

# TARLABAŞI STRATEGIC SOCIAL PLAN



## **Definitions:**

**Renewal Act:** (no. 5366 Dated 05.07.2005). The Act that enables the renewal of cultural and natural assets that are losing their characteristic within the areas that have been registered and declared as “preservation zones” by the “cultural and natural assets preservation councils” in accordance with the preservation plans. The renewal process foresees renewal and restoration in accordance with the areas’ development potential, the creation of new residential, commercial, cultural, tourism and social amenity areas, taking preventive measures against natural disasters, mainly earthquakes and implementing the principle of “preservation by renewal, restoration and appropriate use”,

**Application Regulation:** (no: 2005/9668 Date: 17/11/2005). The regulation that covers the methods and principles for the delineation of renewal areas, the setting of the standards, project preparation, implementation, organization, management, supervisor, participation and use.

**Regional Conservation Council:** The council to be established in accordance with the provisions of Article 3 and Article 51 of Cultural and Natural Assets Conservation Act numbered 2863.

**Tarlabası Phase 1 Renewal Area:** The area that covers approximately 20.000 m<sup>2</sup> (block no.s 360, 361, 362, 363, 385, 386, 387, 593 and 594) within the District of Beyoglu declared in accordance with the Council of Ministers Decision no. 2006/10172.

**Municipality of Beyoglu:** The institution which has prepared the Tarlabası Phase 1 Renewal Project and requested bids for its implementation.

**The Developer:** GAP Construction Co, Inc. that have submitted the most appropriate proposal on 16.03.2006 in accordance with the Municipal Council Decision dated 10.11.2006 and numbered 63 based on the provisions of the Renewal Act and have signed the Contract with Beyoglu Municipality on 04.04.2007.

**The Association:** “Tarlabası Homeowners and Tenants Social Solidarity and Development Association” established by the home (property) owners and some of the tenants on 16-03-2008.

**Conciliation Manager:** The person that has undertaken the tasks of managing the meetings and discussions between the municipality, the developer and the home(property) owners for a period of six months seeking participation to the Project mainly by the home(property) owners through the process of negotiation.

**Beyoglu Renewal and Implementation Unit:** The agency established by Beyoglu Municipality to carry out the procedures with regard to renewal areas.

**Draft Strategic Social Plan (SSP):** The Plan covering 2008 – 2010 that includes the strategies, programs and projects to alleviate the social and economic problems of the residents of the Project area.

**Renewal Preliminary Project:** In accordance with the provisions of the Article 2 of the Act, Cultural and Natural Assets Council approved architectural preliminary designs and static, plumbing, power, transport and infrastructure preliminary reports to form the basis of application projects.

**Relocation:** The permanent or transitional relocation alternatives offered to the homeowners and/or leaseholders.

**Rightful Owners:** Home (property) owners within the Project area.

**The Appraised Property Value:** The total value of the properties within the Project area as assigned by the appraisal companies registered with the Capital Market Board. ,

**Right of Share:** The difference between the present and future value of the property arrived through matching.

**Rent Aid:** The amount paid by the Developer to the home (property) owners during the process of relocation as a contribution to their rents.

**Commercial Income Loss:** The financial losses incurred on those that have residential or commercial rental spaces and those that have commercial establishments within the Project area.

**The Committee (s):** The “Project Evaluation, Matching and Appraisal, Administrative and Strategic Social Plan” committees that are established by the Project parties for better understanding of the Project through undertaking of necessary technical studies and through problem solving discussions.

**Social, Economic and Spatial Fabric Study:** The study based on the results of the survey and which has put forward the social and economic structure of the Project area residents and persons undertaking commercial activities as well as the spatial structure of the area.

# **CONTENTS**

- 1.** Definitions
- 2.** Contents
- 3.** Introduction
- 4.** Conciliation Management Process and 6B Component
- 5.** Basic Principles of the Strategic Social Plan (SSP)
- 6.** The Process of the Strategic Social Plan
- 7.** Problems and Opportunities
- 8.** The Vision
- 9.** Purpose
- 10.** Principles of Conciliation
  - Strategic Objectives, Strategies and Actions
    - Strategic Objective 1: Solution for Relocation
    - Strategic Objective 2: Creation of Appropriate Mediums for Income Generation and Improvement
    - Strategic Objective 3: Social Development and Integration
    - Strategic Objective 4: Local Organizational Structure
- 11.** Monitoring, Evaluation and Implementation
- 12.** A Proposal: Transfer Of Development Rights (TDR)
- 13.** Conclusion

# 1-INTRODUCTION: A CALL TO THE PARTIES (STAKEHOLDERS)

The study for Tarlabası Phase 1 Renewal Project jointly developed by Beyoğlu Municipality and the Developer under the provisions of the Renewal Act has reached the most important stage where “**conciliation**” with the home (property) owners and appropriate planning for future “**economic and social development**” of the residents are to be achieved.

1. Within the **comprehensive planning** approach, sustainable development will be contingent upon three principles (**3E**):

- The **economy** that enables the development of the local economy,
- The principle of **equality** that ensures equal access to public resources by everybody and equal sharing of the Project values,
- The **ecology** that aims to protect environmental and cultural values, and

2. The below listed basic processes (**6B**) of conciliation management under the framework of participatory planning should be incorporated into the design of the strategies for project design, conciliation and implementation.

- **Information dissemination** and sharing based on open sharing of all relevant information by the parties,
- Securing **awareness** by the parties about the Project and their legal rights,
- **Conjoining** the affected individuals, public agencies, the private sector and non-governmental organizations (NGO's),
- **Managing the expectations** of the parties,
- **Removal of uncertainties** by careful identification of problems and opportunities,
- **Adoption** of the Project by all relevant parties.

In view of the fact that the Project area has been a depression zone for many years, there is a need for a “**strategic social plan**” within which “**urban poverty**” and “**social marginalization**” issues are addressed carefully.

It is recommended that the opportunities set forth within the Project should be utilized with priority given to:

- tenants,
- those that do not pay any lease,
- home (property) owners in the low-income group.

Tarlabası Renewal Project has the mission of “**being an example**” and the vision of “**creation of new living spaces**” and these necessitate all parties (i.e. stakeholders) to participate in the Project through “**conciliation**” as well as addressing all issues pertaining to spatial, social and economic structures.

Tarlabası Renewal Project will certainly be a lab where new approaches will be put forward regarding much too debated subjects of “**urban transformation**” and “**urban renewal**”.

Currently, as the conciliation process continues, studies are also conducted for alleviating social and economic problems of residents and people undertaking commercial activities within the Project boundaries.

Tarlabası Renewal Project should set forth a new model whereby studies aimed at economic and social development are incorporated as well as spatial change. The main reason behind the need for a “**Strategic Social Plan**” (**SSP**) is the need to address the issues pertaining to the problems associated with those that are jobless and/or do not have any access to a social security system and those small home owners and leaseholders that are to be **relocated**.

The main objective of the Draft SSP is to contribute to the alleviation of social and economic problems of the resident population and to ensure equal share from the opportunities generated by the Project, especially by the low income groups.

Four strategic objectives with priority are set forth in the Draft SSP.

- Developing solutions towards achieving relocation,
- Creation of an environment suitable for new income creation and improvement,
- Achieving social development and integration,
- Developing the locally based organizational structure.

An important effort by the municipality, the developer and the NGOs is required in order to implement with wide participation, the **social and economic programs** and **policy actions** based on the goal and the strategic objectives of SSP. Therefore, production of projects and programs aimed towards creation of **new job opportunities** and **new living environments** through appropriately determining the problems and their priorities should be the primary objective.

Draft SSP should be open to public discussions and contributions from residents, NGO's and academic institutions should be sought.

The aim is to implement the SSP after conciliation reached through participatory discussions. Towards the achievement of this aim and to prepare the SSP through a process of conciliation, a “**Social Planning Committee**” is established.

In the Social Planning Committee meeting held between the municipality, the association, the developer and conciliation manager;

- The results of the “**social, economic and spatial structure**” study undertaken by the cooperation between the association and the conciliation manager are assessed.
- The social and economic characteristics of the resident population is assessed.
- Conciliation manager's proposal for Draft SSP objectives and action areas are discussed and,
- It is agreed upon that all parties should assume responsibility for the purpose of designing an implementable social project.

Yours respectfully,

A.Faruk GÖKSU  
Conciliation Manager

## 2-CONCILIATION MANAGEMENT PROCESS and 6B COMPONENT

Within the context of Tarlabaşı Phase 1 Renewal Project "**conciliation management**" process has been initiated by the municipality and the developer whereby

- Interviews and meetings with home(property) owners were conducted, and
- Agreements were tried to be reached taking into account the views and recommendations of the home (property) owners.

During the process of conciliation, **Draft Strategic Social Plan** is prepared by conciliation manager with the principles of "**social responsibility**" and "**participatory planning**" taking into account the results of the **analysis of social and economic structure**.

Concurrent with the setting forth the strategy for conciliation, strategies for "**sharing of new value created**" between the developer and the home(property) owners and strategies for **increasing the social and economic value** are developed together with the municipality, the developer, home(property) owners and residents (**6B**).

These are;

- To **inform** the home(property) owners regarding the preliminary designs, value assessments and shares,
- To educate and raise **the awareness of** home(property) owners with respect to value sharing, historical heritage, construction risks, quality of life, social and economic development,
- To **manage the expectations** of the parties,
- **Conjoining** the parties in order to increase the level of participation and reach conciliation,
- **Removal of uncertainties** through proper identification of problems and opportunities,
- To ensure that the Project and SSP are **adopted** by the parties.

During the process of conciliation and to increase the level of participation and taking into account the steps of 6B, many meetings and interviews with the parties are conducted and these are recorded and reported by the conciliation manager.

During the 6 months of conciliation process between the months of February and July, first two months were dedicated to interviews and meetings with the home (property) owners. In the following four months, meetings were conducted between the "**Tarlabaşı Homeowners and Tenants Social Solidarity and Development Association**", the municipality, the developer, and the conciliation manager.

During the process, approximately five-hundred interviews are conducted with share-owners or their legal representatives. Furthermore, several meetings were held with the Association regarding the principles of conciliation, expectations and common issues.

### 2.I-Information dissemination

The most important basic principle of conciliation management is the open, timely and true information flow between the parties. For this reason the first general meeting and first interviews are dedicated to this principle. Each shareholder was interviewed for 15 to 20 minutes and their expectations, the opportunities the Project offers and especially the demands by the home (property) owners were discussed.

In addition to this, social and economic profiles of the resident population were determined through questionnaires. This ha provided an important basis for the strategies and action areas within the SSP.



## 2.II-Increasing awareness

Conciliation manager has spent much effort to increase the awareness of the parties, especially the home (property) owners and leaseholders. Especially the below mentioned issues were in the agenda of all interviews.

- The gains to be obtained from a Project based approach instead of a plot based one,
- The advantages of consolidation the ownerships on a block basis and redistributing,
- Construction of adequate parking spaces under each block to increase the value and to increase the urban standards in the area.
- The need for a courtyard in each block to have adequate green area and light,
- Since most of the buildings in the area are registered historical buildings and since the area as a whole is a conservation zone, the need for restoration and reinstitution and their contribution to value,
- The awareness for preserving historical and cultural heritage,
- The benefits to be derived from joint action and joint decision , ,
- The importance of participation.



## 2.III-Conjoining

Information dissemination and increasing the awareness are realized in the process of conjoining. Within the six month period, the conciliation manager has conjoined all stakeholders of the Project, i.e. mainly;

- Home(property) owners – Municipality - Developer,
- Association – Municipality - Developer,
- Association – Conservation Council
- Association – Conciliation Manager
- Committees,
- Association - Municipality,
- Residents (tenants, owners),
- Persons with commercial activities.



## 2.IV-Management of expectations

During the process of conciliation, the issue of the management of “**expectations from the other party**” and “**other party’s expectation**” between the municipality, the developer, home(property) owners, tenants and NGO’s has gained importance.

Especially, the management of owner’s expectations and municipality – developer proposals have been the most important issues in this respect. Many meetings were held with the association, the municipality and the developer concentrating on the issue of “**distribution of share**”.

information	consciousness	meeting
<ul style="list-style-type: none"><li>• refresh field</li><li>• avant project</li><li>• renewal law</li><li>• sharing</li></ul>	<ul style="list-style-type: none"><li>• project value</li><li>• reconciliation principles</li><li>• value oriented sharing</li><li>• historical heritage</li></ul>	<ul style="list-style-type: none"><li>• Beyoğlu Municipality</li><li>• investor</li><li>• landlords</li><li>• tenants</li><li>• civil organizations</li></ul>
expectation	uncertainty	adoption
<ul style="list-style-type: none"><li>• sharing</li><li>• rent help</li><li>• job opportunities</li><li>• revenue loss</li></ul>	<ul style="list-style-type: none"><li>• time</li><li>• rent and revenue loss</li><li>• school registrations</li><li>• commercial activity</li><li>• council housing</li></ul>	<ul style="list-style-type: none"><li>• project approach</li><li>• architectural project</li><li>• sharing</li><li>• strategic social plan</li></ul>

6B

source:A.Faruk Göksu

## 2.V-Removal of uncertainties

Several uncertainties have arisen, especially for the residents of the area, due to the inability of the parties to take timely decisions. Many meetings and interviews were held to remedy this situation.

The uncertainties were mainly about;

- The termination of property sales,
- Registration of children to schools,,
- Maintenance and repair of buildings,
- Necessities for the winter,
- The conditions of social housing,,
- Commercial activities,
- Illegal occupation of houses and commercial places,,
- Timing for relocation.

These issue have been brought to the attention of the municipality and the developer for clarification.

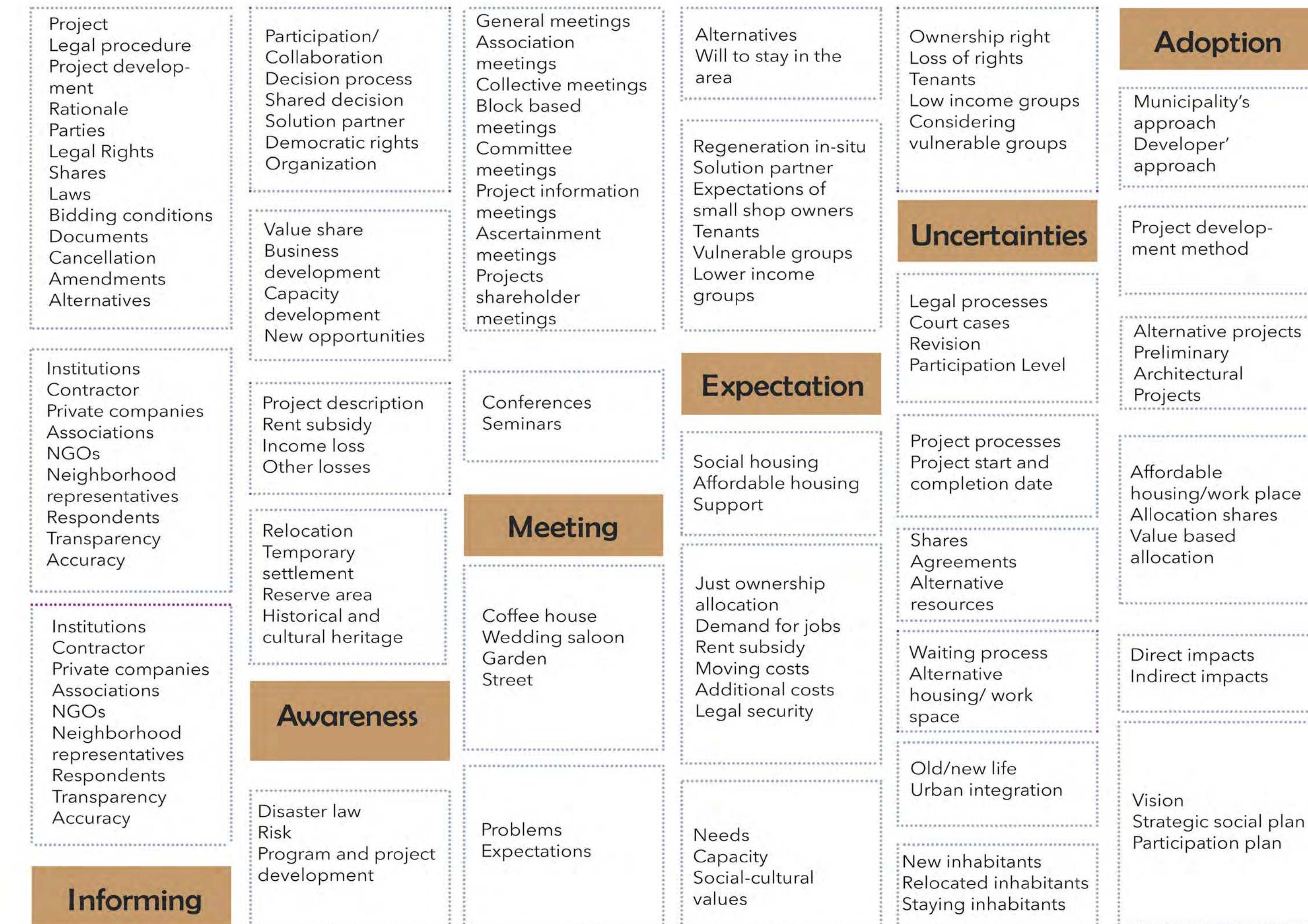
## 2.VI-Adoption

An important step in the process of conciliation has been the effort to enable the adoption of the Tarlabası Renewal Project a priori by the home (property) owners, the residents and NGO’s.

Information dissemination, increasing awareness, conjoining, management of expectations and removal of uncertainties have the aim of achieving adoption of the Project by all parties.

A priority and basic condition for the parties to assume the adoption of the Project is that the project vision and SSP vision should be a joint vision.

# NEGOTIATION MANAGEMENT STEPS



### **3-The Basic Principles of the Strategic Social Plan (SSP)**

In order to set forth the basic principles in the process of SSP preparation, the basic approach of the Renewal Project and legal provisions are taken as the main starting points. The expectations of four parties directly affected by the Project; i.e. the municipality, the developer, the property owners and the tenants are to be considered within a conciliation management approach.

