more competitive industrial production, which has a rooted history in the region's economy and still holds a substantial share. Today, Istanbul is a net importer of high-tech industrial products. Istanbul's production and exports are import dependent, even in sectors that need to be developed. In other words, relative to the burden of high costs they impose on the city, the industrial sectors of Istanbul carry out low value-added production, and lag behind R&D and innovation. In line with the globally competitive industry target, as highlighted by the 'innovative production, high and stable growth' axis of the Tenth Development Plan, the industrial transformation in Turkey should start from Istanbul, where it should transform into a high value added production structure by concentrating on technology, innovation and R&D. The vision of Industrial Strategy Document of Turkey is "becoming the production base of Eurasia in medium and high-tech products", with the objective of "increasing the competitiveness and efficiency of Turkish Industry, and expediting the transformation to an industry structure which has more share in world exports, where mainly high-tech products with high added value are produced, which has qualified labor, and which at the same time is sensitive to the environment and society." In line with these factors, transformation of industry stands out as a key priority for Istanbul.

There is a positive relationship between a country's R&D and innovation capacity and several indicators such as its global competitiveness, international trade volume, and long-term and sustainable economic growth. For this reason, R&D and innovation activities came to the fore all over the world, and the funds dedicated towards these activities have mushroomed. The vision of Turkey in the field of R&D and innovation has been determined by the National Science, Technology and Innovation Strategy (2011-2016) as "to contribute to new knowledge, and develop innovative technologies to improve the quality of life, by transforming the former into products, processes, and services for the benefit of the country and humanity". According to the Global Innovation Index published by the WIPO (World Intellectual Property Organization) in 2013, Turkey was ranked in 10th place in the NAWA (The North Africa and West Asia) region, and 68th in the world. A similar study was conducted by Istanbul University with the support of the Istanbul Development Agency. The study was called "Global City Competitiveness Index 26 Area-81 City", and indicates that Istanbul is the most innovative region in Turkey. Statistics shows that Turkey's economy has a more labour intensive and low value-added structure, that uses medium and low technology, and this structure affects Turkey's foreign trade performance and economic growth negatively. Turkey can avoid the so called middle-income or middle-technology trap, join the league of high income countries, and reach the economic targets for 2023, only through the production and export of high value added, high-tech goods and services, resulting from R&D and innovation. For this purpose, it is aimed that the locomotive of Turkey's economy, Istanbul, transform into a high value-added, innovative and creative economic structure, and become a centre of innovation, as opposed to a follower, in global competition. A regional economy with such a structure would be globally decisive with its competitive strength, as well as contributing to Turkey's economy.

The entrepreneurship which is the primary factor that determines the economic dynamism of a region, renewal of industry and creative destruction, is an important component of growth, productivity, innovation and employment policies. The role of entrepreneurship comes to prominence during a period of economic crisis like the one that began in 2008, and provides serious breakthrough opportunities in regions and countries where entrepreneurship is prominent. Therefore, Istanbul as a global city plays a central role in entrepreneurship, as well as all other subjects for national and regional development

objectives. In contrast, Turkey, which is among the world's top 20 countries in terms of economic size, ranks 55th in the category of "entrepreneurship and opportunities" according to Legatum Institute's Prosperity Index 2012. The deficiencies in policies, financial opportunities, cultural structure, supportive activities, human capital and market should be eliminated and its strengths should be evaluated to functionalise Istanbul's entrepreneurship ecosystem. According to 2012 data, in Turkey 57% of companies with international capital, and 38% of local companies, are located in Istanbul. The Inter-University Entrepreneurship and Innovation Index 2012 for Turkey shows that there are 5 Istanbul-based universities within the top 10, and 18 Istanbul-based universities within the top 50 universities. Besides, efforts continue for Istanbul to be a regional financial centre in the medium term, and a global financial centre in the long term. Therefore, as a meeting point of high quality education, international capital and prestigious organisations, in Istanbul there is a potential for high-level entrepreneurial activity on a global scale. Building a qualified ecosystem structure by evaluating it with direct and indirect elements it interacts with has been identified as a priority area in order to take advantage of this dynamism to enhance the social benefits of entrepreneurship and utilise it in different segments (such as social entrepreneurship).

Istanbul hosts 18.3% of the population of Turkey and 18.1% of total employment. In other words, one out of every five people in Turkey lives in Istanbul, and one out of every five workers is employed in Istanbul. Job creation, improving the quality and creativity of the labour force and reducing unemployment are among the main economic priorities in Istanbul. As Turkey's most crowded region and major employer, in Istanbul the growing share of services and the intended transformation in industry raise the need for a qualified workforce in all sectors, especially in priority sectors. Accordingly, transformation of the current workforce in parallel with the economic structure, and the attraction of a local and international creative and qualified workforce into the region, emerge as inevitable needs in Istanbul. Regulations to enable the intended transformation in micro and macro scale should be quickly implemented. As reflected in the vision of the 2014-2023 Istanbul Regional Plan, the innovative and creative economy that Istanbul targets for 2023, can be achieved by creative and free people. Therefore, the innovation and creativity oriented economic growth of Istanbul is based on training creative and innovative people, attracting them to the region, and boosting the region's creative potential. In this respect, Istanbul, aims to become a centre of attraction for a creative and qualified workforce. Throughout history, Istanbul has been a centre of intense domestic migration inflows, due to its extensive and active private sector, vast entrepreneurship and employment opportunities, and social and cultural facilities. Istanbul continues to receive migration due to inter-regional socio-economic disparities, and this escalates the unemployment problem. In 2012, approximately one fifth of Turkey's unemployed population lived in Istanbul. In accordance with the Tenth Development Plan's aim of being "ranked among high income countries and having solved the absolute poverty problem", expanding employment opportunities in parallel with the development of priority sectors, preparing the labour force for the transformation of the economy, and implementing all these with fair income distribution and high quality of life, are crucial. The economic growth of the region will yield development to the extent that it improves living standards, and physical and human capital together. Indeed, with the development axis "Fair Sharing, Inclusive and Learning Society", the human and society dimension of the transformation of the economy should be undertaken in a holistic manner, with economic and social structure.

In our age, a large proportion of the world population lives in cities which play an important role in global competition. In this respect, effective publicity of cities and development of their image are important in terms of raising urban competitiveness. Like today's urban economies, where services sector stands out, in Istanbul publicity and image development contribute to the number of tourists and tourism revenues significantly, offer significant opportunities to enable the local production process by attracting foreign capital and qualified and creative workforce to the city, and yield higher export revenues by enabling the branding of products designed or manufactured in the city with the city brand. Publicity and image development not only provide economic gains, but also the city maintains its economic, political, social and cultural roles on a national, regional and global scale, ensures relations with other cities and regions efficiently, and bestows confidence and prestige to the country as well as the people living in the city. Istanbul's strategic location, its deep-rooted history, cultural heritage and diversity, dynamic social and economic structure, and its successful economic performance, all reinforce Istanbul's goal of becoming a regional and global centre of attraction. Publicity activities become even more vital to achieve this goal by using Istanbul's potential, values and opportunities, to ensure local development, and to improve the image of Istanbul. In this process, it is crucial that activities related to image development and publicity are carried out in a holistic, strategic and long-term perspective, in accordance with the creation of the city brand.

The vision set out in the 2014-2023 Istanbul Regional Plan is "Unique Istanbul; City of Innovation and Culture with Creative and Free Citizens", the economic development axis of which is built to establish a globally decisive, high value-added, innovative and creative Istanbul economy. With the economic development axis of this vision, it is planned to establish a city economy which is globally decisive, high value added, innovative and creative. Towards 2023, Istanbul is projected to reach a globally decisive position in the economy beyond integrating into global value chains. The economy will transform into an innovation and creativity oriented structure, with its powerful service and industry sectors. Istanbul will strive for achievements in the economic field to bring along social development and actualise a holistic approach to development.

A STRATEGIC ACTOR IN THE GLOBAL ECONOMY

A STRATEGIC ACTOR IN THE GLOBAL ECONOMY

Strategy 1. Becoming a global centre of attraction in the economy

Having become integrated into the world economy to a great extent, and already an active world city, Istanbul aims to surpass this position and become a globally decisive economy in the Plan period. Becoming a strategic actor in the global economy cannot be achieved by supplying low quality goods in the world economy and being a location for liaison offices only. To this end, Istanbul has to follow the right growth strategy. Istanbul has chosen creativity and innovation-oriented economic growth until 2023. For this purpose Istanbul wants to be a centre of innovation, creativity and high value-added activities, and to expand the transfer of knowledge and technology. To achieve this, it is aimed to accelerate economic development through the attraction of local and international investments and workforce that carry the potential to make this transformation. This concentration of investments and workforce will enhance high value added activities in all sectors of the economy by generating innovation and creativity oriented positive externalities. In this respect, being a global centre is crucial. Istanbul aims to attract regional headquarters that have regional and global decision-making power, and appeal to a wide geography. Thus, in addition to integrating into the regional and global decision-making process, Istanbul would generate new employment and investment opportunities. For all these reasons, improvements in the investment environment and doing business in Istanbul are of paramount importance. Enhancing quality of life in Istanbul is the key to boosting both the efficiency of the economy and the magnetism of Istanbul. In 2023, high value-added and higher-yielding sectors such as finance, tourism, logistics, health and education will play a key role towards Istanbul becoming a strategic actor in the global economy. It is necessary to implement the strategies elaborated at national and local level for these sectors that are supported by national policies, and that came to the fore with regional dynamics. In Istanbul, which envisions becoming one of the world's leading financial centres, financial services play a vital role in the general functioning of the economy, by ensuring the effectiveness of funding mechanisms, and at the same time these services create higher incomes and employment. Istanbul, as the region where Turkey's financial services are clustered, has the potential to become a global centre in this sector. In the IFC Strategy and Action Plan, it is projected that Istanbul will be firstly a regional and ultimately a global financial centre. For Istanbul to become a global centre in financial services, the preparation process should be completed, and the IFC Project should be fully implemented after the preparation process.

Objective 1. Starting with those that support the priority sectors, attracting national and international investments to Istanbul that generate growth and employment without imposing a burden on the city

Objective 2. Making arrangements to make investments attractive and enhancing the quality of bureaucratic service units

Objective 3. Directing investors to investment areas and facilitating their access to information

Objective 4. Growing the number of investments in Istanbul through international publicity of Istanbul's investment environment, and promoting international cooperation

Objective 5. Providing a suitable environment for global companies to relocate their regional headquarters to Istanbul

Objective 6. Improving quality of life in Istanbul to attract a domestic and international, qualified and creative workforce

Objective 7. Providing attractive investment areas, free zones, techno parks and areas of specialisation to investors

Objective 8. Raising the share of investments by the private sector in Istanbul, and supporting the development of the private sector, through public investment projects

Objective 9. Building a safe and predictable environment for investors and workforce in Istanbul, in which they feel that themselves, their capital and intellectual and industrial property are safe

Objective 10. Generalising foreign language skills in the community, and developing professional foreign language skills

Objective 11. Making international equivalence studies for the existing workforce

Objective 12. Reducing informality in the economy to improve the investment environment in Istanbul, and preventing unfair competition and loss of revenue

Objective 13. Strengthening the transport and technology infrastructure to improve the investment environment in Istanbul

Objective 14. Consolidating the structure of the finance sector in line with the IFC project, and completing all local infrastructure and superstructure investments to improve its competitiveness; bringing the IFC project to life

Objective 15. Concentrating on tourism investments and becoming a centre of attraction and city brand, which is competitive with global tourism centres

Objective 16. Encompassing the objective of Istanbul becoming an international transhipment and maintenance centre, improving infrastructure and services in the logistics industry in Istanbul, and raising its international competitiveness

Objective 17. Becoming an international centre of attraction for students and qualified academicians by providing quality education and research opportunities to international standards in higher education institutions in Istanbul

Objective 18. Advancing investments in health tourism, health services and health R&D in Istanbul

Objective 19. Being the national and regional centre in information and communication technologies, by boosting Istanbul's global competitiveness in these sectors

Strategy 2. Strengthening Istanbul's foreign trade

In the Plan period, one of the main strategies to become a strategic player in the global economy is strengthening the foreign trade performance of Istanbul, which has played a vital role in Turkey's development throughout history. In Istanbul, especially in manufacturing, production is reliant on imports. Raising export revenues through export-oriented sectors not only reduces trade deficits but also generates employment and income. Our country, which has adopted an export-led growth strategy, aims to boost its share of world exports in 2023 from 0.8% to 1.5%. For Istanbul, where nearly half of Turkey's exports originate, this objective is crucial to be globally decisive by taking a larger share of world trade.

Considering that low quality, low technology products also yield low return and cannot preserve their competitiveness, Istanbul aims to take advantage of this dynamism and grow the share of high value added and high-tech goods and services. To improve exports, SMEs, which make up a large percentage of Istanbul's economy, must be mobilised. Starting with SMEs that experience the most difficulty in access to foreign markets, it is aimed to facilitate the internationalisation of domestic firms and their access to foreign markets. Considering its weight in the economy, Istanbul's services sector carries great potential in reducing Turkey's current account deficit. Therefore, preparing the Foreign Trade Strategy of Istanbul is of paramount importance in order to best utilise the export potential of goods and services.

Objective 1. Preparing the Foreign Trade Strategy of Istanbul harmonised with the Exports Strategy of Turkey for 2023

Objective 2. Growing Istanbul's exports of goods and services in line with the goals specified in the Exports Strategy of Turkey for 2023

Objective 3. Boosting the export share of high value added products with medium and high-technology

Objective 4. Ensuring country and product diversification in foreign trade

Objective 5. Reducing import dependence (if it exists) by supporting the priority sectors of Istanbul

Objective 6. Developing renewable energy production in Istanbul in order to reduce the share of energy imports

Objective 7. Improving logistics infrastructure and services to enhance Istanbul's accessibility in trade

Objective 8. Strengthening customs infrastructure and services in Istanbul

Objective 9. Encouraging internationalisation of enterprises, starting with SMEs, and facilitating Istanbul manufacturers' access to information about entering international markets

COMPETITIVE POSITION IN THE GLOBAL VALUE CHAIN

COMPETITIVE POSITION IN THE GLOBAL VALUE CHAIN

Strategy 1. Specialising in sectors with which Istanbul can demonstrate its global competitiveness and acquire high value added functions in the international value chain; and developing these sectors

A country's ability to take part in the global competition chain depends on the internationalisation of domestic products and services, and the rise in its global competitiveness, and thus it may become included in production processes spread among different countries. The global value chain includes trade of intermediate goods and services as well as final goods. Integration into the global value chain requires specialisation and high value-added creation. Thus, Istanbul has to obtain high value-added functions in the international value chain in the long term, in order to reach a solid position in global competition. In line with this, it is aimed that Istanbul should specialise in priority sectors instead of all sectors, and utilise its resources in these areas.

While placing more weight on the sectors with competitive advantage, new fields focused on innovation and creativity that carry the potential to yield high value-added in the long-term, should not be ignored. Istanbul's global competitiveness capacity should be evaluated in these newly emerging fields, and amongst them promising fields must be developed. In this regard, it is aimed to enhance current competitiveness levels by supporting R&D, innovation and creativity, and by switching to an economic structure suitable for creating authentic designs, international brands, and knowledge and technology intensive goods and services.

Objective 1. Creating a data bank of statistics of Istanbul to make detailed economic studies, and updating it periodically

Objective 2. Making detailed sectorial analysis to identify new sectors with long-term global competitiveness potential, and preparing a competitiveness strategy document for Istanbul

Objective 3. Starting with tourism, finance, logistics, creative industries and R&D intensive sectors, raising the share of employment and production of the priority sectors

Objective 4. Adopting the production structure focused on R&D, innovation and creativity for products and services with high value added, information and technology intensity

Objective 5. Supporting greater capacity utilisation and productivity levels of the priority sectors

Objective 6. Promoting entrepreneurship in priority sectors

Objective 7. Adopting international standards (manufacturing, service, quality, health standards etc.) in priority sectors

Objective 8. Supporting industry and services clusters in Istanbul in priority sectors, and ensuring their development and sustainability

Objective 9. Training and attracting a skilled workforce that is needed in the priority sectors

Objective 10. Closing all infrastructure gaps of the priority sectors, starting with transport and IT infrastructure

Objective 11. Encouraging authentic design activities and international brand creation to move up the global value chain with high value-added products and services

Objective 12. Improving the institutional capacities of small and medium-sized enterprises operating in priority sectors, and promoting cooperation and network formation

Objective 13. Developing communication and cooperation between public institutions and priority sectors

Objective 14. Facilitating priority sectors' access to domestic and international financial resources

TRANSFORMATION IN THE INDUSTRY

TRANSFORMATION IN THE INDUSTRY

Strategy 1. Creating an industrial production structure which uses advanced technologies, produces high value-added, and employs skilled labour

It would be virtually impossible to reach Turkey's 2023 objectives with a medium and low-tech, labour-intensive and low value-added industrial structure. Therefore, the existing industrial structure of Istanbul and Turkey must rapidly transform into a high value-added and knowledge-intensive structure, employing skilled labour and using advanced technologies. To achieve this transformation, it is aimed to support the industry sub-sectors that utilise advanced technologies, while encouraging R&D and innovation of low and medium- tech sub-sectors. Another way to ensure high value added production in the region is design and branding. The promotion of industrial design and branding in all industrial sub-sectors is vital for a high value-added industry. Without a doubt, a production structure that uses advanced technologies will only be possible with a well-trained, skilled workforce. For this purpose, it is necessary to train new human resources needed for the transformed structure of industry on the one hand, while equipping the current workforce with suitable technological and vocational skills on the other.

Transformation of the industrial structure will be possible only with effective communication and collaboration between the public sector and industrial firms. For this purpose, firm owners must be informed about the transformation process, about the things to be done in this process, and the benefits that this transformation will provide to their firms; and they must be guided towards technological and spatial transformation. Another factor that will bring about the intended transformation is to bring the firms operating in the same sector together, to reduce production costs, and enable them to work more efficiently. For this purpose, it is important to build the infrastructure necessary to boost efficiency, competitiveness and capacity of high value-added production, while encouraging clustering.

Part of the industry operating in the region is located within water basins, which are among the most important natural resources of Istanbul. Also, some manufacturing activities, especially those located in historical buildings in and around the historical peninsula of Istanbul, have adverse effects on these historical spaces. Furthermore, there is a labour intensive production structure that is stuck in the city centre, intertwined with residential areas. Therefore, the industry that operates in the region places an additional burden on Istanbul's infrastructure by means of population, logistics, security, transportation etc. Therefore, considering its spatial dimension, transforming the industry should be carried out with policies coordinated and integrated with urban renewal in Istanbul. This will be a major contribution to the success of the transformation process (see Holistic and Inclusive Urban Transformation).

