

Milestones of Zeytinburnu Municipality through Sustainable Urban Regeneration: From Vision to Action

INTRODUCTION

Zeytinburnu is an advantageous settlement due to its location and closeness to central districts. However, being a first focus of illegal settlements in Turkey and sheltering major portion of the migration to Istanbul, it has lacked a proper urbanization process and thus, today suffers from a densely and unqualified development. This negative development is faced as a threat in the means of providing urban life quality as well as the future of the settlement according to natural disasters. In fact, following 1999 Marmara earthquake it is obviously determined that such an urban development is a clear threat for any region in Istanbul.

Zeytinburnu District has charged an important mission after the 1999 Marmara earthquake, being selected as a sample area for disaster mitigation among similar problematic districts of Istanbul. Zeytinburnu has been chosen as 'pilot zone' by Istanbul Metropolitan Municipality (IMM) within Istanbul Earthquake Master Plan (IEMP) following 1999 Marmara earthquake. As of this date urban regeneration projects have accelerated in Zeytinburnu District. Thus, central government has started to work with academic institutions, international agencies and Non-Governmental Organizations (NGOs). While assessing the psychical, legislative and financial aspects of those studies, lack of knowledge and skills about urban regeneration are investigated at either municipal staff or local communities. Those capacity areas are project management, decision-making proces, and public participation. Studies to fill these gaps have particularly been proceeded and important steps have come so far. Most important steps are establishment of Zeytinburnu Urbanism Atelier-Zeytinburnu Sehircilik Atolyesi (ZESAT), preparation of 2006-2009 corporate strategic plan, selection of two coordinated flagship projects that have a pioneer role in uban regeneration and institutional capacity building.

Concepts of 'governance' and 'participation' have newly been assimilated by Turkey. Within this assimilation period Zeytinburnu Municipality has added international dimension to its regeneration projects in the frame of Strategic Plan conducted by ZESAT staff, with the support of Dutch Government and PRC; and academic dimension with the support of consultant group from ITU Department of Urban and Regional Planning. In addition to psyhical, economic and legal arrangements, strategies developed with multi-stakeholders, establishment of local government co-operation, capacity building, participation of different groups within planning activities, and institution building for all these facilities are determined. The next step will be moving towards to the long term objectives and enabling public participation to the project more efficiently with the ratification of regeneration decisions by Council of Ministries.

The aim of this paper is to reveal the outcomes on 'institutional capacity building' as a prior municipality of Istanbul in the means of urban regeneration, and to open a discussion on these first outcomes. Paper consists of four sections. First section represents the basic facts of Zeytinburnu district and municipality in terms of natural, psyhical and social structures. Second section identifies the problems after 1999 earthquake and stresses the importance of urban regeneration and governance criteria in order to manage those problems. Third section explains the efforts of Zeytinburnu Municipality to tackle with those problems, particularly initiatives took place in the field of 'urban regeneration'. Fourth section focuses on implementable outcomes of Dutch-Turkish project partnership, MATRA-REGIMA, which has left important tracks on corporate milestone by co-managing urban regeneration and capacity building. Finally, conclusion section discusses the importance of capacity building for collaborative urban regeneration action and presents recommendations for further projects.

BASIC FACTS OF ZEYTINBURNU: PHYSICAL AND SOCIAL STRUCTURES

The Zeytinburnu District is located at the western side of the province of Istanbul, covering a total of 1142 hectares (Figure 1). Zeytinburnu is located between Bakırkoy, Fatih and Bayrampasa. The district is directly connected to the E-5 highway and the Bosphorus Bridge. It is also possible to access TEM (Trans European Motorway) and thus also to Fatih Sultan Mehmet Bridge. Therefore it is an important window of Istanbul opening to the outer world. It is surrounded by Fatih to the east, Bayrampaşa to the north, Gungoren and Bakırkoy to the west and Marmara Sea to the south. The district was governed by the Fatih Municipality in the east and the Bakırkoy Municipality in the west until 1953, but became a municipality in 1953, and in 1957 became the 14th district of Istanbul. Considering the population density in the districts at Istanbul in year 2000, in Zeytinburnu the density is 20,639 persons per square kilometers. The district is the 8th most densely district in Istanbul due to this reason.