#### **Management of Expectations**

By nature, urban transformation and renewal projects includes the process of the management of expectations by those that are affected and conciliation of these expectations. The “**management of expectations**” of those that are directly or indirectly affected has become an area of expertise in those projects that are to be developed through wide participation of all parties.

In order to minimize the “**tension**”, the expectations of the parties (i.e. stakeholders) should coincide with the expectations from the project. Public, private and non-governmental partnership and sustainable development are based on the basic principles of economy-equality-ecology (3E-Turkish: ekonomi-eşitlik-ekoloji). The “**principles of conciliation**” will set forward the basis of “project scenario” to be developed jointly by all parties.

The issues of;

- Public benefit,
- Property owners' benefit,
- Social benefits, and
- Developer benefits

should be handled with an approach that seeks equality. For this reason, the basic principles of SSP are put forward with consideration given to expectations, especially the expectations for public and social benefits.

Public and social benefit is the basic principle to be adopted in the process of converging “public and social benefits” and “private benefits”.

The subjects of;

- New environments for living,
- Partnership between the parties,
- New employment and business opportunities,
- Equal share of value created, and
- Social and economic development

play important roles in the design of SSP.

Interviews and meetings were held to delineate the similarities and differences between each party's expectation and recognition capacity with respect to the other party's expectation and recognition capacity.

The framework of the SSP is formulated in order to provide solutions and remedies to the main issues stated below:

- Social and economic development,
- Participation in the decision making process,
- Partnership between the municipality and the residents,
- Strategies for relocation,
- Minimization of poverty, and
- The potentials of social and cultural diversity.

In accordance with this framework, Tarlabası Renewal Project should include a “**human based**” approach which regards this “**social and cultural diversity**” as an asset besides the spatial approach that defines the “**renewed uses of the urban land**”.

In other words, SSP should be prepared through participation of all parties; a **joint vision** should be developed and thus SSP should be adopted by all parties.

# EXPECTANCY MATRIX

Municipality	Investor	Leaseholders	Property Owners	NGOs
Municipality	Expectation of Municipality from Investor	Expectation of Municipality from Leaseholders	Expectation of Municipality from Property Owners	Expectation of Municipality from NGOs
Investor	Expectation of Investor from Municipality	Expectation of Investor from Leaseholders	Expectation of Investor from Property Owners	Expectation of Investor from NGOs
Leaseholders	Expectation of Leaseholders from Municipality	Expectation of Leaseholders from Investor	Expectation of Leaseholders from Property Owners	Expectation of Leaseholders from NGOs
Property Owners	Expectation of Property Owners from Municipality	Expectation of Property Owners from Investor	Expectation of Property Owners from Leaseholders	Expectation of Property Owners from NGOs
NGOs	Expectation of NGOs from Municipality	Expectation of NGOs from Investor	Expectation of NGOs from Leaseholders	Expectation of NGOs from Property Owners

Expectation from the other side →

Expectation by the other side ↓

## 4-THE PROCESSES OF SSP

The success of comprehensive urban transformation and urban renewal projects depends upon meeting the expectations of those parties that are directly affected by the project. The division of property ownership into many shares, the high share of tenants and the incapacity of the property owners to contribute to the financing of the project, all contribute to the complex and problematic structure of the project.

There are three main parties (i.e. stakeholders) that are directly affected by the Project and that expect immediate remedies to their problems. These are;

- The property owners,
- The tenants, and
- The occupiers (mostly illegal)

The approach adopted seeks to minimize the negative effects of the Project on these groups by carefully studying in detail the social and economic structure of these groups. By nature, the Project involves **transitional and/or permanent relocation** component.

The process of Strategic Social Plan involves the stages of;

- Explanation to those affected of need for the Project (information dissemination and awareness),
- Analysis of the social-economic structure (information gathering),
- Strategic objectives, strategies and policy action areas (uncertainties and expectations),
- A wide spectrum of participation and creation of environment for partnership (conjoining, adoption and expectation),
- Preparation of action plans
  - Relocation / Resettlement
  - Creation and improvement of income sources
  - Urban Integration,
  - Local organization
- Monitoring, evaluation and implementation

In accordance with the main goal of the Tarlabası Project, 4 strategic objectives, 16 strategies to realize these objectives and 67 action (policy) areas are defined. The programs and projects to realize the actions set forth in the SSP necessitate the cooperation and partnership of;

- Municipality of Beyoğlu,
- The developer and the property owners,
- Local organizations (local committees and associations), and
- Non-governmental organizations (NGO's).

For this reason, the further development of the SSP and the adoption by the parties is the most important expectation of the SSP.



## **5-PROBLEMS and OPPORTUNITIES**

Tarlabası Phase 1 Renewal Project comprises the neighborhoods of Bulbul, Cukur and Sehit Muhtar. The Project area's population is approximately 2000. Besides classifying the Project area residents as;

- Property owners (residing in the Project area),
- Tenants,
- Occupiers (those that do not pay any rent)

A second type of classification can be made, i.e.

- Those that are employed by manufacturing or commerce,
- Those that work in marginal sectors without any social security,
- Migrants from abroad and from other parts of the country, and
- Those that are transitional residents.

In other words, the Project area's social and economic structure shows the characteristic of an area where level of education is low and social security is virtually non-existent due to the structure of the economic activities.

Furthermore, the Project area carries a high urban risk factor in terms of;

- Quality of construction, and
- Quality of life.

Approximately 30% of the total 1057 units in the Project area are vacant. This fact coupled with low standards is an indication of the high risks involved.

On the other hand, most of the residents of the area are either unemployed or working in marginal transitional jobs. This fact coupled with low environmental standards are an indication of low quality of life.

## PROBLEMS

The problems of the Project area can be grouped under several headings. These are;

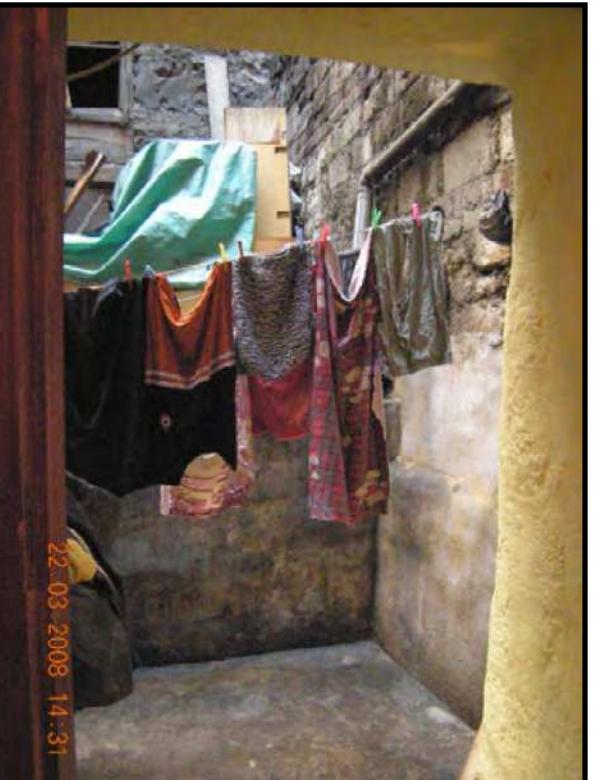
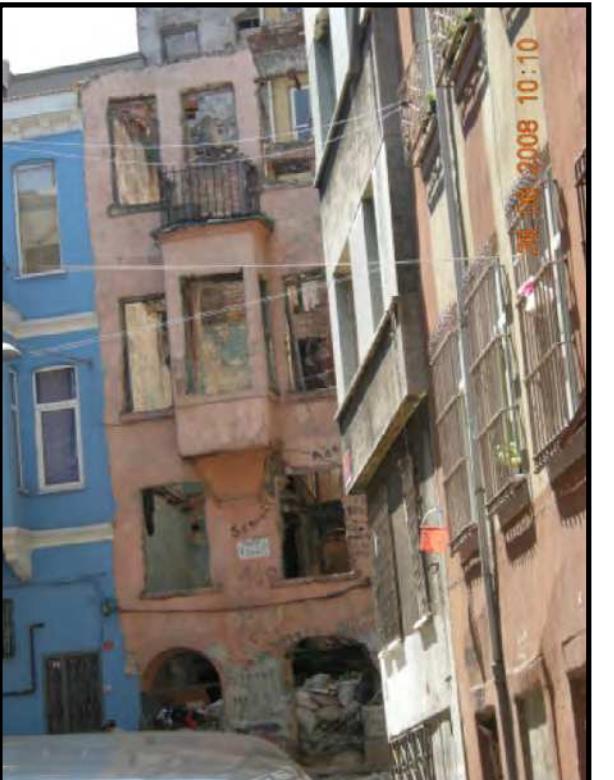
- Urban deprivation
- Urban poverty,
- Urban disintegration, and
- Social marginalization

### Urban Deprivation and Poverty

In terms of green spaces, parks, construction quality, etc., that show the social and economic well-being, the Project area can be regarded as an area of "**urban deprivation**". Most of the residents have low education levels and low income levels. These residents have major problems associated with accessibility to urban and public services and goods.

There is no need for a detailed research to determine the high rates of **poverty** which is evident from high rate of marginal employment, inexistence of social security, low levels of education and low income levels. The social structure reflects the immigrant and marginally employed individuals without any social security.

92% of those that are somewhat employed are employed in low quality marginal jobs. Most of these are in the services sector (i.e. such as waiters, etc.). Those that identify themselves as "self-employed" are %18. Those that identify themselves as "unemployed" are 11.5%. Some of the "jobs" in the Project area are so marginal that they are termed as "waste-paper + junk collector" and TT.



### Urban Disintegration

Even though the Project site is in close proximity to such areas as Taksim Square and İstiklal Street, Tarlabası Street delineates the physical boundary and difference between these areas. This disintegration shows itself in social and economic structure as well as spatial structure.

### Social Marginalization

After Armenians and Greeks left the area in the 60's, the introduction of Tarlabası Street speeded up the change in the demographic characteristics of the area. Today, one can witness a rich cultural diversity in the area, but also crime and delinquency levels are high and most of the residents are below the poverty line unable to have access to any kind of social security. These people are faced with social marginalization. 64% of the heads of households have no social security. Those that have SSK (Social Security Institution) social security are 20%; those that are under Bağ-Kur (Freelance Workers Association) are 3% and those that are under Emekli Sandığı (Government Employees) are 1%. Relevant information regarding the remaining 12% could not be obtained. Furthermore, those people that are handicapped and/or old and very poor and such groups as "transsexuals" feel this social marginalization the most.

### Ownership Structure

An important problem is the small size of the lots and mostly condominium ownerships. In the 278 lots in the project area there are 400 shareholders and 550 shares. Average lot size is 72 m<sup>2</sup> and average share is 32 m<sup>2</sup>. Such a structure presents itself as an obstacle to the implementation of "**value based share**".

Another problem in terms of ownership structure is the high rate of tenants. 75% of the residents are tenants. Only 20% are owners. The remaining 5% are those that do not pay any rent (owners' relatives, friends or occupiers).

### Vacant and High Risk Buildings

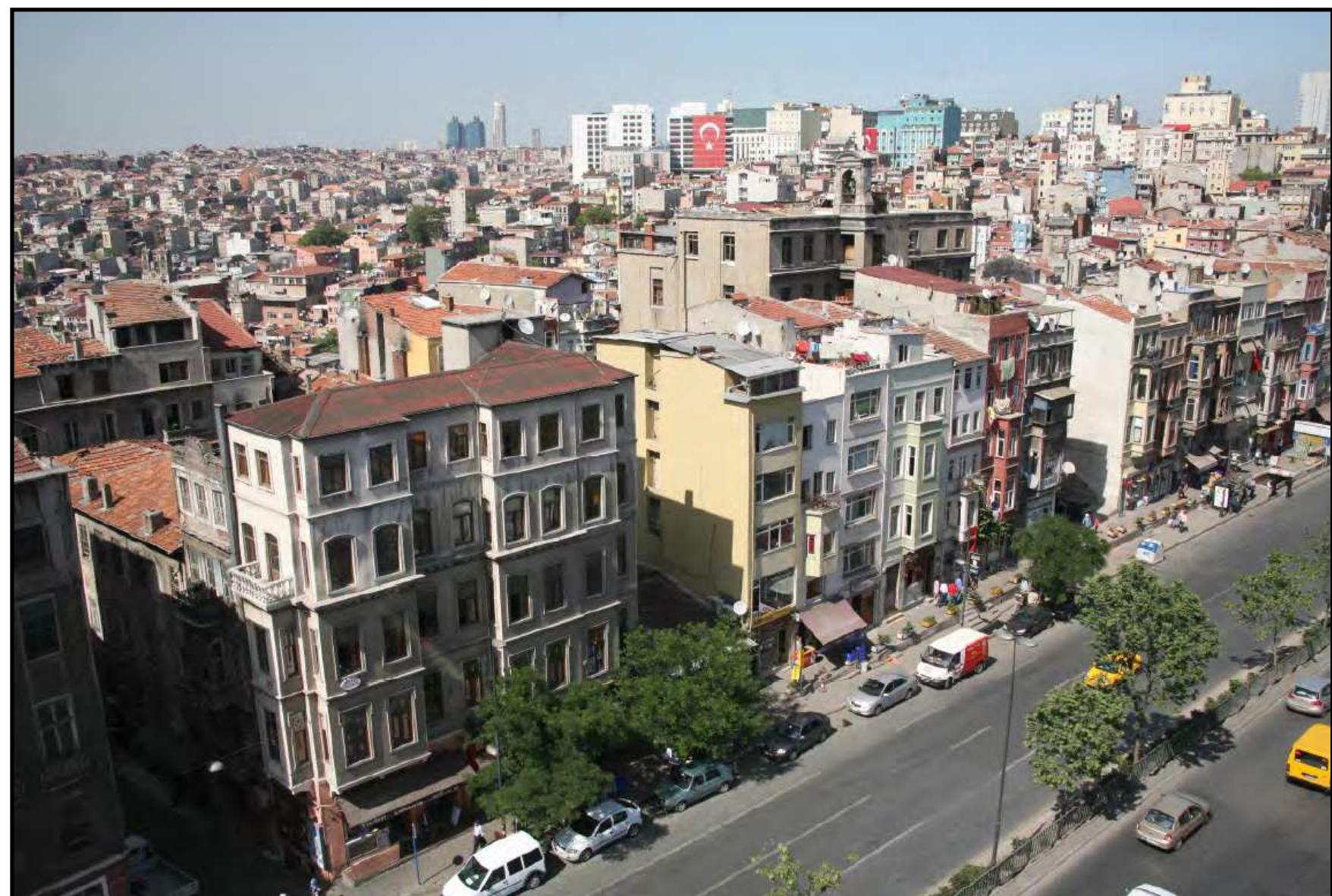
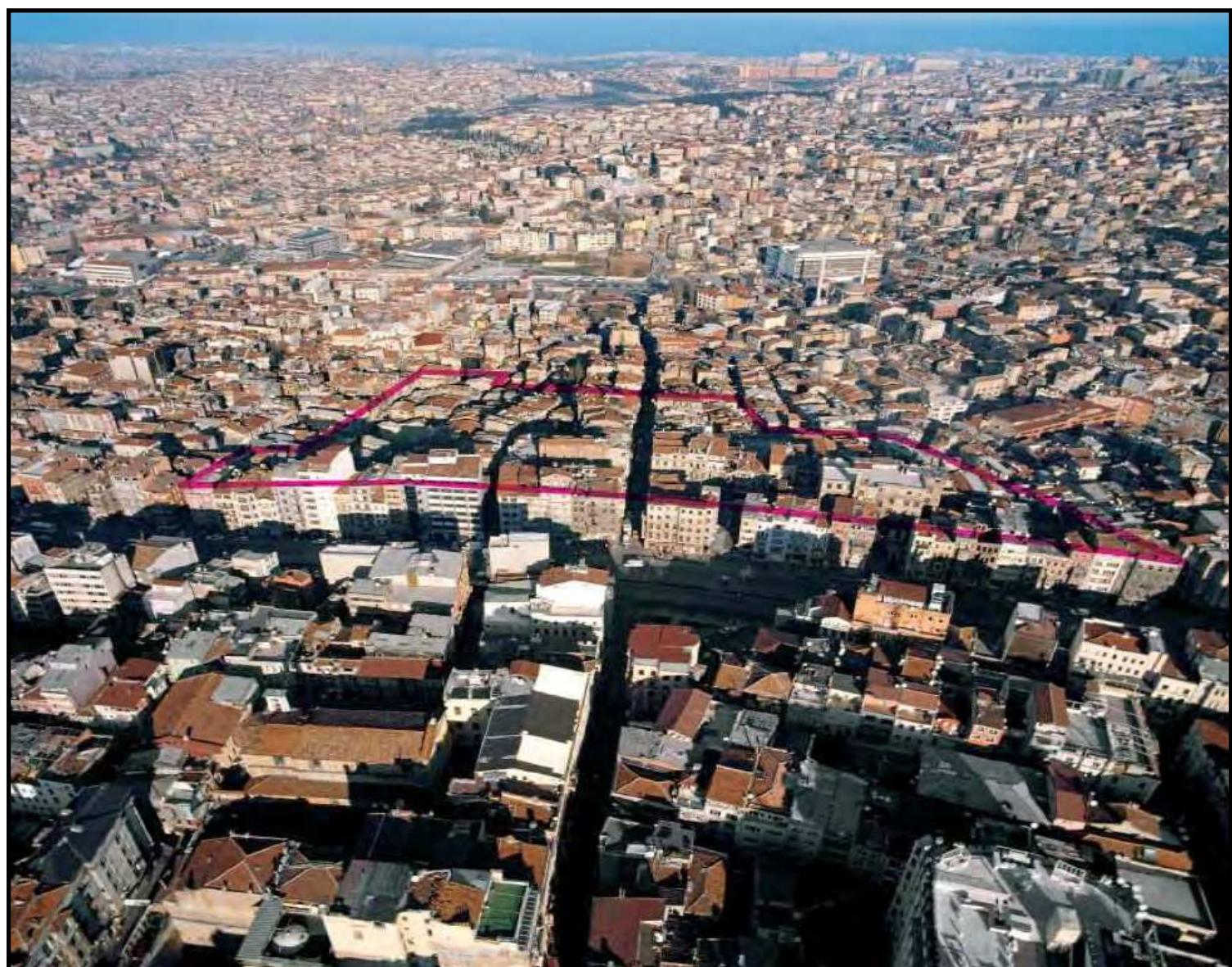
Out of a total of 1057 units in the Project area, 30% are vacant. There are two main reasons for these vacancies. The first one is the owners' relocation elsewhere and the second one is the risks associated with construction due to inexistence of proper repairs and maintenance.