Objective 1. Promoting R&D and innovation in industry sub-sectors that use low and medium technologies

Objective 2. Promoting design and branding in industry sub-sectors

Objective 3. Training a skilled workforce needed in the transforming industry sub-sectors; providing technological and vocational skills required by the transformation of the existing industrial workforce

Objective 4. Guiding company owners in industrial sectors about technological and spatial transformation, creating awareness and willingness towards transformation of the industry

Objective 5. Enhancing industrial efficiency, competitiveness and value-added with clustering

Objective 6. Transforming the industry by taking into account its spatial dimensions; with policies coordinated and integrated with urban renewal in Istanbul

ASCENDING R&D AND INNOVATION

Strategy 1. Developing cooperation between stakeholders, initiatives that promote coordination and sharing, cooperation networks and interface mechanisms in R&D and innovation

Commercialisation of the outputs resulting from R&D and innovation, and the economic value gained by these, will significantly contribute to Turkey's economic growth as well as Istanbul's. Due to the lack of communication and cooperation between universities and the private sector, the results obtained from R&D and innovation studies conducted at universities cannot be shared with the private sector. Therefore these studies remain within the university and lead to inefficient use of resources. In this context, cooperation between universities where R&D and innovation activities are carried out, and the private sector which commercialises the results obtained from the universities, is crucial. To bring this cooperation to life, it is aimed to develop interface mechanisms like technology development zones, TTOs (Technology Transfer Offices) innovation transfer centres, incubators etc.

Cooperation between SMEs as well as large companies should be improved to heighten the performance of the private sector in R&D and innovation. Competition between firms under free market conditions is seen as a major obstacle to the achievement of this cooperation. Therefore, developing pre-competitive research cooperation, and supporting studies that facilitate this cooperation, will provide an environment in formulating the confidence of the parties. In our country, 62.3% of R&D expenditure is conducted by large-scale companies with 250 employees and more. It is not possible for SMEs to continue this work alone, due to the high-cost and continuous nature of R&D and innovation. However, more participation in R&D and innovation activities by SMEs, which have a significant role in Turkey's economy, is important in achieving the objectives of the private sector. For this purpose, it is aimed to escalate the R&D and innovation performance of SMEs by enhancing the cooperation models between large-scale firms and SMEs. By participating in such R&D cooperation, SMEs are expected to contribute more to the region's and Turkey's economy.

The R&D and innovation studies show rapid development in the world. The players in Istanbul can closely follow these developments and conduct their work in light of these developments, with the help of international cooperations. In this context, starting from a local scale, it is important to develop the regional, national and global collaboration capabilities of the institutions, organisations and individuals who work in the area of R&D and innovation.

Objective 1. Identifying the innovation capacity and potential of Istanbul, and preparing the innovation strategy

Objective 2. Developing the interface mechanisms to facilitate commercialisation of knowledge in universities, and technology transfer between universities and the private sector

Objective 3. Conducting both training activities and R&D and innovation activities in universities in coordination with the private sector

Objective 4. Developing cooperation between SME-SME and SME-large-scale firms at all stages of R&D and innovation, starting from the pre-competition research activities

Objective 5. Developing regional and national networks to improve communication and cooperation between institutions, organisations and individuals who work in the area of R&D and innovation; and promoting local networks' participation in international cooperation networks

Strategy 2. Establishing social consciousness and awareness by expanding the R&D and innovation culture to all segments of society

With a social aspect in addition to their economic one, R&D and innovation have to be applied in all areas of social life. The acceptance of these concepts by society as a culture, utilising them as a way of thinking, and an approach in problem solving, are key factors that will support social development. In this context, the expansion of R&D and innovation as a culture in all sections of society is vital for creating social awareness and consciousness in this area. Communication and education will play major roles in building this consciousness and awareness.

Another factor that will encourage R&D and innovation studies in the long term is the level of awareness about protection of intellectual property rights in society. This consciousness is not only about protection of ideas, but also about sensitivity in the consumption of products and services that are protected by tools like patents, licenses, trademarks, copyright etc. The preference of such products by consumers will encourage manufacturers to prioritise and devote more resources to R&D and innovation work. Injecting the culture of innovation to private sector employees, and having an innovative perspective towards all business processes, will add value firstly to the firms, then to society, and ultimately to Istanbul. In this respect, raising awareness about innovation is important for all companies, regardless of their scale.

Objective 1. Featuring R&D and innovation in all communication channels to expand the public's knowledge and interest

Objective 2. Establishing consciousness about research and innovation at every level of education, starting from pre-school, and raising awareness

Objective 3. Informing students in higher education about career opportunities in innovation and R&D related fields

Objective 4. Raising awareness among society and relevant parties about the attainment and protection of intellectual property rights to produce R&D and innovation

Objective 5. Developing innovation consciousness in all companies, regardless of their scale

Strategy 3. Enhancing the human resource capacity of Istanbul in the field of R&D and innovation

The success of R&D and innovation activities is directly proportional to the educational level of the personnel, technical knowledge, research oriented personality etc. In this context, the aim is to raise the capacity of human resources in the field of R&D and innovation in Istanbul. This strategy includes two different fields of action. The first is attracting qualified human resources to the region, while the second is expanding the number and quality of the existing R&D workforce.

The way to enhance human resource capacity is primarily through education. A bachelor's degree education is important both in improving the quality of the labour force to work in this field, and in encouraging young people to embark on a career in R&D and innovation related fields. After all, in order to grow the share of researchers in the private sector with Masters and PhDs, encouraging graduates of these programs to work in the private sector is key. On the other hand, supporting private sector employees in participating in these degree programs would make significant contributions to raising the R&D workforce quality in Istanbul.

Protection of intellectual property rights is vital to commercialise the output obtained as a result of R&D, innovation and design. It is observed that especially researchers and designers who work in universities in Istanbul are not knowledgeable on these issues compared to other players, and this lack of information affects their work negatively. Similarly, SME owners don't sufficiently prioritise R&D, innovation and design activities, due to lack of knowledge about intellectual property rights. The capacity on intellectual property protection of all players who perform R&D, innovation and design activities in the region should be expanded, in order to overcome obstacles due to lack of information. In this way, it is aimed to boost the number of patent, license, utility model and industrial design applications and registrations in the region.

The TTOs are in pole position to protect intellectual property rights obtained from university research, to transform the results into tangible gains, and to promote academic entrepreneurship. The success of both TTOs and other interface mechanisms is directly related to the capacity of human resources employed in these institutions. In this context, a sufficient level of expertise of personnel working in the transfer technology interface mechanisms is crucial for the success of these mechanisms, as well as enhancing human resource capacity in the fields of R&D and innovation in Istanbul.

Objective 1. Raising the number of researchers working in universities, and the private and public sectors

Objective 2. Growing the proportion of graduates of Masters, Ph.D. and beyond, among researchers working in the private and public sectors

Objective 3. Enriching the universities" course contents to include areas such as R&D, innovation and entrepreneurship

Objective 4. Establishing a libertarian and creative environment in universities; enabling them to gain a more research-oriented, innovative and competitive structure

Objective 5. Informing academicians and SMEs about protection of intellectual property rights resulting from R&D and innovation; extending the number of patent, license, utility model and industrial design applications and registrations

Objective 6. Starting from TTOs, training expert human resources in all interface mechanisms that provide cooperation between universities and the private sector, about protection and management of intellectual property rights, promotion of academic entrepreneurship, and marketing of output, etc.

Objective 7. Transforming Istanbul into a centre of attraction for both foreign and Turkish scientists

Objective 8. Expanding foreign language education by enhancing its quality

Objective 9. Diversifying the curriculum of vocational schools and colleges in order to train the intermediate R&D workforce that the private sector needs

Strategy 4. Diversifying and improving financial resources in R&D and innovation, and facilitating access to funding.

R&D activities require long-term and highly consistent funding sources. Ensuring sustainability in R&D activities in the region and achieving the objectives of these activities depend on their funding in the long term. Otherwise, they would lead to a waste of resources without any results. In this context, the lack of diversity and adequacy of financial resources and limited access to them, stand as obstacles to R&D and innovation activities.

In Turkey, grants from public institutions are vital for R&D and innovation activities, which are still quite new. Allocating more financial resources to these will ensure rapid growth in R&D and innovation activities, and will support achieving the intended results more quickly. However, relying solely on public resources in financing R&D activities in the region would hinder their sustainability. To prevent this, new financing models as an alternative to public support need to be developed. Therefore, the world's leading R&D and innovation companies, international investment funds, and other financial resources must be attracted to generate more funding resources and invest in the region.

Objective 1. Expanding financial resources for R&D and innovation activities, by raising the interest of international funding resources in the region

Objective 2. Preparing target oriented, performance-based grant programs with a lighter bureaucratic burden

Objective 3. Developing alternative financing models such as individual participation capital, venture capital etc.

Objective 4. Informing the institutions, organisations and individuals engaged in R&D and innovation activities about access to financial resources to ensure sustainability; and boosting their capacity

QUALIFIED ENTREPRENEURSHIP

QUALIFIED ENTREPRENEURSHIP

Strategy 1. Disseminating entrepreneurship culture, ımproving the quality of entrepreneurs

Culture is the main factor determining the behaviour that will be exhibited to achieve a desirable situation through shared beliefs, values, assumptions and attitudes. Adaptation of a region's entrepreneurial ecosystem to global change, and solving problems, starting from internal integration, are possible with the establishment of an effective culture of entrepreneurship.

Education, which has the largest input in cultural formation, has an impact on entrepreneurs, especially young entrepreneurial candidates, and all stakeholders who play a vital role in the functioning of the entrepreneurial ecosystem. Therefore, it is important to deliver education to the different sections and people in the ecosystem, in addition to them appreciating the value of this education. Education is an effective tool against various factors that hinder entrepreneurial desire, but it is apparent that this struggle should be supported in different ways.

Competitions are activities that trigger innovation and creativity, which are particularly important for entrepreneurs. In addition, competitions are significant instruments to expose the potential of entrepreneurs and entrepreneur candidates, to be active in networking and interaction activities with stakeholders, and to realise the training, guidance and even financial needs.

Objective 1. Presenting entrepreneurship as an alternative career path at all levels of education, revealing the entrepreneurial potential of the students

Objective 2. Raising awareness on the training needs of entrepreneurs

Objective 3. Diversifying training programs for entrepreneurs, expanding and enriching their content

Objective 4. Intensifying entrepreneurship-oriented cooperation and academic studies in education

Objective 5. Raising awareness on entrepreneurship of all stakeholders in the entrepreneurial ecosystem (teachers, bureaucrats, families, media, etc.)

Objective 6. Disseminating competitions to elicit new ideas and entrepreneurs

Objective 7. Eliminating the psychological, social and other related factors that dampen the desire to become entrepreneurs; boosting entrepreneurial motivation

Strategy 2. Improving and diversifying entrepreneurship oriented support mechanisms and ınfrastructure; facilitating access to these supports

Entrepreneurs need the support of many individuals and organisations, including government and non-governmental organisations to start their businesses and to be able to survive. This support can be provided in the form of conventional mechanisms. However it is also important to offer creative models to entrepreneurs who will contribute to the ecosystem. These can be structures such as ideas camps, common areas etc., while alternative funding opportunities should be increased.

Social entrepreneurship in particular, which is one of our most effective tools in solving the problems of disadvantaged groups, and the entrepreneurial activities of disadvantaged groups, such as youth and women, must be brought to globally competitive levels. In this context, the diversification and availability of the support mechanisms to develop the entrepreneurial capacity of these target groups plays an important role. In Istanbul, all entrepreneurs, especially women, youth and disadvantaged groups to begin with, should be able to benefit from the experiences of independent experts, and have access to their networks.

Objective 1. Empowering and raising the number of structures (incubation centres, acceleration programs, technology transfer offices, idea banks, idea support offices, entrepreneurship camps etc.) that enables the exchange and maturation of ideas

Objective 2. Developing support mechanisms to make them more participant, need-oriented, transparent, rapid and effective for entrepreneurs, particularly for social entrepreneurship, women's entrepreneurship, and entrepreneurship of disadvantaged groups

Objective 3. Disseminating alternative financing opportunities for entrepreneurs (angel investors, venture capital etc.) and developing cooperation in this direction

Objective 4. Developing and expanding mentoring opportunities

Strategy 3. Improving existing cooperation in the Istanbul entrepreneurship ecosystem and establishing new partnerships; providing fast and secure access to high-quality Information

The basic conditions for the effective functioning of an entrepreneurial ecosystem are activities that provide an opportunity to meet with new partners, supporters, talents, and investors, and to be aware of the risks, trends, needs, research and opportunities. These activities bring along secondary benefits, such as measuring the response to their ideas before implementation, and receiving feedback on their past activities, as well as providing an opportunity for promoting their work.

Announcing the needs and problems of the entrepreneurial ecosystem stakeholders to the appropriate authorities, understanding each other better, and creating opportunities that they cannot afford with self-financing, such as the abovementioned activities, become possible with cooperation developed through common goals. Strengthening these structures with activities like the use of innovative tools, including new people to this cooperation and bringing the networks to a national and international scale, will not only provide more efficient processing of existing collaborations, but also provide the opportunity to build new forms of cooperation.

On the other hand, the period defined as the Information Age has brought about many changes to the paradigm. As a result of each user turning into a content provider with the emergence of social media, quick digitalisation of information, and the appearance of new and meaningful information with data mining, the "limited information" period has been replaced by the "excess information" period. While this period has several benefits, many problems have surfaced too, such as too many information sources, information pollution, and lack of coordination.

The entrepreneurial ecosystem, which is based on minimisation of risks and utilisation of opportunities in a fast and efficient way, is also affected by this change. Entrepreneurs, entrepreneur candidates, finance providers, policy makers and practitioners, civil society organisations, human resources and other ecosystem partners must reach out to each other's needs, problems, and qualities in a fast and efficient manner.

Objective 1. Providing a more effective operation of existing structures and partnerships in the Istanbul Entrepreneurship Ecosystem, and gaining new stakeholders for the ecosystem

Objective 2. Strengthening national and international entrepreneurship, establishing cooperation with the countries, regions and structures that are considered as good practice in this field

Objective 3. Establishing new partnerships towards the needs, potentials and problems of entrepreneurs, and using innovative tools to enhance the effectiveness of this cooperation

Objective 4. Growing the diversity and effectiveness of information resources, and facilitating access to these resources

Objective 5. Preparing an inventory of resources that are needed by the ecosystem, and ensuring its visibility. Informing entrepreneurs about opportunities, expectations and related developments

TRANSFORMING THE WORKFORCE, DEVELOPING AND INCREASING EMPLOYMENT

TRANSFORMING THE WORKFORCE, DEVELOPING AND INCREASING EMPLOYMENT

Strategy 1. Increasing employment, reducing unemployment

The reduction of unemployment, the improvement of the quality of employment and the creation of employment opportunities are essential for Istanbul, where unemployment rates exceed that of Turkey's. As in the other regions, the labour market in Istanbul cannot generate enough labour demand to meet labour supply. In addition, the labour market is affected by the economic crisis, transition of an unskilled agricultural labour force to other sectors, the transformation of sectors due to technological developments, lack of a well-organised labour market, and the decline in labour demand due to increased productivity.

After a detailed assessment of the situations that cause unemployment in Istanbul and their potential solutions, there is a need for the Employment Strategy of Istanbul to reduce unemployment and raise employment. In this context, studies must be conducted with the principle of lifelong learning to reduce labour costs, and to generate active labour market policies that will protect social security benefits, and facilitate the entry of women into the labour market with flexible working practices. In addition, there are several regulations already in place to reduce labour costs that are currently not well understood by businesses. Therefore, it is necessary to carry out guidance and information activities to enhance the awareness of businesses to help them benefit from these incentives.

Objective 1. Promoting the creation of businesses and entrepreneurship

Objective 2. Preparing the Employment Strategy of Istanbul

Objective 3. Disseminating flexible working practices with the protection of social security rights

Objective 4. Disseminating and ensuring the continuity of supports provided to employers to boost employment

Objective 5. Disseminating lifelong learning activities with the principle of raising employment and reducing unemployment

Objective 6. Facilitating employment and business startup of the youth

Objective 7. Providing mechanisms to support higher women's employment, and to encourage their participation in the labour force

Strategy 2. Transforming the workforce in line with the changing economic structure

Transforming the workforce in line with the changing economic structure is a prioritised need for a competitive and high value-added economic structure, with greater international trade and foreign direct investment, going through the EU accession process. Nowadays, while industry is diversifying, the production process is moving from a labour intensive to a technology intensive structure, and the share of the services sector is growing. Therefore, regulations must be implemented quickly for both businesses and the whole economy to keep pace with these developments.

The development and transformation of human resources is needed in line with the changing socio-economic structure in Istanbul, and with the diversified production and consumption patterns. Therefore, policies to create jobs, enhance creativity and entrepreneurship, support employment, education, vocational training and lifelong learning are vital for our region and our country.

Objective 1. Providing educational models for adaptation to a transformed economic structure, and improving the quality of labour

Objective 2. Transforming vocational education into a flexible and qualified structure that can adapt to the needs of the sectors; and enhancing the preferability of vocational education

Objective 3. Forming models in which businesses and educational institutions can collaborate for continuous development of labour through lifelong learning

Objective 4. Starting fields of specialisation in the universities of Istanbul, in line with the changing economic structure

Objective 5. Improving the foreign language skills and technology literacy of the workforce

Objective 6. Ensuring the adaptation of the workforce into the new production structure with advanced technologies, and into the service sectors

Objective 7. Preventing brain drain and promoting reverse brain drain in the necessary areas

Strategy 3. Facilitating the matchup between labour supply and demand

The quality of the labour supply and demand is just as important as their quantity. Labour supply that can quickly respond to the needs of the economy creates more positive results in terms of meeting labour demand. On the other hand, with its young population and continuing migration inflows, Istanbul struggles to create sufficient labour demand to meet labour supply, and unemployment has been aggravating by the day. Although it has an indirect effect on boosting employment and reducing unemployment, the creation of an infrastructure that facilitates the matchup between labour supply and demand has a key role to play in solving the aforementioned problems.

On the other hand, when sectors and lines of business become differentiated, the quality of labour demand also differentiates. Therefore, the matchup between labour supply and demand, and their quantitative and qualitative monitoring, should be made easier to ensure greater competitiveness.

Objective 1. Determining and monitoring labour demand and supply quantitatively and qualitatively for all sectors, especially the priority sectors

Objective 2. Establishing mechanisms with which labour can be directed and guided according to the needs of the market, and the experience, talents and interests of the individuals

Objective 3. Ensuring the effective promotion of existing job opportunities

Objective 4. Determining professional competence in cooperation with the relevant sectors, and ensuring proper testing and certification

Strategy 4. Improving the existing conditions of employment, and strengthening its social security dimension

Without limiting employment related issues to job creation only, work needs to be conducted to protect the critical and strong relationship that exists between employment, economic growth, and social cohesion. For the functionality of this relationship, economic growth and social cohesion, the existing conditions of employment should be improved, and the social security dimension should be strengthened.

Informal employment has a negative impact on economies, competition, social security, income distribution, ethical values and organisations. In addition to these, it leads to a lack of social security for the employees and their dependents in terms of health coverage and other short-term risks, and deprivation of pension rights in the long term. Moreover, due to workplace accidents or occupational illnesses, workers may lose their incomes, leading to the risk of incurring medical expenses and loss of labour.

Work accidents and occupational illnesses are major problems, even when they are considered independent of informal employment. In our country and region, many work accidents and occupational illnesses can be prevented with regulations on workers' health and job safety, and these would make a significant contribution to labour productivity. To this end, it is necessary to improve awareness on occupational health and safety in workplaces and in society.

