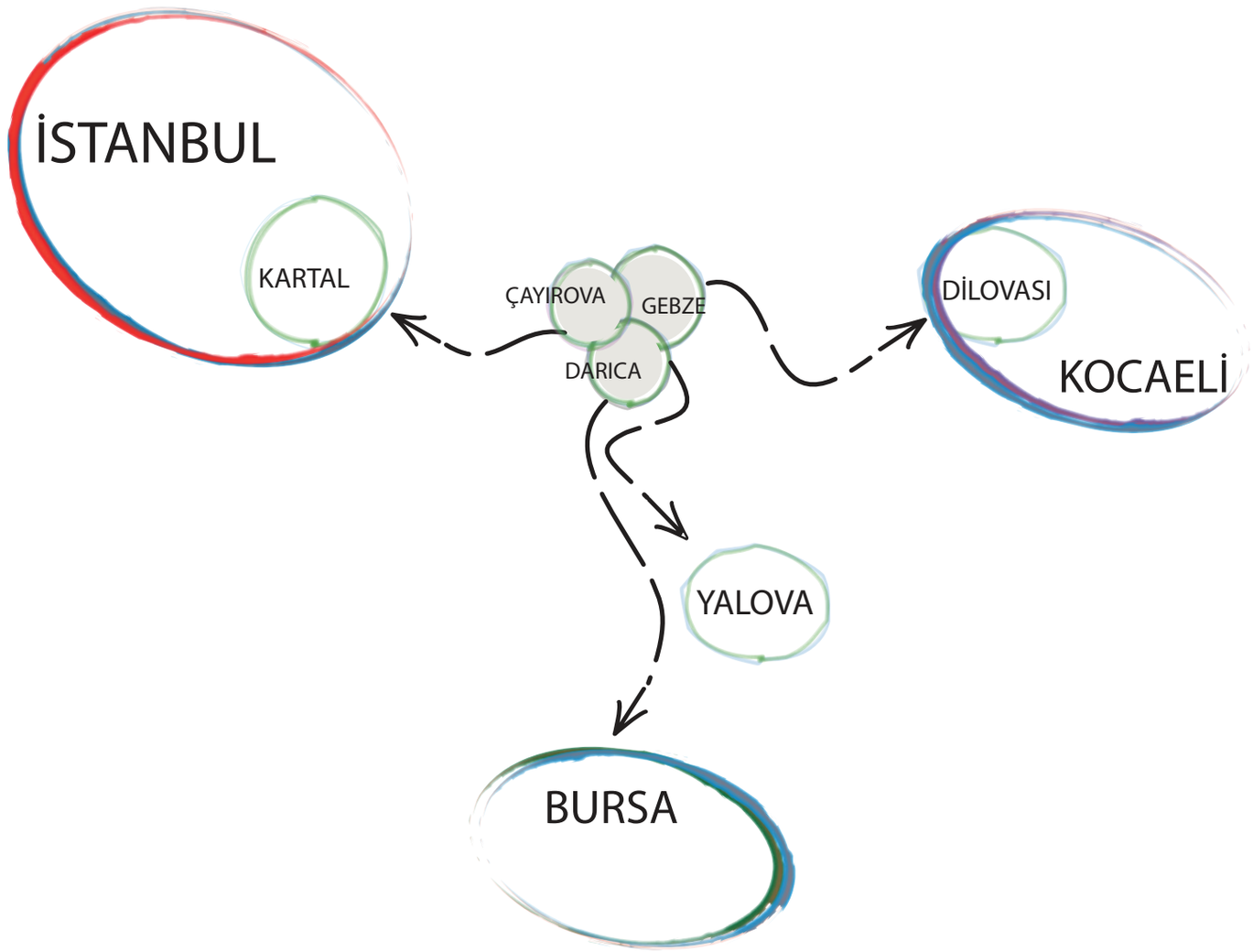
FUTURE OF ÇAYIROVA

CROSS-BORDER REGIONAL POWER



STRATEGY AND ACTION PLAN

EXECUTIVE SUMMARY

JULY 2010

Çayırova Strategy and Action Plan was prepared by Kentsel Strateji (Urban Strategy), as part of the 'Future of Çayırova Workshops', for Çayırova Municipality.
July 2010

FOREWORD

Çayırova, situated in a strategic location between İstanbul, Kocaeli and Bursa; should construct its future spatial model by turning its potentials into opportunities. Recently, banking administration centres, logistic facilities, industry sector and big investments come into prominence in Çayırova and surroundings. Because of this reason, strategic decisions within new spatial model should be taken for the future as of today.

Çayırova may put forward an important power in cross-border collaboration with Gebze and Darıca Districts. The synergy of the three metropolitan cities -İstanbul, Kocaeli and Bursa- will strengthen the power of the cross-border collaboration between three districts.

Either for metropolitan cities or cross-border power of the districts, a new vision is obligatory.

For this reason, new vision of Çayırova was presented for discussion as; "Çayırova, assessing the opportunities of cross-border "New Regional Power" by re-modeling life and work harmony with its new urban identity".

To reach this vision, strategic objectives were determined in relation with 6K themes; Identity, Capacity, Source, Quality, Participation, Scenario (6K Themes: Kimlik, Kapasite, Kaynak, Kalite, Katılım, Kurgu). 6 themes demonstrate the rapid transformation and development scenarios of Çayırova and its region.

As Çayırova Municipality we had a draft Strategy and Action Plan for Çayırova prepared and it establishes 6 strategic objectives, 20 objectives and 61 action areas within the scope of the new vision.

Our aim is to discuss strategies, programs and projects determined in the draft plan in the participatory platforms; to consider the opinions and proposals of investors, inhabitants and NGOs' to present a road map adopted by each party.

To implement comprehensive and detailed road map; public, private and civil sector partnership is needed. This partnership will demonstrate important opportunities for the future of Çayırova.

As the Municipality, we call for parties to reach the new vision of Çayırova. This is a call for comprehensive partnership and coalition to re-design urban identity and spatial structure of Çayırova.

We have just started two important operations to enforce our call. First of them is, 3 months 'Project Workshop' with high level of participation for the discussion of new urban tissue proposals and project implementation approaches to re-shape the future of Çayırova to new urban identity and scenario. Second is 'the Future of Çayırova Charette', to discuss the draft Road Map and finalize the plan with high level of participation.

Both of the workshops aim to determine the strategies and projects reshaping the future of Çayırova and create platforms for partnership and coalition for implementation.

I hope Çayırova Road Map will lead to the best results for the future of Çayırova and surroundings.

Best Regards

Ziyaettin AKBAŞ

Mayor of Çayırova

INTRODUCTION

Successful cities of 21st century are re-shaping their spatial structure with a new vision regarding information age. Cities started to get more 'specialized' and 'competitive' in this respect. Two concepts for cities: **'competitiveness'** and **'cooperation'** became the primary agenda topics regarding global economical development.

In the scope of competitiveness and cooperation, following international approaches and special themes come into prominence;

- Regional Clusters
- Urban Networks
- Innovative Region
- Creative Cities
- Smart Growth

Cities of our country are also started to be included to this process of change and transformation. Now, it is time to constitute a new **'urban development strategy'** in this process, considering international experiences. Our cities need Road Maps for re-shaping the future them to minimize **'building and quality of life risk'** which we have in most of our cities, to maintain **'life and work harmony**' and to benefit from **'knowledge economy'**.

Considering these issues Kentsel Strateji, together with municipalities, prepares road maps for re-shaping the future of our cities in participatory platforms. Future of Çayırova Road Map was prepared and opened up for discussion by Kentsel Strateji upon the request of Mayor of Çayırova, Mr. Ziyaettin AKBAŞ.

Çayırova is situated at a strategic location, in the attraction center of İstanbul, Kocaeli and Bursa metropolitan areas. This district and surroundings with intense industrial, logistic and banking investments needs a strategic decision about its future within a new spatial scenario.

The future vision of Çayırova should be determined by the answer of the question; 'Where Is Çayırova and Where Is It Going?

- Is it within boundaries of İstanbul Metropolitan Area?
- Is it in within boundaries of Kocaeli Metropolitan Area?
- Is it a cross-border regional power?

Çayırova has a strategic location in the triangles of metropolitan areas, regions and sub-regions;

- İstanbul, Kocaeli and Bursa Metropolitan Areas
- Kartal, Dilovası and Yalova Regions
- Gebze, Çayırova and Darıca Sub-Regions

Stated strategic location and dynamics in these triangles call forth Çayırova as a **'Cross-border Regional Power'** in the reshaping its future.

For this reason, the strategic vision of Çayırova is determined as *'Çayırova, assessing the opportunities of cross-border "New Regional Power" by re-modelling life and work harmony with its new urban identity'.*

To reach this vision, strategic objectives were determined in relation with 6K themes; Identity, Capacity, Source, Quality, Participation, Scenario. In this scope, 6 strategic objectives, 20 objectives and 61 action areas were proposed.