# OPPORTUNITIES

Against all these problems, there are important opportunities for change and renewal in the area. The location of the project area as well as the cultural and demographic diversity of the area's residents constitutes the important internal dynamics necessary to create opportunities. SSP presents programs and projects aimed at creating opportunities out of this diversity and richness.

## Location

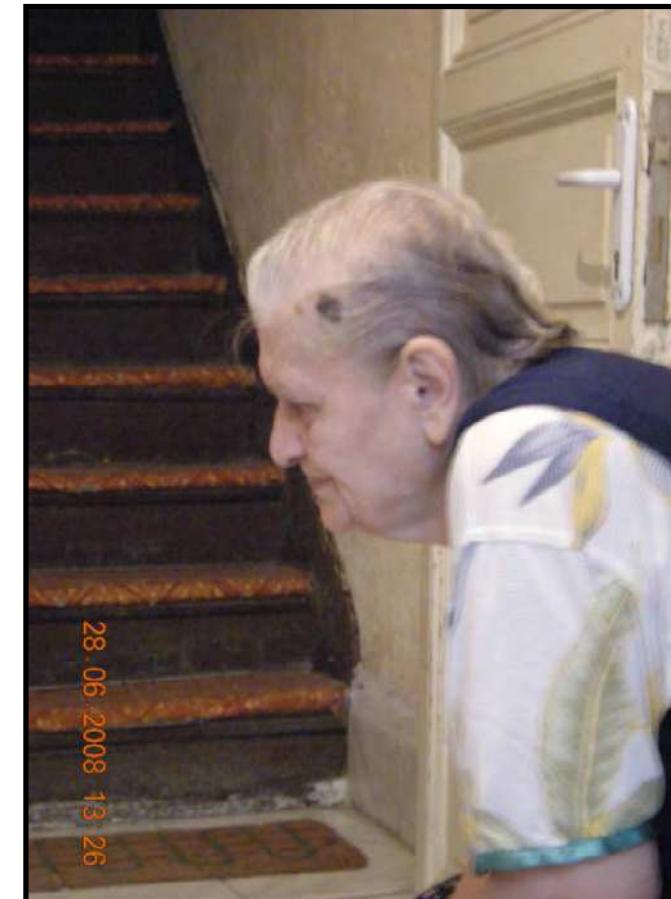
The project area of approximately 20.000 m<sup>2</sup> which includes 9 blocks is in a preferred location as it is within walking distance to Taksim Square, İstiklal Street and Talmihane. Moreover, being inside such an axis that includes Haliç and Dolapdere, which carries an immense potential of development, constitutes another important potential for both the project and its close surroundings.



## Cultural Diversity

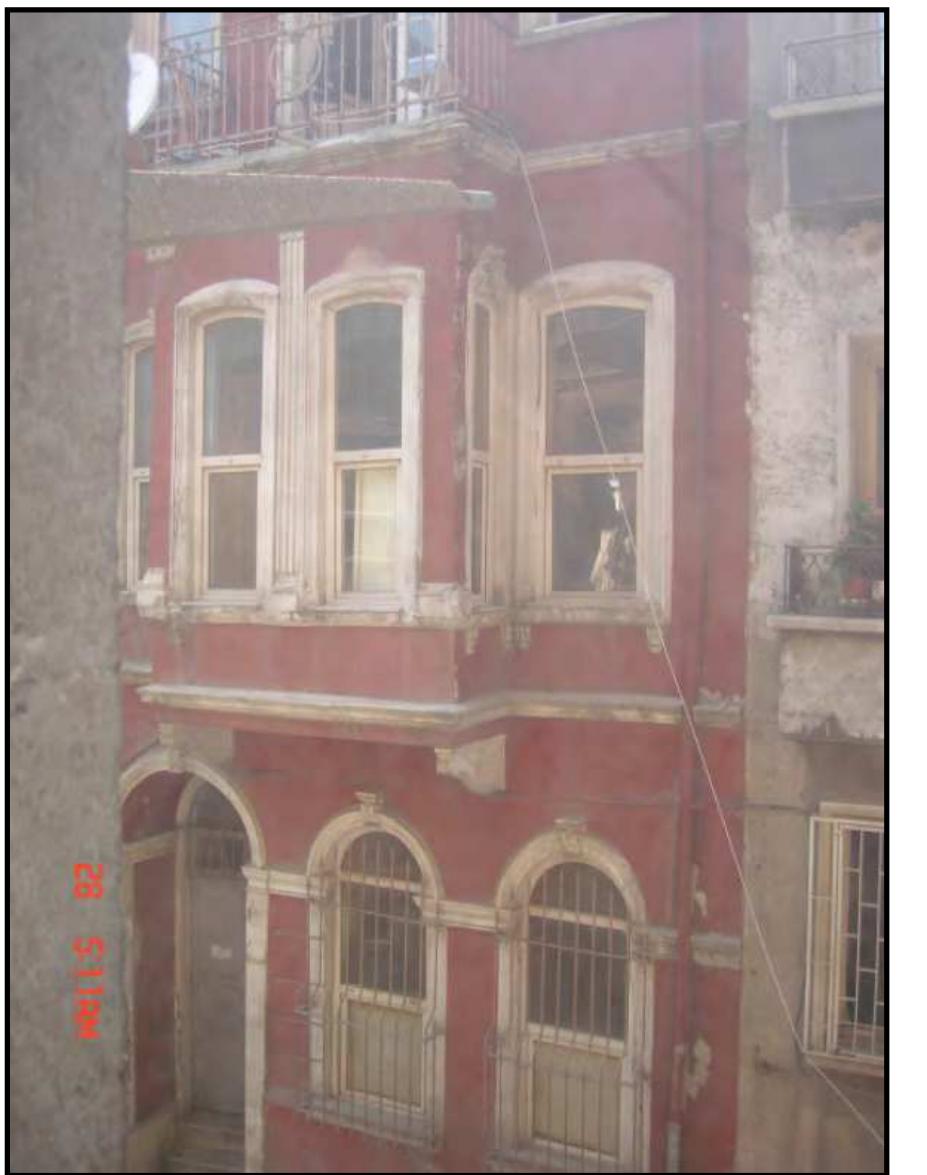
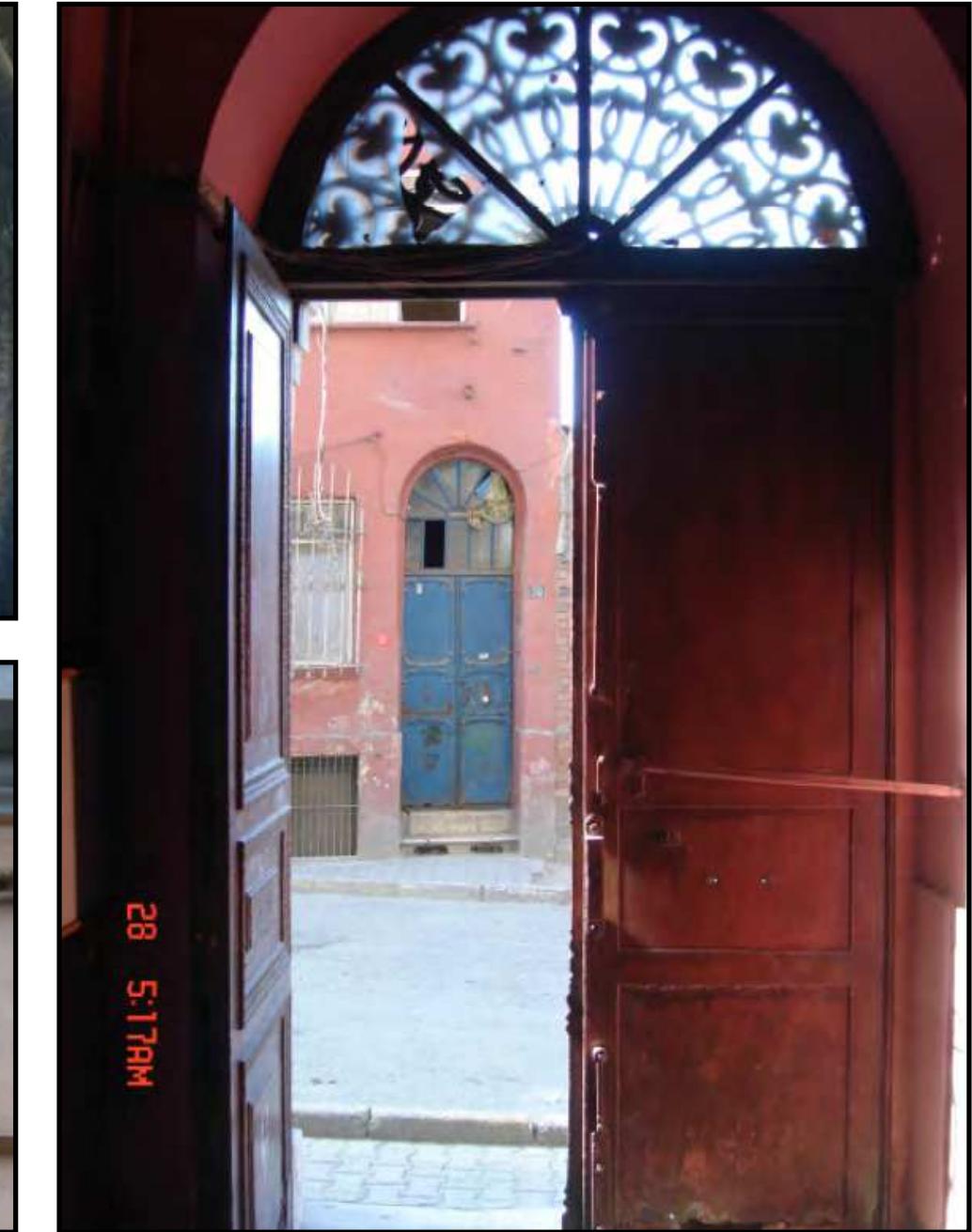
The majority of residents in the project area have immigrated from Anatolian cities such as Mardin, Siirt, Kars, Batman, Elazığ and Samsun, and some have acquired property over time. Those who first immigrated to Istanbul from various parts of Anatolia and then continued their lives in the project area, those living with immigrants from abroad, and the Armenians and Greeks whose numbers have now dwindled all reflect the great richness and diversity in of cultural and social structure.

417 of the total 442 households have come to İstanbul through immigration. Most immigration took place after 1990, with immigrants who arrived after 1990 making up 53.5% of the total.



## Cultural Heritage

Of the 246 units in the project area, 210 are officially registered. While most of these units are in good condition, revisions through restorations or renewals constitute the most important opportunity of the project. Therefore, taking building surveys of the interior and exteriors of the registered units and thus carrying forward their past values to the future is important in terms of making use of the cultural heritage.



## **Renewal Act**

Act 5366, “Act and Implementation Regulation Concerning Utilization and Preservation Through Renewal of Decrepit Historical and Cultural Immovables”, presents important advantages for the implementation of Tarlabası 1.Stage Renewal Project.

These advantages can be listed as;

- Cooperation between public and private sectors,
- Developing projects based on renewal areas and not based on lots,
- An approach that prioritizes participation and compromise,
- Value based sharing

Moreover, the new methods and approaches concerning property consolidation are important in terms of passing on cultural values to the future.

## **Request for Renewal**

In the meetings and private conversations with property owners in the project area, the request to make the project area habitable has been common. Arising first and foremost from risk to buildings and to the quality of life, this request for renewal has been put forward not only by the municipality but also by the residents of the project area.

## **6-VISION**

While Tarlabası is a neglected urban area today, its inherent historical and cultural richness as well as its social and cultural diversity are important opportunities concerning its renewal and transformation. Therefore, both cultural and social richness of Tarlabası should be seen as an opportunity for renewal, and the possibilities put forward by the project should trigger social and economic development. Development of this region which pushes the boundaries on urban deprivation and poverty will be made possible by the adoption of SSP's "common vision" by the groups affected by the project.

The common vision of the Tarlabası Renewal Project, stated as

### **'Replacing urban disintegration with living spaces that are integrated with the environment'**

can only be transformed into a common vision with the SSP through a process of compromise aimed at realizing the expectations of the municipality, the developer, the property owners, the residents and the civil society organizations.

Key words in determining the common vision should be: human, deprivation and poverty, cultural and social diversity, equality, trust and similar concepts.

The vision of Tarlabası SSP, on the other hand, can be stated as:

### **'Seeing the Renewal Project as an "Opportunity for Economic and Social Development" for those who live in the project area below the deprivation and poverty line, and implementing the principle of 'equal access' to public resources to the degree that the resources allow.'**

It must be ensured that the vision is adopted by all parties as a common vision, that principles based on economic and social development lie at the heart of the strategic objectives, programs and projects which are put in place to realize this vision, and that an atmosphere of cooperation is created in which the parties will all claim ownership of the vision.

## 7-PURPOSE

The purposes of Tarlabası Renewal Project are listed as:

- Participatory cooperation of municipality, developer, property owners, tenants and civil society organizations on a project basis,
- A design and utilization principle based on renewal areas rather than lots, and an approach to revive and preserve within the framework of this principle
- Improving the quality of life of the area's residents and ensuring their economic and social development.



The following key words in the renewal project have also been taken into consideration while determining the purpose of Tarlabası SSP: cooperation, quality of life and social and economic development.

To utilize the potential synergy and energy created within the framework of **public and private sector cooperation** aimed at assisting the **creation of the residents' futures**, some fundamental principles have been mentioned within the SSP framework. These include;

- Social and economic development,
- Participation in the decision process regarding their future,
- Cooperation between residents and the municipality,
- Relocation strategies,
- Eradicating poverty and deprivation,
- Potential of social and cultural diversity



Therefore, the purpose of SSP should be:

**While thoroughly assessing problems and opportunities of the project area and remaining within the scope of the vision that was put forth, to give priority to maximizing the expectations of the poor residing in the project area and to provide the social planning and implementation processes with wide participation in order to shape their futures.**



In order to achieve this purpose, the following subtopics need to be implemented with the cooperation of public, private and local segments;

- Providing social and economic development aimed at eradicating or decreasing **deprivation and poverty**,
- Preparing the mediums and processes necessary to benefit from the opportunities of **cultural and demographic diversity**,
- Based on the principle of equal access to public services, creating opportunities for **capacity improvement** for the residents of the project area,



## **8-PRINCIPLES OF CONCILIATION**

The most important aspect and process within the project is establishing the principles of conciliation with the groups affected by the project. The first step in determining the principles of conciliation includes events, meetings and talks that bring together the municipality, developer and property owners. The next step further includes property owners living in the project area as well as tenants and transitional residents in order to reach principles that particularly increase levels of social and economic development.

Terms of agreement between the municipality and developer, examples of which are given below, have been discussed during the conciliation process:

- Rights to value based share,
- Right to choose housing unit in exchange for right to share,
- Compensation of the difference for those unable to get a housing unit,
- Rent aid to residents during the construction process,
- Indoor parking for all housing units,

And the following improvements have been achieved:

- Commercial unit proposed to those that have active commercial units at present,
- Improvements for those that have low shares,
- In case the property owners that have less than 20 m<sup>2</sup> share choose TOKI (Mass Housing Administration) houses, the payment of the house down-payment by the Developer,
- Improvements for those property owners that have shares between 20-60m<sup>2</sup>,
- For those property owners with low capacity to pay, proposal for housing without a parking space in order to reduce their debts,
- Right for the tenants to receive social housing without entering into a ballot,
- Creation of new employment opportunities for the jobless or for those who wish to change their jobs,
- Preparation of the Draft Strategic Social Plan with contributions from all parties,
- Cooperation with the Association in updating the Social and Economic Structure Analysis Study and determining the problems.

The project was put forth as a spatial sharing project, yet after the problems and demands that surfaced during the conciliation process, the importance of the project's social and economic development aspect has become apparent. This has once again underlined the need to prepare a social plan.

## **9-OBJECTIVES, STRATEGIES and ACTIONS**

The following strategic objectives have been put forth in order to realize the vision and purposes of the Strategic Social Plan.

**Strategic Objective 1: Solutions for Relocation**

**Strategic Objective 2: Creating Appropriate Mediums for Income Generation and Improvement**

**Strategic Objective 3: Social Development and Integration**

**Strategic Objective 4: Local Organizational Structure**

The four strategic objectives aim to take advantage of the opportunities presented by the project to property owners residing in the project area, tenants, transitional residents and owners of businesses.

**Project design principles** and **principles of conciliation** play an important role in determining strategic objectives and setting priorities. The project's emphasis on social and economic development in addition to spatial renewal has brought to the fore strategic objectives that are aimed towards low-income groups living in the project area.



## **Strategic Objective 1: Putting Forth Solutions Concerning Relocation**

Before starting the implementation of the project, solutions should be proposed to resolve permanent or temporary shelter needs of the following groups:

1. Property owners residing in the project area
2. Tenants
3. Transitional residents
4. Shareholders who will not have independent units after the Project

New proposals to resolve temporary and permanent shelter issues should be developed jointly by the municipality, Mass Housing Administration (TOKİ) and the developer.

The **relocation component** constitutes the most important strategy of the project given that the fundamental principle of the project is to allow property owners to have a share of the value created through the project or to continue their lives in the project area.