Objective 1. Raising the incentives for formal employment; enhancing awareness of employers and workers, improving the effectiveness of audits

Objective 2. Escalating knowledge of employees about their rights and obligations, providing counselling and guidance services

Objective 3. Expanding knowledge about occupational health and safety; and improving the existing health and safety requirements

Objective 4. Taking into account the importance of the psychological aspects of occupational health, raising awareness of employers and employees against psychological harassment in the workplace

Objective 5. Ensuring robust flexibility while creating flexible working conditions

Strategy 5. İmproving the work environment to support creativity, innovation and inclusiveness

Work environments that support creativity, innovation and inclusiveness are crucial to improve and protect the sustainable competitive advantage in today's economy, since there are rapid changes in economic, environmental and technological factors. Adaptation to these new conditions, and sustainability of the competition, are possible with the creation of new products and services.

The work environment that supports creativity, innovation and inclusiveness plays a key role in achieving Istanbul's objective for 2023, which is a creative economy with creative and free people. Therefore, this objective is based on the training and attraction of creative and innovative people, and the expansion of the creative potential of the region.

On the other hand, disadvantaged groups, which constitute the majority of the population, are faced with a higher risk of unemployment relative to other groups. Low labour force participation rates of these groups, or the adverse work conditions they endure, deepen their poverty risk and push them out of economic and social life. Therefore, employment strategies specific to the needs of disadvantaged groups need to be developed, and workplaces must be arranged according to the needs of disadvantaged groups and women.

Objective 1. Designing workplaces to strengthen creativity

Objective 2. Encouraging the development of tolerant and inclusive work environments, that reflect diversity and take into consideration the qualifications and constraints of the workers

Objective 3. Expanding horizontal and vertical communication in the workplace, ensuring the participation of employees in decision-making mechanisms, and promoting equality, transparency and corporate governance

Objective 4. Preventing burn-out and atrophy of employees that have been working in the same sector and doing similar jobs for a long period

Objective 5. Improving and enabling communication between employees of different organisations and institutions

Objective 6. Raising awareness of employees about labour productivity, work ethics and discipline

Objective 7. Encouraging innovative and creative employees, rewarding good practices

URBAN IMAGE AND EFFECTIVE PUBLICITY

URBAN IMAGE AND EFFECTIVE PUBLICITY

Strategy 1. Developing a corporate strategy, cooperation and institutional structuring for the publicity and urban image of Istanbul

At national and local level, many organisations carry out activities to improve the publicity and image of Istanbul. Apart from these, the works of many organisations can affect the urban image and enable publicity without having direct duties and responsibilities towards publicity. In this way, these institutions, which can be addressed in the narrow and wider frame, should expand their institutional capacity in order to effectively carry out publicity and fully contribute to image improvement. In this regard, proliferating communication and cooperation between all institutions, eliminating duplications, and working in a coordinated manner stand out as critical needs. In addition to cooperating among themselves, cooperating with other domestic and international institutions is crucial for the effectiveness of publicity.

A long-term publicity strategy is needed to put forth the objectives and draw the general framework of all publicity related works that institutions can use as a reference. This strategy will contribute to the development of the city image and perception of Istanbul as a city brand, in line with a common concept. There is a strong need for an autonomous and flexible unit or organisation that can direct the preparation and implementation of this strategy, in cooperation and coordination with the relevant institutions. This unit could be the first contact point for domestic and foreign organisations and individuals, in addition to carrying out publicity related responsibilities, and developing the publicity and image of Istanbul in a holistic manner.

Objective 1. Expanding the institutional capacity of publicity related institutions in the use of information and communication technologies, procurement of professional services, quality and quantity of human resources

Objective 2. Developing communication and cooperation between institutions related to publicity, and eliminating duplication

Objective 3. Developing international cooperation and using them effectively in publicity

Objective 4. Establishing an autonomous unit that promotes Istanbul with a holistic approach

Objective 5. Developing an integrated urban image and publicity strategy for Istanbul

Measure 5.1. Identifying the priority sectors and themes to focus on for publicity

Measure 5.2. Analysing the target audience, determining the current perception of Istanbul, and continuously monitoring changes in perception

Measure 5.3. Defining the city brand of Istanbul, and establishing the appropriate positioning

Measure 5.4. Determining a common concept and slogan for the publicity

Measure 5.5. Determining the appropriate communication themes, messages and channels to the target audience

Measure 5.6. Monitoring, evaluating and revising publicity objectives

Strategy 2. Expanding activities related to the publicity and image development of Istanbul, and conducting these activities effectively

A wide spectrum of activities can be carried out for urban publicity, with diverse dimensions such as using tourism potential more efficiently, growing tourism income, attracting more investments and qualified workforce to the city, and improving the image of the city in general. In line with the publicity strategy, the common concept and related priorities, these activities should be planned according to the current perceptions and characteristics of the target audience. On the one hand, publicity activities should be activated in line with specific objectives in a result-oriented and complementary fashion. On the other hand, they should be diversified and propagated according to the characteristics of the target audience.

A common website is an essential need to promote Istanbul from different angles, to inform and guide people about the city, especially the tourists, investors and qualified workforce that are intended to be attracted to the city. In addition, the relevant institutions can make reference to this website. Considering these needs, it is aimed to use the Internet and social media, as well as current information technologies, more effectively and widely. On the other hand, the image of Istanbul would be developed by boosting participation in international events and exhibitions, and by organising and hosting them. Moreover, it is aimed to use influential opinion leaders more effectively in direct and indirect publicity activities. High-quality, comprehensive and current publicity materials that reflect the needs of different target groups should be prepared and disseminated to all relevant institutions, in order to be delivered to the target audiences. In this context, the creation of a common and regularly updated inventory stands out as a key requirement for the publicity activities. Preparation of specific advertising campaigns, and transmitting them to a wider audience by benefiting from the professional services and experiences in this area, are among the major targets. In general, financial resources must be developed to disseminate publicity activities, and the allocated funds need to be used effectively

Objective 1. Using Internet, social media and contemporary communication technologies intensively in publicity

Objective 2. Expanding and improving publicity in international fairs and events

Objective 3. Raising the number of international events as an organiser and host

Objective 4. Actively utilising domestic and foreign media and opinion leaders in publicity

Objective 5. Preparing, distributing and sharing high quality, comprehensive and up-to-date publicity materials for the target audience

Objective 6. Composing a common data inventory to be used in publicity activities

Objective 7. Organising and disseminating advertising campaigns for the publicity of Istanbul

Objective 8. Growing and diversifying funding for publicity, ensuring the effective and appropriate use of resources

Strategy 3. Preserving and using local resources and values to improve and publicise urban image; improving related infrastructure and services

Publicity of the city should be carried out effectively to utilise the potential of the city in all areas, especially in tourism, investment and job opportunities, and to bolster its competitiveness. In this sense, the natural, historical, cultural heritage and other authentic values should be used effectively to improve the urban image, both domestically and internationally. Moreover, these values must be preserved for the sustainability of the urban image and publicity activities. In order to sustain the improved perception of the city image, both domestically and internationally, visitors must be informed and guided effectively, and served in a way that meets their expectations. In a wider sense, visitors should leave satisfied with the enhanced quality of life in the city. Creative industries such as film, fashion, design, radio and television, and publishing; large-scale urban projects; and products with global brand value that are designed or produced in Istanbul, are among the other local resources that can be used more effectively to improve the publicity and image of the city. In addition to this, it is aimed to improve these local resources in accordance with the image and perception of the city.

Objective 1. Diversifying and enabling services related to informing and guiding individuals who visit Istanbul

Objective 2. Preserving the natural, historical, cultural heritage and other authentic values, and using them effectively for publicity

Objective 3. Improving the infrastructure and services that are used often by visitors to the city

Objective 4. Using creative industries such as film, fashion, design, radio and television, and publishing more effective in publicity

Objective 5. Ensuring the proper development of large-scale projects to the urban fabric, and using them effectively in publicity

Objective 6. Promoting products designed and produced in Istanbul with global brand value, and using them effectively in the publicity of Istanbul

FAIR SHARING, INCLUSIVE AND LEARNING SOCIETY

FAIR SHARING, INCLUSIVE AND LEARNING SOCIETY

Before the 1970s, development was largely mentioned together with rising national income. The main objective of development was the transformation of the production and employment structure in industry and services, rather than agriculture. According to this approach, per capita income was the basic indicator of changes in national wealth. However, some examples emerged, where the outcome of economic development was not disseminated to the whole of society, resources were not directed to human investments such as education and health, and active participants did not take part in the decision-making process. In these examples, poverty, hunger, education and health issues, unemployment, and social decay became evident as social risks. Consequently, the need to redefine the concept of development has emerged. This new approach aims to identify development with its social, cultural, environmental and spatial dimensions. Thus, along with the concept of economic growth, poverty, unemployment, income and regional disparities are also included within the definition of development.

Rapid growth in the national income of a country does not necessarily make it a developed country. In many economically developed countries, social problems could not be solved, and the need to establish the relationship between economic growth and human development has emerged. The Human Development Report (HDR) sets forth countries' socio-economic development levels, and Turkey's 2013 HDI ranking was 90th. Human development has lagged behind economic development in Turkey. This case is notable as an indicator of the fact that human development does not run parallel with economic development. On the other hand, Turkey has been observed to improve human development performance every year. The "Qualified Individual, Strong Society" objective of the Tenth Development Plan (2014-2018) is focused on human development goals.

Istanbul is exposed to intense migration pressures from various regions of the country. In parallel with the process of urbanisation in the region, poverty, unemployment, income inequality and regional imbalances are emerging. These imbalances are deepening with the impact of globalisation. For Istanbul, it is vital to become a peaceful, prosperous and fair city, inclusive to all segments of society, regardless of religion, language, race and gender. Universal access to basic social services such as education and health care should be ensured. Basic humanitarian needs such as nutrition and shelter should be met. A healthy society with an urban culture of living together should be developed.

More than half the world's population lives in urban areas. Today, cities have become the most essential part of the economic development of countries. Istanbul hosts about one-fifth of the population of Turkey, and has become the centre of Turkey's economic development. Istanbul, while experiencing a rapid process of urbanisation since the 1950s, is trying to fulfil the responsibilities it has undertaken within varying functions and development dynamics. On the other hand, primarily for economic reasons, but also for security reasons and access to services, migration is on the rise. The city is growing in an uncontrolled, scattered and fragmented way. Istanbul is faced with all of these challenges at once. Migration is not just a matter of populations moving. It also brings unplanned and unhealthy urban environments, squatters, unemployment, and growth in informal employment, rising crime, and proliferation in the number of street children. Despite the disadvantages caused by migration, one of Istanbul's greatest strengths is its social and cultural diversity. Therefore, the needs and opportunities of the risks associated with the demographic structure of the Istanbul Regional must be assessed. The needs of people in the Region should be met, and their living standards must be improved. Among various issues, it is critical to establish policies and plans, particularly on immigration, family planning and aging population.

Education is fundamental for the development of qualified labour, which is defined as human capital. In addition, it enhances social welfare by providing individuals with information, and personal skills and competences. Therefore, it is an indispensable element of economic and social development. In order to implement their development policies in Istanbul, educating creative, open-minded individuals with liberal perspectives is the key. The income provided by economic development must be distributed on the basis of equality of opportunity, and this can be done by raising the quality and accessibility of education in Istanbul. Considering global targets for transforming Istanbul into a finance, tourism, education, health and logistics centre, there are possible negative effects of the economic transformation in a social sense. To reduce the potential negative social effects, an educational approach is needed to support this transformation. In this context, any citizen of society should be encouraged to develop knowledge and competence to adapt to living in urban development, and to participate actively in all spheres of social and economic life. Thus, for the ability to ensure that all can better control their future, they need to gain interest, knowledge and qualifications. For these reasons, it must be ensured that the lack of existing infrastructure in the city is eliminated, access to high quality educational opportunities is facilitated for each individual in society, and innovative learning opportunities and educational environments that can reveal the creativity of the individual are created.

Ensuring the social integration of vulnerable and disadvantaged groups who encounter obstacles in accessing opportunities is one of the key conditions to developing a fair and inclusive society. For social integration, it is paramount to provide equal opportunities to all, to strengthen the sense of justice in society, principally among disadvantaged groups, and to make people feel happy, comfortable and confident. For a human centred development, it is crucial to provide social integration by removing the barriers to disadvantaged groups' participation in political, social, and cultural life, disseminating social justice and welfare, enhancing the capabilities of everyone, and providing lives that they freely choose and realise.

Since humans are central to the understanding of human development, the protection and improvement of individual and community health is important. All planned activities for protecting individual and public health, treating the sick, providing an independent living when the process of healing is incomplete, and improving public health are within the scope of health services. It is necessary to improve the quality of health services in Istanbul by disseminating fair access to these services by all sectors of society, thus providing the right to health, which is a fundamental right for everyone living in the city. In Istanbul, for the benefit of both domestic and foreign patients, the targeted quality standards for health care institutions must reach globally accepted levels. In this way, it is possible to feed the cyclical relationship between health and human development.

One of the indicators of quality of life in cities is the perception of safety and security in the city. Dense population and cultural diversity of megacities like Istanbul, bring about uneven urban development. Inequalities in society, confusion, change and the reduction of social control result in crime rates higher than other cities. One of the prerequisites of a free city is the elimination of crime, violence and unlawful events, and ensured safety. One factor making people unsecure is crime rates. The other is the fear of crime. High fear of crime in a city does not mean that there is a high crime rate in that city, or that there are too many victims of crime. Sometimes the media, or the heterogeneous and unintegrated nature of the society, can result in declining trust amongst people. Overall security services are intended to be an effective intervention in the prevention of crime and its aftermath. However, the management of security perception has gained importance in recent years as a part of security services. It is necessary to reduce the crime rate in Istanbul, to prevent disadvantaged children and youth from drifting to crime and from being victims of crime, to allow citizens continue their lives without fear of being exposed to crime, and to boost their awareness of rights and freedoms.

The capacity of the institutions and organisations in the region is a major element in supporting regional development. The concept of institutional capacity can be expressed as the sum of many areas, such as human resources, information, communication, project management, and financial and physical capacities. It plays an important role in disseminating the outcomes of economic growth, and converting it into social development outcomes. The institutional capacity of local governments, civil society organisations and public institutions operating in Istanbul is particularly important for ensuring regional development. Strong institutional capacity in Istanbul can spread the gains achieved by economic growth to the general public, and foster the region's development and prosperity. Globalisation brings along a transformation from government to governance in public administration. Governance is a shift regarding the relationship between state and citizen, carrying this relationship a step further beyond the traditional management approach. Citizens are more active and participatory in public administration, and they are represented more strongly. Public institutions consult and cooperate more, and they become more transparent and accountable. There is a need to develop local networks in Istanbul, to enhance the interaction between local actors, their participation, cooperation and coordination, their ability to work together, and to develop a culture of reconciliation and participatory management, within an understanding of good governance.

Istanbul, an ancient city which has always been a city of immigrants, has a cosmopolitan structure that hosts many different lifestyles. Istanbul has a population of over 13 million, and the majority of this population is either migrants from other locations or children of migrants. However, some of the inhabitants who adopted a specific way of life in Istanbul have used the Istanbulite identity to exclude others. Thus, many Istanbul inhabitants have not adopted the Istanbulite identity and developed a sense of belonging. They could not use the opportunity to discover the city and recognise their fellow citizens. Therefore, their feelings of ownership and protection towards the city are weak. To make Istanbul a city where everyone can live together in peace while recognising their differences, the inhabitants of the city must learn about and recognise each other, and inclusive discourses and actions should be put into practice.

The social development axis of the 2014-2023 Istanbul Regional Plan's vision "Unique Istanbul - The City of Innovation and Culture, with Creative and Free People" is identified as "Fair Sharing, Inclusive, and Learning Society". Towards 2023, Istanbul will transform into a city which offers equal opportunities to all, inclusive of everyone, where people feel peaceful, happy and safe, economic and human development are aligned, and people in the city can find opportunities to foster their creativity and innovativeness, and thus their personal development.

HIGH STANDARDS AND CREATIVE EDUCATION FOR ALL AGES

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Strategy 1. Improving accessibility and quality of education

In order to provide the human resources needed by a high value adding economic structure, and to distribute the income of this economic growth on the basis of equal opportunity, improving the accessibility and quality of education is a prerequisite. Schooling rates, the most significant indicator of accessibility to education, are low, particularly at preschool level in Istanbul, and accessibility should be raised at all levels of education. Public awareness on this issue should be raised, and the physical infrastructure and human resources of schools should be improved. Above all, the establishment of student monitoring systems and efficient monitoring is needed in order to eliminate dropouts within and across education levels.

Improving people's capabilities and thus freedoms, it is necessary to ensure access to education for all sections of society, and consolidate the high quality of this education. Schools must be designed considering the number of classrooms, the needs of students, and access for disadvantaged students. Providing the information and communication technology infrastructure and physical infrastructure is crucial to support creative and innovative education.

Objective 1. Establishing graduate monitoring systems and feedback mechanisms to contribute to the educational system, and to enhance the quality of education

Objective 2. Raising parents' consciousness and public awareness on the significance of education, particularly for preschool level

Objective 3. Doing labour market research for educational services planning

Objective 4. Improving the qualifications of personnel in educational institutions, particularly the trainers

Objective 5. Providing equal opportunities by increasing the quality of education in disadvantaged regions, particularly at preschool level

Objective 6. Raising the capacity and quality of residential opportunities for children, particularly dorms

Objective 7. Expanding the number of schools and classrooms, and improving their equipment

Objective 8. Developing educational environments and making arrangements regarding technological equipment, and physical arrangements to enable practice and to foster creativity and innovation

Objective 9. Standardisation of classroom and building design and location, considering the development and needs of students

Objective 10. Developing the physical infrastructure needed to support preschool education, and providing preschool education on the basis of preschool buildings instead of nursery classes

Objective 11. Developing information and communication technology infrastructure in all educational institutions

Objective 12. Arranging educational institutions according to accessibility for all, and universal design principles

Objective 13. Establishing dropout and absenteeism monitoring systems to eliminate absenteeism and dropouts within and across educational levels

Objective 14. Growing institutional capacity in education management

Strategy 2. Improving methods and contents in education

At all levels of education, developing methods and lecture contents are needed in order to raise students as thinking, researching, interpreting, questioning and creative individuals. Rather than methods in which the student remains a passive listener, and loses the ability to research and investigate, methods in which the teacher is orienting the student towards practice and active learning should be supported. Uncovering the talents of students and career guidance based on these talents is important. At all levels of education, particularly at preschool and primary school level, students and families must become aware of the need to develop the ability of students, and their collaboration capacity should be expanded. It is necessary to extend guidance and counselling services at secondary education level. Furthermore, local knowledge should be added to educational contents, to make students more aware of their local environment, and develop their feelings of belonging.

Foreign language skills development is crucial in order to eliminate limitations to opening to the outer world, in the context of a globalising world. Thus, at all levels of education there is a need to place emphasis on foreign language learning.

Information and communications technology should be integrated into education methods and contents in all educational institutions, since this is one of the main instruments of the education process in the transition towards the information society. Thus, students' competence in using ICT develops, and an appropriate basis for their personal development will be ensured with a lifelong learning perspective.