To reshape the future of Çayırova with a new urban identity and scenario, 3 months Project Workshop was organized with broad participation. The aim of the Workshop is to discuss new urban tissue proposals and implementation approaches.

Çayırova Strategy and Action Plan, proposes 'Spatial Development Strategy Framework' for the determination of urban transformation and development strategies; public, private and civil sector cooperation programs and projects.

This draft report, which is prepared in cooperation with Municipal directors and experts, should be discussed in broader participatory platforms to be adopted by all the parties.

Best Regards

A. Faruk GÖKSU

Kentsel Strateji

EXECUTIVE SUMMARY

'Strategy and Action Plan' is a 'Road Map' which will orient the future of Çayırova, which is situated in a strategic location in between İstanbul, Kocaeli and Bursa metropolitan areas in Marmara Region. Strategy and Action Plan proposes;

- Vision
- Themes (Strategic Objectives
- Objectives
- Action Areas
- Programs and Projects

The aim of this report is to increase awareness to re-shape the future of Çayırova with a new spatial scenario in participatory platforms, involving all sectors.

Çayırova Strategy and Action Plan has eight parts.

First Part; New Urban Approaches

In the first part, international case studies about new urban approaches, affecting the development of cities were examined. Among these approaches, **'hub cities'** at the intersection point of transportation networks and investments; **'creative cities'** encouraging creativity and innovation, **'information cities'** reshaping their economies regarding the needs of information age and **'learning cities'** were analyzed; and additionally cooperation concepts regarding management of regional power like **'urban region', 'innovative urban region'** and **'regional clusters'** were examined in details.

Important lessons for Çayırova are derived from these examples:

1-Regional Cooperation
2-Clustering /Polarization Synergy
3- Cooperation/New Partnerships
4- New/Innovative Values
5- Life and Work Harmony
6- Creative Workforce
7- Strategic Location
8- Creative Urban Spaces
9- Urban Leadership
10-Urban Development Strategies

Second Part; Çayırova Today

10 main problems and opportunities were determined regarding the location and spatial development process of Çayırova:

10 Main Problems are;

1. High Unemployment Rate
2. Low Education Level / Lack of Qualified Workforce
3. Lack of Urban Identity
4. Life and Work Balance
5. Inability of Regional Integration
6. Lack of Urban Axe
7. Undefined Urban Entrances
8. Urban Risks
9. Low Quality Environment
10. Lack of Financial Source

10 Main Opportunities are;

1. Regional Location
2. Accessibility
3. Nearby Universities
4. Banking Sector Investments
5. Logistic Sector Investments
6. Organized Industrial Regions
7. Technological Development Regions
8. Local Organization Capacities
9. Horizontal Offices and Architectural Design
10. Project Development Enterprises

Third Part; Future of Çayırova

Most important component in determination of vision sentence for Çayırova was 'regional location'. For this reason in 'Where is Çayırova?' part, following questions were answered:

- Is it within boundaries of İstanbul Metropolitan Area?
- Is it in within boundaries of Kocaeli Metropolitan Area?
- Is it a cross-border regional power?

Çayırova has a strategic location in the triangles of metropolitan areas, regions and sub-regions;

- İstanbul, Kocaeli and Bursa Metropolitan Areas
- Kartal, Dilovası and Yalova Regions
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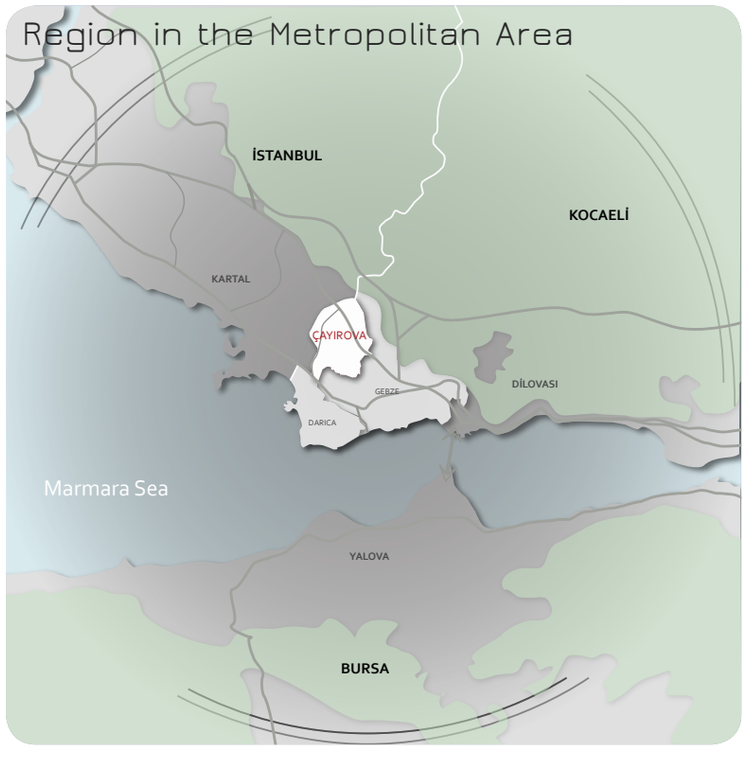
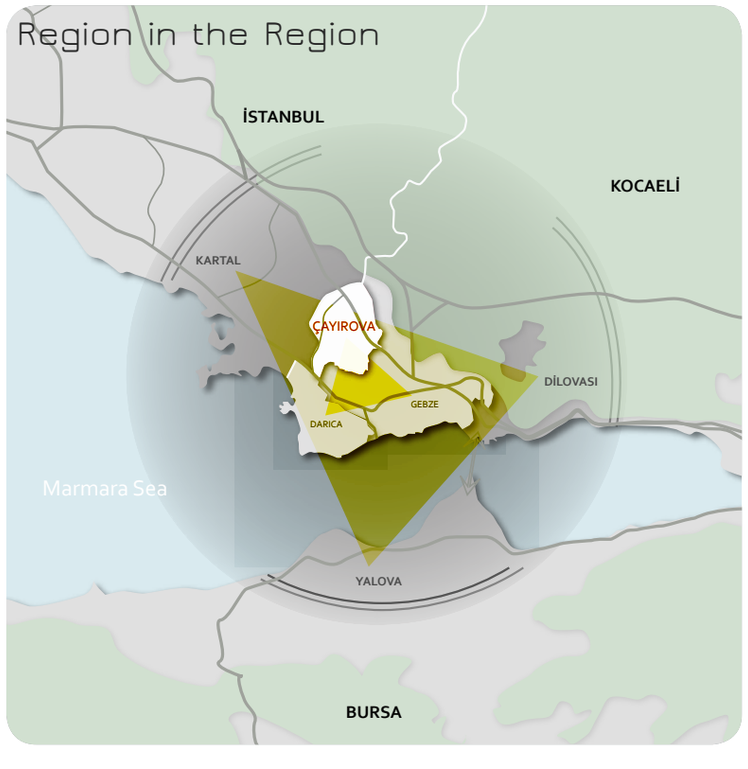
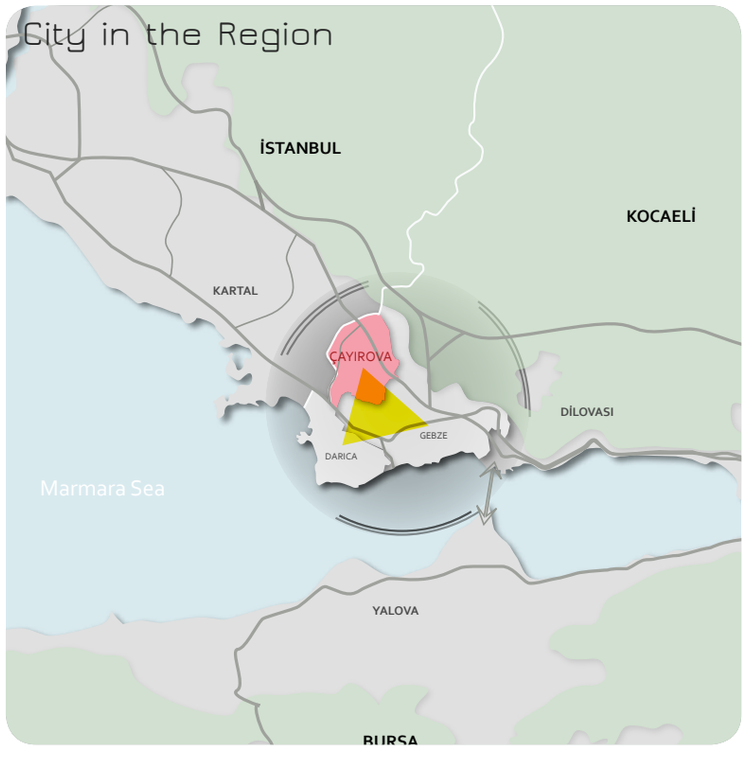
Stated strategic location and dynamics in these triangles call forth Çayırova as a **'Cross-border Regional Power'** in reshaping its future.