The relocation component puts forth two alternatives:

- Project area
- Alternative area

### **Strategy 1-1: Examining the Socio-Economic Fabric**

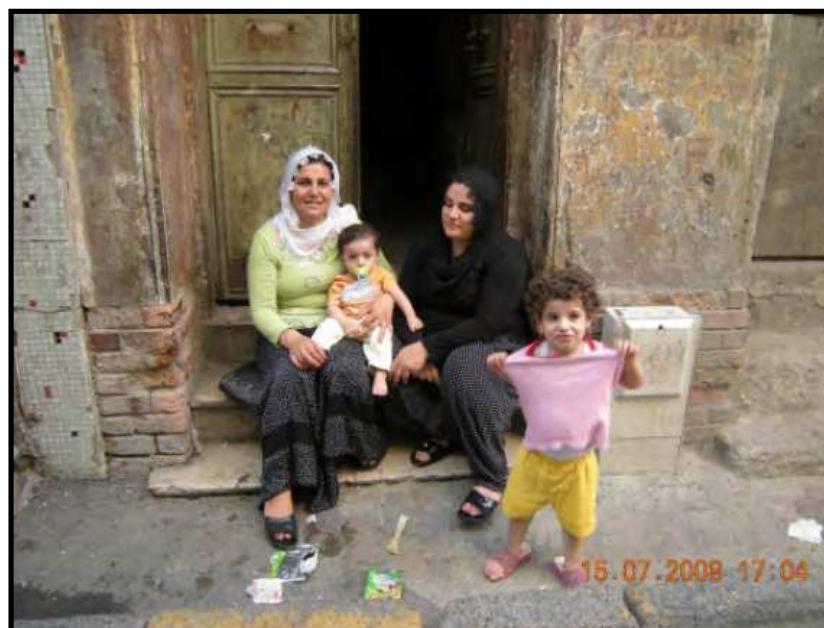
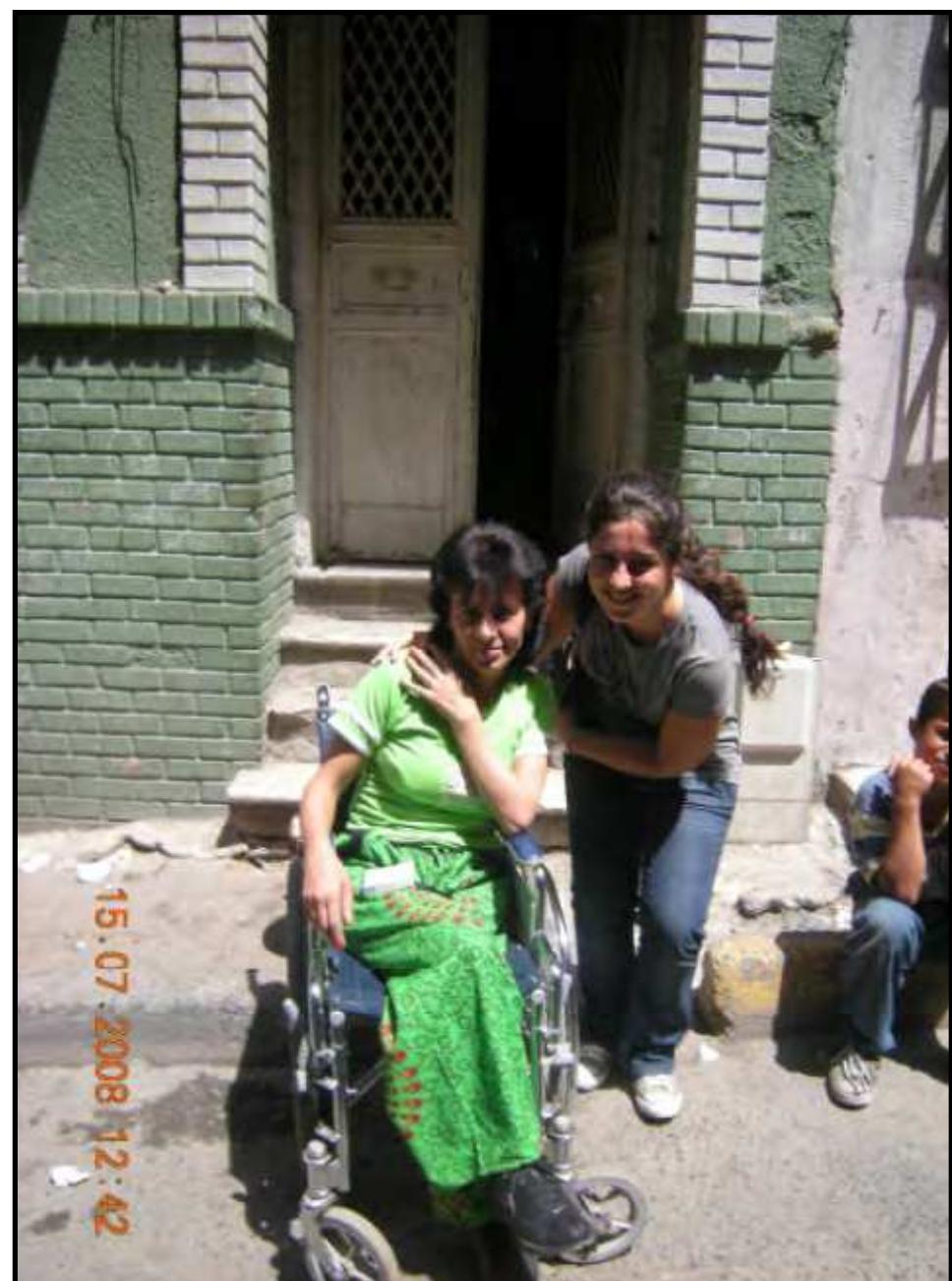
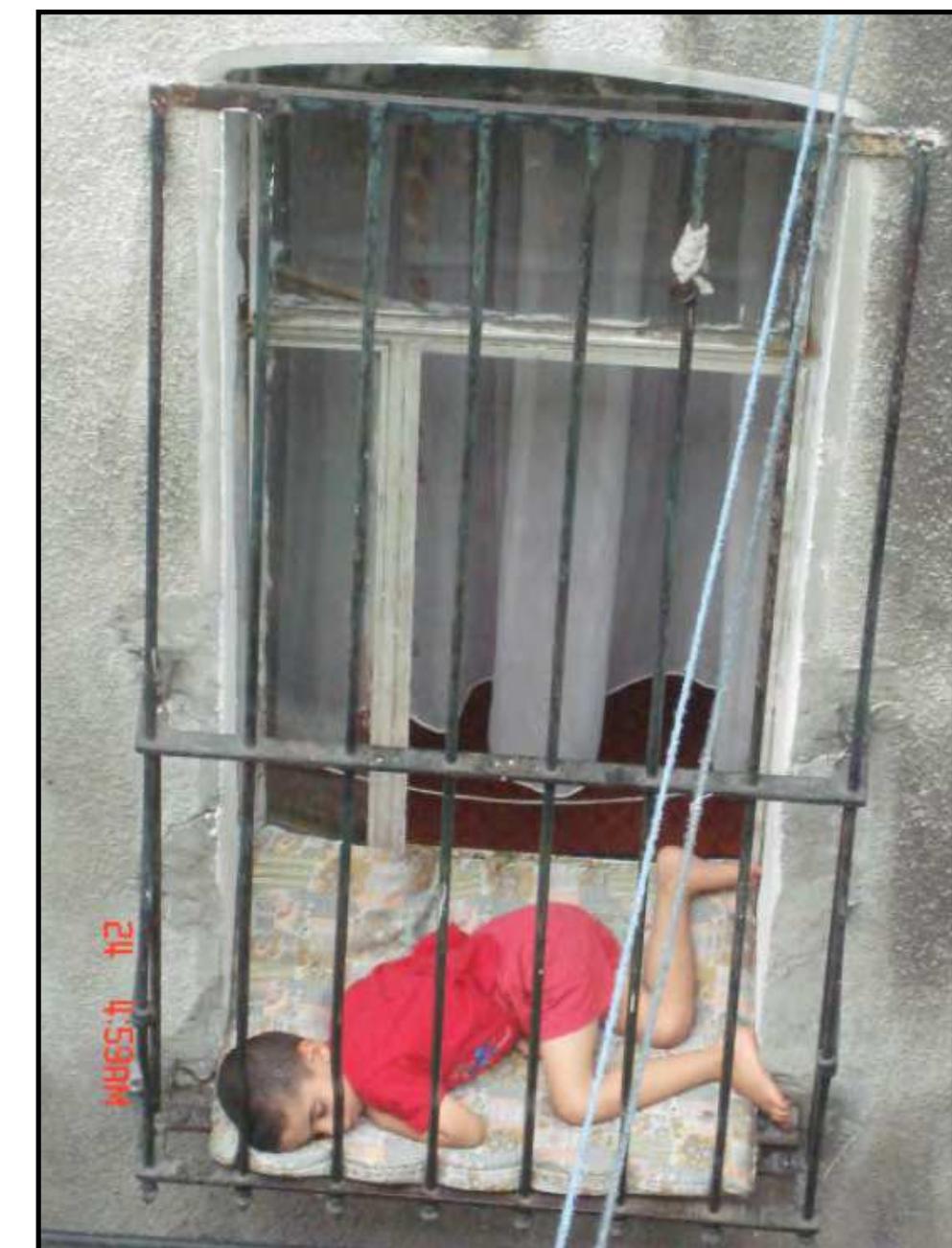
In the conciliation meetings held in the Renewal and Implementation Unit Building of the Municipality of Beyoğlu, proposals regarding conciliation were discussed and a '**Social Profile Survey**' was carried out to determine the social and economic status of property owners. Furthermore, the social and economic make-up was revealed through spatial observations and face-to-face conversations with workers and residents of the project area (property owners and tenants).

The study includes results of the survey carried out in 'homes' and 'commercial spaces' within the project area. The survey was conducted in 442 homes and 139 commercial spaces. Survey results give information on 85% of the homes. As for the commercial spaces, general information (number of workers, number of years the establishment has been in operation) was obtained via interviews with all of the commercial space owners.

In this area where many cultures and different ethnic groups cohabit, the structure consists of the following groups:

- Poor (immigrated from East and Southeast of Turkey)
- Poor (street peddlers, etc.)
- Minorities (Greek, Armenian, Assyrian)
- Transsexuals (TT)
- Long-time residents in the project area

Proposals for solutions geared towards residents of the project area will develop in tandem with a close examination of the socio-economic structure and upon evaluating the opportunities presented by the project. Four actions are outlined here below to implement the first strategy.



## Actions

### **1.1.1: Determining the make-up of property owners in the project area**

75% of residents in the project area are tenants, 20% are property owners and 5% are transitional residents who are relatives/acquaintances of property owners. The majority of property owners reside outside the project area due to risks associated with the building and the quality-of-life. The majority of residents in the project area, on the other hand, are of the poor segment. The make-up of the property owners needs to be researched in order to determine how and to what extent the property owners in the area will benefit from the opportunities presented by the project and to also establish the terms of conciliation between the parties.

Uncovering the socio-economic make-up of property owners will help accurately shape expectations in the conciliation process.

With the support of the municipality, the developer and the association, and through interviews and surveys carried out by the conciliation management, the make-up of property owners has been determined.

### **1.1.2: Examining the make-up of tenants**

In the interviews and surveys, the social and economic profile of tenants was ascertained through the survey method. High mobility is observed in the project area where the ratio of tenants stands at 75%. A detailed examination of the make-up of the tenants is crucial in order to create new living areas for the tenants and to shape both social and economic development programs. Moreover, taking into consideration the financing of the project, it needs to be determined to what extent the project can cover the equal access of tenants living at poverty line to public resources. The study jointly carried out by the association and conciliation management to determine the make-up of tenants needs to be considered in more detail.

### **1.1.3: Examining the make-up of transitionary tenants and determining their problems**

30% of total units in the project area are vacant or are occupied by transitionary tenants without rent payments. It is necessary to disclose this structure and develop certain strategies to resolve the problem. Taking into consideration the critical situation of transitionary tenants, the benefits of eliminating social marginalization and combating poverty constitute an important aspect of renewal projects.

In the project area where high mobility is observed, the association and conciliation management must determine the problems facing transitionary residents and find solutions within the context of combating poverty.

### **1.1.4: Revealing the commercial make-up**

In addition to being a '**residential**' area, the project area is also a 'work' area where many commercial businesses - mainly clothing and handbag workshops - operate. 139 establishments are active in the area. 33% of these are found on Tarlabası Boulevard, 16.5% on Sakızağacı Street, 9.4% on Eskiçeşme Road, and 7.2% on Halepli Bekir Road. In addition to ground floors of some buildings, some upper floors are also used as locations for these establishments.

Given this structure, conciliation has to be achieved not only with the residents but also with those engaged in commercial activity, especially on Tarlabası Boulevard. Establishing the commercial make-up will also help clarify the solutions for problems such as loss of commercial income, alternative areas of operation, social security of workers, etc.



Cadde / Sokak	Sayı	%
Tarlabaşı Bulvarı	46	33,1%
Sakızağacı Caddesi	23	16,5%
Halepli Bekir Sokak	10	7,2%
Fıçıçı Abdi Sokak	12	8,6%
Eskiçeşme Sokak	13	9,4%
Dernek Sokak	7	5,0%
Karakurum Sokak	8	5,8%
Çukur Sokak	7	5,0%
Keresteci Recep Sokak	7	5,0%
Tavla Sokak	4	2,9%
Paşabakkal Sokak	2	1,4%
<b>TOPLAM</b>	<b>139</b>	<b>100,0%</b>



## Strategy 1-2: Explanation of relocation and need for project

In addition to informing the residents (mainly the property owners, tenants and transitional residents in the project area, or in other words those groups that are affected by the project), about relocation through meetings and face-to-face talks, there is a need to determine the number of people permanently or temporarily affected by the project. 4 action steps have been set forth to reach this goal.

### Actions

#### 1.2.1: Carrying out meetings and talks with property owners

Talks with property owners have lasted about 2 years and are divided into 3 categories:

- I. General meetings
- II. First Talks
- III. Second Talks

#### General Meetings

In the context of Tarlabası Renewal Project, as required by Act 5366 and article 7 of its implementation regulation, the first meetings with property owners started in 2006 and continued in 2008 after the developer was specified.

Held at Municipality of Beyoğlu's Parliamentary Assembly, these meetings brought together property owners on a block basis. Administrators of the municipality provided information on the project and its implementation model while the property owners voiced their expectations and opinions.



Following the general meetings, first and second talks were held.

## First Talks

Following the general meeting held at the Municipality of Beyoglu building between February 11-14, First Talks with property owners were carried out by deputy mayors, developer project manager and conciliation manager. The First Talks were held on the following dates at 'Municipality of Beyoglu Renewal and Implementation Unit' Tarlabası building, with the direct or proxy attendance of 432 shareholders:

- 18-25 February 2008 64 persons (on behalf of 108 shareholders)
- 25 February -1 March 2008 61 persons (on behalf of 103 shareholders)
- 3-8 March 2008 82 persons (on behalf of 148 shareholders)
- 13-15 March 2008 27 persons (on behalf of 56 shareholders)
- 17-19 March 2008 11 persons (on behalf of 17 shareholders)

The following points have been conveyed to the shareholders:

- The project was explained on a mockup model,
- Value assessments were conveyed,
- They were informed of their share rights and of the alternatives regarding the amount of independent units they could acquire at the project site.
- Appointments were set for the Second Talks where they would make their location choices.

Talks with each shareholder lasted for 15-30 minutes. During these talks, both the opportunities presented by the project and the expectations of the property owners were discussed, with the focus remaining on receiving demands of the property owners residing in the area.

Moreover, during the talks, the conciliation management asked certain questions to determine the social and economic profile of the residents of the project area. The answers provided an important basis for the strategies in the '**Strategic Social Plan**'.



## Second Talks

Second talks with property owners, or in other words talks to choose locations and signs contracts based on the preliminary architectural project, were carried out in two stages. In the first stage, the property owners who had come to pick locations from the proposed alternatives were presented with options based on the preliminary project and were given some time to make their final decisions.

In the second stage, the property owners at the point of making their decisions were brought together with the developer manager and legal advisor to get information about and then sign the contracts.

Informing property owners who are directly or primarily affected by the project, educating them according to the proposals, and bringing together the parties to establish the conciliation principles helps establish the property owners' ownership of the project.



### 1.2.2: Carrying out meetings and talks with tenants

Meetings need to be held with tenants residing in the project area to discuss studies addressing the issues of unemployment and relocation, as well as the ways in which they will benefit from the opportunities presented by the project. Therefore, in parallel to the conciliation process carried out with property owners, a survey has been conducted to demonstrate the socio-economic make-up of the tenants.

These meetings are beneficial as they inform tenants about the project and its results, and allow for the discussion of alternative terms and proposals. The meetings and talks which should be carried out under the responsibility of the municipality, association and conciliation management will also increase the significance of the project's social aspect.

### **1.2.3: Determining the number of people affected by the project and assessing the problems**

The groups affected by the project are determined through the meetings held in the project area as well as through the first and second talks. As a result of talks and findings, the groups affected by the project can be classified as follows:

A-Property owners residing in the project area

    A.1-Persons living in their own house

    A.2-Persons living with grown children and relatives

    A.3-Heirs living in independent units in the same building.

B-Property owners living outside the project area

    B.1-Persons who have tenants (home-commercial space)

    B.2-Persons who keep their property vacant

    B.3-Persons with property under illegal occupation

C-Property owners that have a commercial space within the project area

    C.1-Persons who have their own commercial space

    C.2-Persons who rent it out

D-Tenants

    D.1-Housing tenants

    D.2-Commercial space tenants

E-Transitionary residents

    E.1-Illegal occupiers

    E.2-Persons without means to pay

SSP should determine the problems facing each group and search for solutions. Following this, the social and commercial costs of the project should be calculated by the municipality and the developer, and the cost that each party will bear should be determined.