Figure 1. Location of Zeytinburnu District within national and provincial scale

Even though Zeytinburnu has been a part of the urban life and area of Istanbul since the Roman ages, and there are various historical buildings and remnants of such, it did not itself have a vivid history; and as it has been continuously settled in the later periods, it is accepted as one of the newest settlements of Istanbul, relatively. As areas out of the city walls at the Byzantine period were unsafe due to sieges that the city often faced, they were not settled continuously. Together with the foundation in the Ottoman times, of tanneries at today's Kazlıçeşme, settlements around these as well started to take shape slowly. First settlements has been set up near Kazlıçeşme. It is a place for entertainment, rest and promenade near the city İstanbul. Turkey's short history of leather working industry has started at Kazlıçeşme over than 150 years ago. By the years 1946 illegal housing has started.

The area called the Zeytinburnu District today was in the borders of Fatih and Bakırkoy districts until 1953. Due to the spread of the illegal housing, a new organizational need has been born in the named area. First it was a subdistrict in Fatih in 1953 and then in 1957 the whole region consisting of illegal housing became a district called the "Zeytinburnu District".

The Zeytinburnu District's population was 89,297 at the 1960 census. Increases due to influence of development of squatters was observed though a lower than average rate of population increase of Istanbul until 1990. The Zeytinburnu District's population reached to 247,669 at the 2000 census. The realized population growth rate of 10 years between 1990 and 2000 is 49.5%. Increase in the total population of Istanbul was 37.1% and was far

behind the increase observed in the Zeytinburnu District. Population increase after the year 1990 is related to the solution of the problems on deeds of a large part of the existing real estate and the opening of new settlements due to the construction of permitted buildings.

The Zeytinburnu District is both physically and functionally divided into two subregions by the E-5 highway. The industry sector fully occupies the Maltepe Neighborhood that is north of the E-5 highway. The Maltepe industrial region covers approximately 35% of 1142 hectares of the Zeytinburnu District. Besides, the textile and leather industries at Kazlıçeşme, which has been the reason for the development of the first settlements at Zeytinburnu have been decentralized. Commercial functions are generally mixed with housing functions and Demirciler Site right south of the E-5 highway is one of the important commercial areas.

There are turbes, monasteries and churches with historical value as well as historical Istanbul city walls in the Zeytinburnu District. The Kazlıcesme Neighborhood has been named a tourism area and tourism center by decision of the Board of Ministeries dated 30th August 1988. However, the district has not yet attracted many tourists.

IDENTIFYING ZEYTINBURNU'S PROBLEMS AFTER 1999 EARTHQUAKE AND URBAN REGENERATION

According to the population distribution obtained from the census of 2000, the population of Zeytinburnu district is estimated as 239,927. When compared with the overall Istanbul in terms of building intensity, it is seen that the building intensity of Zeytinburnu district is twice as much the intensity in overall Istanbul. This constitutes a serious intensity and risk in terms of earthquake management. In particular, it must be considered that the transportation infrastructure will gain importance in such intensities. The rate of buildings being reliable and strong in terms of structure within such intensity must be high within the total number of buildings.

As the rate of reinforced concrete skeleton structure in the work site is 74.4% and the rate of briquette/brick structure is 21.7%, 96.1% of the buildings have this type of skeleton carrier system and back-filled wall. In the last thirty years, the recently developed areas consist of reinforced concrete structures. According to the building count of 2000, the number of buildings in Istanbul was 127,755 until 1969 (17.9% of the total buildings in 2000). In Istanbul, the development of reinforced concrete structure exhibited a rapid increase after 1970. Rapid construction caused a drop in the quality of buildings especially in structures used for housing purposes. It is seen that 52.9% of the total buildings in work site consist of buildings with 4 floors and above. On the other hand, more than 67% of the structures in Zeytinburnu district range between 4-7 floors. In addition to building intensity, the fact that a considerable part of the buildings have number of floors which can be deemed as middle high or high is considered to increase the regional risk.