Objective 1. Developing education methods that emphasise individuals' creativity, innovation and entrepreneurship

Objective 2. Raising awareness of art, culture, copyright and coexisting, and enhancing the quality and quantity of sports education

Objective 3. Diagnosing and developing the talents of students

Objective 4. Adopting an education model in which the student participates rather than remaining as a passive listener

Objective 5. Developing and disseminating effective guidance and counselling services, starting with primary education

Objective 6. Enriching the content of education with cultural aspects, including local knowledge

Objective 7. Providing the cooperation of education and business sectors in order to develop the content of the trainings, according to the needs of society and the job market

Objective 8. Introducing non-school educational environments such as museums, historical sites and libraries, and building cooperation to this end

Objective 9. The promotion of workplace-based learning in order to facilitate the transition from education to working life

Objective 10. Starting foreign language instruction at pre-school education level, and enhancing and disseminating the quality of foreign language education at all educational levels

Objective 11. Supporting course contents through appropriate educational software and through ICT

Strategy 3. Making vocational education attractive and compatible with the labour market

Qualified labour with knowledge, skills and talents is a primary factor in the development of countries. Vocational education provides the knowledge and skills to train qualified labour needed in various professions. It should provide professional knowledge and skills required by the targets of the national economy and the demands of businesses. The impact of rapid developments in ICT is perceived in all sectors and all aspects of life, and one of these is vocational education. Rapidly changing technological knowledge, production methods and developments in business make vocational education more important all around the world. This dynamic structure requires an education system that constantly renews itself, strengthening the technological infrastructure, closely following global trends, and close collaboration with the private sector.

Young people who graduate from vocational training institutions have difficulty in finding jobs, thus unemployment rates are high. One of the main causes of this is the mismatch between the requirements of the labour market and vocational training. In Istanbul, where different professions exist, vocational education programs must be developed in order to meet the requirements of the labour market, considering professional standards and the balance between education and employment, through cooperation between educational institutions and the labour market. Students are assessed according to academic skills in areas such as basic maths and science, instead of their talents. Social economic value is given to secondary and higher education, and vocational education is not preferred due to negative perceptions towards it. Because the labour market is not sufficiently transparent, students and their families do not have sufficient knowledge about the opportunities available to graduates of vocational education. Improving the transparency of the labour market, and cooperating with the business community, are vital to overcome this negative perception and to enhance the preferability of vocational education in society.

Objective 1. Improving the qualifications and specialisation of teachers at vocational schools

Objective 2. Coordination with the business community to overcome the negative perception in society towards vocational training, and to enhance the preferability of vocational education

Objective 3. Enhancement of service quality and dissemination of vocational guidance and career development in vocational training

Objective 4. Improving vocational training so that it can respond to the needs of the labour market

Objective 5. The development of vocational schools' technical and application infrastructure, in line with current needs

Strategy 4. Developing the culture of lifelong learning and improving accessibility

According to the LLL (Lifelong Learning) Strategy Document, lifelong learning covers not only formal education, but also early childhood period family learning, pre-school learning, non-formal education, work life learning, and the knowledge and skills acquired at any stage in life. Lifelong learning is necessary to ensure the productivity of individuals, society and the country, and the lifelong learning process is key for the development of society as a knowledge society, sustainable economic development, more and better jobs, and social integrity. Inclusive and rapid advances in science and technology create continuous change, and adaptation to this development and change is not possible with the knowledge gained during school years, and requires the person's continuous self-renewal and development, and lifelong learning.

In order to improve the consciousness of society towards lifelong learning, public awareness must be raised. Formal education programs must be supported by guidance and counselling services and ICT supportive of lifelong learning, which will foster individuals' professional and personal development. For adults outside the formal education system, especially for the growing number of retired and senior citizens, specifically designed guidance and counselling, distance learning and ICT applications must be disseminated, and lifelong learning must be supported. Disadvantaged groups facing obstacles to participation in social life must be specially considered in the context of lifelong learning processes.

Objective 1. Raising awareness among the public about individual gains and opportunities provided by lifelong learning

Objective 2. Making lifelong learning available by providing the necessary facilities outside formal educational institutions (workplaces, libraries, public areas etc.)

Objective 3. Dissemination of guidance and counselling services to support lifelong learning, and supporting lifelong learning for providing professional development and personal development in areas of individuals' interests

Objective 4. Boosting participation by disadvantaged individuals in lifelong learning

Objective 5. Dissemination of lifelong learning through distance learning and information and communication technologies

Strategy 5. Improving access to and quality of higher education, and making Istanbul a centre of attraction for international students and faculty members

Since the 1980s began the transition to an information society in developed countries, a new global economic structure called the information economy was formed. In information economies, the economic strength of individuals began to be measured by their knowledge and education levels, and international competitiveness was measured by human capital. Higher education contributes to employment and income. People with high-level education have higher employability, are less likely to be unemployed, and earn higher incomes.

Therefore, to enhance the accessibility of higher education, which is a key aspect of development, it is necessary to support disadvantaged individuals. To eliminate the differences in supply and demand in higher education, the examination system will facilitate access to education. Students who have been denied access to higher education are excluded from both education and employment opportunities, and this leads to significant losses, both in individual and national development contexts. Therefore, education should be made to meet the needs of the labour market, and the aim should be to facilitate access to higher education. To improve the quality of education, students need to develop their capacity and qualifications such as research and project implementation, and infrastructure should be developed in order to offer research facilities and laboratories.

Higher education is becoming a global feature, as opposed to being country specific, in this increasingly globalised world. Student mobility takes place, especially from developing countries where young population density is high, to developed countries. Higher education student mobility hosts a variety of social and economic benefits, and is thus on the rise. Mobility between countries allows the development of a common vision, and the capture of mutual understanding and cooperation, and economically it ensures the participation of elite foreign students to the country's skilled labour.

The 2014-2018 10th Development Plan targets the diversification of higher education institutions and the higher education system, to become a centre of attraction for international students and faculty members. International students in Istanbul constitute 45.6% of international students in Turkey, and international faculty members in Istanbul constitute 30.2% of international faculty members in Turkey.

Considering this potential, the aim is to become a centre of attraction for international students and faculty members in Asia, Europe and the Middle East. In this context, it is inevitable to improve the accessibility and quality of higher education institutions, to conduct international promotion of higher education institutions, to place greater emphasis on foreign language training, to develop international exchange programs, and to raise the number and quality of publications, which is an important international indicator.

Objective 1. International promotion of universities, and developing international relations and cooperation in cultural and scientific areas

Objective 2. Dissemination of postgraduate training and making it more accessible

Objective 3. Informing higher education students about job opportunities and career development

Objective 4. The promotion of diversified foreign language training in higher education, and improving the quality of foreign language education

Objective 5. Improving accessibility to higher education by creation of equal opportunities for low-income individuals

Objective 6. Development of infrastructure and quality of support services (libraries, ICT) in higher education institutions

Objective 7. Providing international quality assurance and accreditation in higher education

Objective 8. Establishing cooperation between higher education institutions and the private sector, and promotion of R&D and technology

Objective 9. The establishment of a national and international monitoring system for higher education graduates, and establishment of corporate bonds with graduates through feedback mechanisms

Objective 10. Raising the number of research and publications, together with their applicability and impact in universities

Objective 11. Developing the project development and implementation capacity of universities

Objective 12. Promotion of international exchange programs for students, faculty members and staff in the summer period

Objective 13. Developing interdisciplinary training programs

Objective 14. Developing partnerships between higher education institutions in areas such as R&D, social and cultural activities, undergraduate, graduate and postgraduate education, and project development

Objective 15. Boosting the number and effectiveness of student clubs and societies at higher education institutions, and supporting and diversifying cultural, social and sports activities

Objective 16. The development of specialised and interdisciplinary training programs, institutes and research centres according to Istanbul's global targets

SOCIAL INTEGRATION

SOCIAL INTEGRATION

Strategy 1. The rights-based fight against income inequality and poverty, and the social integration of disadvantaged groups

Poverty, which can also be expressed as economic social exclusion, is a phenomenon that cuts horizontally across the other forms of social exclusion. Poverty prevents people from utilising services such as education, health, and housing, and further deepens the disadvantage of the disabled, elderly and children from a poor household. The delivery of assistance with a rights-based approach, the awareness that individuals have the right to assistance and the public has duties regarding this issue, is important. In order to plan the fight against poverty, the current situation in Istanbul needs to be well analysed. Therefore, mapping poverty, primarily in locations with intensive immigration, preventing duplication of services amongst service providing institutions, developing projects to effectively fight poverty with the participation of NGOs and local actors, and services to be delivered to a wider audience, requires cooperation and coordination. The causes of individuals' poverty should be identified, and problems should be resolved through effective social assistance and social services.

Objective 1. Conducting poverty research in Istanbul, primarily for locations with intensively immigration, and preparing of poverty maps and maps of disadvantaged areas

Objective 2. Ensuring equal opportunities in education for children and youth living in households in disadvantaged neighbourhoods, and at risk of poverty

Objective 3. Greater cooperation and coordination among institutions in the fight against poverty

Objective 4. Ensuring information, awareness-raising, counselling and guidance to boost the capacity of individuals to combat poverty

Objective 5. Enabling greater access to social services and benefits, and enhancing the efficiency of social assistance and service quality

Objective 6. Strengthening the link between employment and social assistance (employment of citizens who are able to work and who are in need, and providing them with sustainable income), and reduction of unregistered employment

Objective 7. Dissemination of housing projects and social housing for low-income households, and providing homes for disadvantaged families, and better living conditions

Objective 8. Social integration of disadvantaged groups such as migrants, former convicts, those excluded for ethnic reasons, martyrs and veterans

Objective 9. Diversification and dissemination of services provided by formal educational institutions (libraries, public education centres etc.), in order to fight income injustice and poverty

Strategy 2. Ensuring support for the disabled towards their full participation in economic and social life

Compared to the non-disabled, disabled people have lower schooling and employment rates and higher poverty rates, more health problems, and a higher risk of being exposed to violence and discrimination. Their access to services the majority of people can use, such as education, employment, transportation etc., are problematic, thus they cannot participate in economic and social life as much as desired. To overcome these problems, first of all the accessibility of the disabled to the physical environment should be improved, and their access to education, health care and employment should be ensured. It is vital to provide rehabilitation services from an early age, encourage them to determine goals for success, and to provide them with self-confidence and motivation to reach these goals, as well as to help them fight public prejudices which in turn may discourage them.

Objective 1. Registration of people with disabilities, and establishment of a database to develop disability services properly

Objective 2. Early diagnosis of the disabled, and providing early and holistic rehabilitation services

Objective 3. Improving the physical environment, according to universal design principles, and providing access for the disabled to all public spaces and services

Objective 4. Providing information, raising awareness, and providing guidance for the disabled and their families to realise their potential, and to raise public awareness about disability

Objective 5. Improving the education levels of the disabled

Objective 6. Encouraging people with disabilities to partake in sports and arts, in order to promote their personal development and self confidence

Objective 7. Growing employment and entrepreneurship of the disabled, and opening the necessary sheltered workshops for disability groups

Objective 8. Training home care providers (relatives or paid caregivers) to ensure quality care services, and raising institutional care capacity so that the need for care services can be met within the region

Objective 9. Provision of education, health and social welfare services needed by the disabled, without waiting for their application, through the establishment of a monitoring system by public institutions

Strategy 3. Enhancing the wellbeing of children and youth by supporting their cognitive, physical, psychological and social development

Currently, Istanbul is home to a very young population. 30% of the population is made up of children and teenagers. Children and youth need support in order to be protected from risks in their lives, and to become happy and productive individuals of the present and future, who will make the 2023 vision become reality.

Therefore, children and youth should be protected from dangers such as poverty, abuse, delinquency, addiction etc., which will negatively affect their cognitive, physical, psychological and social development. In the period of adolescence, during which these risks are high, children, youth and families should be supported by efficient guidance and counselling services. Furthermore, in all areas from nutrition to education, sports and cultural and artistic activities, they must be provided with high quality services, the institutional capacity of social service providers must be strengthened, and the wellbeing of children must be enhanced through their objective conditions and subjective experiences.

Objective 1. Expanding field work to facilitate developing strategies addressing children and youth, and diagnosing the problems of youth

Objective 2. Establishing interface mechanisms such as call centres and community centres that children and youth can easily access

Objective 3. Improving the schooling rates of children and youth

Objective 4. Developing effective guidance and counselling systems for children, youth and families

Objective 5. Preventing substance abuse and delinquency among children and youth

Objective 6. Boosting the capacity of institutions operating in the field of children and youth

Objective 7. Diversification of social, cultural and sporting activities for children and youth, primarily in disadvantaged regions, and enhancing their accessibility and participation in these activities

Objective 8. Ensuring the prevention of informal employment, and providing youth with professions in order to reduce youth unemployment

Objective 9. Promoting information, awareness raising and institutional capacity building for elimination of child abuse, rehabilitation, and protection of abused children

Objective 10. Rehabilitation of children living and working on the streets, and bringing them back into the education system

Objective 11. Raising technology literacy among children and youth, and protection from harmful Internet use (resulting abuse etc.), and Internet addiction etc.

Objective 12. Promoting family oriented (protective family, adoption, socioeconomic support) service models for children in need of protection and in delinquency

Objective 13. Ensuring that all children in society, without gender discrimination, effectively benefit from children's rights according to the convention on the rights of children

Strategy 4. The provision of services needed by the elderly (health, social services, recreation, maintenance etc.), with the most appropriate approach, which will not socially exclude them, and ensuring their knowledge and experience is utilised, and their quality of life is preserved

Thanks to advances in health and quality of life, human life expectancy has been prolonged. Fertility rates are falling, and the young population is declining. It is projected that the majority of the population will be elderly in the near future, and services must be arranged accordingly. Although negative connotations are attached to old age, elderliness is a period in which one benefits from the outcomes of all work, experiences and accumulated knowledge during one's life. In order to enable the elderly to continue their enjoyment of life, and to help society benefit from their experience, various activities ranging from recreation to employment must be planned. On the other hand, due to function losses through ageing and diseases, various service models to support shopping, cleaning, homecare etc. must be developed and provided, and the relevant institutions' capacity must be enhanced. It must be ensured that the elderly can go on with their lives as active individuals in society, without being excluded.

Objective 1. Developing the capacity of the infrastructure and personnel associated with institutional care, and developing service models such as supporting the elderly within the family, etc.

Objective 2. Reducing elderly poverty

Objective 3. Creating employment and volunteer opportunities that would ensure benefiting from the knowledge and experience of the elderly

Objective 4. Making the physical environment accessible, considering loss of abilities due to ageing

Objective 5. Provide active ageing by orienting the elderly towards sports, arts, hobbies and voluntary activities

Objective 6. Prevention of the development of negative perception, which may cause social exclusion of the elderly

Objective 7. Provision of rehabilitation, health, and social assistance services needed by the elderly, without waiting for their application, through establishment of a monitoring system by public institutions

Strategy 5. Gender equality and women's empowerment

Gender refers to social, behavioural and cultural qualities, expectations and norms which are related to being a man or a woman, and it addresses how these factors determine the relations between men and women, and power inequalities that consequently emerge between the genders. Gender equality is a basic principle of democracy, and a condition of social development, besides empowering women as the basis of empowering the community, and fair sharing in society. Therefore, it is crucial to take measures to overcome the obstacles arising from women's social status.

Despite the general consent on the right of women to benefit from the same rights as men, and the appearance of this consent on the international bill of human rights, international declarations and national laws, the equal participation of women still cannot be achieved in basic aspects of life such as education, health, labour, politics and decision mechanisms. Moreover, equality issues regarding girls' schooling, women's access to services, employment and decision-making continue, while the issue of gender-based violence is a seriously persistent one. Sexist values and prejudices in the social structure pose a challenge to women availing of their legal rights equally in everyday life. Therefore, social understanding and behavioural patterns need to be revised and transformed.

Objective 1. Raising awareness of gender equality

Objective 2. Overcoming obstacles to women's access to services such as health and education

Objective 3. Enhancing girls' schooling at all levels of education, and improving women's education through formal and informal education

Objective 4. Eliminating the economic, psychological, physical, and sexual violence women are exposed to, with a specific focus on violence from the immediate social sphere

Objective 5. Raising women's employment and entrepreneurship, facilitating women's participation in economic life, and harmonisation of work and family life

Objective 6. Developing support mechanisms such as shelters for women, community centres and day care centres, and expanding their capacity

Objective 7. Proliferating the number of women in political and economic decision making mechanisms

Strategy 6. Strengthening and empowering the institution of family under the common responsibility of men and women

Family, the most basic social unit, has functions such as socialisation of new generations, and providing its members with psychological and moral satisfaction, in a socially secure and complementary manner.

Family has biological, sociological, psychological and economic functions. Family performs many tasks such as individuals' and society's reproduction, protection, shelter, sharing of love, belonging, status acquisition, self-realisation, care and education for children, and transferring culture, acquired goods and information to new generations. Since changes in the society bring along a rise in divorces and single parent families, the need for various support mechanisms arises for the family to accomplish these functions. For the institution of family to be protected and strengthened, there is a need for provision of support, counselling and, where needed, protection services to provide skills to family members that they can utilise during the processes of relating to each other, and sustaining or ending the relationship. Thus, it is vital to protect and strengthen the institution of family. There is a need to develop support mechanisms to enable the family members to enrich their lives while and after starting a family, facilitate their adaptation to changing roles, to become aware of their resources, and to avoid and solve problems.

Objective 1. Provide pre-marriage training to couples to enhance their skills to establish and manage relationships, and encourage their participation

Objective 2. Disseminating trainings and counselling services to support family members in order to protect and strengthen the family

Objective 3. Providing marriage counselling to support couples for resolution of marital problems, for implementing the process of divorce if the final decision is made, and to disseminate a family counselling system and monitoring mechanisms to monitor the social risks to children in divorced families, and to intervene where necessary

Objective 4. Establishing and implementing holistic plans to support disadvantaged families or family members, and to facilitate them in coping with problems

Objective 5. Informing, awareness raising, counselling and, where necessary, social protection in order to eliminate domestic economic, emotional and physical violence

DYNAMIC POPULATION

DYNAMIC POPULATION

Strategy 1. Protecting and developing the dynamic structure of the population

There is a need to evaluate the risks and opportunities associated with the structure of the population, to make policies and plans to meet the needs of the regional population, and to improve life standards.

Despite the demographic window of opportunity due to the higher ratio of younger population compared to the dependent population, Istanbul's population is aging rapidly, and migration to Istanbul continues in an uncontrolled manner. In this case, slowing the aging rate of the population, and benefiting from the favourable conditions of the demographic window of opportunity at the maximum level, is of great importance.

On the other side migration, which is the pre-eminent factor in the demographic structure of Istanbul, is largely unexplored. Existing research literature is not sufficient to identify proper strategies addressing this phenomenon. Research on the demographic structure and strategy work will direct activities aimed at keeping migration-induced population growth under control, and facilitate the social and economic integration of migrants.