#### **1.2.4: Bringing together the parties**

The conjoining is one of the most important components of the renewal project and refers to bringing together the parties directly or indirectly affected by the project. The goal is to evaluate expectations of both parties on a common denominator and to create a medium of conciliation. Under the responsibility of the conciliation manager, the following groups directly affected by the project were brought together within six months:

1. Property Owners-Municipality-Developer,
2. Association-Municipality-Developer,
3. Association-Conservation Council,
4. Association-Conciliation Manager,
5. Committees,
6. Association-Municipality,
7. Residents (tenant-property owner),
8. Persons carrying out commercial activities (artisans-tradesmen),

The goals behind setting up the conjoining can be listed as: to inform, to educate, to manage expectations, to remove uncertainties, and to ensure that the project is embraced by the parties.

## Strategy 1-3: Identifying Permanent and Temporary Proposals Regarding Relocation

Another important component of the project is developing **relocation strategies** regarding the temporary shelter problem of the area's residents during the 2 year construction period planned to begin at the end of 2008, as well as the issue of tenants and property owners with small shares who won't be able to continue living in the project area after the completion of the project. 5 actions have been put forth to implement the relocation strategy.

### Actions

#### 1.3.1: Determining project design and conciliation principles

Principles of project design based on the agreement between municipality and the developer are;

- A block-based architectural design rather than a plot based one.
- Consolidation of the property on a block basis and redistributing
- Building sufficient parking spaces under every block to increase both the value and urban standards.
- Creating courtyards (open spaces) in each block for adequate green area and light,

And as per the tender, the following fundamental principles arise;

- Rights to value based share,
- Right to choose housing unit in exchange for right to share,
- Compensation of the difference for those unable to get a housing unit,
- Rent aid to residents during the construction process,
- Indoor parking for all housing units,

It is imperative from a participatory planning and ownership perspective that property owners are informed and educated about these principles, and also that the principles are extended based on proposals and expectations of the property owners.

### 1.3.2: Discussion on the proposals made to property owners

It was explained to the property owners that the project was prepared based on ‘value sharing’, and their ‘current values’ as assessed by a company registered with the Capital Markets Board was communicated to them.

However, an overwhelming majority of property owners have found the current values too low. They were specifically advised **not to sell** based on these values. Instead, they were offered partitioning options independent from the project, while they were informed of the estimated values of the independent units and the fact that the ‘**project value**’ was higher than current value.

Immediately after being informed about the current value of their shares, property owners received information regarding share rights they could receive from the new project without making additional payments.

Underlining the fundamental principle of the project as ‘**each property owner will reacquire independent unit in the project**’, those with less than sufficient share rights to acquire an independent units were informed about the approximate difference they would have to pay.

Although during the first week’s talks, it was stated that the difference in value would be paid in cash or through credit aid at the time of signing of the contract, the developer has later asserted that payments will be made on the **turnkey date**, based on proposals coming from property owners.

Among the property owners, rent aid is given to:

- Each shareholder residing in the project area,
- Shareholders residing outside of the project area but claim to have no other property.

However, there were 3 categories of demands for rent aid as a result of the talks;

- One shareholder, but more than one residing heirs (parents, children, siblings)
- Persons with rent income (both inside and outside of the project area)
- Persons with commercial establishments

In addition, property owners that have commercial establishments (such as bakeries, workshops, shops, hotels, etc.) in the area or that rent their property to these have demanded clarifications on the following issues:

- Losses of commercial businesses during construction period,
- Loss of rent income,
- Insurance and severance for unemployed workers as a result of shutting down businesses,
- Relocation costs,

Discussing the proposals with property owners is deemed useful as it informs the property owners about the project and the proposals, and allows for conciliation within the framework of their expectations.

### **1.3.3: Preventing the creation of a secondary market**

Despite recommendations against selling their shares because the value is too low, some of the property owners have nevertheless chosen the sale option.

From the accounts of property owners and from the meeting demands coming from real estate agents, it has become apparent that a market has developed with a 25-50% markup on the shares that were deemed too low.

Having such a market in the project area leaves shareholders who want to sell their shares in a disadvantaged position. In the talks with property owners, they were informed of the subject, emphasizing that the proposed share right would be much higher. In order to prevent unfair gains and to ensure that property owners will not find themselves in a disadvantaged position, the municipality, the developer and the conciliation management have warned the property owners on this issue.

### **1.3.4: Presenting tenants with permanent and temporary recommendations**

In regards to the tenants who have legally resided in the project area for a long period and who will find it difficult to do so after the project, it is crucial in terms of maintaining continuity to create opportunities that will allow them to continue their lives in the project area. They should be presented with a right to have shares in the social projects developed by TOKI via costs and long-term payment conditions.

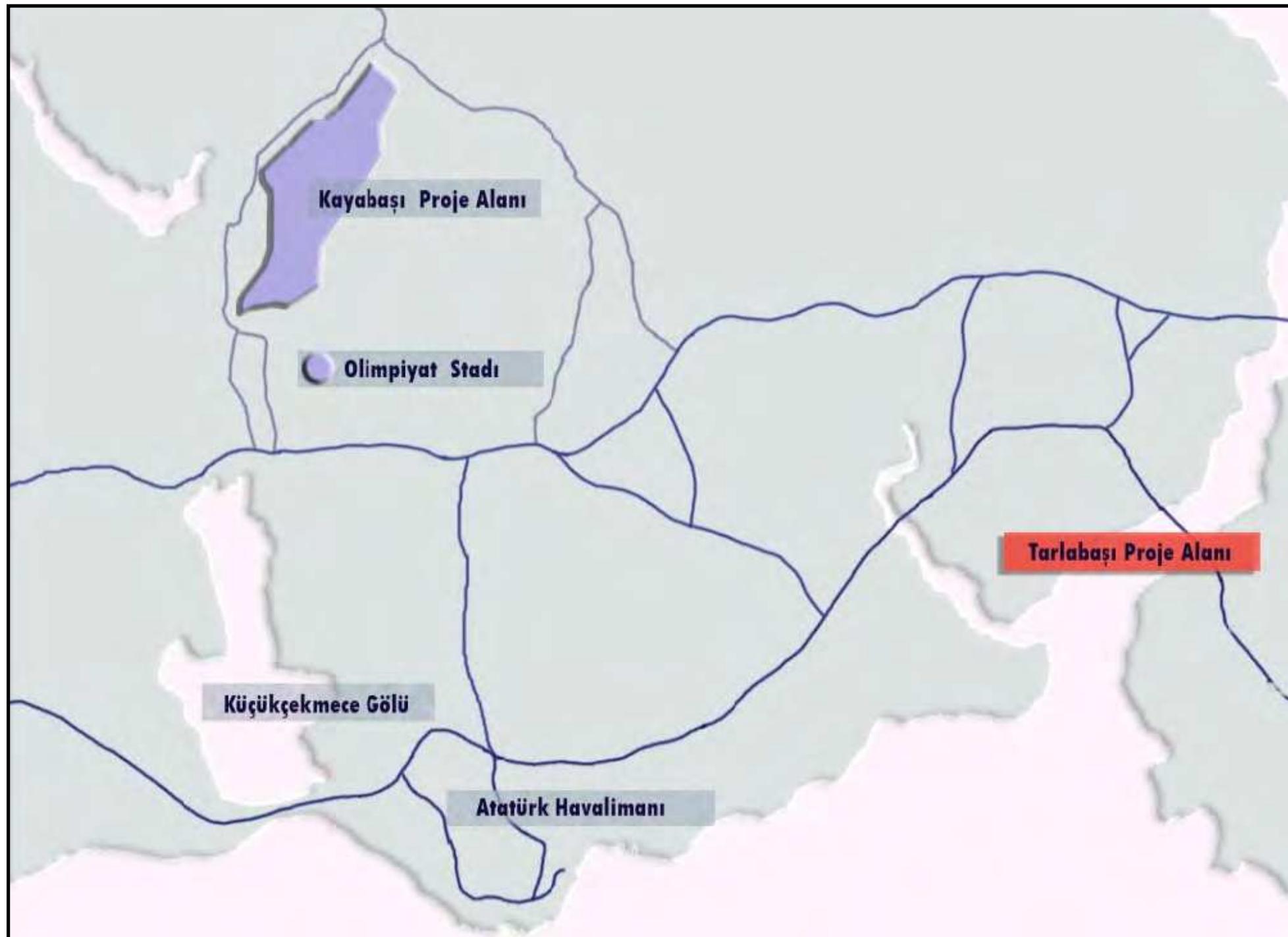
A long-term payment plan for tenants should be devised following a feasibility study on alternative recommendations regarding how the tenants will benefit from the opportunities presented by the project and the betterment of living conditions.

### 1.3.5: Improvements for those property owners with small shares

Social housing has been recommended for the following property owners in the project area:

- Shareholders with a share right of less than 20m<sup>2</sup>
- Shareholders that are affiliates,
- Shareholders with high population,
- Shareholders wishing to have multiple houses,

Although some of the property owners were against social housing due to distance-related issues, they were nevertheless interested in this option given the short delivery time of the houses (approximately 1 year) and the advantageous payment plans. Nevertheless, a protocol needs to be signed between TOKI and the Municipality to remove all uncertainties on the issue and to determine the amounts and terms of payment.



## Strategy 1-4: Preparing the Relocation Action Plan

The other most important component of Tarlabaşı 1.Stage Renewal Project is ‘**relocation**’. Within the framework of this component, it is necessary to prepare an action plan that includes solutions to the problems as well as conditions for benefiting from the opportunities presented by the project, while also paying attention to the social dimension of the project regardless of the type of residents in the area (i.e. whether they are property owners, tenants or transitional residents). The plan includes the following 5 action areas:

### Actions

#### **1.4.1: Presenting alternatives through conciliation**

There are two alternatives concerning relocation, namely (1) persons who will continue to reside in the project area, and (2) persons who will live in an alternative area.

Project area:

- Persons with a right of share of 30m<sup>2</sup> and above,

Alternative Area:

- Persons with a right of share below 30m<sup>2</sup>,
- Persons demanding social housing,
- Tenants,
- Transitional residents,

Given the special characteristics of the project area, it would be useful for the municipality and the developer to do a study focusing on the alternatives within and outside of the project area for all parties directly affected by the project. Such a study would take into consideration the expectations of the parties and the cost of the project.

#### **1.4.2: Determining the criteria for relocation aid**

Before implementation starts, all residents will be evacuated from the project area for the duration of the construction process. Plans and programs should be prepared regarding the evacuation of the project area and the return process of residents, whether they prefer permanent or temporary relocation. Remaining within the principle of equality, the municipality and the developer should determine the criteria regarding the types of relocation aid to be provided to tenants or transitional residents residing in the project area as well as the criteria for allocation of this aid.

### **1.4.3: Planning relocations (home-commercial)**

Following the conciliation process, the municipality needs to communicate the demolition plan to residents and persons with commercial activities in the area. Within the framework of the demolition plan, residents in the area will move to permanent or temporary new locations. In this process, uncertainties surrounding such issues as school registrations, repairs and relocation of commercial businesses etc. need to be resolved.

Due to both social responsibility and commercial necessity, it would be beneficial for all parties prepare the relocation program jointly.

### **1.4.4: Determining loss of income (commercial and home)**

Given the 75% share of tenants in both homes and commercial activities, the issue of loss of rent income arises for both groups of property owners. The target group with common problems can be classified as:

- Persons residing in the project area who make their living with rent income
- Persons residing outside the project area and have rent income
- Persons with income from commercial businesses
- Persons whose commercial business will not be able to operate after the project (workshops, etc.)

The following problems and expectations came to fore in the talks carried out with commercial business owners or tenants during the conciliation process;

- High costs of relocations (especially workshops and bakeries),
- Severance payments to insured workers,
- Loss of income to businesses,
- Sunk costs in the current business,
- Where the business will move to,
- New rent and down payment costs,
- Other costs of the new business (supplies, license fee, etc.)
- Inability to find workers or laying workers off due to uncertainty
- Lack of information regarding when they will need to evacuate the business,

According to tender specifications, in addition to rent aid during the construction period, the municipality and the developer should also carry out a study aimed at resolving the above-mentioned issues.

#### **1.4.5: Determining the budget and sources of finance**

Within the framework of the relocation action plan, it would be useful to create a budget and determine what portion of the financial resources will be met by the municipality and the developer respectively. The extent and diversity of property owner's expectations necessitates a revision of the project's cost-benefit balance.

Taking into consideration the social dimension of the project, there is need for a budget that utilizes public resources and a roadmap which will particularly provide access to social projects and programs.

## **Strategic Objective 2: Creating Appropriate Mediums for Income Generation and Improvement**

The second most important component of the social plan is developing projects and programs designed to increase capacity and create new employment opportunities for residents with a low degree of education and lacking social security. The goals envisaged in the talks with property owners include ensuring that the project's employment opportunities benefits the area's residents, and starting a chain of programs aimed at increasing capacity in order to boost chances of specialization and thus higher income potential especially for those employed in marginal jobs.

Tarlabasi Renewal Plan should be viewed as an '**opportunity**' and appropriate socio-economic programs and projects should be prepared promptly.

### **Strategy 2-1: Giving Residents Priority in Collecting Benefits**

In the course of the project, in the short term, training programs geared towards employment in construction and restoration work should be initiated, and those who receive certificates from these programs should be presented with guaranteed job opportunities

Moreover, regarding employment opportunities in the services industry, such as tourism and trade, which will flourish upon completion of the project, priority should be given to those who receive certificates from occupation training programs. The developer has announced that certain occupational programs will be put in place for employment in the below-mentioned sectors:

- Employment Opportunities to be Created During Project Implementation:
  - Construction
  - Restoration
  - Other
- Employment Opportunities After the Project
  - Trade
  - Tourism
  - Other

The developer has also announced that priority in **employment** will be given to those with certificates from the programs starting with the unemployed, and that soon programs will be put in place to '**support entrepreneurship**', with priority given to **young women**.

4 action areas have been identified for ensuring that residents are given priority in collecting the benefits of the project.

## Actions

### **2.1.1: Determining workforce potential**

Certain programs and projects need to be developed to improve the level of individual and social development, particularly with respect to youth, children and women residing in the project area. Furthermore, mediums of cooperation with civil society organizations need to be created to ensure the wide reach and implementation of social projects.

According to the results of the Social, Economic and Spatial Fabric Analysis study, of the 725 persons employed in the project area, 135 (approximately 19%) have insurance and work in non-qualified transitional jobs, mainly in the services sector (29%). 18% of the heads of households work free-lance, while 11% are unemployed. Among jobs that could be deemed “critical” are paper and junk collectors and TT.

An inventory of the workforce needs to be established in order to create a new and alternative workforce, while also taking into consideration the low level of education. According to the results of the workforce inventory study, programs to increase capacity should be undertaken in cooperation with the municipality and civil society organizations.

### **2.1.2: Creating social and economic development projects**

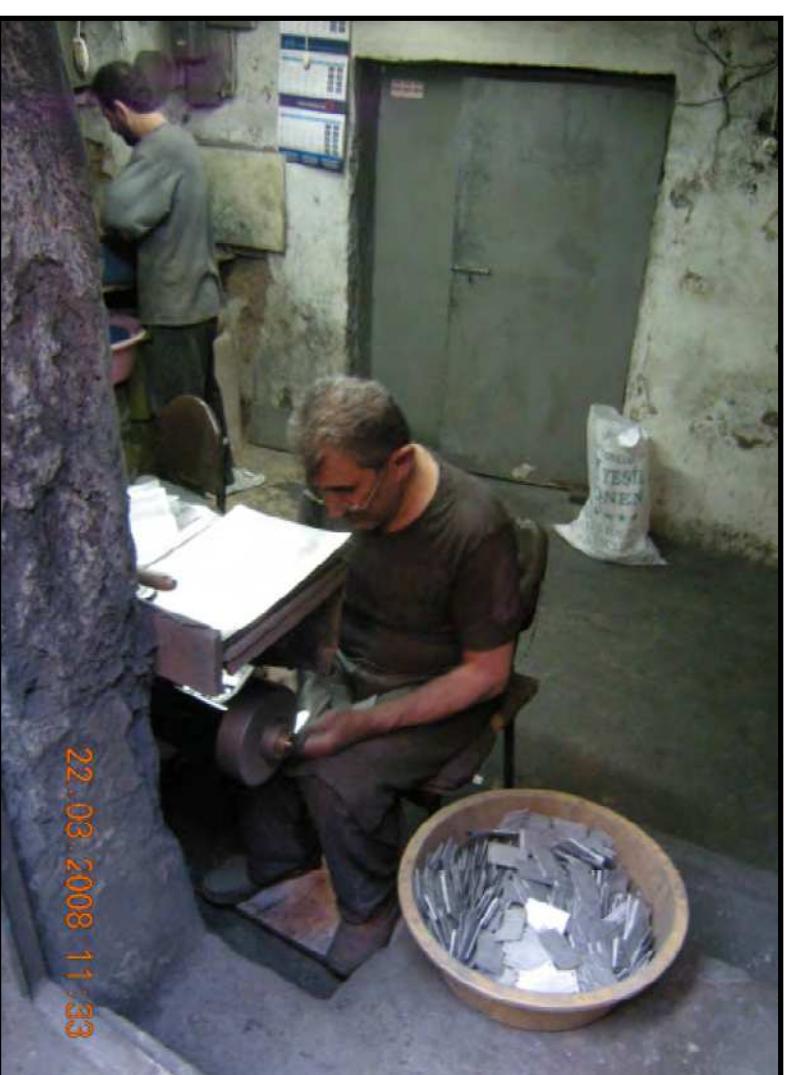
In addition to the spatial aspect of the project, the social and economic aspect is also indispensable given the fact that the project site is an area of poverty and deprivation with a rate of unemployment reaching 15%. It should be the joint responsibility of all parties to ensure that the area's residents are given priority in collecting the benefits arising from the project and that sustainable programs and projects are created with an eye on the project's multiplier effect.

### **2.1.3: Providing for compulsory and voluntary exchange of commercial activities**

In addition to being a ‘residential’ zone, the project area is also a ‘work’ area where many commercial spaces such as clothing and handbag workshops operate.