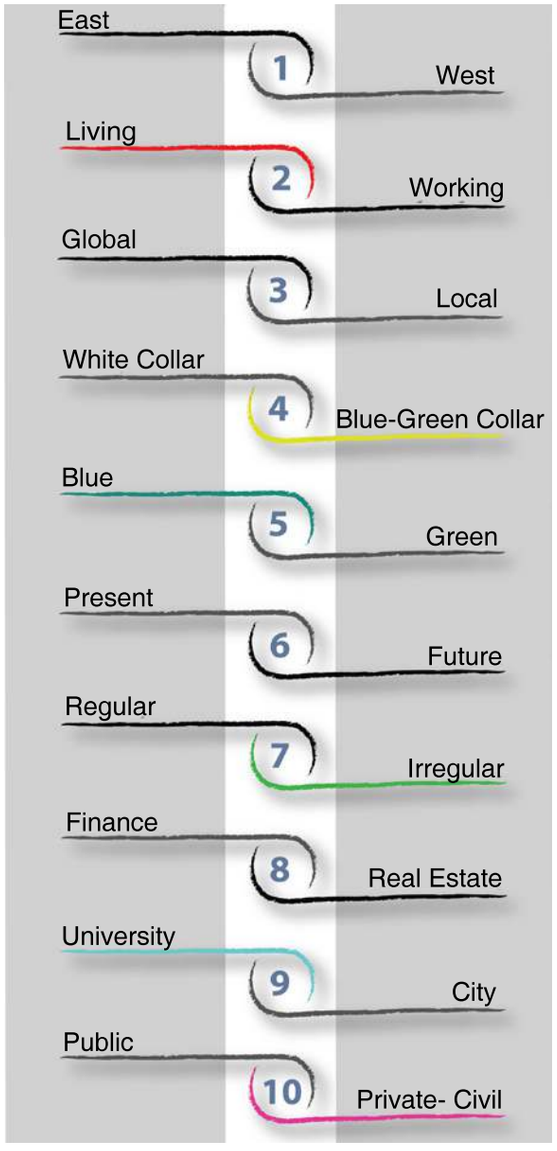


Fourth Part; Values of Çayırova; Meeting Points

10 meeting points will set forth new opportunities for reshaping the future, regarding internal and external dynamics of Çayırova. In this part, potential meeting points considering Çayırova and surroundings were examined:

10 Meeting Points;

1. East-West
2. Life-Work
3. Global-Local
4. White-Blue-Green Collar
5. Blue- Green
6. Present-Future
7. Regular- Irregular
8. Finance- Real Estate
9. University- City
10. Public- Private- Civil



Fifth Part; Future of Çayırova

This part constitutes the main structure of Strategy and Action Plan:

Vision
Themes (Strategic Objectives)
Objectives
Action areas
Programs and Projects

Considering the "cross-border regional power" mission, vision was defined in two phases;

Regional Vision;

***'new regional power'**, connecting competitive metropolitan power with innovative values*

Strategic Vision;

'Çayırova, assessing the opportunities of cross-border "New Regional Power" by re-modelling life and work harmony with its new urban identity'

This proposed vision should be revised with broad participation and should be revised and transformed into "**shared vision**".

6 strategic objectives to reach the vision were discussed in the scope of **6 themes.** In this part following questions were answered;

1. Identity: What should be the new urban identity and urban image of Çayırova?
2. Capacity: What are regional and urban capacities and how can they be improved?
3. Quality: How can quality of life and urban environment be improved?
4. Participation: What are the means for participation to social, economical and spatial development?
5. Resource: How should regional and local resources be assessed?
6. Scenario: How will be the scenario of new spatial structure?

6 Strategic Objectives and 20 Objectives were determined in this scope.

Strategic Objective 1: Visionary Urban Identity

1.1. Determining Urban Identity
1.2.Establishing the Relationship between Urban Identity and Urban Development
1.3. Creation of New Opportunities by Identity

Strategic Objective 2: Assessing Regional and Local Capacities

2.1. Development of Local Capacity
2.2. Constitution of Cooperation Capacity
2.3. Increasing Urban Development and Transformation Capacity
2.4. Benefiting from Regional Economical Capacity

Strategic Objective 3: High Quality of Life

3.1. Increasing Building Quality
3.2. Increasing the Quality of Urban Environment
3.3. Increasing Quality of Life

Strategic Objective 4: Developing by Broad Participation

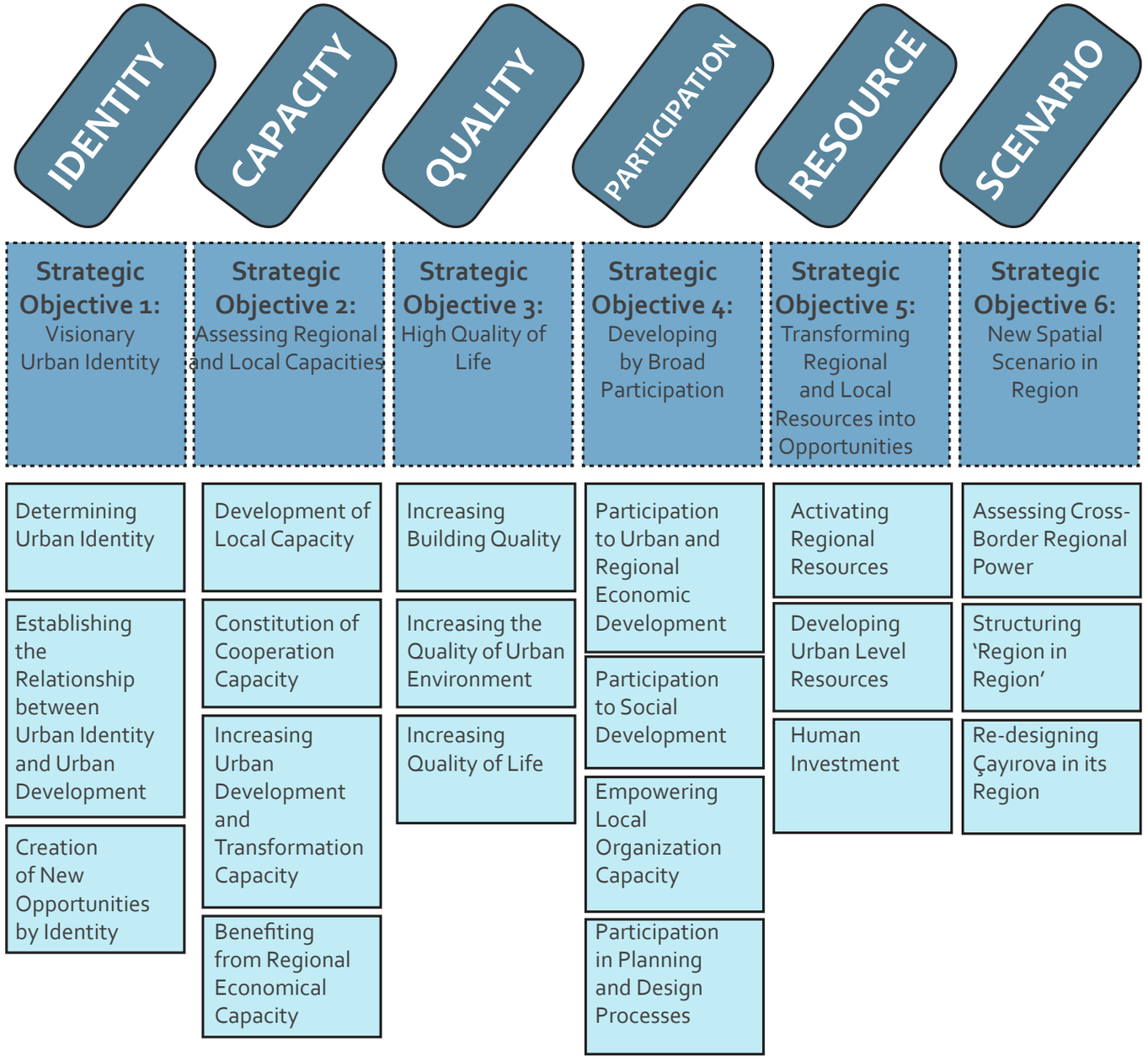
4.1. Participation to Urban and Regional Economic Development
4.2. Participation to Social Development
4.3. Empowering Local Organization Capacity
4.4. Participation in Planning and Design Processes

Strategic Objective 5: Transforming Regional and Local Resources into Opportunities

5.1. Activating Regional Resources
5.2. Developing Urban Level Resources
5.3 Human Investment

Strategic Objective 6: New Spatial Scenario in Region

6.1. Assessing Cross-Border Regional Power
6.2 Structuring 'Region in Region'
6.3. Re-designing Çayırova in its Region



61 action areas in the framework of 6 strategic objectives and 20 objectives were presented for discussion in the report.