In a research carried out by ITU Urban and Environmental Planning and Research Center, some fixings have been made with regard to the inventory of temporary settlement area in Zeytinburnu district pilot region. It can be said that the demand expected to arise in this context will also shed a light on the necessary potential and loss for also temporary housings. The capacity that is revealed in this context is 4,000 housings. This figure requires that earthquake preparation studies are to be carried out urgently in Zeytinburnu district.

Need for conceptualising governance and capacity building via urban regeneration

Local policies and strategies designed to deal with urban decline, decay or transformation, are termed urban regeneration. Urban regeneration implies an integrated perspective on problems, potentials, strategies and projects within the social, environmental, cultural and economic sphere (Lang, 2005). Urban regeneration can be defined as a, comprehensive and integrated vision and action which leads to resolution of urban problems and which seeks to

bring about a lasting improvement in the economic, physical, social and environmental condition of an area that has been subject to change (Robert, 2000). According to the Roberts (2000) urban regeneration should be constructed with long term, more strategic purpose in mind. The need for a general strategic agenda and cross-sector integration are seen as central features of urban regeneration. Roberts identifies a number of principles as the hallmark of urban regeneration. The most important are that urban regeneration should:

- Be based upon a detailed analysis of the condition of an urban area
- Ensure that the strategy and the resulting programmes are developed in accord with the terms of sustainable development,
- Set clear objectives, which should wherever possible be quantified,
- Seek to ensure consensus through the fullest possible participation and co-operation,
- Measure the progress of strategy towards the achievement of objectives and monitor the changing nature and influence of the internal and external forces which act upon urban areas,
- Attempt to achieve this task through a comprehensive and integrated strategy with a clearly articulated vision that deals with the resolution of problems in a balanced, ordered and positive manner (Carter, 2000).

There can't be one explicit, closely defined guidance for urban regeneration because of the uniqueness of place. Each urban area is different, influenced by a variety of impacts and has to be seen in the wider context which it is located. Any model of urban regeneration has to be adapted to the circumstances within which it operates. Roberts, however, grouped the outputs of urban regeneration actions into five categories: neighborhood strategies, economic development, training and education, physical improvements and environmental actions. Regeneration can therefore be seen more as an interventionist activity or a means of mobilising collective effort as well as of determining policies and actions designed to improve the condition of urban areas and developing the necessary institutional structure (Roberts, 2000).

New elements were introduced to the urban political scene, requiring, encouraging for fostering elements of partnership and cooperation to achieve urban regeneration. Traditional forms of local government with hierarchical and state centered forms of decision making are said to be more and more replaced by less hierarchical multi actor approaches to urban management (Lang, 2005). The role of government has become increasingly significant in terms of local democracy (Elander, Blanc 2001).

Local Agenda 21 addresses the role of local authorities who are closest to the people and can play a vital role in educating, mobilizing and responding to the public to promote sustainable development (UNCED, 1992). Local Agenda 21 is based on the assumption that local actors, citizens, businesses, local public agencies and organizations are involved in a wide variety of activities whose common goal is sustainable development. The aim of such a dialogue in the context of Agenda 21 is to bring about a community-wide learning process about global and local dimensions of sustainable lifestyle and development. Such a learning process results in a set of tangible proposals for achieving substantive objectives as well as in the establishment of what is often referred to as 'institutional capital' (Khaake, 2002). According to Khaake (2002) essentially, 'institutional capital' in this evaluation approach, as 'institutional capacity' in the original methodology, is assumed to be embodied in social relations and interactions and is continually evolving as a result of the social learning process. With a specific focus on sustainable lifestyle and development, the model identifies criteria for intellectual, social and political capital. 'Intellectual capital' refers to various knowledge resources built on previous experiences, scientific investigations and understanding of people, places and issues. It also includes new ways of looking at issues, and of sharing and enriching knowledge and understanding in order to facilitate decisions that people support (Khaake et al., 2000). 'Social capital' means social network resources that enable collaboration between a broad range of partners in order to achieve support and

enhance the capacity to co-ordinate decisions and actions. Social capital involves thinking through the relations between activities, people and places (see e.g. Healey et al., 1997). 'Political capital' implies commitment and willingness among not only politicians and government officials but also among citizen movements and stakeholder groups to shape agendas and take actions. This is based on mutual trust and respect among all those involved and is necessary for building consensus, influencing policy-thinking and mobilizing resources (Khaake, 2002).