Objective 1. Gradually raising the general fertility rate by means of population policies

Objective 2. Determining the distribution of social facilities and social services according to population structure and distribution, and ensuring the effectiveness of social services

Objective 3. Enhancing the level of education and youth employment to benefit the demographic window of opportunity arising from the higher ratio of younger population compared to the dependent population

Objective 4. Promoting strategic research on the characteristics of migration in the Istanbul Region

Objective 5. Keeping control of migration-induced population growth, and encouraging reverse migration through cooperation with other regions

Objective 6. Encouraging economic and social integration of migrants in the region, and ensuring their positive contribution to Istanbul's multicultural structure

HEALTHY COMMUNITY, QUALITY AND ACCREDITED HEALTH SERVICES

HEALTHY COMMUNITY, QUALITY AND ACCREDITED HEALTH SERVICES

Strategy 1. Provision of accessible, effective and efficient health services, developing these services to make them supportive of Istanbul's global goals, and to protect individuals and the community from health risks

New development policies draw attention to the importance of human health as a basis for social development, and emphasise that the prerequisite for these policies to fully succeed is the mental, physical and social wellbeing of all individuals in the community. The quality of health services is determined by the extent to which these services are accessible by all segments of society, as well as the implementations being dynamic and compatible with developing technology and changing needs, and observation of the positive impact of the services on the individual and on society in the short term. In order to raise the service quality, an internationally standardised infrastructure and superstructure must be established, and labour must be supplied. Subsequently, the distribution of all these services must be improved, all services, especially protective and preventive services, must be disseminated, and individuals' awareness of their own health must be cultivated. Thus, the individual and society must be protected from risks to health.

Due to the cosmopolitan structure and specific dynamics of Istanbul, it is vital to expand intervention capacity in disaster and emergency situations. Considering that taking precautions before disasters is more important than effective intervention during disasters, in a megacity such as Istanbul, where the significance of the efficiency of urgent health services is high, there is a need to extend, sustain and develop capacity to prepare, prevent, intervene, and improve against disasters and emergency situations. Health services are the leading services to be provided during these activities.

Considering global goals, such as the Istanbul International Finance Centre, and being an attraction centre in the fields of logistics, tourism and education, health institutions and human resources must provide services according to international standards. In this context, it is crucial that the city be prepared for infectious diseases, epidemics and risk factors.

Objective 1. Conducting research and analysis on issues such as obstacles to public access to services, the prevalence of diseases, identification of social factors affecting health, and determining the source of problems concerning quality of service delivery

Objective 2. Developing a health infrastructure according to universal design principles, and improving the quality of health equipment and devices

Objective 3. Improving human resource competencies and motivation, and raising the number of health personnel

Objective 4. Ensuring standardisation of services through determination of the performance criteria of institutions providing health services, and integrating health implementations with each other

Objective 5. Escalating the number of accredited health institutions to improve service quality, and to reach international standards

Objective 6. Improving the distribution of health services in the city, especially in disadvantaged regions, facilitating access to health services through various methods, such as diversification and activation of transportation devices

Objective 7. Ensuring access for all to quality health care, within the scope of social security

Objective 8. Development and dissemination of preventive and protective health services

Objective 9. Making arrangements to bolster the resistance of the city against infectious diseases, epidemic and risk factors

Objective 10. Protection and development of mother, infant and child health

Objective 11. Protecting the health of workers by improving occupational health and safety

Objective 12. Improving care and rehabilitation services by way of developing alternative care models, addressing the lack of infrastructure, meeting the need for labour

Objective 13. Taking measures to reduce the negative impact of emergencies and disasters on society

Objective 14. Enhancing awareness and knowledge of individuals in order to boost their sense of responsibility for their own health

Objective 15. Proliferating the development of healthy eating habits and physical activity levels

Objective 16. Providing guidance for patients' relatives

Objective 17. Strengthening of civil society organisations working in the field of health

Objective 18. Ensuring coordination between the different disciplines in the field of health, and strengthening the communication network with overseas institutions

SAFE CITY

SAFE CITY

Strategy 1. Improving security and the perception of urban safety in Istanbul

Safety, one of the basic needs of human, is the precondition of living together in happiness, peace and security. It should not be overlooked that Istanbul, compared to other world metropolis and other cities in Turkey, is a safer city with lower but rising crime rates. To reduce crime rates, especially theft crimes which have the highest share in order, inter-agency cooperation and the use of information and communication technologies must be developed. Another issue that needs to be emphasised is individuals' perception of security, which plays a significant role in their choices such as housing, employment, travel, and investments. Although less crime is committed in Istanbul than many other cities, the experienced fear of crime is much higher. For this reason, it is necessary to improve national and international security perceptions about Istanbul. Another issue to be considered along with crime is rehabilitation. The rehabilitation of both victims of crime and those involved in crime must be emphasised as a useful measure for reducing crime rates and fear of crime.

Objective 1. Improving the perception of security about Istanbul on the international and local level

Objective 2. Development and delivery of social services for people exposed to crime, considering the type of crime they are exposed to, their age, sex and other characteristics

Objective 3. Reintegration of ex-convicts into society, and prevention of their return into crime

Objective 4. Developing cooperation between institutions involved in urban security

Objective 5. Use and dissemination of information and communication technology in security services

Objective 6. Taking precautions to improve the security of groups at high risk of exposure to crime (children, elderly, disabled, tourists)

Objective 7. Informing about legal rights, freedoms and criminal legislation to contribute to the development of a safe and free society

STRONG INSTITUTIONAL CAPACITY, GOOD GOVERNANCE

STRONG INSTITUTIONAL CAPACITY, GOOD GOVERNANCE

Strategy 1. Strengthening the institutional capacity of universities, local governments, public institutions and civil society organisations

The ability to implement the plans, programs and strategies for regional development, to reach the goals and to enhance quality and efficiency regarding the provided services, is proportional with the institutional capacity of the Region. This institutional capacity must be considered as a total of universities, local governments, public institutions, civil society organisations and private sector institutions, and their human resources, information and communication technologies, planning, project production and execution, coordination, and financial and physical capacities. In this context, enhancing the institutional capacity of Istanbul plays a crucial role in boosting the region's development and prosperity through a general spread of the gains acquired by the realised economic growth and the rise in wealth for the community. It is important to provide the necessary capacity primarily for public institutions, in order to implement regional development policies, and to improve the quality and efficiency of public services provided in the Region. Empowering NGOs, key players in community life, ensuring individuals' active participation in these organisations' activities, and implementation of a professional governance approach, will play a significant role in enhancing Istanbul's institutional capacity. In this context, enabling institutional structure, and functioning of the institutions within a multi-stakeholder and multi-sector working culture in the Region, and developing institutional capacity, especially the planning and implementation processes, is the main purpose.

Objective 1. Inventory preparation containing quality information which will help determine the institutional capacity of the region, especially standardisation of reports produced by local government, and public institutions and organisations

Objective 2. Expanding the number and diversity of civil society organisations operating in the region, encouraging and supporting membership and active participation in these organisations in all segments of society

Objective 3. Proliferating the number of professionals working in non-governmental organisations, supporting effective restructuring and professional management for the provision of more efficient operation

Objective 4. Regulation of human resources policy to ensure inter-agency information and experience sharing

Objective 5. Improving the quality of public staff, strengthening their ability to do business, and raising the efficiency of public services

Objective 6. Promoting the involvement of youth, women, disabled and disadvantaged groups in governance

Objective 7. Bolstering the strategic planning, project development and execution capacity of public institutions and civil society organisations

Objective 8. Developing the physical infrastructure and equipment of local governments, public institutions and civil society organisations, in order to improve service quality

Objective 9. Promoting the use of information and communication technologies, and developing employees' skills in using information technologies

Objective 10. Ensuring that public institutions and civil society organisations in the region have financial resources compatible with their duties, authority and responsibilities, and promoting their access to financial resources

Objective 11. Prioritisation of works enhancing cooperation and communication opportunities among agencies, individuals and institutions, and at international level

Objective 12. Raising the quality of public service provision, adoption of accreditation standards

Strategy 2. Development of multifaceted relations between individuals, communities, institutions and organisations, in line with international good governance principles

In provision of public services, the understanding of good governance has taken the place of traditional bilateral relations, based on the approach of public institutions and local government managing people. Good governance involves multi-faceted relationships and interaction among individuals, community, and all types of organisations in the region. Good governance is based on democracy, equality, transparency, accountability, systematic participation, cooperation, and the principles of knowledge, experience sharing, and interaction. The implementation of these principles is an essential element for dissemination of economic growth throughout Istanbul, and its transformation into regional development that includes social, cultural, environmental and spatial aspects. In recent years, governance of smart cities has attracted attention, and boosted the importance of the smart governance system.

In this context, the main aim to is create institutional structures in all institutions, in order to adopt and implement good governance, develop awareness and sensitivity towards community participation, systematise participation rather than attaching it to volunteerism, creating initiatives that will consolidate the culture of interaction, collaboration and consensus among local actors, and empower the community, consequently implementing good governance in the Region

Objective 1. Creating an intelligent governance system that will evaluate the city with a holistic perspective, involving and coordinating all components constituting the city, such as the environment, transport, economy, and people

Objective 2. Promoting the use of internet, social media, e-municipality, city information system, geographical information system tools, and information and communication systems that will contribute to the development of smart governance, ensuring their standardisation and integration

Objective 3. Developing institutional structures which have adopted the main principles of transparency, equity, knowledge sharing, democracy, and sustainability within public institutions and organisations, non-governmental organisations, local governments, and the private sector

Objective 4. Establishing a democratic, transparent and accountable local government structure to encourage and facilitate public participation and representation in local government

Objective 5. Creating awareness and sensitivity about participatory processes and methods, making participation a part of the corporate, social and political culture

Objective 6. Empowering city councils and ensuring the effective and active participation of NGOs, universities, local governments, and public institutions in council management, in order to raise and make effective the participation of local actors in urban decisions

Objective 7. Developing thematic working groups and platforms, working in conjunction and coordination with each other, in order to support coordination for good governance, and enhancing the visibility of these platforms

Objective 8. Encouraging volunteering at a local and general level, reflecting it in educational programs, and transforming it into an element of social culture

Objective 9. Adoption of an innovation culture, and implementation of innovative approaches by public institutions in order to ensure good governance

Objective 10. Sharing experience and knowledge, especially among public institutions, and developing in-house and inter-agency communication and knowledge sharing systems

Objective 11. Creating a Good Governance Strategy and Action Plan with an upper scale and holistic perspective, which will involve all governance stakeholders in the Region, especially public institutions

URBAN CONSCIOUSNESS AND BELONGING TO ISTANBUL

URBAN CONSCIOUSNESS AND BELONGING TO ISTANBUL

Strategy 1. Developing a sense of belonging that is inclusive, multicultural and supportive of dialogue in Istanbul, and ensuring the consciousness of being an Istanbulite

Today, megacities are stretching beyond urban characteristics such as hosting various social and cultural groups, and becoming the economic, political and cultural centres of their countries and even wider geographies. Istanbul, the principal city in our country and our region, fits this historical definition and sustains its qualities, and is expected to develop these qualities further with goals in sectors such as finance, tourism, transportation, and logistics.

In megacities, different identities in various fields, such as ethnicity, religion, cuisine, clothing and entertainment, come together. Belonging in these megacities ensures that individuals feel safe, and believe in their opportunity of a status free from discrimination, and that they are appreciated for their successes; and this feeling empowers them to achieve their potentials. Belonging, as a phenomenon directly related to individuals' social wellbeing, is the assurance of creative and innovative individuals to demonstrate their potentials, and thus has many positive impacts regarding the economy and good governance, since it generates volunteerism and participation in local decisions.

The main component of the consciousness of urban belonging is socialisation and dialogue, and elements that empower belonging are awareness of basic rights and freedoms, local and global etiquette, and the cultural and environmental values of the city. Istanbul has a population of 85,000 foreigners as of the 2012 Address Based Population Registration System, and expects 63 million tourists according to the "2023 Tourism Strategy". Especially today, with globalisation gaining further momentum, Istanbul needs to enhance the borders of this cultural heritage.

Objective 1. Conducting research on belonging and trust in Istanbul, in order to determine the level of belonging and trust by people in each other

Objective 2. Preparation and dissemination of curriculum, including the specific urban culture, ecological diversity, and cultural heritage of Istanbul, for all levels of education

Objective 3. Informing and raising awareness about urban history, cultural values, the rights and responsibilities of Istanbulites, urban courtesy, and ensuring that Istanbulites are tolerant of each other and act with respect for the rules

Objective 4. Promoting feelings of belonging and ownership of Istanbul by way of empowering participation in social dialogue and urban decision making

Objective 5. Providing visits to Istanbul-specific places for people living in the periphery and disadvantaged regions of the city

Objective 6. Organising cultural, artistic and social activities especially in the periphery and disadvantaged regions of the city, in order to ensure that people come together

Objective 7. Developing an inclusive discourse of 'being Istanbulite' by way of expanding the consciousness that the right to be an Istanbulite belongs to everyone living in Istanbul

JOYFUL, AUTHENTIC URBAN SPACES AND SUSTAINABLE ENVIRONMENT

JOYFUL, AUTHENTIC URBAN SPACES AND SUSTAINABLE ENVIRONMENT

A growing proportion of the world's population is living in urban areas, which are gaining more significance in economic competition among countries. In an age where cities acquire more and more prominence, forms of urban space usage, and the nature of interaction between cities and their inhabitants, determine the quality of urban life. They also affect the organisation and competitiveness of urban-based economic activities. Urban spaces should enable urban inhabitants to make the best of all their freedoms, and to reveal all their creativity. Moreover, urban spaces should possess the necessary qualities to make it possible for urban inhabitants to get the most out of their freedoms and creativities for their personal development, and for the creation of public welfare. From another viewpoint, there is a great need for urban spaces that enable participation of all individuals in all social processes, from local to the most general levels. Accordingly, urban spaces shall be designed and developed in such way as to provide a solid ground for interaction and integration among all sections of society, thus enabling them to live joyful and happy lives at both individual and societal levels. A high quality urbanisation process requires perpetual reorganisation and development of urban spaces to most easily address all the needs of urban inhabitants, and the requirements of the urban economy. Forms of urban space usage determine the quality of urban life and the sustainability of the urban economy. The process of urban space use and development also requires conservation of historical and cultural heritages and wealth, as well as authentic assets of the past. It also necessitates conservation of natural resources and heritage, and their transfer to the following generations. Additionally, sustainability requires transformation of urban spaces by dealing with irregular urban settlements, as well as better preparing urban spaces and urban space usage for all possible disasters and risks that can threaten urban life quality and perpetuity.

Building high quality urban spaces necessitates planning of the urban development process with all its dimensions, and full implementation of all *international, national and local plans and strategies*. In that sense, urban spatial plans in particular gain more significance. ESDP (European Spatial Development Perspective) which was introduced by the European Union, identified a number of essential goals such as economic and social cohesion, conservation and management of economic resources and cultural heritage, and adoption of a more balanced competitiveness in Europe. Furthermore, the ESDP suggested three essential policy principles; multi-centred spatial development and a new urban-rural relationship, equality of access to infrastructure and information, and good management of natural and cultural heritage. It is crucial for Turkey, which is carrying out negotiations for full membership of the European Union, to adopt and implement the EU's sustainable urban development policies and strategies, particularly in its attempts to comply with the EU Regional Policy. To this end, national plans and strategies such as the 10th National Development Plan (2014-2028), the National Strategy for Regional Development (2013-2023), and the Integrated Urban Development Strategy and Action Plan (2010-2023), underlined a few policy goals such as strengthening of harmony between spatial development and socio-economic development, ensuring an urban development process that builds habitable cities and enhances quality of life, and more balanced use of urban spaces.

Intensive immigration and population growth obstruct high quality urbanisation and local development in Istanbul. In such an environment, prompt implementation of a quality infrastructure cannot be achieved; urban facilities needed for a high urban life quality are neglected; and houses and other urban building stock are built with scant observance of concerns such as disaster readiness, universal design, authenticity, aesthetics and good architecture. On the other hand, along with green fields and parks within the city, natural resources, water basins and forest fields that are vital for maintaining urban life sustainably, and preserving and enhancing urban life, are increasingly under pressure from settlements. In addition to environment and natural heritage, historical and cultural heritage, which are core elements of the city's authenticity, are adversely affected and depreciated by dense and illegitimate settlements.

With rapid development and expansion of cities, economic, social and environmental casualties are rising in the face of *natural and urban risks*. All over the world, to prevent and address post disaster problems and resource losses in large cities, pre-disaster risk prevention activities are becoming more common than post disaster intervention mechanisms. Istanbul, particularly due to its unplanned development history and geological characteristics, as well as due to its 13.6 million population, densely populated housing and industrial areas, poses risks such as flood, overflowing, fire, and chemical substance incidences, and thus may suffer heavy losses. In that context, it is vital to prepare a holistic disaster management plan, detailing actions to be taken before, during and after disasters, in order to minimise disaster risks.

In a dynamic process, on the one hand, some urban areas are automatically renovated and transformed, while on the other hand, certain urban areas subject to disaster risks, depressed urban areas, housing stock that doesn't meet contemporary needs, functional areas overloading the city, etc. are transformed by interventions. *Urban transformation* in these areas combines numerous opportunities such as establishing a balanced development model in Istanbul, meeting urban facility needs, ensuring social cohesion, and creating employment and economic revival, in addition to building up a high quality and high standard physical environment.

Historical urban areas host multi layered common cultural heritage, shaped by cultures and generations that have lived that in the same area at successive stages in history. They also witness histories of various civilizations, and contain elements that build up our shared values. The authentic values that separate Istanbul from other cities are grounded in that *cultural heritage*. The urban heritage that constitutes the foundation of the shared urban identity of Istanbul is an essential resource for improving the habitability of Istanbul, and making it a centre of attraction. It also consolidates harmony between economic development and social cohesion in a changing global environment. Istanbul's unique silhouette, the Historical Peninsula whose outstanding universal value is officially registered, the historical fabric of Beyoğlu in harmony with contemporary life, as well as numerous other historical elements of the city, are values that make Istanbul a unique city in the world. Istanbul's dynamic nature sometimes has profound effects on elements that constitute its memory. Some rapid and uncontrolled developments causing disintegration and destruction of urban heritage are transforming urban areas in Istanbul, as in any other part of the world. In this context, it becomes more significant to ensure maintenance of elements that constitute Istanbul's memory, without losing their meaning in a city that inspires the world, where local and foreign inhabitants live joyfully, and manifest strong belonging and ownership towards it.