Sixth Part; Spatial Development Strategy Framework

Çayırova Strategy and Action Plan presents **'Spatial Development Strategy Framework'** defining new spatial scenario in the sixth part.

Spatial Development Strategy Framework can be considered as guidance, directing the development dynamics of Çayırova. It proposes main decisions regarding new spatial scenario, development direction and character, investment and opportunity areas, protection areas, development axes and strategic project areas.

Spatial Development Strategy Framework was handled in scope of;

1. Opportunities
2. Spatial Problems
3. 5 Main Strategies
4. Integration Strategies

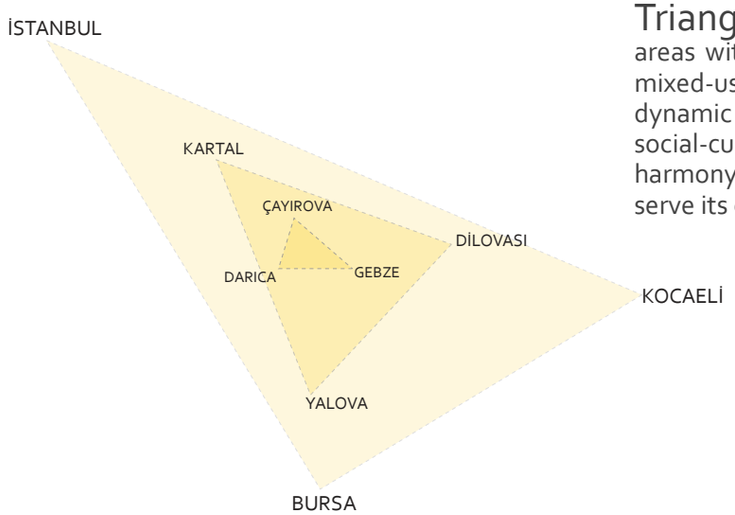
Strategies determining the 'Spatial Development Framework' are;

1. Triangle Strategies
2. Node Strategies
3. Path Strategies (Axes)
4. Edge and Landmark (Entrance) Strategies
5. Natural Area Strategies
6. Integration Strategies

What is Spatial Development Strategy Framework?

Spatial Development Framework is a planning tool that guides development to shape urban macro-form. It defines strategies for efficient development of cities. It is an important planning tool, influencing long term urban development and change. It is also a guide for investors, managing and monitoring big investments.

1. Triangle Strategies



Triangle Areas; define urban and regional areas with high quality of urban environment, mixed-use, high level of economical activity, dynamic real-estate sector, urban and regional social-cultural service facilities, presenting harmony of life and work. Triangle areas should serve its opportunities to all of the citizens.

Çayırova is situated in three strategic triangles:

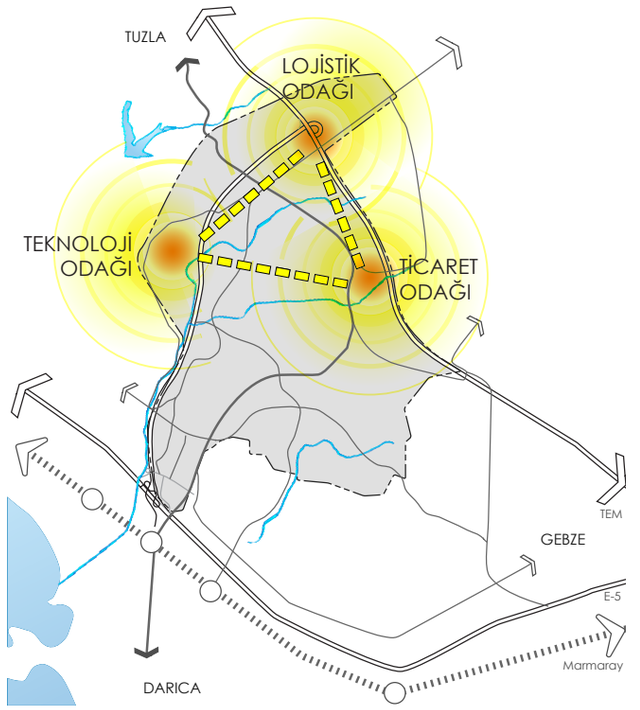
- İstanbul, Kocaeli and Bursa Metropolitan Area Triangle
- Kartal, Dilovası and Yalova Regional Triangle
- Çayırova, Gebze and Darıca Sub-Regional Triangle

2. Node Strategies

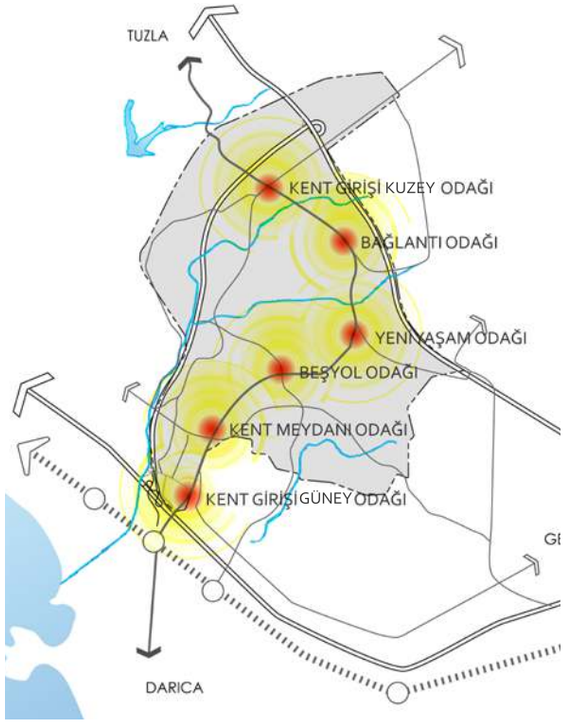
Nodes are mixed use centres situated at the intersection of major connecting roads with high accessibility. Nodes are intensive urban development areas, with new economical facilities and main activities accelerate surrounding areas.

Nodes in Çayırova;

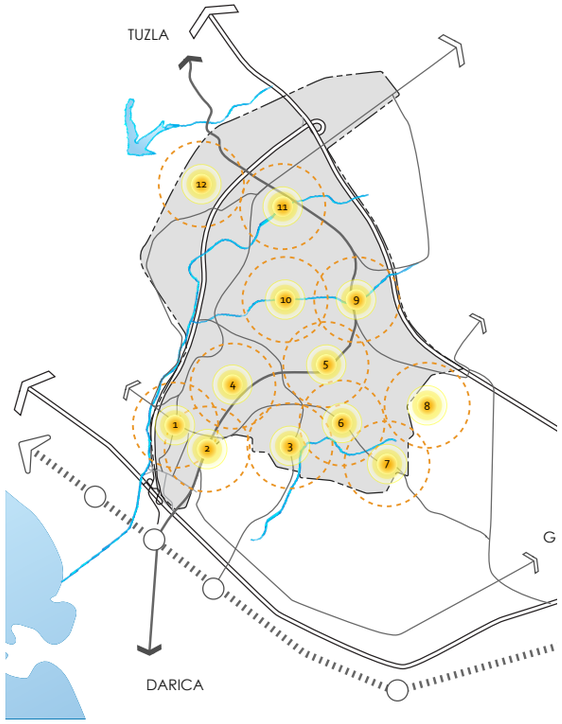
- Regional Development Nodes
- Urban Nodes
- New Life Nodes



Golden Triangle and Regional Development Nodes



Urban Nodes



New Life Nodes

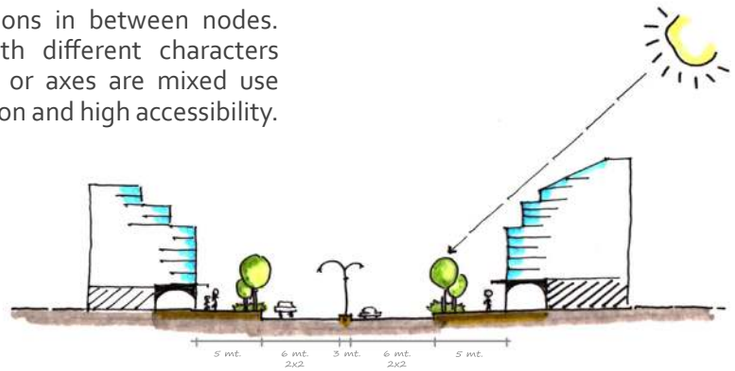
3. Path (Axe) Strategies

Paths (axe) are the connections in between nodes. Connections consist of roads with different characters and their interaction areas. Paths or axes are mixed use connections with intense construction and high accessibility.