Zeytinburnu Municipality, initiated to implement the concepts of 'sustainability', 'governance', 'Local Agenda 21' within urban regeneration project framework. Main key task for Zeytinburnu Municipality was occurred as institutional capacity building and support for intellectual capital like Khaake mentioned, to challenge the 1999 post-disaster problems, local characteristics, and social pattern of local communities. In the following parts, the result of the REGIMA project, which is operated by ITU-PRC and supported by Dutch Ministry of Foreign Affairs, MATRA Social Transformation Program, in order to answer the such needs of Zeytinburnu Municipality, are focused. The REGIMA project has a structure of 'capacity building' for Zeytinburnu Cultural Valley Urban Regeneration Project simultaneously and functioned as transforming the vision in to action.

LOCAL EFFORTS OF ZEYTINBURNU MUNICIPALITY DEALING WITH PROBLEMS

Zeytinburnu Municipality has worked on several strategic actions in order to tackle with 'urban regeneration' problems which occurred after the earthquake that came up on the agenda and to integrate those activities within planning framework. These actions are; establishment of ZESAT unit, preparation of 2006-2009 corporate strategic plan, selection of flagship projects that have pioneering role in urban regeneration, and institutional capacity building.

First, there is a rationale for organisational arrangements by establishing a local urban regeneration unit. The Master Plan, projected 2010 has revised and captured some arrangements to let the City of Istanbul be a 'Global City' again, because of the pioneer role of the city within the membership process of Turkey in to the EU, and integration obligation of 2025 European Year Concept. Main objectives are;

- Adaptation to the EU
- acceleration of fine-tuning in metropolitan scale
- Managing urban regeneration projects
- Supply the expertise needs by organising events, service provision, consultancy, and, competition activities
- By developing close relations with civil society achieving result-oriented projects, monitoring and assessing real estate investment activities

In order to realise those objectives listed above, an institution has built called ISAT - Istanbul Sehircilik Atolyesi' (Istanbul Urbanism Atelier) under the Department of Settlements and Urban Regeneration of IMM. In the light of those contents, to achieve livable Zeytinburnu, ZESAT - Zeytinburnu Sehircilik Atolyesi (Zeytinburnu Urbanism Atelier) has established in 2003, to work with ISAT in coordination, and to prepare application plans in accordance with upper-scale plans, all of which will support for successful rehabilitation.

Second is action preparation corporate strategic plan of Zeytinburnu Municipality 2006-2009. The solutions for the problems related to urban regeneration represented in the mission, vision statement, principals and strategic goals sections, which are basis for the Strategic Plan. The mission of Zeytinburnu Municipality under rule of law is to develop Zeytinburnu and its people in accordance with Istanbul's historical, geographical and social structure. The vision of Zeytinburnu Municipality is to achieve a settlement which has, a harmony among its historical and cultural pattern, and its economy, secure, sense of

belonging, awareness and shared values of urban citizenship and solidarity, brand municipal philosophy, high service provision and quality and lifelong development. Principles of the strategic plan are;

- Transperancy in decision-making, implementations and actions
- Accountability based on decentralisation of service provision and meet with real needs
- Participation to decision-making within municipal organization and for district
- Justice in implementations and equity in services
- Efficiency an productability for use of municipal resources
- Actions with sustainability rather than temporary solutions and instant decisions

Prior implementation of urban regeneration project is going to be completed at the end of 2008 envisioned in the Startegic Plan. Strategic goals, objectives and actions related to urban service delivery are; "Excavation, protection, marketing, and management of historical, cultural and natural assests", "Completion and implementation of urban regeneration plans according to the vision statement of the district", "Increase the safety of the distrcit for natural disasters". The detailed explanations are represented in the performance criteria section.