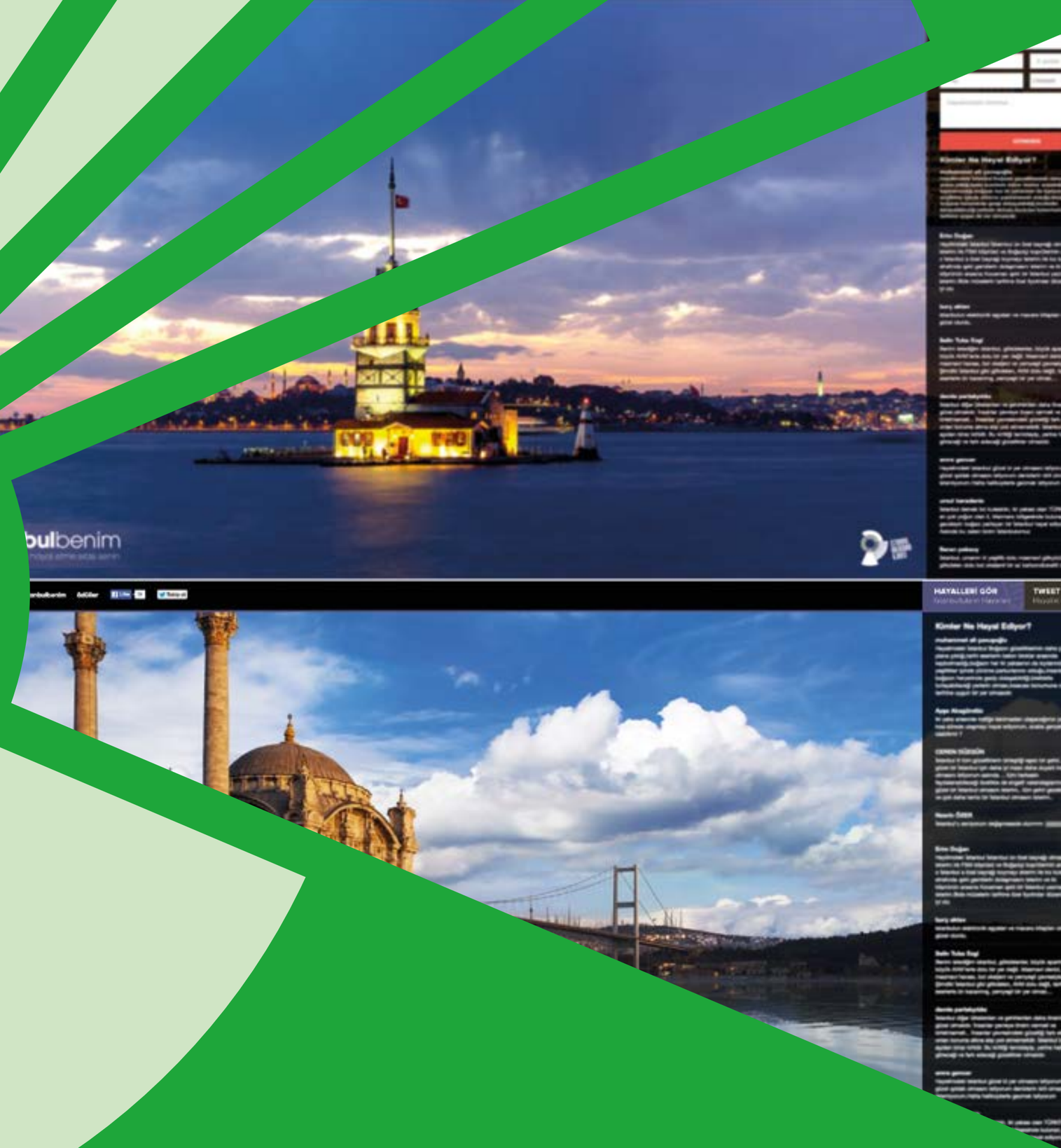
Urban areas contain housing areas, which provide shelter as one of the essential needs of urban inhabitants, in addition to commercial, industrial and other areas where urban inhabitants participate in economic production processes, where employment and economic activities are carried out, and where public services are provided. *Infrastructure* services such as transport, communication, energy, water and sewerage systems ensure that urban functions assumed by urban areas are carried out efficiently, in addition to interaction and cohesion among urban spaces. With rising immigration and population growth, on the one hand, settlements and economic activities are sprawling into a larger area in an unplanned and unbalanced manner, while on the other hand existing settlements within the city are becoming subject to greater population and building density. That process reduces service quality in some central areas by intensifying pressure on the existing infrastructure, but in some other areas causes insufficient use of infrastructures, making them idle. Consequently, urban spaces and settlements are sprawling into wider areas in an uncontrolled manner, and faster than the development of infrastructure services. At the same time, some parts of the infrastructure, building of which is time-consuming and costly, cannot be used efficiently.

Transport, as one of the essential elements of urban infrastructure, ensures people's access to goods, services and all other facilities available within the city or in other areas. It also facilitates interaction between urban spaces and people, and thus ensures people's participation in economic, social and cultural life. In that sense, transport constitutes the physical dimension of accessibility to opportunities that are necessary for human development and social welfare. Capacity, comfort, quality, safety and cost of transport infrastructure and services affect accessibility, and thus life quality in a city. From another viewpoint, by enabling mobility of people, goods and services, it makes economic development possible. In that context, efficiency of transport systems determines the cost, efficiency and competitiveness of economic production processes. Rapid and unplanned urban development in Istanbul has led to insufficiency of local transport facilities and accessibility. The transport infrastructure of the city has not been sufficiently developed to address rising transport demands and to provide high quality accessibility facilities. Transport demand can be addressed to a great extent by a road-centred transport infrastructure, and public transport system using this infrastructure. A high comfort transport system is vital for addressing existing problems in accessibility, and enabling Istanbul to properly assume the roles of a mega city, improving local and intercity accessibility and sustainable development of the city.

Cities are the main culprit for natural resource consumption and production of pollution and waste. As a consequence, local environmental problems created by cities also cause global environmental problems such as global warming and acid rain. A significant rise in demand for natural resources, and waste discharge into natural areas due to excessive and unplanned urban growth in Istanbul, has aggravated environmental problems considerably. On the other hand, areas such as the Bosporus and the Golden Horn, northern forests, woods, fertile basins, beaches where bathing in the city centre is possible, all of which constitute the natural wealth that makes Istanbul a unique city, have become damaged. However, the presence of a high quality environment, in addition to natural beauties, are crucial in enhancing the city's habitability, and in enabling its inhabitants to get maximum benefit from the city. Although recent attempts have significantly improved the environmental quality of Istanbul, a shift in approach from "pollution control" to "pollution prevention" has not been fully achieved. In this context, in Istanbul, one of the world's foremost mega cities, while offering people joyful life opportunities, it will only be possible to leave a habitable city to future generations by changing production and consumption patterns, and by smart management of natural resources and waste production. In line with this goal, aiming at environmental sustainability by focusing on management ecosystems, resources, human health, and air, water and soil quality, as well as animal and plant life, should be protected and developed. Additionally, climate change caused by higher emissions of greenhouse gases has become one of the most significant global environmental challenges of today, and large cities with crowded populations play key role in the proliferation of greenhouse gas emissions. In Istanbul, the appropriate use of land, extending forest and agricultural areas, sustainable waste management and protection of natural resources, as well as the reduction of greenhouse gas emissions, are crucial to combat climate change. A reduction of greenhouse gas emissions needs to be achieved, particularly in the industrial, housing and transport sectors, by improving implementation of energy efficiency practices, and expanding the use of clean energy, without interrupting sustainable development

Establishing a proper physical environment for sustainable urban development and high quality of life requires a holistic and multidimensional approach. Interdisciplinary planning and physical arrangements encompassing fields such as competitiveness, environmental protection, and observance of social integration, management and direction of movements in the city, and local economic development and governance will make Istanbul a joyful city, both for its own inhabitants and in a global context.

SUSTAINABLE URBAN DEVELOPMENT AND PARTICIPATORY PLANNING



SUSTAINABLE URBAN DEVELOPMENT AND PARTICIPATORY PLANNING

Strategy 1. Ensuring sustainable urban development and smart growth, efficient use of space in the distribution of urban functions

Sustainable development envisages a balanced development in social, economic and environmental fields by ensuring intergenerational equity in resource utilisation. In the space dimension of the concept of sustainability, spatial equity and quality of life stand out. In this context, it is vital to ensure rational resource management, based on spatial development and smart growth.

With the scattered and sprawled expansion of the city, new settlements built in areas remote from the city centre, and thus from the present infrastructure, exacerbate economic costs and create new transport and communication problems. Istanbul's scattered and sprawled urban expansion into peripheries, forest areas and water basins creates acute pressures on the natural carrying capacity of the city, and generates negative impacts on urban social relations. In addition, in Istanbul, which is expanding and developing on a monocentric base, the uneven development of functions on the Asian and European sides also mount up the cost of living in the city and hamper the quality of life. In this regard, the multi-centred development for smart growth, proliferation of urban open spaces, creation of pedestrian and bicycle friendly spaces, and ensuring mixed urban space usage gain importance. The balanced distribution of functions and establishing links among them, ensuring the healthy functioning and development of the city, are identified as key goals. Large-scale projects planned for Istanbul may affect the direction of spatial development of the city, and can be considered as an opportunity to provide the needed balance in urban development.

By ensuring sustainable urban development, it is aimed to establish an urban macroform, enabling reduction of costs, efficient use of resources, and prevention of uncontrolled expansion. An urban development process observing urban thresholds and the city's carrying capacity, along with preservation of historic areas, is needed to help ease pressures on historic areas and natural resources, upon which continuity of life forms such as water, forests, soil, water basins, etc. depend. This urban development model should also be sensitive to disaster risks. It is also essential to ensure social diversity, multi-centred urban development, accessibility of urban functions, habitability and urban authenticity.

Objective 1. Easing pressures caused by urban development on natural and cultural assets by ensuring observance of urban thresholds (conservation areas, protected areas, disaster risk areas, etc.) in spatial development, and taking development in these fields under control

Objective 2. Management and direction of urban development trends in line with the carrying capacity (population, resources, ecological, growth limits, etc.) of the city

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

Objective 4. Development of a balanced and multi-centred urban development model that observes balance, particularly between and within the European and Asian sides; and supporting the model with walkable sub-centres

Objective 5. Promoting mixed use that encompasses various urban space usage, and mixed inhabitant profiles that contain different age groups and social classes, in the development of new settlements and in existing urban areas

Objective 6. Strengthening connectivity among functional areas in the urban system, and improving their quality

Objective 7. Development of macro projects and large-scale urban projects in such a way as to support balanced urban growth, and to reduce intra-regional disparities, by observing coherence between plan scales and their impacts

Objective 8. Carrying out environmental, social and economic impact analyses of projects, particularly macro projects, with regard to compliance with historical texture, social structure, and environmental and urban identity; conducting risk analyses for these projects, and preventing their potential negative effects

Strategy 2. Dissemination of participatory based, collaborative, inclusive and holistic planning

Ensuring efficient and pluralist participation is the essential condition for the creation of a sustainable and habitable city for all segments of society. Participation supports a feeling of ownership towards the city by improving public awareness, while also guaranteeing viability and sustainability of current and future plans and projects. Granting speaking rights to all relevant players, particularly inhabitants of the targeted area, will contribute to the development of realistic and sustainable plans. In addition, there are planning rights of a wide range of institutions at varying scales and fields. Cooperation among planning authorities and the implementing agencies in planning studies will ensure harmony between plans with different objectives and scales. It will also strengthen the feasibility of plans and institutional ownership. Moreover, in planning, a comprehensive approach that encompasses various disciplines and segments, and that ensures harmony among different decision making fields and scales, instead of a fragmented decision making system, is an essential requirement.

Objective 1. Ensuring harmony between different plans and planning scales, holistic approach and coordination between institutions with planning rights

Objective 2. Adoption of a participatory, transparent and accountable management approach in making urban decisions, and establishment of mechanisms to facilitate communication

Objective 3. Ensuring efficient participation and transparency in the planning, project development and implementation stages; developing initiatives and strengthening NGOs towards these goals; more effective sharing of planning decisions with the public

Objective 4. Ensuring observance of local values and needs in the governance of plans and in central decision making

Objective 5. Preparation of urban projects, particularly mega projects, and intervention of historic fabric, in concordance and integrity with local plans

Objective 6. Ensuring implementation of plans by observing their principles, preventing fragmented revisions

SPATIAL QUALITY, AUTHENTIC DESIGN

SPATIAL QUALITY, AUTHENTIC DESIGN

Strategy 1. Improving quality of urban function areas, their fair distribution, and the options available to urban inhabitants

A fair distribution of urban services and facilities within Istanbul, and ensuring high quality in these services and facilities, are essential for the improvement of urban life quality, as well as for making Istanbul a more joyful and happily-inhabited urban space for its citizens, and for improving the sense of belonging to the city. It is also necessary for growing inward investments and attracting a qualified international workforce, and for implementing global targets such as making Istanbul an international finance and health centre. Urban facility areas are not sufficient with regard to the population they serve. There are key inadequacies and imbalances in essential urban facilities determining urban life quality such as open urban areas, education and health facilities, urban management facilities, cultural, social and religious premises, and dormitories. This situation reduces urban belonging, leading to a sense of social inequality in its inhabitants, and spatial polarisation. Thus, accessibility, equity, quality and sustainability should be adopted as fundamental principles in the delivery of these services, and it should be ensured that the inhabitants of Istanbul have opportunities such as participation in education, arts, and production processes.

Objective 1. Ensuring development of building and settlements in harmony with local social fabric; development of housing options and designs compatible with varying life styles

Objective 2. Protection, development, and improving use of open and green areas with a holistic approach

Objective 3. Ensuring accessibility of open and green areas, and continuity of pedestrian routes, as part of a holistic system

Objective 4. Protection of coasts, ensuring their public use, and improving their accessibility and their use for public events

Objective 5. Improving diversity, quantity and quality of urban facility areas

Objective 6. Development of technical infrastructure such as electricity, water and sewage systems, and supporting their sustainable management

Objective 7. Ensuring balanced distribution of infrastructure and upper structure facilities in the region, and accessibility of urban services for all segments of society

Objective 8. Establishment of a barrier free city in all indoor and open urban spaces, in line with the principle of accessibility for all

Strategy 2. Ensuring high quality urban design, spatial authenticity and diversity, in harmony with the urban identity

What makes a city different from others, and enhances its value, are authentic elements that make up its identity. The authentic values that separate Istanbul from other cities include cultural heritage elements such as the Historical Peninsula, its silhouette, the Princes' Islands; natural elements such as the Belgrade Forests and the Bosporus, as well as natural values, such as local parks, squares, monuments and artworks, reference points that are deeply rooted in the collective memory of local communities. These authentic assets of the city carry aesthetic qualities that address not only daily functional needs, but also the psychological and learning needs of its citizens.

On the other hand, Istanbul is in competition with other mega cities in the world in many fields, and also aims to be a city of attraction and inspiration for both the citizens of Turkey and the international community. In accordance with that goal, establishment of qualified and authentic spaces in the development of new urban spaces, in new projects and in transformation areas, have gained more significance than providing basic urban and spatial facilities. In that sense, while designing and planning urban spaces, it is aimed to adopt a new approach, observing sustainability of cultural heritage, developing social and cultural spaces, improving environmental and spatial quality, enhancing the habitability of urban spaces, avoiding spatial arrangement practices and settlements that cause homogeneity, and improving urban identity

Objective 1. Identification of Istanbul's local authentic cultural assets and elements constituting urban memory, and preparation of authenticity maps

Objective 2. Preparation of holistic design guides that will improve urban design standards, that will contribute to urban image, and that will include authentic urban elements; ensuring integrity and harmony by their implementation in designing urban facility areas, and in using technical infrastructure

Objective 3. Integration of the city's authentic elements with modern life in urban planning and designing; conserving and developing authentic elements of the urban identity

Objective 4. Supporting authentic urban design and architecture examples that present multiculturalism and diversity, and preventing homogeneity

Objective 5. Ensuring human-centred flexible designs that enable different uses in open public spaces and facility areas, and improving design quality

Objective 6. Ensuring connection with arts in open spaces, and development of infrastructures enabling extension of art and cultural events citywide

Objective 7. Ensuring compliance of new projects and inward investments with the identity and authentic values of Istanbul

Objective 8. Carrying out competitions to improve originality and design quality, to attract creative ideas to Istanbul

Objective 9. Improving skills and supporting creativity of urban design-related occupation groups

HOLISTIC AND INCLUSIVE URBAN TRANSFORMATION

HOLISTIC AND INCLUSIVE URBAN TRANSFORMATION

Strategy 1. Ensuring urban transformation in Istanbul by integrative planning, taking into account regional needs and lifestyles and the balance of intra-regional development

By urban transformation, it is aimed to help people living in neighbourhoods that contain multidimensional deprivation, to reverse the collapse and to create sustainable settlements and communities. This intervention, carried out with several motives, is a multidimensional process and is interconnected with a number of policies and actors such as housing, employment, development and finance. Consequently, dealing with urban transformation in a fragmented manner, and incompatibly with urban unity, will obstruct the achievement of the overall goals of urban transformation. Urban transformation improves quality of life not only for residents of the transformation area, but also for the entire city, and it offers significant opportunities such as creation of new business areas, public spaces, green areas, and reduction of disaster risks. Furthermore, fragmented approaches carry the risk of reproducing the socio-economic problems of the urban transformation area in other parts of the city.

Therefore, the practice of urban transformation in a manner consistent with a holistic execution of planning decisions will enhance urban achievements. Social relations, working conditions and the social life of residents living in urban transformation areas are also affected by this intervention. Thus, urban transformation projects have to improve quality of life, including employment policies, and exhibit sensitivity to social life. In addition to this, urban transformation projects as a tool for improving spatial quality, should organise a process setting out unique examples of urban design and architecture, and producing alternative projects with the participation of local people, that contribute to Istanbul's identity.

Objective 1. Preparing the Istanbul Region Risk Map by determining economic, social and physical urban risk areas, and the development of appropriate tools for the transformation of these areas

Objective 2. Preparing a holistic urban renewal plan for Istanbul and identifying priorities, particularly for high disaster risk areas

Objective 3. Developing urban transformation areas with a mixed-use design approach, which protects the neighbourhood concept and includes all functions needed to establish urban life with work-life balance

Objective 4. Developing spatial designs which appropriate with authentic values, lifestyles and Istanbul identity in urban transformation areas

Objective 5. Developing urban transformation areas with social facilities, in an accessible and integrated manner with the whole city

Objective 6. Ensuring the diversity of architectural character and unique architectural designs in urban transformation areas

Objective 7. Promoting smart and green building designs in the urban renewal area

Objective 8. Creating areas that include different socio-economic groups and different lifestyles in urban transformation areas

Objective 9. In renovation projects in historical areas, preservation of urban memory, cultural and natural assets, historical urban fabric, and ensuring compliance with the original features of the area

Objective 10. Ensuring participation in the process of civil society organisations, professional associations and the relevant actors, those living in risk areas in particular; developing organisational forms and governance models that facilitate participation

Objective 11. Developing alternative financing models for urban transformation, and ensuring private sector investment in creating public areas

Strategy 2. Ensuring a spatial transformation which will facilitate the development of the industry, and that will reduce the adverse impacts of industry on the city

In Istanbul, which is the industrial production centre of the country. Industrial zones have been left jammed within urban areas due to rapid urbanisation and sprawl. In these areas, industrial facilities adversely affect the quality of urban life, and also restrict their own development. Changing methods of production in the industrial sector, new clustering trends and transport facilities, and the need to reorganise the functions of the city centre, necessitate the re-relocation of these areas outside the city centre. In addition, some industrial zones polluting and disrupting the ecological balance are located in agricultural areas, water basins and forest areas. It is vital to transform these industrial zones in particular, to improve environmental quality in Istanbul. Very high land values in the city centre have become the driving force for urban transformation projects. Rising land values also require development of strategies to transform industrial areas. Therefore a rapid transformation is already underway in these parts of the city, and the functions of urban spaces have been changed.