Among the 139 businesses functioning in the area, the most common are workshops. Taking the number one spot with 33% are handbag, clothing, nickel coating, iron or turn bench workshops. 22% are made up of other shops such as antique shops, cassette sellers, electricians, water stores, etc. 7.2% are made up of wig shops and hairdressers. Apart from these, coffeehouses, restaurants, markets, food stands, bars, hotels, hardware stores and bakeries can be found in the area. Looking at the spatial breakdown, it can be seen that workshops are in back streets whereas hairdressers, wig shops, hotels, bars and hardware stores are found on Tarlabasi Boulevard. One of the bakeries is on the Boulevard while the other one is in a back street.

The majority of businesses currently in operation will not be able to continue their operations after the project. To create new opportunities, it is important to give careful consideration to demands for compulsory or voluntary exchange.



#### 2.1.4: Cultivating entrepreneurship

Whether it is due to the residents' demand for employment or the compulsory exchange of commercial activity, there exist opportunities to cultivate new entrepreneurship. New job opportunities will arise in the areas of restoration or restitution in the construction phase of the project, or in the area of services after the project. Programs should be put in place to take advantage of these opportunities with the cooperation of the developer and the private sector.

## Strategy 2- 2: Developing Job-Oriented Training Programs

Public, private and civil society sectors should cooperate to develop programs and projects with “employment guarantees” to help persons without jobs or wishing to switch jobs benefit from the opportunities created by the project in the area. There should be cooperation with İŞKUR for employment oriented projects, and European Union funds should be used. Job oriented programs can be categorized as:

- Certificate Courses for Youth;
  - Employment Oriented Occupational Training Programs
  - Programs to Raise Aptitude (Computer, Foreign Language)
  - Programs to Cultivate Art Talents (e.g. Music, Theater, Cinema)
- Training Programs for Women;
  - Literacy Courses
  - Employment Oriented Training Programs
  - Mother and Child Healthcare
- Developing opportunities for self employment
- Providing credit for developing small businesses: Micro-credit opportunities

Programs should be developed in cooperation by the public, private and civil society sectors. 3 action areas have been set forth to this end.

### Actions

#### **2.2.1: Project development and creating employment opportunities during the construction phase**

Target groups need to be identified for the workforce program prepared by the developer concerning the workforce needs that will arise during the implementation of the project.

The developer, civil organizations and İŞKUR should be responsible for the implementation of this action which promote social responsibility and economic development.

**İNŞAAT İŞÇİLİĞİ EĞİTİM PROGRAMI**

2008 yılı sonu itibarı ile başlayacak inşaatta çalışmak üzere bölgede yaşayan;  
 - İşsiz 18-25 yaş arası ilkokul mezunu 20 kişi  
 - İşini değiştirmek isteyen 18-25 yaş arasında ilkokul mez. 15 kişi  
 - İşsiz 25-40 yaş arasında 20 kişi  
 - İşini değiştirmek isteyen 25-40 yaş arasında 15 kişi

- Eğitim süresi: 20 hafta  
 - Günlük 15 YTL+yemek+ulaşım  
 - Sosyal Güvence  
 - Sertifika alanlara iş garantisi

Program Ortakları  
 -Beyoğlu Belediyesi  
 -İŞKUR  
 -Meslek Odaları  
 -Yatırımcı Firma

Başvuru Tarihi:  
 Başlama Tarihi:  
 Müracaat: Beyoğlu Belediyesi  
 Yenileme Uygulama Birimi

Kaynak:A.Faruk GÖKSU

**RESTORASYON İŞÇİLİĞİ EĞİTİM PROGRAMI**

2008 yılı sonunda başlayacak restorasyon işlerinde çalışmak üzere elemen yetiştirecektir.  
 - İşsiz 18-25 yaş arasında ortaokul veya meslek lisesi mezunu 15 kişi  
 - İşini değiştirmek isteyen 25-50 yaş arasında ilkokul mezunu 20 kişi

- Eğitim Süresi: 30 hafta  
 -Günlük 15 YTL+Yemek+ ulaşım  
 -Sosyal Güvence  
 -Sertifika alanlara iş garantisi

Program Ortakları  
 -Beyoğlu Belediyesi  
 -İŞKUR  
 -Restorasyon Firmaları Derneği

Başvuru Tarihi:  
 Başlama tarihi:  
 Müracaat: Beyoğlu Belediyesi  
 Yenileme Uygulama Birimi

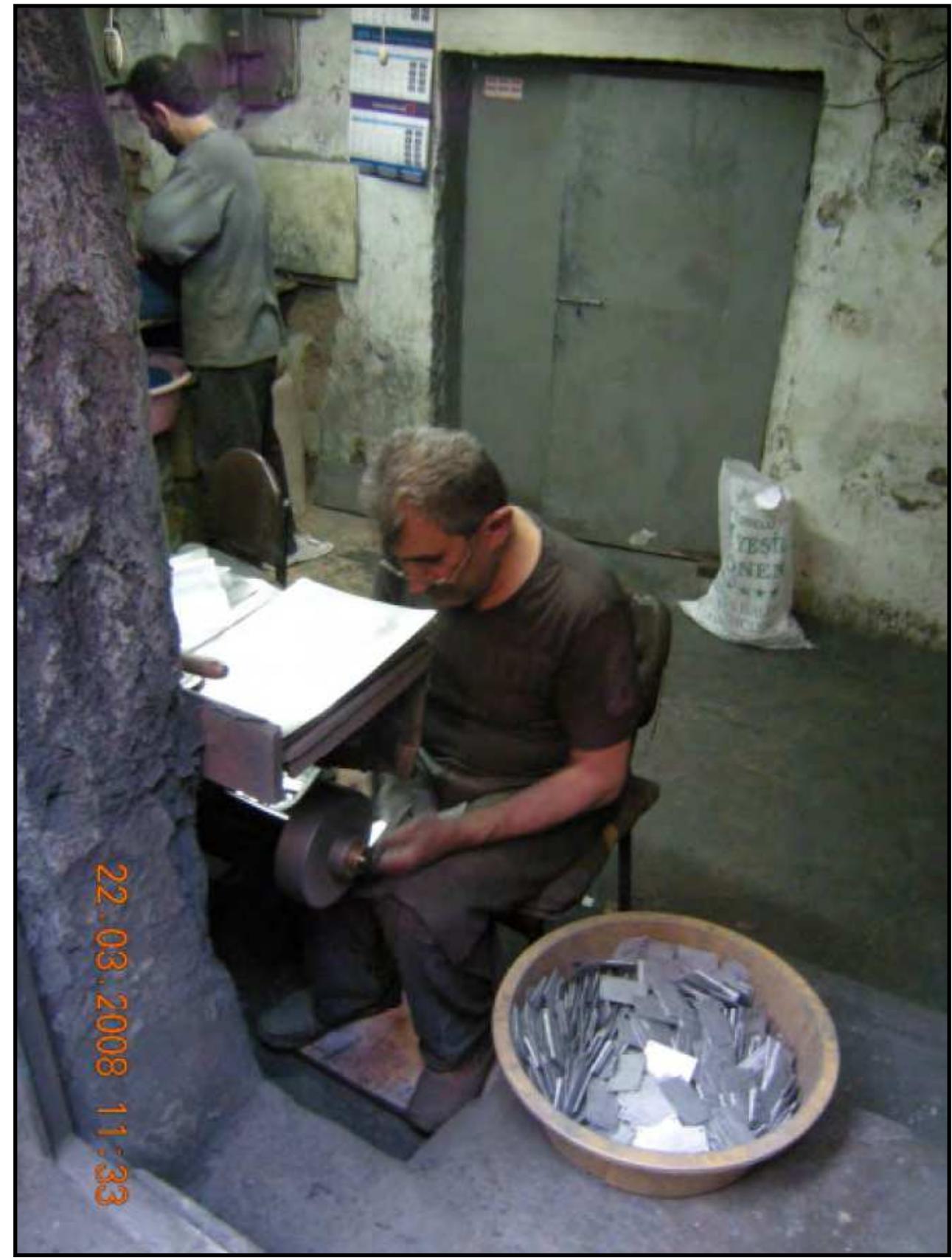
**ŞANTIYE HİZMET EĞİTİM PROGRAMI**

2008 yılı sonunda başlayacak inşaatın şantiye hizmetinde çalışmak üzere elemen yetiştirecektir.  
 - İşsiz 18-25 yaş arasında ortaokul mezunu 10 kişi  
 - İş değiştirmek isteyen 25-40 yaş arasında ortaokul mezunu 15 kişi

-Eğitim Süresi: 10 hafta  
 -Günlük 15 YTL+yemek+ulaşım  
 -Sosyal Güvence  
 -Sertifika alanlara iş garantisi

Program Ortakları  
 -Beyoğlu Belediyesi  
 -İŞKUR  
 -Meslek Odaları

Başvuru Tarihi:  
 Başlama tarihi:  
 Müracaat: Beyoğlu Belediyesi  
 Yenileme Uygulama Birimi



## 2.2.2: Developing post-project employment programs directed at the service sector

New employment opportunities in the service sector will arise through the new hotels, offices, etc. that will be located in the project area. It is necessary to organize the residents of the project area in a way that will allow them to work in the service sector or in one of its fringe services and to prepare training programs designed to increase their capacities.

## 2.2.3: Presenting programs and projects that create new areas of employment

Keeping in mind the multiplier effect of the renewal project, capacity increase programs and employment-oriented projects will put forward new and diverse job opportunities. Therefore, it is crucial to create mediums conducive to the establishment of '**project partnerships**' between the parties.

## **Strategy 2- 3: Identifying Social and Economic Risks and Making Recommendations**

Keeping in mind that the socio-economic make-up of the area borders on the poverty line, it is important to conduct a comprehensive risk analysis which will provide important data for the new programs.

### **2.3.1: Developing recommendations for groups involved in the compulsory exchange of commercial activity**

Recommendations should be put forth to ensure that groups who are engaged in commercial activities in the project area but will be unable to continue these after the completing of the project are not affected negatively and can benefit from the opportunities presented by the project.

### **2.3.2: Researching the composition of unregistered economy**

Some of the structures facing Tarlabası Boulevard are utilized for commercial purposes. These commercial uses can be classified as hotels, small enterprises and workshops (handbag accessories, cooling, wigs, bakeries, etc.)

Workshops are the most common type of business in the area. First among businesses, with a 33% share, come workshops of handbags, clothes, nickel coating, turn benches etc. Coming second with a 20% share are shops such as antique shops, electricians, winding shops, water shops, etc. Hairdressers and wig shops come third with a 7.2% share. Apart from these, other types of businesses include coffee houses, restaurants, markets, food stands, bars, hotels, hardware stores and bakeries.

It is necessary to identify the property owners and tenants that are engaged in commercial activities and to establish which economic activities will continue to go on post-project.

### **2.3.3: Creating job opportunities for the unemployed**

Creating jobs in the project development process is a priority, given the high rate of unemployment and mobility between jobs in the project area. All parties, especially the public sector, need to develop recommendations based on the principle of equality and social responsibility, taking into account the social dimension of the project. Therefore short-term solutions need to be reached through accelerated programs focused on employment.

### **2.3.4: Presenting recommendations to long term tenants**

Recommendations need to be put forth regarding the ability of long term tenants to continue their lives in the project area. The criteria and the beneficiaries need to be specified within the framework of the project.

## **Strategy 2-4: Preparing the Action Plan for Income Generation and Improvement**

Keeping in mind that the main purpose of the strategic social plan is to promote social and economic development, short-term work needs to be carried out to improve or create incomes for the poor living in the project area, whether they are property owners or tenants. The action plan to be prepared with the participation of public, private and civil society sectors should be the priority of the project. Therefore, financial and technical support to the target groups should be ensured from the municipality, civil society organizations and the universities.

5 action areas have been specified in the action plan for income generation and improvement.

### **Actions**

#### **2.4.1: Preparing training programs for increasing capacity**

Programs and projects should be developed using the opportunities presented by the project to improve social and economic structure of different social groups living in the project area.

#### **2.4.2: Preparing income generation programs**

Starting with project opportunities, alternatives put forward by the municipality and the developer should be evaluated and mediums of cooperation should be established in order to ensure social and economic development.

Preparing a work plan for the income generation and improvement program that overlaps the project's construction plan is important in terms of determining job capacity and training a qualified work force. A work plan should be prepared in coordination by the developer and the municipality, and shared with the civil organizations. The programs and projects should be prepared within a certain time frame.

#### **2.4.3: Determining aid criteria**

It is necessary to identify the disabled, sick and elderly in the project area who are unable to work. A work plan needs to be prepared jointly by the municipality and the social aid organizations outlining the amount, sustainability and the criteria of aid to be provided during the relocation process.

#### **2.4.4: Examining opportunities for micro-credit**

In the process of choosing new living locations in the project area or in alternative areas, programs need to be implemented to create new job opportunities for residents or to assist them in setting up their own businesses. In this context, it is important to establish cooperation with banks to provide access to credit facilities to particularly those residents wishing to set up their own businesses.

#### **2.4.5: Creating a grant fund**

It is important in terms of case studies to create a grant fund in order to solve problems that arise during the project development phase and to develop particularly the job-oriented projects.

## **Strategic Objective 3: Achieving Social Development and Integration**

The project area takes up 2% of the Tarlabaşı neighborhood. Tarlabaşı is an area of high risk to buildings and life. In other words, high levels of poverty and deprivation cause the project area to be known as an unsafe site with high levels of crime where socially marginalized groups settle.

Achieving spatial and social urban integration of this important area in the heart of Istanbul is only possible through increasing the residents' levels of social development

Employment oriented job creation programs directed at increasing income levels of the residents will help achieve **integration** in the place of **segregation** by first increasing individual welfare and then social development.

To achieve urban integration, training programs designed to increase capacity should be geared particularly towards children, women and the youth.

To ensure social development, the following issues should be handled in a wide spectrum.

- Diversifying programs geared towards children and youth
- Providing literacy courses for women through agreements with relevant organizations
- Ensuring participation in occupational courses for women
- Placing the elderly in a safe environment where they will be cared for
- Establishing communication between the disabled and the organizations that can provide support to the disabled
- Increasing and improving education opportunities for children through scholarships, etc.
- Developing programs of cooperation with schools

### **Strategy 3-1: Drawing the Map of Poverty and Deprivation**

Within the scope of SSP, priority should be given to conducting studies to correctly determine the problems regarding poverty and deprivation the project area, to search for solutions, and at the same time to assess the **utilization** and **accessibility** of public and private resources. It would thus be useful to first prepare a risk analysis map. 4 actions have been specified in regard to this map.

## Actions

### 3.1.1: Identifying persons under risk

Among the poor living in the project area, those under risk should be identified by the municipality and recommendations should be developed to resolve their problems.

The first group under risk is the disabled. 29 disabled persons live in dire conditions in the area.

The second group consists of persons living in singles' homes. These are young persons from different cities or countries who came to Istanbul to work as waiters, dishwashers, etc. and share an apartment. 286 persons live in a total of 83 singles' homes.

The third risk group is the poor segment without job security, particularly the unemployed.

The fourth group is the foreign nationals who have immigrated to Istanbul and make up 3.6% of total household number. Total number of foreign nationals in the project area is 50, from Iraq, Bangladesh, Somalia, Romania, Rwanda, Turkmenistan, Azerbaijan, Nigeria, Sudan, Kenya and Germany.



### **3.1.2: Solving problems and determining crime rates**

The poverty and depravity of the project area creates an environment conducive to crime which in turn has effects on the residents of the area. The project area's high mobility, its proximity to the center and the existence of empty and illegally occupied buildings contribute to the types of crimes that are observed. The parties should develop programs and projects aimed at removing risk and integrating into society children and youth who have the potential to commit crimes.

### **3.1.3: Identifying the problems of the disabled and finding solutions**

Among the 29 disabled persons, 11 have orthopedic disabilities, 7 have mental disabilities, 6 have walking disabilities, 4 have visual disabilities and 1 has hearing disability.

The disabled need to be informed about the possibilities presented by the state or civil organizations and they need to be made aware of their rights. There should also be mediums for meeting to allow them to benefit from public resources.

### 3.1.4: Determining the risk to buildings and life

Two fundamental characteristics of the project area are the high risks related to the buildings and to the quality of life, and the objective of removing both of these risks should have priority. The majority of historical structures in the area constitute a building risk. The renewal draft project provides a solution to this problem within the framework of balancing preservation with renewal.

246 buildings exist in the project area which are used as homes and/or commercial spaces. 210 of these are officially registered examples of civilian architecture. Of the 1057 independent units, 49% are homes, 20% are commercial spaces, 3% are warehouses and 28% are vacant.

CADDE/SOKAK ADI	YAPI SAYISI	BOŞ		DEPO		KONUT		TİCARET		TOPLAM
		Bağımsız Birim	%	Bağımsız Birim	%	Bağımsız Birim	%	Bağımsız Birim	%	
TARLABAŞI BULVARI	35	80	37%	17	8%	32	15%	89	41%	218
SAKİZAGACI CADDESİ	30	41	28%	0	0%	76	51%	32	21%	149
HALEPLİ BEKİR SOKAK	32	41	32%	0	0%	71	55%	17	13%	129
FIÇICI ABDİ SOKAK	26	35	30%	0	0%	65	57%	15	13%	115
KARAKURUM SOKAK	27	12	14%	0	0%	68	79%	6	7%	86
ÇUKUR SOKAK	15	22	39%	0	0%	29	51%	6	11%	57
DERNEK SOKAK	8	7	21%	4	12%	12	36%	10	30%	33
ESKİÇEŞME SOKAK	25	29	31%	9	10%	36	39%	19	20%	93
TAVLA SOKAK	18	21	29%	1	1%	48	66%	3	4%	73
KERESTECİ RECEP SOKAK	7	3	10%	0	0%	19	61%	9	29%	31
KÜÇÜK KIRLANGIÇ SOKAK	7	2	8%	0	0%	21	88%	1	4%	24
PAŞA BAKKAL SOKAK	6	4	17%	0	0%	17	74%	2	9%	23
AKİŞ SOKAK	4	4	27%	0	0%	11	73%	0	0%	15
KARANLIK BAKKAL SOKAK	5	0	0%	0	0%	7	100%	0	0%	7
BABACAN SOKAK	1	0	0%	0	0%	4	100%	0	0%	4
<b>TOPLAM</b>	<b>246</b>	<b>301</b>	<b>28%</b>	<b>31</b>	<b>3%</b>	<b>516</b>	<b>49%</b>	<b>209</b>	<b>20%</b>	<b>1057</b>

## **Strategy 3-2: Increasing the Level of Social Development**

Another important strategy found in the SSP is ensuring implementation of programs and projects designed to improve the social development level of residents. In order to improve the level of social development, mediums should be established where the municipality and civil society organizations can work together in cooperation. Accordingly, 4 actions areas have been specified in the SSP.