Third action is determining the priority among peojects. Two co-ordinated projects set as flagship projects in Zeytinburnu enlight the historical and cultural focuses and proposed related facilities with an integrated approach. The 1/5000 scaled Master Plan for Conservation is ratified by IMM. First is about 'Sumer Neighborhood' which has determined as the highest risky neighborhood for earthquake according to IEMP's pilot study. Although condense study has been carried on with IMM, further legislation changes needed and being waited for. Second project is 'Cultural Valley Project'. The project area is praclaimed as a renewal area, issued in Official Newspaper June 23rd, 2006 according to the Code No. 5356, which lead studies capturing renewal of historical and cultural structure, taking earthquake risk in to account, co-ordinating different actors with support of NGOs, universities and internationals.

Fourth action is about capacity building. In order to manage the urban regeneration process, corporate and socaial capacities should be strengthen. First project phase in the renewal area has chosen that is Merkezefendi Mosque and its surrounding. One important attribute of this zone is that area is focused within a MATRA project supported by Dutch Government. This MATRA project has added a social dimension to technical studies being carried out in cooperation with Dutch Government, PRC company, a consultant group from ITU Department of Urban and Regional Planning, Human Settlements Association. Those activites based on training for preparation of communication and participation plan, gaining trust from local people in order to let them involve to the project in more efficient way. The disadvantage of less-understanding of 'governance' and 'participation' concepts is aimed to be the advantage while conducting the project.

MATRA REGIMA PROJECT AND ITS INITIAL RESULTS

Through the MATRA Programme, the Dutch Ministry of Foreign Affairs promotes the strengthening of the civil society in Central and Eastern Europe. Currently, MATRA operates in sixteen countries. Turkey was accepted in 2000 as MATRA-beneficiary when it became a candidate for the EU-membership. Among the themes covered by MATRA Programme are the development of housing policies and urban regeneration. These topics belong to the key expertise of PRC Bouwcentrum, which performed various MATRA projects since the establishment of the MATRA Programme in 1993.

PRC was familiar with Istanbul Technical University through its European research networks. The existing calloboration was extended to Zeytinburnu Municipality and the Istanbul based NGO Human Settlements Association. Together with Dutch partners Vestia Interconsult and

Urban Solutions we jointly formulated the MATRA proposal regarding a pilot project of Regeneration in the Istanbul Metropolitan Area (REGIMA). In two years time, the project aims at providing trainings on citizen participation and project management to the local development actors, setting-up a neighbourhood communication centre, and implementing a process model for an urban regeneration pilot project in Zeytinburnu. This part of paper marks the intermediate achievements of the project.

Overall objective of the MATRA REGIMA Project

To improve the condition of urban housing for low income communities in Istanbul to meet the 21st century's quality of the sustainable built environment as set by the European Community.

Project goals

- To enable local authorities and citizens to implement the Urban Regeneration Act through bottom-up approach by presenting tangible and transferable results from Regeneration of Istanbul Metropolitan Area (REGIMA) pilot project in Zeytinburnu District,
- To develop a critical awareness of the requirements and environmental, economical and social impact of urban settlements in an international context,
- To develop an understanding of the influence and potential of design in regenerating urban areas and developing sustainable communities,
- To explore the latest experiences and methodologies in sustainability and the urban environment,
- To develop group working and collaborative skills.

Project environment

The focus area of the Project is extremely relevant. Istanbul is unique because she is at the crossroads of Europe and the Middle East; a peculiarity is reflected through the history, geographical features and the mixture of different cultures. Istanbul is a strategic center for Turkey's integration and interaction with the rest of the world, and Europe. For today, in the process of adaptation to the European Union, Turkey has to be in the process of reconstruction of all institutional, legal, economic and financial systems. Turkish real estate sector has to pass through this process of reorganization, too. After earthquakes of 1999, there is an increasing demand for, safer settlement areas and qualified building systems. In the process of adaption to the EU; well organized high standardized, actors of the sector; will also become the key instruments of urban development. Current situation and characteristics of Istanbul;

- After the earthquakes in 1999, there is an increasing demand for safer settlements and high-standard building systems.
- People have become more conscious about the institutionalisation and industrialisation of building production, and well-organisation of building supply.
- Istanbul possesses great significance as historical trade channel and control point of transportation, but nowadays its natural and historical heritage suffers under the poor regulated city development, urbanisation, and illegal settlements.
- There is urgent demand for research activities related to urban renewal and rehabilitation of Istanbul in order to establish the most effective strategies, policies, and technologies.