Paths of Çayırova are:

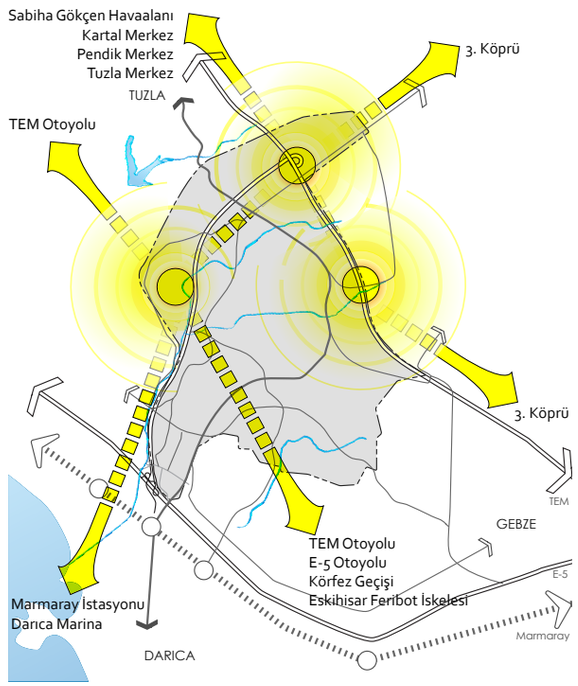
- Regional Development Axes
- Urban Axes (Boulevard)
- New Life Axes

Urban Spine is the main axe with intense social economical and commercial facilities.

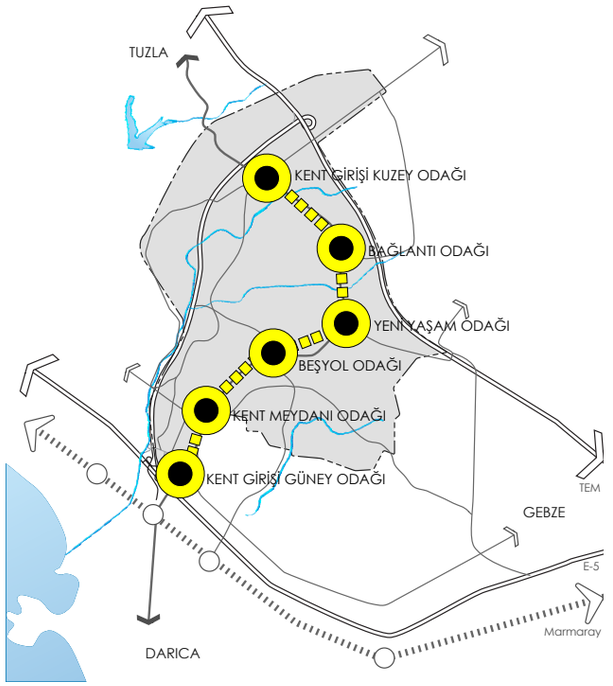


Boulevard Section Proposal

New Life Axes / Open Space Network



Regional Development Axes



Urban Axes

4. Edge and Landmark (Entrance) Strategies

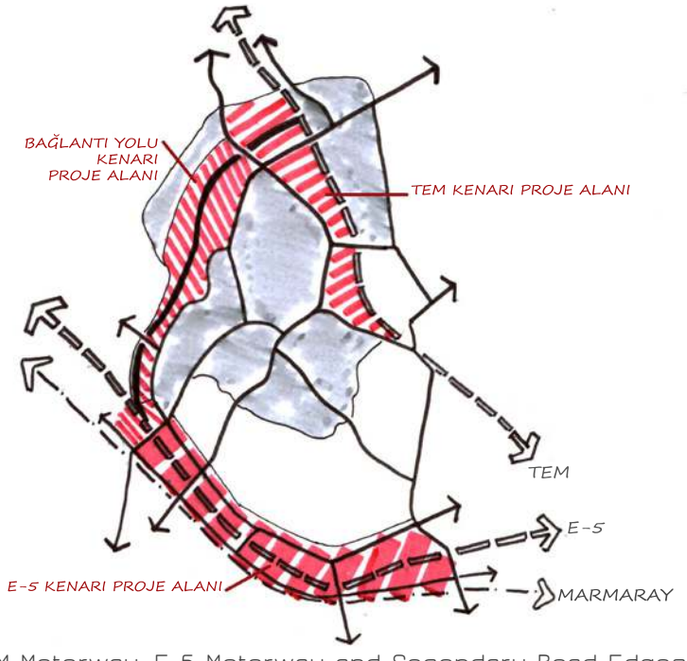
Edges are important areas, defining identities of cities. 'Road Edge Strategies' gives clues about the urban identity of places. Sizes of parcels, land use, building types (row, detached etc.) and landscape constitutes edge strategies.

In addition to road strategies, 'Natural Area Edge Strategies' were defined to minimize flood risk by convenient landscaping.

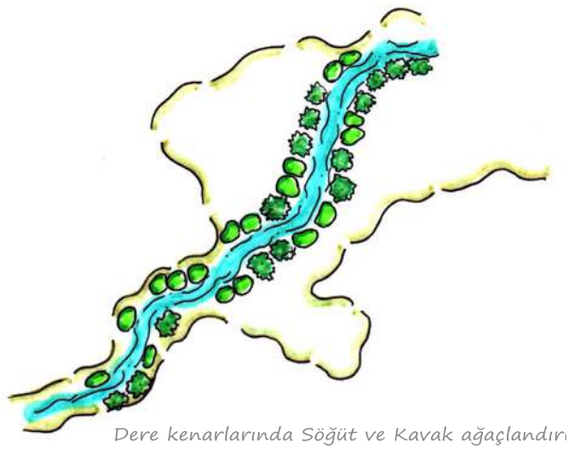
Landmarks (Entrances) are the entrance points from inter-city transportation connections into the city, which give first impression about urban identity.

Edge and Entrance Strategies were examined under 3 headings:

- Road Edges
- Natural Area Edges
- Landmarks (Entrances)