### **Actions**

#### **3.2.1: Establishing approaches to improvement for different social groups**

In addition to classifying residents as;

- Property owner,
- Tenant,
- Transitional tenant

We can classify them as;

- Persons working in manufacturing and production businesses
- Persons working without social security
- Domestic and foreign immigrants
- Temporary residents,

Furthermore, taking into consideration the social and economic aspect of the project and the social, economic and demographic make-up of residents:

- women,
- children,
- elderly,
- youth,
- students,
- foreign immigrants,
- disabled,
- minorities,
- tenants,
- transvestites,
- business owners,
- employees of businesses,
- employees of the marginal sector,
- other,

As per demands of social responsibility, programs and projects should be developed for groups of diverse social and economic structure.

### **3.2.2: Developing health programs and projects**

Low income levels coupled with inadequate building and environmental conditions render the issue of health a top priority on the agenda. It is therefore necessary to start awareness and education programs for pre-school and school-age children as well as for youth and parents, to ensure that they benefit from public and private sector health programs.

186 of the residents, or 10% of total, have health problems. The most common type of health problem, namely cardiovascular problems, are observed in 25 residents. The second most common health problems are respiratory problems such as asthma, and blood pressure.

### **3.2.3: Developing programs for women and children**

In total there are 721 children under 21 in the households in the area. 261 of these are pre-school, 301 attend school, 63 are working, 79 are neither working nor attending school, and 17 are fulfilling their military obligation. Given the high drop-out rates among school-age children and low levels of education among the women, creating programs and projects for this target group becomes a priority. Through starting an awareness program, it is important to make sure this target group benefits from the project.

### **3.2.4: Cultivating cooperation with social associations**

It will be very useful to put forth projects and programs, in cooperation with public institutions and civil society organizations that give priority to persons under risk. A medium of cooperation should be created and project partnerships should be established with the Borough of Beyoglu and social associations and foundations in the Tarlabası area.

## Strategy 3-3: Achieving Urban Integration

While developing Urban Transformation and Renewal Projects, the fundamental principle of urban integration within the framework of integrated planning also constitutes a crucial objective of the Tarlabası Renewal Project. Urban integration should be handled from not only a spatial perspective but also from an economic and social one as well. In the project area where both societal - economic and spatial **disintegration** is fully experienced, projects to ensure full integration in all aspects should be developed with the cooperation of public and civil organizations. 5 actions areas have been set forth for achieving urban integration.

### Actions

#### **3.3.1: Preparing compatibility plans for project area and alternative areas**

Approximately 2000 residents in the project area are affected by the project. Given that the renewal project is developed with '**value based sharing**' in mind, tenants and a significant portion of property owners whose share rights are not sufficient to get shares in the project will need to continue their lives or commercial activities in an alternative area. Considering that the project area will be evacuated completely during construction phase, the 3 following areas are relevant for the group directly affected by the project:

- Temporary shelter area
- Project area
- Alternative area

Whether temporary or permanent, all new areas will bring compatibility issues in terms of a new life, work and education. For each area, compatibility problems should be identified starting with children and youth, and solutions should be worked out with a focus on the social and psychological dimension.

### **3.3.2: Integrating the project area into its close surroundings**

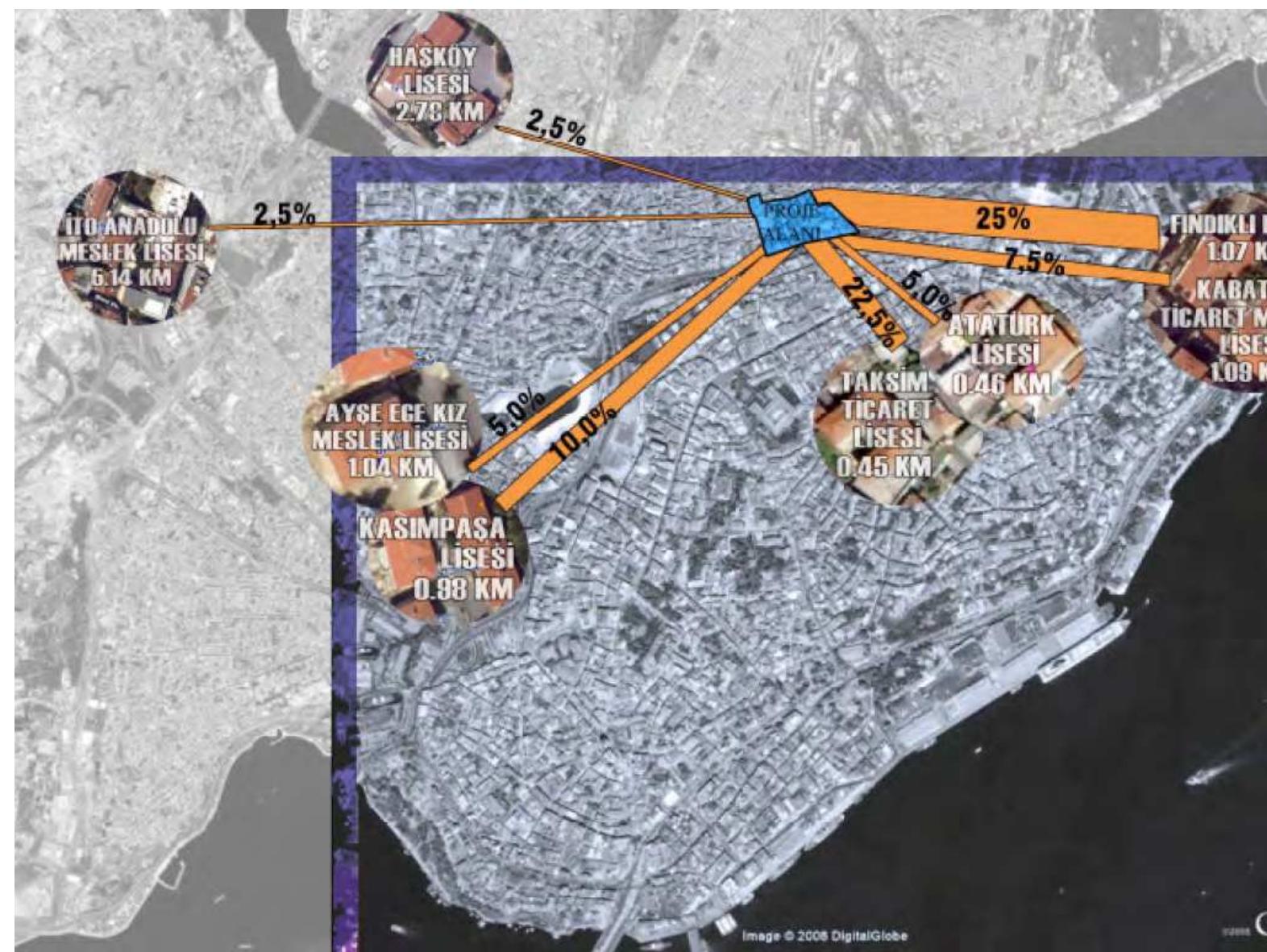
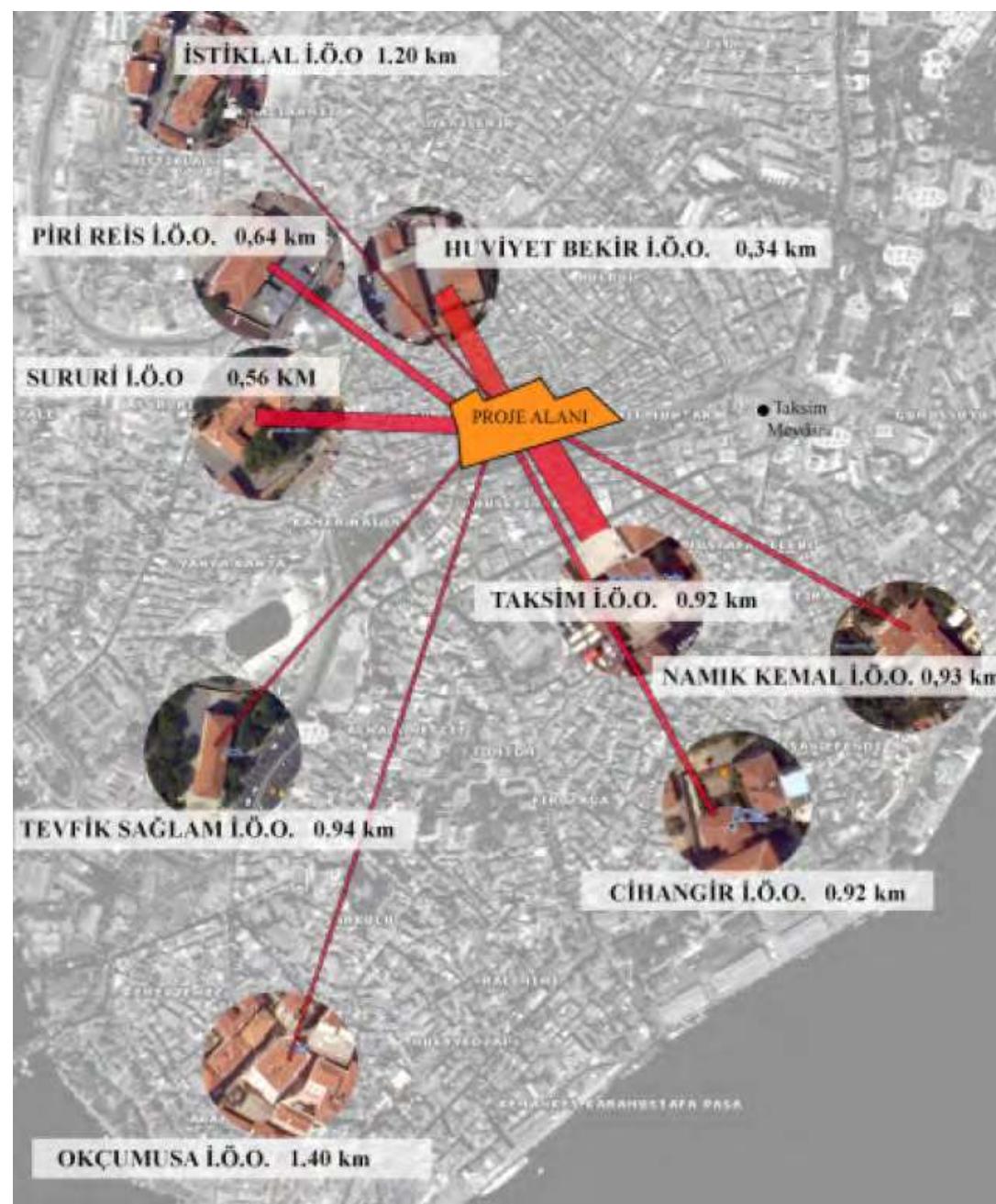
Stage 1 of Tarlabaşı Renewal Project covers about 2% of the region. The region and the project area are not very different in terms of their spatial, societal and economic structures. With the renewal of the project area, a road map with short, medium and long term programs should be devised aimed at integrating the region, starting with the proximity of the project area.

After the project, taking into consideration positive and negative effects of differences in income levels as well as the pioneer character of the project, an integrated approach should be devised to deal with repercussions of the project in its surrounding areas.

### **3.3.3: Managing the transfer and adaptation of students to new schools**

Total number of students enrolled in primary or high school, university or other higher education is 301. Out of these, 242 are in primary, 42 are in high school while 9 attend university and 1 is a graduate student. It would be beneficial to prepare a program for identifying new temporary or permanent schools for students and outlining the adaptation process.

Programs developed jointly by the municipality, civil organizations and Ministry of Education will be instrumental in removing obstacles particularly for primary school children.



### **3.3.4: Lowering the risk of urban depravation and poverty**

Another one of the fundamental approaches to ensure urban integration is enabling everyone to have equal access to public resources. The central location of the region that includes the project area and other reasons that make it a “**transit zone**” or a “**holding-out area**” have brought with many problems including first and foremost poverty and depravity.

Keeping in mind the multiplier effect of the renewal project, programs and projects regarding the social and economic aspect of the project need to be developed and the groups under risk should be the first to benefit from these.

### **3.3.5: Protecting and preserving the historical and cultural heritage**

The historical and cultural richness of the project area makes it crucial to balance the design principles with preservation and renewal. There should be an effort for protection and preservation, which had been lacking so far due to negligence on the part of current residents or the state, and education programs should be put in place to inform and educate the public about history and culture.

## **Strategy 3-4: Preparing an Action Plan for Urban Integration**

Within the scope of Tarlabası Renewal Project, an action plan including programs and projects should be prepared to explain the strategies which will be implemented to ensure urban integration of the project area, taking into consideration all spatial, social and economic aspects. The action plan should be prepared in coordination with particularly the municipality and civil society organizations, and should take advantage of the opportunities presented by the project as well as the cultural and demographic diversity of the residents in the project area. To this end, 4 action areas have been specified.

### **Actions**

#### **3.4.1: Identifying the priorities of the social plan**

Carrying out a comprehensive renewal plan in a special area renders the issue of a social plan a definite priority. In determining the strategies and priorities of the social plan, attention should be paid to the opinions and expectations of the target group directly affected by the project, particularly those that ‘reside’ or ‘engage in commercial activities’ in the area.

The plan is to be adopted through a common vision and purpose among the parties. Ensuring that the target group under risk embraces and takes ownership of the plan and that it works to solve the problems should be a primary objective.

#### **3.4.2: Identifying opportunities and giving priority to the project area in their utilization**

Efforts should be put forth to educate and raise awareness about the opportunities presented by the renewal project, and its contribution to the creation of new living areas should be discussed by the parties. Residents should be first to benefit from the opportunities.

#### **3.4.3: Utilizing the potential created by cultural and demographic diversity**

52% of the residents are immigrants from East and Southeast Anatolia, with a large portion coming from Mardin (17%). Black Sea region, especially Samsun and Rize, comes second with 15%, while Marmara region is third with 11%.

Cultural diversity and richness presents an important opportunity in terms of implementing programs and projects outlined in the SSP action areas.

### **3.4.4: Creating institutional and societal capacity**

The renewal project should be seen as an opportunity for creating local institutional capacity and increasing societal capacity. Cultural diversity is an important dynamic allowing for the creation of an organizational awareness. Within the framework of participatory planning, mediums should be established to enable those directly affected by the project to take part in the decision making processes, and to raise the awareness of target groups.

It is seen as an important development that at a certain point in the conciliation talks, some of the property owners and tenants organized themselves under the roof of the association and took part in conciliation talks.

## **Strategic Objective 4: Creating a Local Organizational Structure**

A 'from-the-bottom-up' approach should be adopted in order to implement appropriate actions in line with the SSP. The fundamental principle of the approach should be creating mediums of cooperation with wide participation of the municipality, developer and residents. The chances of success for Tarlabası Renewal Project depend on attaining high levels of participation. To increase participation, both 'bottom up' and 'top down' decision-making processes need to be operational. Local organizational structure will need to be in place to create these processes.

Aid should be provided in setting up of committees to develop the area's population's organizational potential and to help create a local organizational structure.

In a '**community center**' built in the area, talks with the local public can be carried out under the guidance of experts and solutions can be searched together to ensure social participation in the plan.

### **Strategy 4-1: Demonstrating a Collaborative Approach**

Another important component of the SSP is creating mediums of collaboration for public, private and civil sectors. In order to create these mediums, the cooperation between the municipality and the developer within the framework of the **renewal law** should be extended to include property owners and residents, as well as other civil society organizations and universities. 3 action areas have been set forth to this end.

#### **Actions**

##### **4.1.1: Creating mediums for local collaboration**

Given the variety of problems faced by those directly affected by the project (particularly the residents) and the importance of the social dimension of the project, it is evident that local organizations are a crucial aspect. There should be mediums where the target groups can partake in the decision process regarding the identification and solutions of problems.

##### **4.1.2: Identifying program and project partnerships**

Collaborative partnerships should be encouraged to implement all programs and projects foreseen in the SSP. These partnerships can come in the form of local organizations or as public-private and civil sector partnerships. Considering scant resources in the implementation of programs and projects, partnerships should be built between the parties.

#### **4.1.3: Creating mediums of collaboration with the municipality, developer and civil organizations**

In the context of Tarlabaşı Renewal Project, the most important objective is to extend the cooperation between the Municipality of Beyoğlu and the developer to include civil society organizations and universities, especially in the process of implementing the SSP. Therefore, jointly developing action plans and projects put forth in the plan will create the best mediums for cooperation.

In the context of the 67 total action areas put forth in the Strategic Social Plan, the projects can be developed with the cooperation of;

- Municipality – Developer – Local Committees
- Municipality – Developer – Civil Organizations
- Local Committees – Civil Organizations
- Municipality – Private Sector – Civil Organizations – Local Committees

SSP creates the road map for cooperation between the parties.

## Strategy 4-2: Creating Local Organizational Structure

In order to establish a bottom-up organizational structure, Tarlabası SSP recommends an expedient process to inform and educate the residents in the project area about organizing themselves under **local committees**. It is particularly important in terms of equal access to public resources for the group under risk to become organized.

### Actions

#### 4.2.1: Cultivating the organizational potential of the residents

Organizational potential of residents should be cultivated to enable them to benefit from the project and to contribute to the creation of new living areas. Local organizational approach is important as it allows the residents to have a say in projects jointly developed with the municipality and civil organizations, and to determine the priorities in solving their own problems.