Transformation projects concerning industrial areas have to be considered as a whole, together with the residential areas in the vicinity of these industrial areas and urban development plans. Transformation of industrial areas is a topic with not only spatial and economic constituents, but also social development dimensions. The employment deficit brought about by transformation of industrial areas has to be directed towards investments in the services sector, and technology based, environmentally friendly, innovative and high added value productive activities (see Transformation in Industry). On the other hand, it is crucial to create functions that will raise employment in these areas. This transformation, with the potential creation of employment and development, is a topic that concerns not only Istanbul, but all other regions in Turkey. In this regard, an action plan on this topic should be implemented in coordination with representatives of the relevant institutions and organisations, particularly of the industrial sector in Turkey.

Objective 1. Preparing inventories, economic and urban load analyses for industrial zones; preparing an industrial transformation and decentralisation strategy document and action plan for Istanbul

Objective 2. Giving priority to the activities of industry sub-sectors using advanced technology, producing high added value, turning out traditional craft-based production, and cleaner production in the city centre

Objective 3. Decentralisation of polluting industrial sectors in water basins, which draw in excess water and pose disaster risks, to areas outside city, while taking measures to reduce their adverse environmental impacts

Objective 4. Relocating of the industrial sub-sectors, which are entangled within the city, are surrounded by historical and residential areas, conduct labour-intensive production, and overload the city, to areas where they can cluster and develop; and ensuring planned transformation of the evacuated areas

PROTECTED ISTANBUL MEMORY AND CULTURAL HERITAGE

PROTECTED ISTANBUL MEMORY AND CULTURAL HERITAGE

Strategy 1. Protecting the components forming the Istanbul memory, and tangible and intangible cultural heritage, with the historic urban landscape approach

Through the historic urban landscape approach in the wider context of cultural heritage; protection of cultural, social and environmental values is targeted. The protection of historic areas includes topographic and natural features, historical and contemporary constructions around them, the underground and aboveground infrastructure, open spaces and gardens, organisation of land use and space, and detecting and containing all the other elements of urban visual relationships. Furthermore, social and cultural practices and values include intangible dimensions of heritage with economic processes for diversity and identity. In this context, a comprehensive and holistic approach for the protection, governance and development of the intangible and tangible elements that make up the memory of Istanbul in the sustainable development framework, is essential.

Not only legal definitions such as conservation areas, protected areas, monuments etc., but also identification of fundamental values and meanings that make up the memory, and their protection with authentic identities, are crucial, primarily for a sense of belonging. Through reducing pressures on historical areas affected by economic policies and spatial decisions in Istanbul, and through observing the asset values of cultural heritage, it is intended to protect and transfer the urban memory to future generations. All parties involved in the process, including central and local government agencies, NGOs, professional organisations, the private sector, real estate owners, users, and the media's value-based perspectives and attitudes, are paramount for the implementation of protection practices.

The protection of historic sites and cultural heritage, as well as the protection of the memory of Istanbul and common identity elements, boost the sense of belonging, and raise the quality of life of these areas with the highest common values, and will contribute to the creation of joyful sustainable spaces for citizens, and interesting places for tourists.

Objective 1. Identifying the fundamental values that constitute the Istanbul memory and their meanings, conducting studies on planning how to keep them alive and ensuring the update of data

Objective 2. Protecting the urban heritage, historical areas and cultural elements with historical and unique identification that constitute the Istanbul identity

Objective 3. Preparing urban development plans by primarily taking into account heritage values, implementing protection plans with a holistic approach along with other planning processes

Objective 4. Protecting Istanbul's silhouette, preventing housing negatively affecting the city silhouette

Objective 5. Promoting innovative methods and practices, effective use of information and communication technologies, with improving research, analysis and participation, particularly on the issue of protection of cultural heritage

Objective 6. Developing cooperation between organisations, in particular with local governments and non-governmental organisations, to implement a holistic approach for protection, and to demonstrate examples of good practice

Objective 7. Enhancing the awareness of the community, decision-makers and professionals, and the technical capacity of institutions concerned with protection

Strategy 2. Protection of historical areas and urban heritage as urban living areas, and ensuring acceptance by the citizens of Istanbul

As a result of the monocentric expansion of Istanbul, new settlements have been developed as extensions of the historic centre, and therefore the historic centre has maintained its functional prominence. Presently, historical sites are located in the most dynamic regions and the city centre. In these historical sites, numerous spatial and social transformations have occurred with intervention or spontaneously, and both local residents and the use of these historical sites have also changed over time. Among these sites, while some were preserved, a number of other structures and historic fabric have been damaged. Even though social and cultural life has changed significantly to date, it should be noted that urban spaces live with citizens and develop with life. In this context, it is vital to protect these areas, along with their residents and their vitality. Therefore, it is necessary to support productive and sustainable usage, and to improve quality of life by propagating social and functional diversity in these historical sites. It is also necessary to establish a balanced and sustainable relationship between the heritage of the past and the needs of today's and future generations, in harmony with Istanbul's social and economic development goals. For the protection of cultural heritage, which is a part of the common history, and the source of the Istanbul identity, ownership of these values by the people of Istanbul is paramount. In this context, particularly residents and citizens of Istanbul should be included in the projects and decisions concerning these sites. Furthermore, easily accessible information for citizens about historical areas will consolidate a sense of belonging.

Objective 1. Assessing the effects of urban renovation projects and land-use decisions on urban heritage, and preventing their adverse effects

Objective 2. Ensuring participation and ownership particularly by local residents in conservation planning and implementation

Objective 3. Integrating historical areas into the city's socio-economic life; maintaining urban heritage with new functions appropriate to its value, and with measures to prevent social exclusion

Objective 4. Ensuring compliance and interaction between historical urban fabric and cultural heritage with contemporary practices

Objective 5. Facilitating access to financing and information in protection activities, and developing the tools supporting property owners and facilitating the protection

Objective 6. Ensuring that historical areas and urban heritage sites are recognised, apprehended and visited by the citizens of Istanbul, in observance of the carrying capacity of these areas

Objective 7. Improving the accessibility of cultural heritage and historical sites, and information pertaining to heritage

Objective 8. Constructing the common infrastructures to help access knowledge about cultural heritage

EFFECTIVE DISASTER MANAGEMENT

EFFECTIVE DISASTER MANAGEMENT

Strategy 1. Enabling the disaster management system to create a safe Istanbul with high quality of life and space

Due to large-scale economic, social, and physical destruction they cause in the city, disasters are a key component in development policy. The aim of a disaster management program is to reduce the risks and impact of a disaster, adopting a holistic approach towards pre-disaster, during disaster and post disaster measures. Nowadays, holistic disaster management policies have become more prevalent than disaster response policies. Placing greater emphasis on policies in this direction will reduce losses in any potential disasters in Istanbul, which hosts large population, and disaster risk such as severe earthquakes, floods, fires and major accidents. In Istanbul, which is expanding in an unplanned manner, improving quality of life and urban spaces in depression areas carrying social and disaster risks will be effective in reducing losses. In addition, it is essential to consider historic sites and cultural heritage values within the context of holistic disaster management.

Reducing the impact of disasters necessitates correct identification of risk factors / areas, preparing a holistic risk map, and ensuring their proper links to planning studies. Disaster and emergency plans should be prepared taking into account local characteristics, according to different types of disasters. Furthermore, developing the capacity of relevant institutions and establishing inter-agency coordination to ensure fast, effective, secure information communication and coordination systems in disaster management are essential. In order to reduce casualties as a consequence of disasters, it is necessary to expand partnerships with voluntary-based local organisations and raise public awareness about disasters.

Objective 1. Informing the community, agencies and organisations about disasters, raising public awareness, and ensuring the community's readiness for disasters

Objective 2. Strengthening of civil society organisations on disaster management activities, and boosting local capacity, in particular voluntary organisations

Objective 3. Ensuring coordination and determining responsibilities for activities concerning preparedness, mitigation, response and recovery before, during and after the disaster, by preparing specific disaster and emergency action plans for Istanbul

Objective 4. Identifying spatial arrangements, equipment, human and financial resources required for works, before and after disasters, and ensuring their efficient usage

Objective 5. Preparing a holistic risk map by conducting holistic risk research, including social, economic and physical dimensions, and implementing risk mitigation works in this direction

Objective 6. Considering the hazards and risks of disasters in urban planning, and regulating disaster risk reduction implementations in this direction

Objective 7. Bolstering the capacity for disaster management of institutions with authorisation concerning planning, decision-making and enforcement, and enabling audits on these issues

Objective 8. Preparing an inventory of historic buildings facing disaster risk and taking measures

Objective 9. Strengthening or reconstruction according to the current state of public buildings and critical infrastructure facing disaster risk

Objective 10. Preparation of disaster response plans, in the public and businesses, in particular for buildings such schools, hospitals, dormitories, etc., and informing people working or living in these buildings

SUSTAINABLE TRANSPORT AND ACCESSIBILITY

SUSTAINABLE TRANSPORT AND ACCESSIBILITY

Strategy 1. Improvement of public transport infrastructure and services, and promotion of public transport

Transport systems shall be developed in line with the needs of the changing and developing economy, as well as the transport needs and preferences that are changing as a result of growing prosperity in the city. Transport is, at the same time, a major dimension of sustainable urban expansion and development that should be tackled with a holistic approach. As a consequence, transport systems shall be developed in such a way as to minimise the potential impacts on climate change and the environment, and to enable access from all sections of society and all regions of the city to urban facilities and opportunities. In that sense, compared to private transport systems such as cars, public transport systems minimise the impact per capita on the environment. Moreover, by providing accessibility to all societal sections, public transport enables use of their potential for economic development, and therefore serves the establishment of social peace and justice.

Istanbul's insufficient public transport infrastructure shall be designed and developed in such a way as to ensure equal access for all, particularly for those with physical disabilities, and by concentrating on rail systems. In this respect, the capacity, quality, comfort and safety of public transport are of great significance. To that end, it is necessary to benefit from the diversity and opportunities presented by public transport, as well as to establish easy transfer among and integration of different transport systems. By ensuring full integration, it is aimed to establish public transport systems as an integral part of a coherent transport system. Thus, the goal is to ensure comfort and travel time saving for passengers, and reduction of costs and greater efficiency for transport companies. At the same time, by prioritising public transport on roads, it is aimed to reduce the adverse effects of car traffic on public transport, and therefore to reduce travel time and enhance the preferability of public transport. Moreover, reduction of turnaround time of public transport vehicles on roads will ensure more frequent operation and more efficient use of public transport fleets. In addition to improvement of infrastructure and services, enhancing preferability by improving the image of public transport for all sections of society, as well as development of a proper public transport culture, are seen as essential for encouraging public transport use.

Objective 1. Preparation of an along term and coherent urban public transport strategy, ensuring the development of public transport infrastructure and services in accordance with that strategy

Objective 2. Expansion of the rail system network, and expanding the share of rail systems within public transport in general

Objective 3. Efficient use of maritime transport opportunities by raising pier capacity, strengthening accessibility from piers to their hinterlands and other public transport systems, in addition to greater frequency of services

Objective 4. Development and expansion of the number of transfer centres, improving integration among public transport systems in terms of transfer, payment, tariffs, etc.

Objective 5. Improving public transport service quality, comfort and safety

Objective 6. Bolstering public transport capacity, particularly in buses, in addition to railway systems

Objective 7. Prioritisation of public transport in road traffic by means such as expanding public transport lanes, establishing metrobus systems

Objective 8. Improving accessibility to and within public transport vehicles and systems to ensure accessibility for all

Objective 9. Integration and restructuring urban land transport systems such as bus, minibus and shared taxi, particularly with regard to certain aspects such as route, bus stop, management and operation, and enhancing operational efficiency

Objective 10. Reducing public transport costs and regulating prices so as to encourage use of public transport

Objective 11. Extension of training and awareness-raising activities to promote the use of public transport, and to develop public transport culture

Strategy 2. Enhancement of transport facilities for and encouragement of walking and cycling

Most of the adverse impacts of transport on environment, living spaces, human beings, and therefore on sustainability, originate from motor vehicles, and the development and operation of related infrastructure. Motor vehicles have enabled the expansion of cities over large areas, and therefore human mobility. However, for short distance trips, walking and cycling remain convenient means of transport for protection of the environment, as well as human health. In Istanbul, almost half of all total trips are done on foot. Nevertheless, most of the time, pedestrian trips are ignored as a significant means of transport. Cars, enabling door-to-door transport, are becoming the main alternative not only to public transport but also to pedestrian trips. According to the Transport Master Plan estimates, by 2023, if no measures are taken, the share of pedestrian trips will drop from 48% to 26%. As a consequence, it is aimed to maintain pedestrian trips as an integral part of a sustainable transport system, by addressing related problems and encouraging the practice.

In order to improve the quality of pedestrian trips, and boost its attractiveness as a transport option, it is necessary to expand and multiply pedestrianised zones, as well as improve their standards. In this respect, it is crucial to ensure the integrity and continuity of pedestrian trips. Therefore, it is aimed to ensure smart and balanced use of urban spaces to prevent car traffic from breaking this integrity, and to minimise the adverse effects of car traffic on the well-being, safety and quality of pedestrian trips. In addition, it is necessary to ensure the development and improvement of public transport systems, all open areas of the city, buildings and other facilities, in accordance with universal design principles, observing all different physical needs, particularly of people with physical disabilities, and to address all problems related to pedestrian trips

Like pedestrian trips, cycling has significant potential for human health and environmental protection. Insufficiency and low quality cycling infrastructure, lack of harmony with car traffic and integration with public transport; and lack of a culture embracing cycling as a means of transport, unlike in most Western cities, are some of the main challenges that need to be addressed to make more effective use of cycling's potential for transport. To this end, it is aimed to develop a convenient infrastructure, system and mentality, and to promote cycling

Objective 1. Improving cycling and pedestrian infrastructure, particularly cycle paths and pavements

Objective 2. Developing cycling and pedestrian transport design and standards to ensure access for all, and ensuring their effective implementation in public procurements

Objective 3. Extension of squares and pedestrianised zones citywide, particularly in central and high density urban areas

Objective 4. Alleviation of adverse impacts of car traffic on pedestrian trips and cycling, ensuring comfort and safety of pedestrian trips and cycling

Objective 5. Development of a public bicycle-sharing system in the city

Objective 6. Ensuring integration of cycling with public transport systems and pedestrian areas, and development of bicycle parking areas

Objective 7. Promotion of walking and cycling to the public and in related institutions, and raising awareness

Strategy 3. Improvement of accessibility to Istanbul

Istanbul is gradually becoming a more and more important centre of attraction, both nationwide and internationally, thanks to its thriving economy, improving service quality and variety, in addition to tourism investment opportunities. In parallel with a developing economy, rising prosperity enables people in Istanbul to escalate their economic, social and cultural trips to other cities and regions. On the other hand, the significant role gained by Istanbul at both national and international levels is intensifying interaction with other cities and regions, and proliferating transport of both people and goods produced and consumed in the city. As a consequence, in accordance with its rising profile, and to address growing transport demands, it is becoming more salient to improve the quality of and diversify accessibility facilities from Istanbul to other cities and regions, both within and outside the country. Additionally, as with transport and accessibility within the city, for the external accessibility of Istanbul, the establishment of a transport system that supports the sustainable development of the city is overriding.

To address rising demand for air transport, which brooks no alternatives for long distance travel, it is targeted to develop an airport on the European side of the city, which will assume key roles in the international air transportation arena, and also to carry out the necessary arrangements for a possible capacity rise at Atatürk airport, in the transition to the new airport. Sabiha Gökçen Airport is, on the other hand, projected to serve not only the Asian side of the city, but also a much larger hinterland encompassing other cities, thanks to emerging high speed train and highwaylinks. Rail systems, particularly high-speed railways, are projected to take a much larger share in the accessibility of Istanbul to other cities and regions. The rail system network scheduled for completion by 2023 is expected to emerge as a chief alternative for access to various cities in Central Anatolia and Western Anatolia, in addition to the Marmara Region. A similar potential is evident in maritime transport to cities around the Marmara Sea. With private sector investments, it is aimed to ensure more efficient use of this potential by providing faster, more comfortable, high capacity maritime services, at more convenient prices. Maritime transport also offers great opportunities for yacht and cruise tourism, towards which suitable ports are slated for development. Highway and other road links, which will provide faster access to other regions of the country, are scheduled for development with special regard to the spatial development of the city, and environmental dimensions.

Objective 1. Development of intercity railway lines, particularly high-speed railway lines, and raising the share of railways in access to other cities

Objective 2. Enhancing the capacities of existing airports, and establishment of a new airport

Objective 3. Ensuring integration of airport, railway terminals, and intercity coach stations with local rail systems and other public transport systems

Objective 4. Ensuring more efficient use of maritime transport to cities around the Marmara Sea

Objective 5. Development of mini coach stations in the city, and a main coach station on the Anatolian Side

Objective 6. Development of yacht and cruise ports, boat moorings and relevant services, in areas that do not overload the city, in line with the Coastal Structures Transport Master Plan that is currently being prepared

Objective 7. Development of road and highway links to other cities, in line with urban development plans and transport plans

Strategy 4. Effective management of transport demand and efficient use of existing transport infrastructure

The Transport Master Plan (2011) estimates that with population rise and higher individual mobility, total daily urban trips generated will rise from about 21 million to 35 million in 2023. The development of transport demand is closely linked to urban development and forms of urban space usage. The sprawl of the city over a large area requires a larger transport network. Unbalanced distribution of economic activities in the city, and their concentration in certain areas, prolong daily trips by moving business facilities away from housing zones. The same is true for trips from home to schools and other destinations, due to the insufficiency of local facilities and services in many areas of the city. On the other hand, due to low quality and low capacity public transport services, transport relies mainly on motor vehicles, especially private cars. This development model prioritises roads that enable rapid urban development, and therefore also prioritises private cars. The resulting traffic problems limit accessibility for all and, by exacerbating adverse environmental impacts, reduce sustainability.