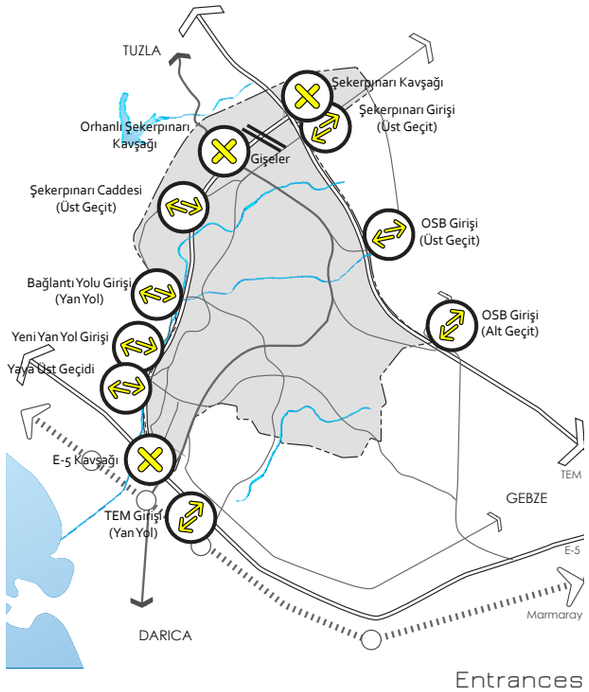


TEM Motorway, E-5 Motorway and Secondary Road Edges



Dere kenarlarında Söğüt ve Kavak ağaçlandırı

Natural Area Edges

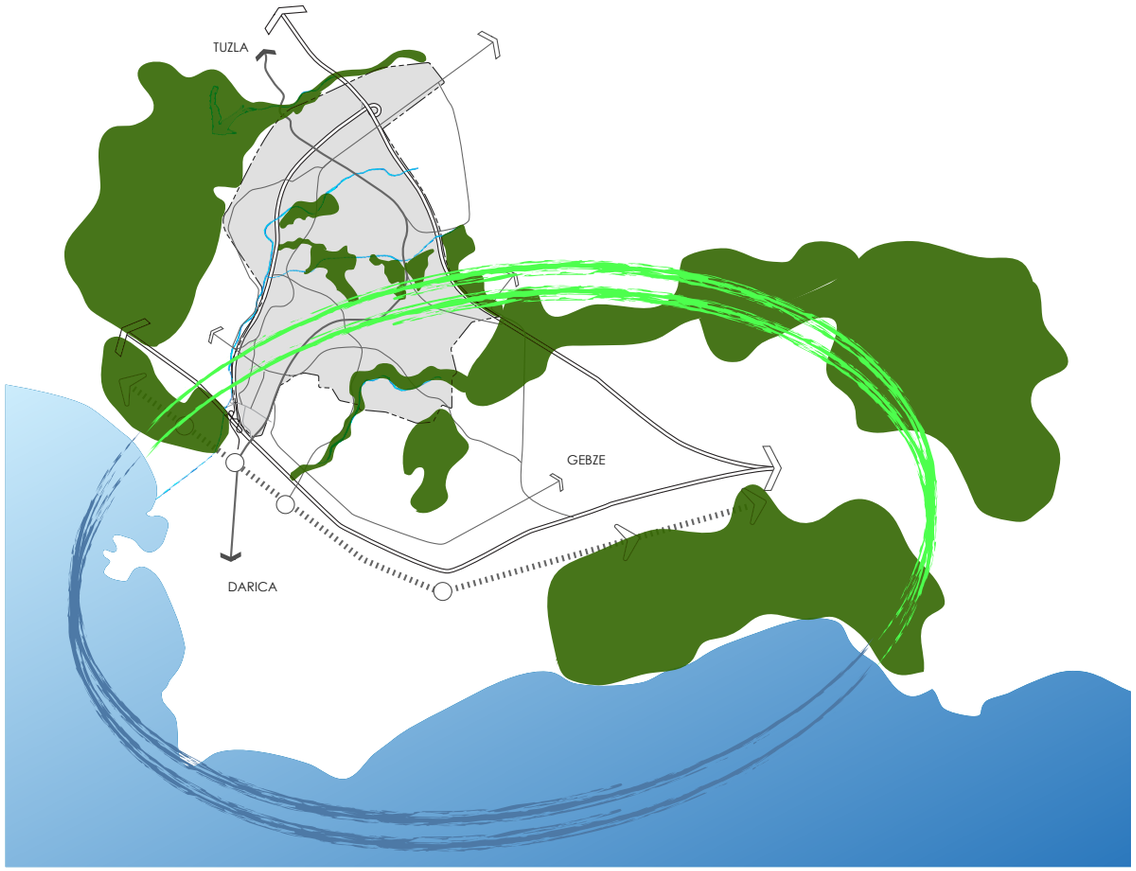


Entrances

5. Natural Area Strategies

Natural Area Strategies are determined to maintain the continuity of natural areas and protect natural resources. In this scope, strategies were developed in two different levels of frameworks:

- Regional Natural Area System; maintains the continuity of ecosystems and protects natural areas in upper level framework.
- Urban Green Area System; maintains integrity and continuity of green and open areas in urban level.



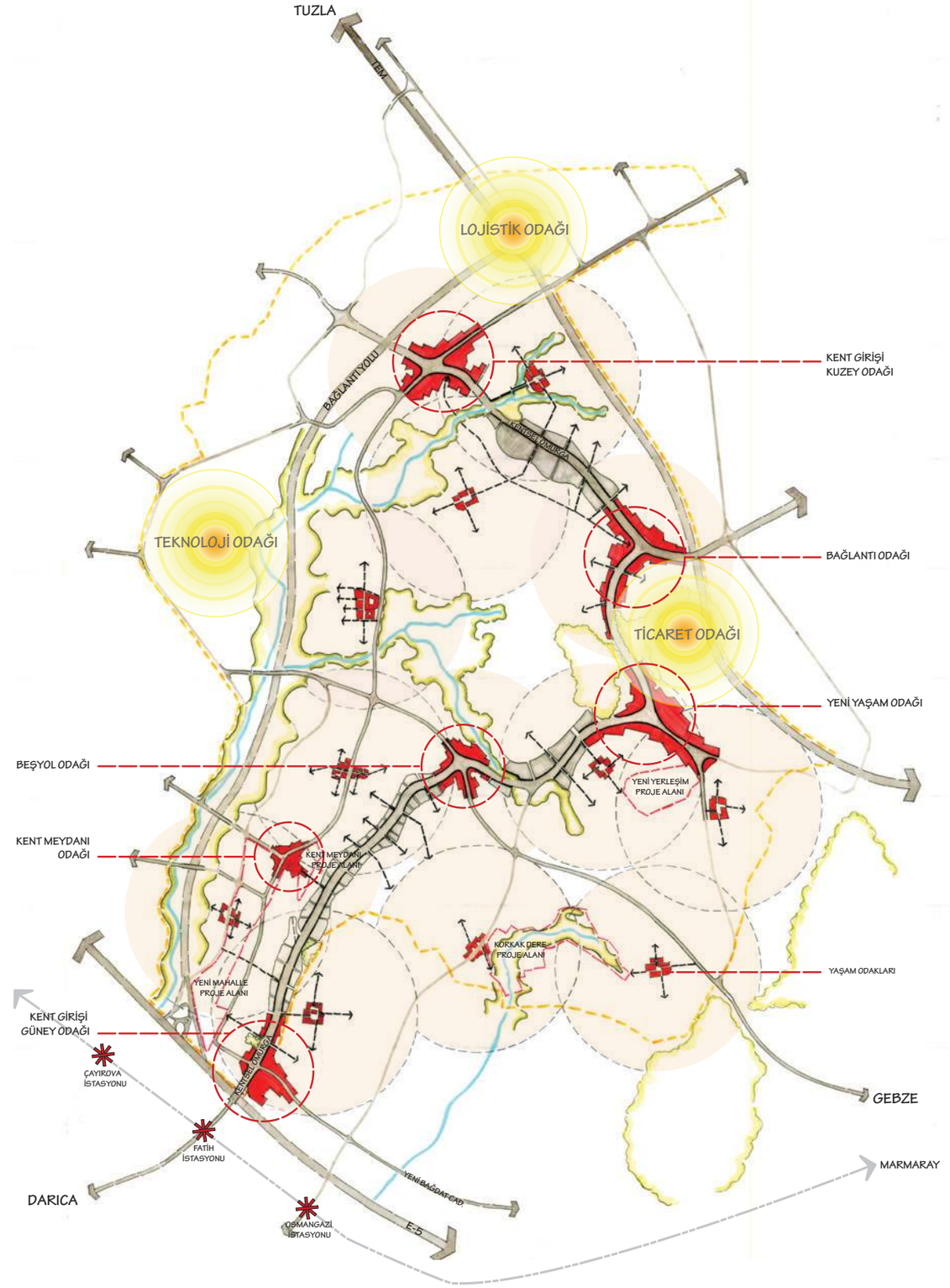
Integration Strategies

Integration is the fundamental strategy of Spatial Development Strategy Framework.

In this scope, following projects were proposed:

Golden Triangle; Integration of Çayırova with its Region
Urban Paths (Boulevard); Integration of Golden Triangle with Çayırova settlement
Integration of Natural Areas; Green and open space network in urban level
Transit Oriented Development; for Integration within Çayırova and between İstanbul and Çayırova
Community Projects; for higher quality of life and stronger sense of place

Spatial Development Framework for Çayırova



Seventh Part; Project Workshops

To reshape the future of Çayırova with a new urban identity and spatial scenario, 3 months Project Workshop was organized with broad participation. The aim of the Workshop is to discuss new urban tissue proposals and project implementation approaches. Hereby, innovative, applicable and extendable approaches and models will be proposed particular for Çayırova.

In the seventh part of this study, 4 different projects which were developed by four different design teams intensively described with financial analysis.