The MATRA REGIMA Project Methodology: The Dual Track Capacity Approach (DtcA)

The MATRA REGIMA provides opportunities for participants to develop skills and knowledge in communication and participaiton in relation to the urban built environment and to apply these skills in a group activity to prepare a strategy for urban regeneration in a pilot study. In this Project, Dual track capacity approach (DtcA) is developed which allows local government to play a successful role in the urban regeneration process. The Dual Track Capacity

Approach which is underpinned by a concern to facilitate empowerment, to build knowledge and skills both local government and neighborhood and to ensure flexibility in project design and feedback to and communities. It also has the potential to impact on institutional capacity within area-based regeneration, structures and environments, and as such it will be of interest to policy makers, practitioners and communities with a genuine commitment to adapting the principles of local people's participation in the process of sustainable regeneration.

Learning and teaching strategies of the project are:

- learning methods include lectures, seminars, workshops, tutorials, agency visits and work based learning,
- student participation actively encouraged at all times,
- visiting speakers (practitioners, policy-makers, politicians etc.) provide specialist skills and experience,
- assessment by coursework: project reports, essays, seminar presentations.

Learning outcomes of the project are:

- knowledge and understanding: of key concepts, policies, institutions and methods,
- cognitive skills: critical thinking skills,
- practical skills: analysis and research, project evaluation, strategic planning, project monitoring generic key skills: group working, oral presentations, IT skills, writing skills.

Milestones to sustain the MATRA REGIMA Project's achievements

During the first 9 months of the project, the knowledge, organisational, and personal infrastructure have been built. The existing trust, commitment, and openness between the project coordinator and other partner organisations must be preserved. The understanding and cooperation between the local partners should be improved. Table 1 shows the tasks and responsibilities shared according to time frame.

Time	Capacity Building: MATRA REGIMA Team Theory	Urban Regeneration Office & Community Representatives Into Practice
December '05	Public participation & Introduction to Communication Approach	Project organisation of Zeytinburnu Urban Regeneration
March '06	Urban regeneration, process, planning and decision-making	Strategic Plan for Zeytinburnu Cultural Valley
April '06	Action planning: Determination of strategic objectives on communication & participation strategy within pilot area	Action Plan for Merkez Efendi Pilot Area
June '06	Defining operational structure, business plan, communication center, visioning	Communication & participation plan for Merkez Efendi Pilot Area, vision and mission

Table 1. Zeytinburnu MATRA REGIMA Project Target Milestones with Theory into Practice

Initial results of the MATRA REGIMA Project

1. Decision Making Structure of Project Organisation (Figure 3)

Steering Committee: Steering Committee consists of Zeytinburnu District Municipality mayor and deputy mayors, members of city council, consultants from university, representatives from Local Agenda 21. Committee is responsible for developing Cultural Valley Integral Development Vision, and preconditions and principles of planning process.

Agenda Group: Working group consists of project co-ordinator, and a group which includes process managers of projects.