#### 4.2.2: Training project leaders

Training local project leaders is useful in terms of developing sustainable local social and economic projects and monitoring them. Taking into consideration the project's mission to be a pioneer as well as its social vision, having local leaders run local projects will bring to fore a new approach and create a new workforce.

#### 4.2.3: Establishing local and technical committees

An important objective of the SSP is to achieve social development and to prepare capacity increase programs designed to generate and improve the incomes of those residents who are unemployed or who wish to switch jobs.

Committees consist of the following members;

- President (residing in the project area)
- Assist. President (residing in the project area)
- Member (residing in the project area)
- Member (representative of the municipality)
- Consultant member (voluntary expert )

Each committee should have a secretariat.

The committees should carry out weekly meetings and maintain one-on-one relations with the residents of the project area. A location should be designated for committee meetings in the Municipality of Beyoğlu Renewal and Implementation Unit.

## **Committee1: Employment Generation Committee**

The purpose of this committee is to identify the target groups living in the project area who are unemployed or who wish to change their jobs, and to help them take advantage of capacity increase programs. The mission of the job creation committee is:

- Identifying as the target group the unemployed persons or persons who wish to change jobs in the project area,
- Determining the educational and occupational status of target groups,
- Ensuring that target groups benefit from programs set forth in the SSP,
- Establishing cooperation between municipality and target groups,
- To monitor and supervise the programs.

The committee will particularly enable the target groups to take advantage of the opportunities in the service sector which will arise during and after the construction phase of Tarlabası Renewal Project.

## **Committee 2: Committee to Identify Problems of Tenants**

The purpose of this committee is to identify the problems of legal or illegal tenants in the project area and to create a medium of cooperation with the municipality to work out these problems. To this end, they will work on the following issues, among others:

- Determining the social and economic structure of tenants,
- Identifying the problems,
- Carrying out talks with the municipality to solve the problems,
- Carrying out negotiations with the municipality regarding relocation alternatives.

## **Committee 3: Committee on Changing Schools and Monitoring Students**

This committee will work on identifying the problems facing primary and high school students in the process of temporarily or permanently switching schools, and on finding solutions to these problems. The committee should come together to work on the following issues, among others;

- Identifying primary and high school students,
- Finding new schools,
- Registrations in new schools,
- Monitoring change,
- Identifying those in need of assistance,
- Determining the terms of assistance.

The committee should use social services experts especially in helping with the integration of primary school children to their new schools.

#### **Committee 4: Committee on Preparing and Monitoring Strategic Social Plan**

This committee will work to monitor in particular the social and economic programs and projects embedded in the plan. While following the process of these programs and projects, it will serve as a bridge between the municipality and beneficiaries.

This committee was established during the conciliation talks and held a meeting. In the meeting, the results of the '**Social and Economic Fabric Analysis**' were discussed (this study was carried out by the conciliation manager between 19-30 June 2008 in cooperation with the association and the conciliation management to be used in the preparation of the SSP), and the action areas and objectives of the '**Strategic Social Plan**' were disclosed.

Members of the Strategic Social Plan committee are;

- |                               |                                       |
|-------------------------------|---------------------------------------|
| - Erdal AYBEK (President)     | Association Consultant                |
| - Arif KÖKLÜ                  | Deputy Mayor, Municipality of Beyoglu |
| - Ebedin YÜNYELİ              | Association Member                    |
| - İlhan KALKMAZ               | Association Member                    |
| - A. Faruk GÖKSU              | Conciliation Manager                  |
| - Şerife SAYHAN               | Property Owner                        |
| - Eylem GÜLCEMAL (Rapporteur) | Urban Planner                         |
| - Efe GÖNENÇ                  | Architect                             |



#### **4.2.4: Setting up a Community Center**

Tarlabası Renewal Project has a project development approach based on the principle of conciliation. In order to bring together all the parties affected by the project and to implement in cooperation all the programs and projects within the framework of a common vision, it is crucial to ensure the participation of residents of the project area.

The **local organizations** to be established in the context of the project constitute an important stage in the ‘from the bottom up’ decision-making processes. Bringing together under the roof of a **Community Center** those local organizations which began with the committees is important in terms of maintaining sustainability of the work.

## Strategy 4-3: Ensuring Wide Participation in Decision Processes

The chance of success of the SSP depends on preparing mediums for wide participation in the decision processes of project development and on establishing methods of cooperation. In addition to raising its chances for success, a high rate of participation will also underline the **pioneer** and **sustainability** aspects of the project.

### 4.3.1: Setting up a neighborhood forum to promote wide participation

In the project area which houses approximately 2000 people and where high mobility is observed, there is a large number of people directly affected by the project and their problems are diverse. There is a need for a neighborhood forum which will bring together representatives of the residents, association managers, neighborhood administration (muhtar), representatives of the youth, children and women, municipality administrators and representatives of voluntary organizations to discuss:

- The extent to which expectations are met and their prioritization,
- The rise of uncertainties in the project process.

The forum should be held in cooperation with the municipality and the association, and should aim to take decisions regarding problems surfacing both during and after the project.

### 4.3.2: Establishing decision boards for the project

A board of at least 9 persons should be established in order to implement decisions taken in the forum and to take sub-level decisions. The board, whose members will be designated by the Forum, will work to develop projects and establish liaisons with appropriate institutions regarding the issues of:

- Needs of the neighborhood,
- Economic and societal priorities,
- Potentials for generating jobs,
- Children's education,
- Health issues.

### 4.3.3: Determining the criteria for the programs and priorities

The programs and projects mentioned in the SSP should first be discussed and decided upon at the neighborhood forum and the decision board. Criteria need to be set to develop the programs and projects and to determine the priorities.

#### **4.3.4: Establishing a Project Strategic Partnership**

In parallel with the implementation stage of Tarlabası Renewal Project, the residents of the project area should create a partnership on a project basis directed at resolving economic and social problems.

Tarlabası Strategic Project Partnership (TASPO) can be perceived as an entity bringing together public, private and civil organizations, each specializing in their own area of operation and authority.

TASPO will produce programs, projects and ideas on the following issues (among others) concerning the residents of Tarlabası Project area;

- Needs and expectations,
- Economic and societal priorities,
- Job potentials,
- Participation in the project,
- Education and raising awareness,

It will also conduct research and support implementation with wide participation.

TASPO can carry out its functions as a platform for cooperation outside of a corporate structure. However, the following organs of the TASPO should be established immediately until a corporate structure is developed:

**Partnership Management:** TASPO should be managed by a 5-person board of directors, one representative of each partner, and the board should meet at least once a month.

**Board of Consultants:** The board of directors should set up a board of consultants made up of representatives from public and private sectors, civil organizations and universities to discuss special issues. The board of consultants will meet once every 3 months to produce ideas and projects, or to further develop projects already created and present these to TASPO.

**Secretariat:** The secretariat of TASPO should be run by one person designated by the partnership management, and should be in charge of preparing agenda of the meetings, organizing the meetings, and managing relations between the board of consultants and the board of directors.

A fund should be set up to allow TASPO to create projects and to carry out its functions. The resources for this fund, in cash and in kind, should be determined in the first board of directors meeting. The size of the fund should depend on the needs of the projects developed.

## **Strategy 4-4: Preparing an action plan regarding local organizational structure**

The Local Action Plan will be an important document stating the responsibilities of the parties with regard to implementing programs and projects to mobilize local potential, ensure wide participation, create mediums of cooperation, and further develop partnerships to create solutions.

### **4.4.1: Identifying the parties affected by the project**

Parties affected by the project can be divided into two categories: those that are directly affected, and those that are indirectly affected.

#### **Parties that are directly affected;**

1. Municipality of Beyoglu
2. Developer
3. Property Owners
  - 3.A-Property owners living in the project area
    - A.1-Living in their own homes
    - A.2-Living with their adult children or relatives
    - A.3-Heirs living in different independent units within the building
  - 3.B-Property owners living outside the project area
    - B.1-With tenants (home-commercial space)
    - B.2-Who keep it vacant
    - B.3-With property under illegal occupation
  - 3.C-Property owners with commercial spaces in the project area
    - C.1-Having their own business
    - C.2-Renting it out
4. Tenants
  - 4.A-Who pay rent
    - D.1-House tenants
    - D.2-Commercial space tenants
  - 4.B-Who don't pay rent
    - E.1-Illegal occupiers
    - E.2-Without means to pay

#### **Parties indirectly affected;**

1. Civil Society Organizations
2. Universities
3. Professional Chambers
4. Public

In the action plan, recommendations should be put forth to manage expectations of all parties and target groups.

#### **4.4.2: Determining mechanisms of participation during the management and follow-up stages of the project**

Tarlabası Renewal Project is developed in compliance with the renewal act. The process of the project will be determined based on the level of conciliation, such that reaching conciliation with the majority of property owners will shorten the process while the opposite case will lengthen it. Therefore, mechanisms to ensure wide participation in the project should be put in place during the management and follow-up stages of the project, and the implement ability of SSP should be monitored.

#### **4.4.3: Developing mechanisms for consulting**

Due to the '**value based sharing**' aspect of the project, which allows for '**choosing locations based on the draft project**', property owners need to consult experts on technical issues. While necessary explanations are given to property owners to educate and inform them during the conciliation process, their cooperation with lawyers and architects speed up the process.

#### **4.4.4: Determining the role of civil organizations**

It is highly beneficial to determine the role of civil society organizations in the implementation of programs and projects set forth in the SSP. The chance of success for the implementation of SSP's programs and projects will depend on the level of cooperation between civil organizations and local organizations.

Mediums should be created where civil organizations take part in the problem solving process.

#### **4.4.5: Creating coordination between the parties**

Coordination between parties directly and indirectly affected by the project can only be achieved through conjoining of the parties. Coordination should be ensured by the municipality to remove any uncertainties regarding expectations or the process.

## **10-MONITORING, EVALUATION AND IMPLEMENTATION**

Draft SSP is a plan that will be implemented through the participation and support of all parties, not just one of them. The plan should be discussed in an environment that is embraced by the public, private and civil sectors, and in particular by the residents of the project area. To make such an environment possible, Tarlabası Strategic Project Partnership (TASPO) recommended in the SSP should take on the responsibility to monitor, evaluate and implement the plan.

The municipality, developer, local organizations and civil society organizations should each be partners of the solution and should all work in harmony to realize the strategies and actions proposed in the plan, as well as to find the necessary resources and to determine the priorities.

The mayor of Beyoglu should take on the leadership role regarding the implementation of SSP and should work in cooperation with various public, private and civil society organizations. Furthermore, persons living and carrying out commercial activities in the project area should be active in the partnership through local organizations and should partake in decision-making processes.

SSP should be monitored in 3-month intervals and developments should be reported to the parties. The report should be made publicly available and developments should be constantly discussed. The programs and projects proposed in the SSP should be posted on the SSP website and should be discussed with the public in an interactive manner.

The plan should be revised if needed, and the decisions should be constantly discussed with the public.

## 11-A PROPOSAL: TRANSFER OF DEVELOPMENT RIGHTS

The limited nature of development rights in the renewal area makes it more difficult to devise solutions regarding the sharing aspect as well as the realization of social and economic projects. During the conciliation talks, the association management in particular brought up the issues of extending development rights in the area using as reference the case of Istiklal Street and Talmihane, and building underground shopping malls.

The demands of the association management were discussed in the Association and Renewal Board meetings on 15 May 2008. The board management, however, stated that the demands will not be taken into consideration due to the following reasons;

- The project was prepared taking into consideration the typology and frontal character,
- Same conditions as Talmihane cannot be applied where maximum number of floors were permitted
- The demand for a shopping mall will not be compatible with the existing fabric
- The need to protect all registered structures.

In the project area that hosts a historical and cultural heritage, it is certainly not possible to permit a usage which destroys its building typology or increases density. On the other hand, taking advantage of the '**Transfer of Development Rights**' method found in the Preservation Act would provide a solution to many problems regarding social and economic issues as well as the question of increasing share rights.

'Transfer of Development Rights' were brought up in article 8 of the law no: 5226 dated 27.07.2004, which amended article 17 of the Law on Conservation of Cultural and Natural Resources, no: 2863.

In accordance with the opportunities presented by law, extending development rights in Tarlabasi Renewal Project and enabling the transfer of these rights to another project zone rather than utilizing them in this area will not only improve the issue of sharing but also provide resources to realize the social and economic projects proposed in the SSP with regard to property owners and tenants living below the poverty line.

The Municipality of Beyoglu, should take on the leader's role in preparing the regulation by including the transfer of development rights method in its agenda. As the first implementation of this method, Tarlabası project will constitute a precedent for other renewal projects.

## 12- CONCLUSION

The talks, meetings and surveys conducted during the conciliation process with the **residents** and persons with **commercial activities** in the area have revealed the diversity of social and economic problems. Bearing the characteristics of a zone of poverty and deprivation, the renewal site has especially become a 'holding-out' area in the city for those who immigrated from Anatolia. During this process, the area serves as a temporary stop for some and a permanent one for others.

The chances of success for the project innovatively undertaken by the Municipality of Beyoglu within the framework of the renewal law depends on the partnership of all parties in the problem solving process. The draft SSP has outlined four strategic objectives aimed at resolving problems and meeting expectations:

1. Solutions regarding relocation,
2. Creating appropriate mediums for income generation and improvement,
3. Achieving social development and integration,
4. Creating local organizational structure,

And to meet these, 16 further objectives and 67 action areas have been put forth;

- 1.1:Conducting research on the socio-economic fabric
- 1.2:Explaining relocation and project needs
- 1.3:Identifying temporary and permanent proposals regarding relocation
- 1.4:Preparing relocation action plan

- 2.1:Giving residents priority in collecting benefits
- 2.2:Developing job-oriented training programs
- 2.3:Identifying social and economic risks and making recommendations
- 2.4:Preparing an action plan for income generation and improvement

- 3.1:Drawing the poverty and depravity map
- 3.2:Improving the level of social development
- 3.3:Achieving urban integration
- 3.4:Preparing urban integration action plan

- 4.1:Establishing collaborative approaches
- 4.2:Creating local organizational structure
- 4.3:Ensuring wide participation in decision process
- 4.4:Preparing action plan for local organizational structure

Positive or negative reactions from property owners living inside or outside of the project area have played an important role in the development of strategies and action plans.

**Property Owner – Resident:** I came here 50 years ago I learned how to say 'Hello' or to eat from my neighbors, the Greeks and Armenians. I support the project. I miss the past.

**Property Owner:** My house is under illegal occupation. I want to live here again.

**Resident:** I support its demolition. There are drug sales. My life will be upside down. I want food aid. I gave my life to this place.

**Resident:** We spent our childhood years here. We have memories. Our neighbors are Greeks and Armenians. We have shared many things. Now, there are people selling pills. I tell them 'I have grandchildren your age'. It bothers me.

**Property Owner:** I spent my youth here. Our other house was demolished to make room for the Tarlabasi Street. My mom passed away because of grief. My house is under occupation. My parents bought this house under very difficult circumstances.

**Resident:** I came here 28 years ago. It's uninhabitable. Burglars, drug addicts. It's dangerous.

**Transvestite-Resident:** I practice prostitution. I want to change my profession. I see the project as an opportunity for a new life.

**Property owner:** I came here 28 years ago. We bought the building with our retirement funds. I chased away the tenant. Now it's worse. They don't touch us because we're used to it. Until 5 years ago, they threatened us with knives. There were boys. Now they sell chocolate.

**Property Owner:** I got stabbed in 3 places by my tenant. I barely saved myself. He stole my belongings, too. I spent my childhood here. We had Armenian and Greek neighbors. We had good relations.

**Property Owner-Resident:** Give us our rights. Let us pray. Give this area as much development as Maslak. You give us too few square meters. How is it possible to get 3 apartments for 3 buildings?

**Property Owner-Resident:** I came here 30 years ago. I rent on the ground floor. They know us. Nothing happens to us. Everywhere else crumbles with the earthquake, ours is solid.

**Property Owner-Resident:** I moved to Batman from Dargecit in 1993 and then to Tarlabasi in 1998. I became a tenant and then bought the house in 2000. I have a 70 m<sup>2</sup> house. Third floor, 3 rooms, one living room. I don't want to give up my house

The picture depicted by both the statements of the residents and the summary tables of the strategic framework point to the need for renewal projects in this area of poverty and deprivation. A project that takes into account social and economic aspects can be realized through conciliation if parties directly or indirectly affected by the project all become solution partners.

Discussing the plan in a wider context by the municipality, and its adoption, ownership and acceptance by the parties will give rise to important opportunities for the development of the project. The 67 action areas presented in the draft SSP will provide the parties with an opportunity to become partners to the solution, starting with civil society organizations.

Therefore, it is highly beneficial to extend the cooperation process of the Stage 1 of Tarlabasi Renewal Project between the Municipality of Beyoglu and the private sector, which began in 2007 within the framework of the Renewal Act, to include public, local and civil society organizations, thus allowing them to participate as partners to the solution.

In addition to this, taking into account the social dimension of the project, the Municipality of Beyoglu should discuss the draft Strategic Social Plan prepared by the conciliation management in meetings with all parties and also open it to discussion by the public to invite the parties to become '**solution partners**'.

In this meeting with a broad participation, all sides should:

- Examine the draft SSP
- State their views and suggestions,
- Identify action areas where they can contribute,
- And embrace and adopt the plan.

Moreover, the 'Transfer of Development Rights' method suggested in the SSP should be put on the agenda by the Municipality of Beyoglu to provide resources for both equality in sharing and for the social and economic projects.

Therefore considering the Tarlabası Stage 1 Renewal Project with all of its spatial, societal and economic aspects, and using innovative approaches will set a precedent for the wide dissemination of a comprehensive renewal approach.

The 6B components of the conciliation process (information, awareness, conjoining, expectations, uncertainties and adoption) and all meetings, interviews, talks and surveys carried out with the residents have been compiled in a report by the conciliation management. These reports contain data that will contribute to the implementation of SSP.