15 **April 2010 //** Starting Stage, Draft Design Ideas

30 **April 2010 //** Conceptual Designs

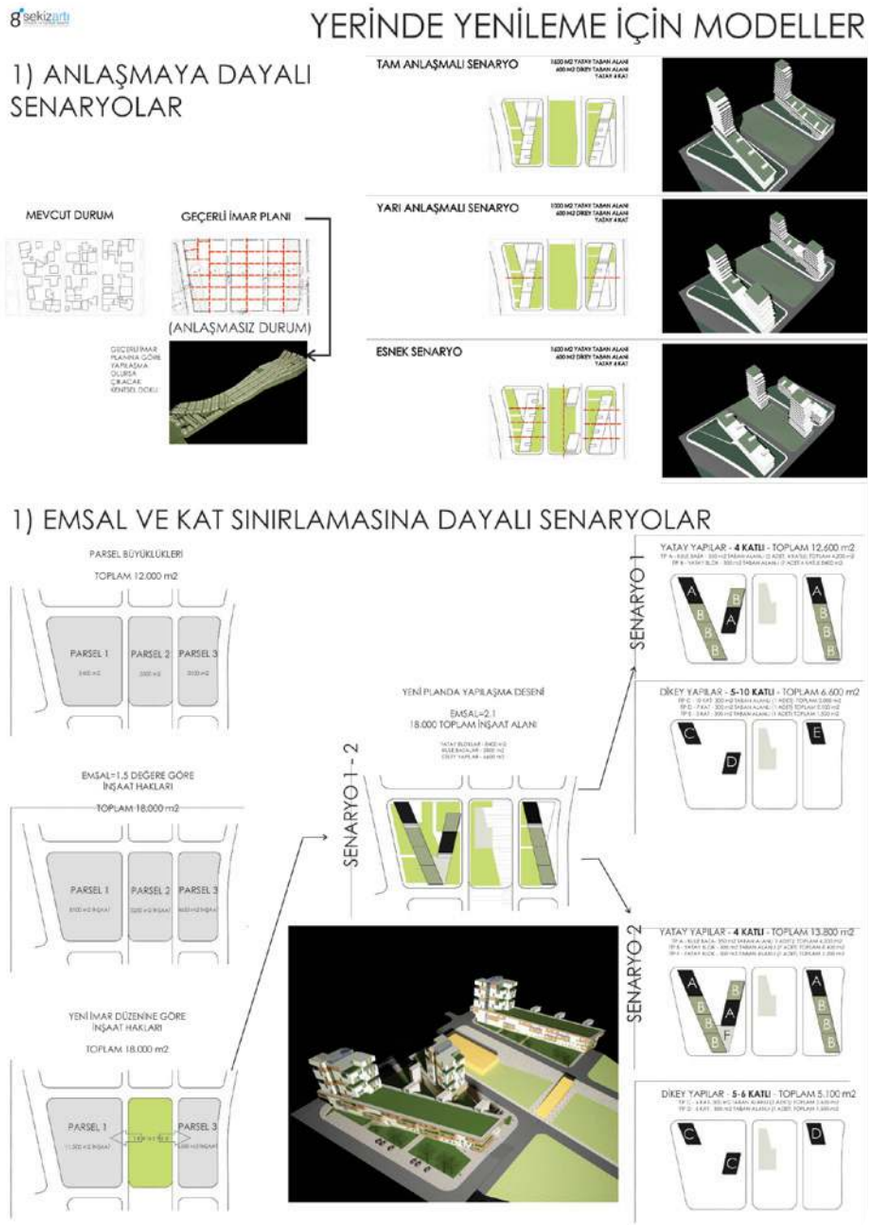
24 May 2010 // Final Products

09 June 2010 // Final Evaluation Meeting

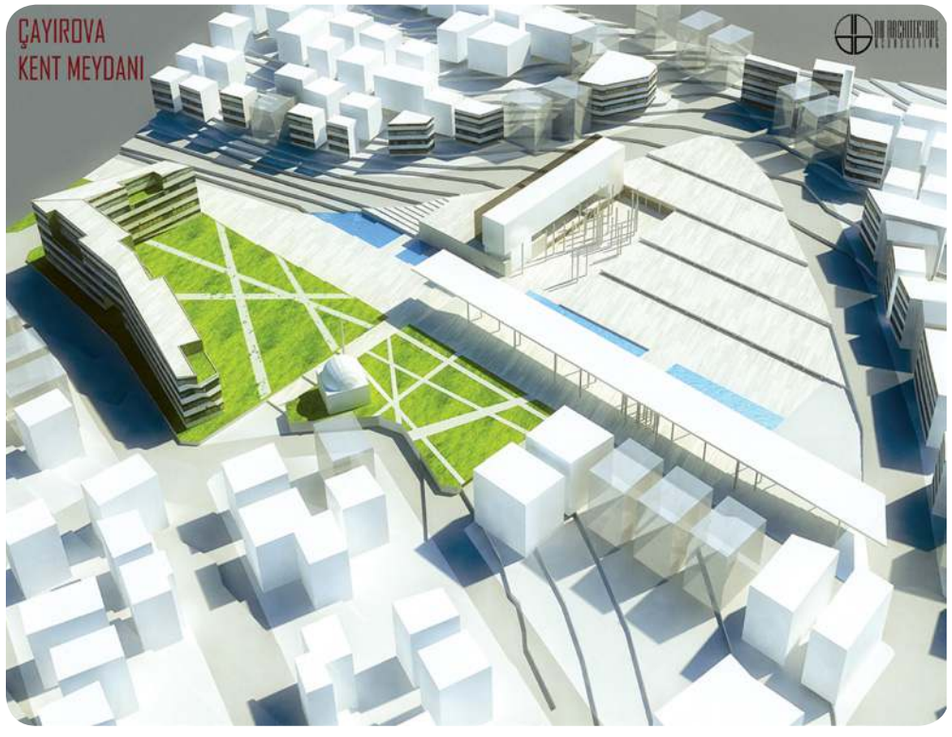
08 November 2010 // Meeting with Public and Private Sector Agents