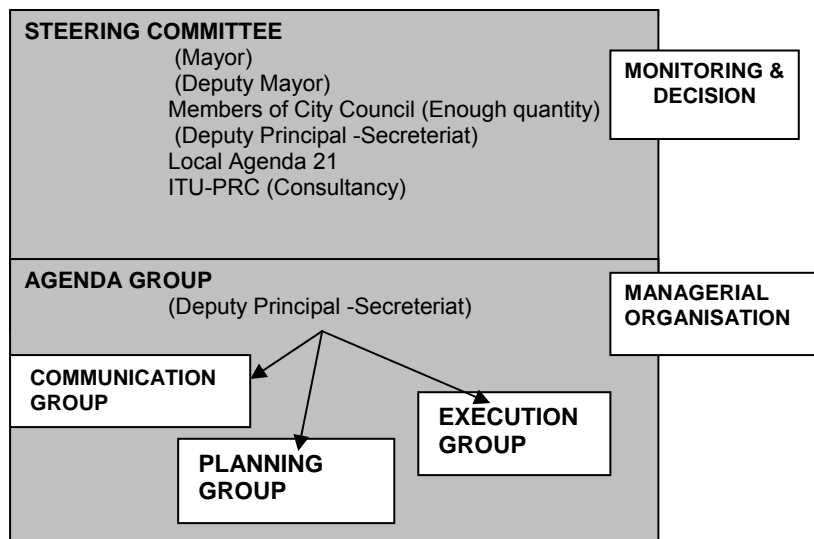


Figure 3. Organisational Structuring of Flagship Project (ME-urp)

Communication and Participation Group: Working group consists of one project co-ordinator and sub-project co-ordinators. Group is responsible for communication and participation plan, business plan, and prepares draft policy and preconditions of a participation agreement.

Planning Group: In this group, public servants from various municipal services works with designers on public space design.

Design Group: Working group consists of one project co-ordinator, representatives from municipal services, police officers and social workers. Their task is enabling and protecting of quality of life in restructuring of neighborhood units.

Execution Group: Group consists of one project co-ordinator, architect and contractor.

2. Strategic Plan of Cultural Valley

Zeytinburnu *Cultural Valley* Strategic Plan consists of four priority areas. These are; rebuilding strategic organisational structure (S1), legal structure (S2), decision making and planning process (S3), and facilitating communication and participation (S4).

Strategy	Action
Strategic Objective S1 Rebuilding Organisational Structure	
S1 .1. Creating an organisational structure which will implement the project including participation	<ul style="list-style-type: none"> • Missioning ZESAT and Agenda Group • Increasing the knowledge skills of ZESAT staff • Establishment of ZİB • Initiation of Execution Group
Strategic Objective S2 Formulating Legal Structure	
S.2.1. Locating the project in to formal legal framework S.2.2. Solving the tanure problems of the area and preparing for new project development.	<ul style="list-style-type: none"> • Implementing the project under the legal framework which is Code No.5366. • Announcement of Cultural Valley area as a regeneration zone. • Ratification of 1/5000 scaled Master Plan by IMM. • Ratification of 1/5000 scaled Master Plan by Council of Conservation. • Demolishing the illegal building in the development area and executing related procedure. • Solving the tenure problems of transfer area

Strategic Objective S3 Develop Decision making and Planning Process	
<p>S.3.1. Adding Regeneration Project in to Zeytinburnu Strategic Plan S.3.2. Determination of vision and mission statement of Merkezefendi Project S.3.3. Preparation of 1/5000 scaled Master Plan S.3.4. Preparation of 1/1000 scaled Application Plans for Master Plan</p>	<ul style="list-style-type: none"> • Determination of objectives related to regeneration area within Zeytinburnu Strategic Plan • Clarification of vision and mission statement in the frame of MATRA Project • Generating the alternatives for 1/ 5000 scaled Master Plan • Generating the alternatives for 1/1000 scaled Application Plans for Master Plan • Demolishing of illegal settlements in the development area • Determination of transfer areas • Determination of flagship project (Cultural Center)
Strategic Objective S4 Communication and Participation	
<p>S.4.1. Designing the process for public participation S.4.2. Communicating the project to public after the ratification of Regeneration Plan by Council of Ministries</p>	<ul style="list-style-type: none"> • Carrying out share holders analysis • Carrying out SWOT analysis • Description of vision and mission statement of Communication and Participation Plan • Determination of road-map for participation • Preparation of Communication and Participation Plan • Starting execution of Communication and Participation Plan

Table 2. Zeytinburnu MATRA REGIMA Project strategic objectives and actions

3. Action Plan of Merkezefendi (Flagship Area)

The exercises realised at the end of capacity building program are directed for an action plan which is ready to be implemented. Merkezefendi Action Plan developed under the strategic plan has five priority areas; Developing High Quality Living Environments (S1), Increased Community Involvement (S2), Improved Area Co-ordination and Management (S3), Better Employment and Increased Enterprise (S4), Information and Shared Learning (S5) shown at Table 2 whereas Table 3 presents activities and expected outcomes of the action plan.