Transport and trips are basic requirements of urban life. However their essential function is to enable peoples' access to facilities in the city. In that sense, proximate positioning of people and business facilities, and balanced distribution in the city, will limit the rise in transport demand, and more importantly will ensure better accessibility. This requires ensuring harmony between transport plans and spatial plans, with a strategic perspective. Demand management also encompasses dynamic distribution and channelling of trips into various transport modes, their balanced distribution within the day, and making the most efficient and maximum use of existing transport infrastructure, particularly roads. As a consequence, demand management is not limited to car oriented infrastructure, and traffic planning and management. By putting people, accessibility for all, and sustainability at the core, it is aimed to implement a strategic and dynamic transport demand management

Objective 1. Keeping population growth in Istanbul under control; strengthening harmony between spatial development and transport plans and strategies, improving their applicability and binding power

Objective 2. Strengthening coordination and cooperation between transport institutions and authorities, developing shared approaches to transport problems; ensuring efficient management of transport demands by gathering transport under a single institution

Objective 3. Development of car park policies and charging schemes in such a way as to limit private car use, particularly in central areas, implementing practices such as park-and-ride and traffic congestion charging

Objective 4. Implementing practices like home based working facilities, flexible working hours, and flexible working opportunities that reduce transport demand, and ensuring more balanced distribution of traffic throughout the day

Objective 5. Ensuring balanced distribution of population, economic activities and employment in the city to reduce transport demand and to address it more efficiently; propagation of mixed spatial use that brings together housing, business and shopping opportunities

Objective 6. Conducting traffic and accessibility analyses for new buildings and structures that deepen population density in central areas, and cause unbalanced distribution of transport demand; ensuring proper revisions in projects in line with these analyses

Objective 7. Implementing practices to reduce circulation of empty taxis in traffic

Objective 8. Extension of the road network and improvement of road geometry, in line with urban spatial development plans and transport plans

Objective 9. Carrying out more efficient traffic management and surveillance; ensuring traffic safety

Objective 10. Extension of smart transport systems in fields like planning and development of transport infrastructure, driver and passenger information, trip planning, fleet management, traffic management and surveillance, car and passenger charging, payments, and development of a common data bank available to all institutions

Objective 11. Training of staff in and enhancing capacity in transport institutions and enterprises; raising participation and transparency in transport planning and project development processes

SUSTAINABLE AND EFFICIENT LOGISTICS INFRASTRUCTURE

SUSTAINABLE AND EFFICIENT LOGISTICS INFRASTRUCTURE

Strategy 1. Sustainable development and enhancing efficiency of transport infrastructure and services

Urban logistics infrastructure is essential for ensuring transport of goods produced in the city to national and international markets, as well as for accessibility to goods produced in other regions for people and economic production processes in the city. In that respect, the quality and efficiency of logistics infrastructures and services affect the efficiency of urban economy and competitiveness, and therefore also affect urban prosperity levels and urban life quality by determining variety, quality and prices of goods presented to urban dwellers. Istanbul's logistics infrastructure also assumes a significant responsibility for national exports and imports. Additionally, due to its strategic position on major transport routes, its significance with regards to national and international transit traffic is ever growing. In that respect, it is aimed to develop logistics infrastructure and services in deference to the development and competitiveness of urban economy, as well as the national, regional and global roles that Istanbul is taking on. In this process, it is aimed, on the one hand, to address the adverse effects of logistics on the environment and local transport, and on the other hand to plan and develop logistics infrastructure and services as a compatible part of a coherent and sustainable transport system.

Logistics infrastructure shall be developed in accordance with urban spatial development plans and strategies supporting urban economic development. In this sense, it is aimed to undertake the long term strategic logistics planning of the city, considering also urban logistics; to gather logistics activities at convenient locations in both the European and Asian parts of the city, and to develop rail and port links to these locations. By gathering logistics activities in certain locations, it is intended to establish a more efficient organisation of logistics activities, to enable easier delivery of services they need, and thus to improve their quality, productivity and competitiveness, as well as to keep their environmental impacts under control. Rising freight and cargo capacities of ports and airports, enhancing access facilities to nearby ports, particularly by railway links, are vital to address the rising logistics needs of the city.

Objective 1. Undertaking long-term strategic logistics planning in accordance with the spatial development of the region, and ensuring planned development of logistics infrastructure

Objective 2. Gathering of disorderly scattered logistics activities in convenient locations; establishing rail, port and airport links to these locations, and developing auxiliary services

Objective 3. Improving the capacities of developable ports, and strengthening of rail and road links

Objective 4. Undertaking studies for building a new port in a convenient place in or around Istanbul, enhancing links to nearby ports in other cities

Objective 5. Enhancing cargo capacities of existing airports, making Istanbul an international transfer and aircraft maintenance centre, by taking advantage of the new airport

Objective 6. Facilitating transfer between logistics systems, developing combined transport infrastructure and services

Objective 7. Undertaking arrangements to reduce adverse impacts of transit freight crossing Istanbul on local transport

Objective 8. Ensuring efficient use of public-private partnership in developing logistics infrastructure

Objective 9. Improving safety and efficient management of marine traffic on the Istanbul Strait

QUALITY AND SUSTAINABLE ENVIRONMENT

QUALITY AND SUSTAINABLE ENVIRONMENT

Strategy 1. Ensuring the sustainable management of basins and water sources

Basins are one of the most important constituents of a sustainable and quality environment, since they provide drinking and utility water. However, in recent years, changes in rainfall and urbanisation pressure on the basins have caused a decline in the yield and quality of the water sources. Therefore, in order to meet the rising demand for water, as well as to pass on healthy and sufficient water to future generations, water sources must be preserved, developed and used in a smart way. In the face of rising water consumption day by day, and the inadequacy of Istanbul's local water resources, basin management has become a major issue.

In Istanbul, providing a holistic and sustainable river basin management is targeted for the prevention of ongoing damage in basins, greater efficiency and quality of resources in basins, and protecting natural life through the prevention of urbanisation pressure on the basins. In this context, taking into account the factors that reduce the quality and different hydrological functions of the basins located in Istanbul, special basin management and protection plans should be developed. In addition, applications for the effective and efficient use of water in order to consume less water resources should be developed.

Objective 1: Preparing management plans and updating inventory for the basins in Istanbul

Objective 2: Preventing urbanisation in the water basin protection area and increasing inspections

Objective 3: Improving water retention rates in basins by proliferating reforestation, organic and modern farming activities, etc.

Objective 4: Ensuring pollution control by extending inspections and improving the water quality in the water basin

Objective 5: Preparation of rehabilitation plans in basin areas where groundwater levels have fallen too much, and feeding groundwater

Objective 6. Creating urban permeable pavement, artificial lakes, leeching areas, etc. in order to ensure urban flood control, and protection of the groundwater level

Objective 7. Preparation of the water footprint report for Istanbul, and determination of water-intensive sectors and conducting studies in those identified sectors to reduce water consumption

Objective 8. Renewal of the drinking water supply network and reducing the rate of seepage loss

Objective 9. Raising public awareness for the effective and efficient use of water

Objective 10. Ensuring efficient use of water by environmentally friendly technology in large complexes, businesses, hospitals, hotels and similar large institutions

Objective 11. Ensuring storage and reuse of rainwater in the city

Strategy 2. Protection and development of forests and agricultural areas

Forests and agricultural areas, which perform ecological, social and economic functions, are vital areas that directly affect the environmental quality of the city. These areas play a key role in the protection of biodiversity, air quality, natural life and basins. In addition, currently forests also have a critical role in tackling climate change, thanks to their carbon capture functions. Furthermore, forests are considered as recreational areas, and add economic value to the environment. Moreover, agricultural areas have become important areas for cities, ensuring food security and meeting growing demand for food. Especially in the last 30 years, Istanbul's forest and agricultural areas, covering half of Istanbul's land, have been under severe pressure from excessive urbanisation. Therefore, illegitimate settlements have significantly reduced the forest and agricultural areas.

In order to protect forests and agricultural areas, and to reduce the pressure of urbanisation on these areas, the awareness of forest villagers and farmers living in these areas should be raised, and their prosperity should be improved through activities such as organic marketing, eco-tourism etc. Likewise, the relationship between citizens living in city centres and forests and farmlands must be strengthened. In addition to recreational use of these areas, enhancing their economic contribution will also ensure protection and development of these areas.

Objective 1. Prevention of illegal housing in forest and agricultural areas by proliferating audits, and reducing urbanisation pressures by protecting those areas

Objective 2. Raising public awareness about innovative agricultural practices, and supporting organic farming practices to boost the added value

Objective 3. Opening organic bazaars and supporting the development of the tools that will facilitate direct sales of products manufactured in agricultural fields

Objective 4. Promotion of activities to improve eco-tourism in forest areas

Objective 5. Preventing the release of waste to maintain the quality of forest and agricultural areas, and increasing inspections

Objective 6. Expanding rehabilitation activities for the elimination of land degradation originating from mining activities

Objective 7. Preventing forest fires by ensuring public awareness and propagating trainings; improving response capacity during fire; forestation and rehabilitation of areas destroyed by fire

Objective 8. Conserving and developing biodiversity, flora, fauna and endemic plant species

Objective 9. Extending the number and total area of urban forests

Strategy 3. Protection of marine and coastal areas and improving their quality

Seas contain many economic, ecological and social functions, and add value to cities. Marine pollution is one of the key indicators determining the quality of environment, particularly in coastal megacities, since a significant part of marine pollution is manmade and land originated. Furthermore, seas play a key role in enhancing environmental quality by producing substantial amounts of oxygen, since they host vital biodiversity, and they self-renew their ecosystems. Seas are also valuable for cities because they contribute economic and social benefits with activities such as transportation, fishing, sports, tourism etc. Moreover, coastal areas are prime recreation areas, which enrich the city.

Istanbul is a unique city in the world with magnificent attractions such as the Princes' Islands, Golden Horn and Bosporus, and 647 km coastline on the Marmara and Black Seas. However, as a result of excessive pollution in the Marmara Sea, and the destruction of coastal areas over the years, the interaction between people living in Istanbul and the sea has declined, and coastal areas could not turn value, be it social or economic.

In order to protect and improve the quality of marine and coastal areas, which are paramount for Istanbul, primarily measures for the prevention of manmade and land originated pollution shall be developed in a holistic manner, and will be expanded. Furthermore, the public should be informed about the protection and significance of these areas. Likewise, effective monitoring of maritime traffic and port activities is essential in order to prevent sea pollution.

Objective 1. Preventing filling works that affect the ecosystem, and dense housing in coastal areas, expanding recreation areas and ensuring suitable urban transformation works through urban planning

Objective 2. Raising public awareness in order to reduce coastal waste and solid waste disposed into sea coming from coastal recreation areas, fishing ports, marine transportation vehicles, ports, and marinas

Objective 3. Preventing the discharge of untreated wastewater into the sea, and enhancing the effectiveness of inspections

Objective 4. Intensifying coastal and marine cleanup works

Objective 5. Expanding the number of Blue Flag beaches and marinas

Objective 6. Enabling control of fishing activities by raising the capacity of the supervisory authority, and raising consumer awareness about seafood obtained by illegal fishing

Objective 7. Prevention of illegal discharges from ships and other marine vehicles mainly engaged in international transport, and improving the effectiveness of inspections

Objective 8. Implementation of National and Regional Emergency Response Plans to minimise the effects of sea accidents on the environment, ensuring coordination between institutions and enhancing the response capacity to accidents

Objective 9. Reducing the environmental impact of port facilities by restructuring administrative and technical aspects of ship and port operations

Strategy 4. Controlling and improving air quality

Air is the main element of life in nature, and therefore air quality affects the health of all living things, and the quality of the natural environment with which they interact directly. Air pollution affects the ecological balance by causing soil and water pollution, directly and indirectly. Today, polluting emissions have the largest share in the formation of urban air pollution because of its human origin, and its control is much more difficult compared to the control of water and soil pollution. With higher unplanned population growth for many years in Istanbul, air pollution has become an overriding issue, and has reduced quality of life. In recent years, though air quality has been improved in Istanbul thanks to measures carried out and reduced use of coal, it hasn't yet reached the desired levels.

In order to ensure the environment quality, and enhance habitability in Istanbul, air quality must be improved. To this end activities are necessary to improve air quality by monitoring air quality and pollutant emission sources in a comprehensive manner. Furthermore, for the protection of oxygen balance, expanding and developing urban green areas has become one of the foremost issues.

Objective 1. Identification of the parameters affecting the air quality in Istanbul, and establishing a comprehensive inventory of air emissions

Objective 2. Preparing a special Clean Air Action Plan for Istanbul in line with the National Clean Air Action Plan

Objective 3. Protecting and improving green areas in the city centre to ensure the balance of oxygen and carbon dioxide in the air

Objective 4. Improving public transportation by giving priority to rail and sea transportation systems, and limiting the use of private cars to reduce emissions from the transportation systems

Objective 5. Encouraging the use of environmentally friendly fuels and engine systems to reduce emissions from transportation vehicles

Objective 6. Reduction of fuel used in heating consumption in residential and industrial plants by using sheathing, central system etc., and encouraging the use of environmentally friendly fuels and fuel systems

Objective 7. Identifying the areas that affect wind and airflow zones, and conducting appropriate planning of industrial areas with high buildings to protect air quality

Objective 8. Raising the number of air quality monitoring stations

Objective 9. Improving the effectiveness of inspections for the prevention of air pollution from industrial areas in the industry

Objective 10. Proliferating audits to check the formation of dust from construction, demolition and excavation, and improving the awareness of firms

Strategy 5. Reducing solid waste and wastewater, and ensuring their sustainable management

Rapidly growing population and changing lifestyles have led to a significant spike in waste volumes, thereby obstructing control and management of waste. Today, using a holistic waste management system to alleviate the threats to human health and the environment posed by waste generated in urban areas, and transforming waste into input for the economy, have become a primary environmental policy. In treating wastewater and disposing of solid wastes, Istanbul is a leading city in Turkey, by providing services to almost 100% of the municipal population, despite the huge size of said population. However, despite these developments in the waste disposal area, the holistic waste management system, including reducing the amount of waste and recycling, is still not at the desired level in Istanbul, which is also in competition with other megacities around the world.

In Istanbul, in spite of the measures implemented to generate energy from waste, re-using wastewater and solid waste, due to the inadequacy of the infrastructure and services, these measures must be improved and expanded. Additionally, reducing waste production and recycling of wastes by informing citizens about sustainable consumption and production habits will ensure economic gains and sustainable environmental management.

Objective 1. Raising public awareness in order to promote sustainable consumption patterns and reduction of municipal solid waste and wastewater production

Objective 2. Raising public awareness in order to separate and collect municipal solid waste at source, and improving the services about this issue

Objective 3. Establishing regional supply and waste collection centres; and ensuring the integration of wreckers collecting paper and packaging waste, waste batteries, electronic waste, waste oil, etc. into the collector system

Objective 4. Raising the number of solid waste recycling plants, and encouraging the use of the material obtained from these plants

Objective 5. Improving the effectiveness of monitoring and auditing hazardous waste collection, transportation, recycling and disposal

Objective 6. Making sustainable waste management possible, including urban transformation projects and intensified construction activities resulting from excavation and storage of waste for recovery, and enhancing the capacity of practitioners and auditing intuitions

Objective 7. Enlarging the amount of treated wastewater to be reused by boosting the number and capacity of advanced biological wastewater treatment plants

Objective 8. Establishing special wastewater treatment plants in large residential areas, and implementing grey water recycling applications in these areas

Objective 9. Expanding the number and capacity of industrial wastewater treatment plants for industrial zones, and ensuring the reuse of treated water in industrial processes

Objective 10. Enhancing and enabling the control of industrial wastewater discharge points

Strategy 6. Reduction of resource use and waste generation in industrial activities, and ensuring sustainable waste management

The industrial sector, which plays prominent role in the development of cities, also has a highly influential role in the quality of the environment. At the same time, due to producing waste and causing pollutants, it can affect human health in a negative way. In particular, industrial firms located in the city centre cause air, water and soil pollution, as well as directly affecting the health of the inhabitants. In Istanbul, incorporating nearly 40% of industrial companies in Turkey, said companies have stayed in the city centre over time, and played major role in in the degradation of environmental quality, by causing excessive pollution in the air, sea, groundwater, soil, and basins.

Improving the environmental performance of industrial companies by reducing resource use, waste generation and providing sustainable waste management in industrial activities will reduce the occurrence of pollution and ensure the protection of natural resources. In this context in industrial activities, taking into account technological developments and global trends is necessary to disseminate the studies such as cleaner production, industrial symbiosis, so eco-innovation etc. and building capacity about these issues in Istanbul.

Objective 1. Improving the environmental performance of industrial companies located in the city centres, and raising awareness about cleaner production for efficient use of resources, boosting the capacity of all relevant institutions and organisations, supporting cleaner production practices with pilot projects

Objective 2. Ensuring wastewater, hazardous, and solid waste management by encouraging the clustering of industries that produce similar waste characteristics

Objective 3. Making a comprehensive inventory of waste resulting from industrial activities in Istanbul, making a functional waste stock exchange to this end, creation of an industrial symbiosis network covering the Marmara region, taking into account the raw materials and by products used by industrial companies

Objective 4. Supporting life cycle analysis studies for products that are produced in industrial plants

Objective 5. Taking measures to alleviate the environmental impacts of polluting industrial sectors that are located in water basins, and that consume excess water; decentralising these industrial companies to locations outside the city

Objective 6. Expanding the number and capacity of regional hazardous waste transfer facilities to prevent the uncontrolled disposal of hazardous waste

Objective 7. Raising the number of regional industrial wastewater treatment plants to avoid uncontrolled discharge of industrial waste

Objective 8. Increasing auditing in industrial zones and facilities, and enabling effective auditing by ensuring coordination between supervisory authorities

ENVIRONMENT FRIENDLY ENERGY

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Strategy 1. Ensuring energy efficiency and clean energy usage

Population and economic growth, and the development of sectors such as industry, trade, tourism, transportation, logistics, etc. intensify the demand for energy in Istanbul. Furthermore, the insufficiency of new building stock in Istanbul, non-energy-efficient use of electronic equipment, intensive use of heating and motor systems, and high rate of loss-theft, result in higher energy consumption than normal demand levels. In addition to inefficient and intensive energy consumption, the lack of widespread use of clean energy in Istanbul exacerbates carbon emissions into nature. Energy consumption, in addition to its environmental harm, threatens the macroeconomic stability of the country, which is dependent on foreign energy supplies.

It is necessary to expand the use of clean energy and energy efficiency in Istanbul, in order to contribute to combating climate change, to improve the energy security of our country, and to reduce energy consumption costs. In this sense, preparing a greenhouse gas emissions inventory, and determining the current situation in Istanbul, is paramount. Extending energy efficiency and clean energy usage measures must be developed by observing the current situation in Istanbul. At the same time, it is necessary to reduce energy intensity, mainly in the transportation, housing, and industry sectors, and to expand the use of renewable energy sources in these sectors.

Objective 1. Raising the number of wind energy plants and their capacity, mainly in the northern regions of the European Side

Objective 2. Preparing a greenhouse gas emission inventory specifically for Istanbul, ensuring energy efficiency to reduce greenhouse gas emission rates, and preparing programs for the expansion of clean energy usage

Objective 3. Raising awareness in order to enhance efficiency in the usage of energy and energy resources

Objective 4. Establishing energy efficiency and clean energy centres in Istanbul, on both continents, to support R&D studies in companies, and to raise awareness among companies

Objective 5. Supporting research, studies and consultancy services to improve efficiency in production and usage of renewable energy in industry

Objective 6. Enhancing institutional capacity and expanding best practices concerning green buildings

Objective 7. Expansion of energy conservation in existing buildings through applications such sheathing, central systems, etc., and the usage of energy-efficient technology

Objective 8. Using renewable energy and energy efficient technology in public applications such as urban lighting, traffic lights, billboards, etc.

Objective 9. Dissemination of urban design to prevent rises in temperature due to intense urbanisation in urban centres

Objective 10. Conducting transportation planning and regulation to improve energy efficiency in transportation systems

Objective 11. Supporting the use of engines and fuel systems that use energy-efficient and clean energy sources

Objective 12. The dissemination of smart grid applications that will improve energy efficiency

Objective 13. Ensuring awareness and infrastructure services for the use of electric vehicles, mainly used in public transportation

DESIGN
Arteastworks Reklam Ajansı - www.arteastworks.com

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April, 2016