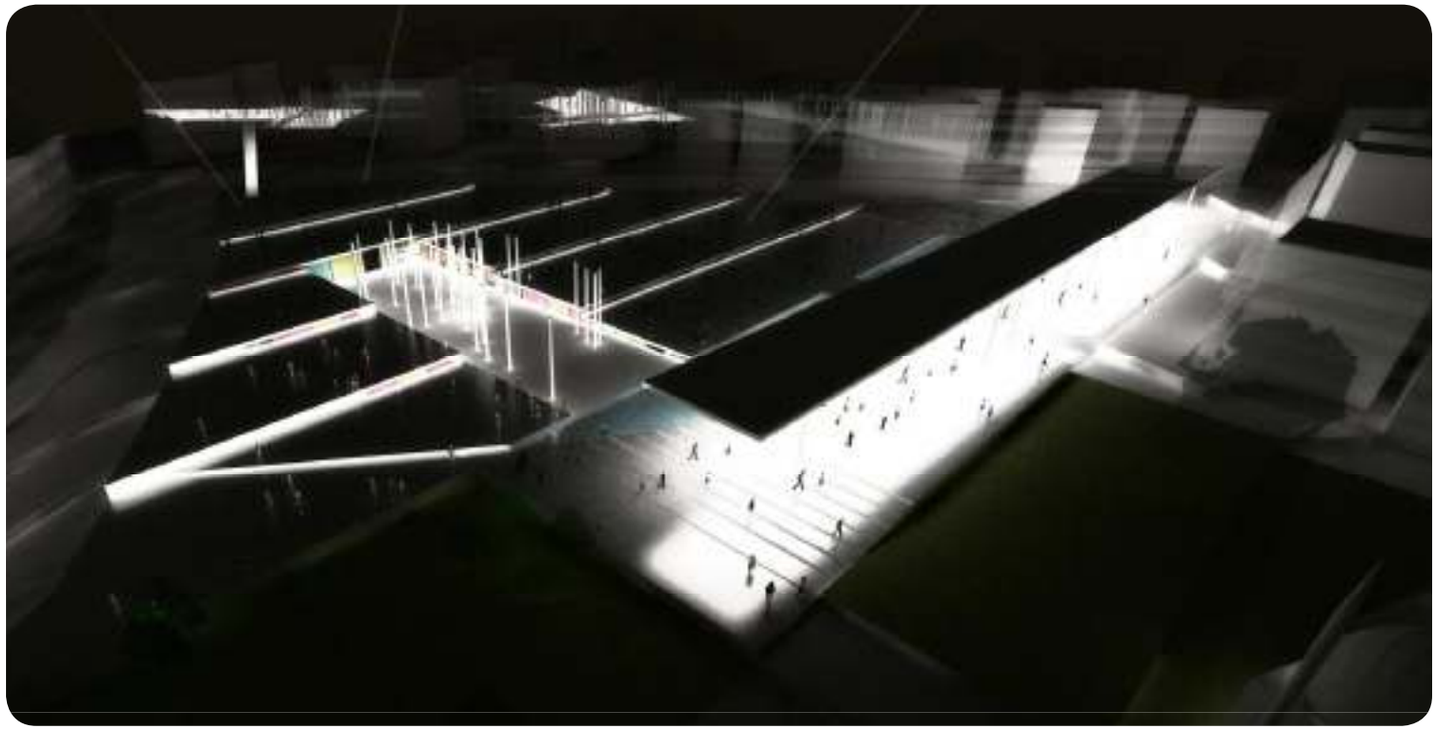
Final Design Projects

1. YENİMAHALLE NEIGHBORHOOD CONCEPT PROJECT

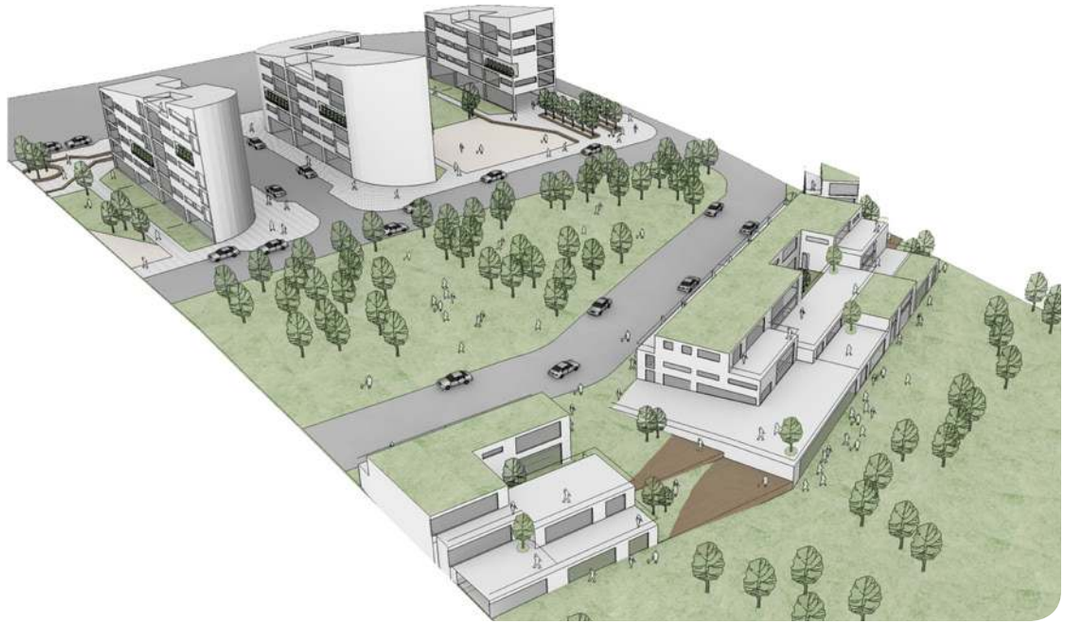


2. NEW CITY SQUARE NODE CONCEPT PROJECT

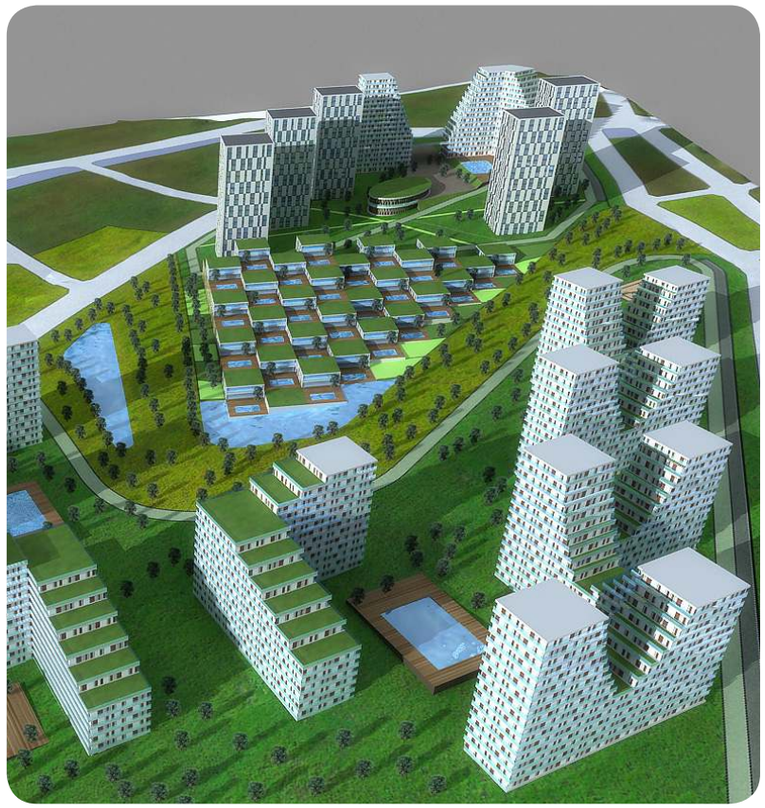




3. KORKAK CREEK CONCEPT PROJECT



4. NEW SETTLEMENT CONCEPT PROJECT



Eighth Part; Program and Project Proposals

In the last part, Vision Projects, Sample Projects, Workshop Projects and programs were proposed.

Vision Projects; Golden Triangle Opportunity Area, Urban Boulevard, Green Technology Corridor, E5, E5 Connector and TEM Motorway Edges, Recycling Area

Sample Projects; Urban Boulevard, New Life Node, Crossroad Node, Connection Node, Edge of TEM, Edge of E-5 Connection Road

Workshop Projects; E5 Urban Entrance Node, New City Entrance Node (E-5 Connection Road), Living Node-1, Living Node -2, Living Node -3, Fatih Street Traditional Urban Centre Renovation and Revitalization Project

Programs; Çayırova-Gebze-Darıca Cooperation, Local Capacity Development, Public-Private-Civil Sector Partnership, University- City Meeting, Integrating Valleys into City, Urban Meetings, Knowledge Bank, Capacity Analysis, Urban Quality Program, Urban Meetings Program.

As a conclusion, Strategy and Action Plan, proposes a comprehensive Road Map for the future of Çayırova.

The aim is to discuss the vision, objectives and action areas in broadly participated platforms and produce a working schedule for short, medium and long run.

	VISION PROJECTS	PARTNERSHIP	PRODUCT
1	GOLDEN TRIANGLE OPPORTUNITY AREA	Municipality - Private Sector	Conceptual Urban Design Project
2	URBAN BOULEVARD	Municipality - Private Sector	Conceptual Urban Design Project
3	GREEN TECHNOLOGY CORRIDOR	Kocaeli, Çayırova, Darıca Municipalities - Private Sector	Urban Design Project - Landscape Project
4	E5, E5 CONNECTOR AND TEM MOTOR-WAY EDGES	Kocaeli, Çayırova, Darıca Municipalities	Conceptual Design Project
5	RECYCLING AREA	Kocaeli and Çayırova Municipalities - Private Sector	Conceptual Design Project

	SAMPLE PROJECTS	PARTNERSHIP	PRODUCT
1	URBAN BOULEVARD	Municipality - Private Sector	Conceptual Urban Design Project
2	NEW LIFE NODE	Municipality - Private Sector	Conceptual Urban Design Project
3	CROSSROAD NODE	Municipality - Private Sector	Conceptual Urban Design Project
4	CONNECTION NODE	Municipality - Private Sector	Conceptual Design Project
5	TEM MOTORWAY EDGE	Kocaeli and Çayırova Municipalities	Conceptual Design Project
6	E-5 CONNECTION ROAD EDGE	Kocaeli and Çayırova Municipalities	Conceptual Design Project

	CHARETTE PROJECTS	PARTNERSHIP	PRODUCT
1	E5 ENTRANCE NODE	Municipality - Private Sector - NGO's - Trade Associations	Conceptual Urban Design Project
2	NEW ENTRANCE NODE	Municipality - Private Sector - NGO's - Trade Associations	Conceptual Urban Design Project
3	NEW LIFE NODE 1	Municipality - Private Sector - NGO's - Trade Associations	Conceptual Urban Design Project
4	NEW LIFE NODE 2	Municipality - Private Sector - NGO's - Trade Associations	Conceptual Design Project
5	NEW LIFE NODE 3	Municipality - Private Sector - NGO's - Trade Associations	Conceptual Design Project
6	FATİH STREET TRADITIONAL CENTER REHABILITATION PROJECT	Municipality - Private Sector - NGO's - Trade Associations	Rehabilitation Project

	PROGRAMS	PARTNERSHIP	PRODUCT
1	ÇAYIROVA - GEBZE - DARICA COOPERATION PROGRAM	Kocaeli, Çayırova, Darıca, Gebze Municipalities	Cooperation Protocol
2	LOCAL CAPACITY DEVELOPMENT PROGRAM	Municipalities - Universities - Private Sector	Education Programs, Internship Programs
3	PUBLIC - PRIVATE - CIVIL SECTOR PARTNERSHIP	Municipality - Private Sector - NGO's - Trade Associations - Public	Education Programs, Research Projects, Forums
4	UNIVERSITY - CITY ENCOUNTER	Sabancı University - GYTE - Municipalities	Education Programs, Research Projects, Forums
5	INTEGRATING VALLEYS INTO THE CITY	Municipality - Private Sector - NGO's - Trade Associations	Green Valleys Urban Parks
6	KNOWLEDGE BANK	Municipality - Private Sector - NGO's - Trade Associations	Spatial Maps, Urban Tissue Studies
7	CAPACITY ANALYSIS	Municipality - Private Sector - NGO's - Trade Associations	Capacity Analysis Study
8	URBAN QUALITY PROGRAM	Çayırova Municipality	Urban Design Guideline
9	URBAN MEETINGS PROGRAM	Municipality - Private Sector - NGO's - Trade Associations	Neighborhood Meetings, Research Projects, Forums, Workshops

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Kentsel Strateji
Danışmanlık, proje geliştirme ltd. şti

Asmalı Mescit Mahallesi, Tünel İş Geçidi
B Blok Kat: 1 No: 125 34430
Beyoğlu /İSTANBUL
Tel : 0212 2520277
Fax : 0212 2520278
info@kentselstrateji.com
www.kentselstrateji.com