What's already in place?	What needs to be done in the future?	Targets and Responsibility
Strategic Objective 1 - Developing High Quality Living Environments		
Wide range of sport and leisure facilities	To undertake a strategic review of sport and leisure facilities to ensure they meet the needs of the local community.	Zeytinburnu Municipality IMM
Strategic Objective 2 - Increased Community Involvement		
Appointment of a Community Representative	- Improved co-ordination, communication - More efficient and effective working - Establish mechanisms for corporate action	Zeytinburnu Municipality
Community Network	- Enable voluntary and community bodies - Greater understanding of regeneration and stronger links - Improve awareness of regeneration. - Include representatives of these bodies on all regeneration groups.	NGO
Development of Cultural Strategy	Agree implementation plan with associated targets and deliver taking account role of arts, sports and leisure in supporting community involvement and neighbourhood renewal.	

Strategic Objective 3 - Improved Area Co-ordination and Management		
Empowering community representatives	Community representatives Training Further development of Community Ensure there is a socially inclusive approach to Community Planning and that Community Strategies and Plans link with Local Development Frameworks.	- More integrated and inclusive approach to planning, at both strategic and local levels. - Develop Community Strategy and District-based community strategies. - Develop Community Plans
Strategic Objective 4 - Better Employment and Increased Enterprise		
Sustainable business in the community	To create highly skilled and motivated work force with the relevant skills and aspirations to support the future competitiveness of local firms.	Employment
ICT Technology and Innovation Project	To ensure local firms maintain an up to date understanding of the capabilities of ICT to improve their competitiveness and to support ICT solutions into individual businesses.	Employment
Strategic Objective 5 - Information and Shared Learning		
A variety of un co-ordinated sources of data	Housing data base Developed shared baseline information through better networking and integrated ICT	carry out effective consultation

Table 3. Zeytinburnu MATRA REGIMA Project a detailed look at strategic objectives and expected outcomes

4. Establishing of ZIB (Zeytinburnu Communication Unit)

Goal of ZIB is determined as enabling the public participation at maximum level and consensus building. Targets of ZIB are providing information for public about the Project, Capturing different groups in to the project and building trust for local government. Strategies of ZIB are;

- Establishing Neighborhood Communication Bureaus (MİB),
- Realising first announcement about the project to the public by mayor,
- Choosing attractive and accessible locations for MİBs,
- Facilitating all possible communication tools for public information,
- Capturing experts for consultancy services in to the project,
- Capturing people whom has gained trusty profile by local people in to the project,
- Enabling regular and current information provision,
- Enabling studies for actors,
- Preparation of project identity,
- Capacity building for members of ZIB and MİB in the field of legal framework,
- Organising events for active participation of local people.

CONCLUSION

The key recommendation from this paper for the MATRA REGIMA programme, would be to seek to engage theory with practice, so that both are challenged and enhanced by the encounter. Some of the study's main conclusions are:

- Local leadership and practical, long-term vision are vital in developing a consensus around a strategic, city-wide and regional approach to urban regeneration.
- There is a need for active community involvement in urban regeneration
- Regeneration programmes should: budget for institutional and community capacity building from the start; ensure that partners understand the need for community development; enter into formal regeneration and service quality agreements, or

community plans; and measure success in terms of community skills and residents' views.

- There is a need for a convergence between the modernisation of local government agendas and regeneration. Important tasks are to develop a clear corporate approach in the local authority, and to promote local democracy and neighbourhood initiatives within a council decentralisation programme.
- There is a need to link national policy, regional governance, city strategy and local action in a coherent whole so that top-down and bottom-up initiatives are mutually supportive.
- Vision statements must be carried through in a systematic manner to produce consensual, workable medium-term objectives, backed up by commitments to finance, human resources, targets and monitoring, or the vision will be discredited and the quality of partnership eroded.

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