

# Urban Improvement for the Segregated

Asserting the Shelter Right of Gypsies through Provision of Healthy Housing and Living Environment in Situ: Case of Yalova, Turkey

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Urban space in Turkey has been subjected to a tremendous transformation since 1980s’ neoliberal/ market-oriented development period and planners need to keep transformation in check and pay serious attention to its adverse consequences. With ongoing urban transformation acts and a massive increase in housing construction, existing residential spaces in especially central urban areas are changing from largely low income and low-rise compounds towards upper-middle/high income and high-rise neighbourhoods. Transformation process depending upon its local characteristics produces positive or negative ends for original dwellers of the area. In central areas, neighbourhoods are being transformed into gentrified upper residential quarters, while the original dwellers are being transmitted to a new place far away from the city centre. In addition, it is argued here that existing transformation process is leading towards increasing urban poverty and spatial segregation. Drawing upon a survey of Bağlarbaşı district in Yalova, this paper examines the probable consequences of urban transformation in “Gypsy neighbourhood”. It argues that an acceptable and efficient transformation process should take into consideration their highly special physical and socio-economic status, meanwhile, aiming at to reduce residential inequalities among the nearby neighbourhoods.

# Shelter Situation Analysis

## Basic General Data

Modern Turkey, The Republic of Turkey, was founded in 1923 from the Anatolian remnants of the Ottoman Empire by Mustafa Kemal Atatürk. Under his leadership, the country adopted wide-ranging social, legal, and political reforms. After a period of one-party rule (up to 1950), Turkish political parties have multiplied. Turkey is a member of a variety of international organisations such as United Nations, the Council of Europe, Organisation for Economic Cooperation and Development, World Trade Organisation and it is candidate for full EU membership. Turkey joined the UN in 1945 and in 1952, it became a member of NATO. Over the past decade, Turkey has undertaken many reforms to strengthen its democracy and economy, enabling it to begin accession membership talks with the European Union in 2005.

According to the 2000 (the last official census) census, population is 67.803.927. It is estimated that it is 72.844.000 in 2005 and will be 77 million for the year 2010. Turkey is a secular state and the capital city is Ankara. A unitary state model with local administrations has been adopted in Turkey. Elections in Turkey are held according to proportional representation system in a single stage in accordance with the principles of free, equal, secret and direct voting, public counting and tally of the votes. Every province is an electoral milieu.

Turkey, a rectangular shaped country, has a surface area of 814 578 square kilometres (314 500 square miles). It locates on two continents Europe and Asia. European part of Turkey is called Thrace, while the Asian part is called Anatolia or Asia Minor and 3 % is on the European continent while 97 % is on the Asian continent. Turkey is surrounded by sea on three sides

There is also an important internal sea between the straits of the Dardanelles and the Bosphorus.

Turkey is located in the temperature zone between the 36 and 42nd degrees of northern latitudes and 26 and 45th degrees of eastern longitudes; and there is 76-minutes time difference between its easternmost and westernmost tips. It takes place within the Alpine-Himalayan zone, one of the most prominent seismic zones in the world, and eight considerably high scale earthquakes have occurred along the North Anatolian Fault since 1939.

Turkey has 81 administrative provinces and 7 geographical regions. According EU NUTS classification, also 26 second level and 12 third level regions are defined by State Planning organisation.

According to 2000 census, 67 803 927 people live in Turkey. It is estimated that this figure increased to 72,8 million by the end of 2005. The population, which was roughly 13,6 million in 1927, recorded a fivefold increase in 73 years. In the 1990-2000 periods the annual population increase was 18,3 ‰ and it is expected to drop to 14,47 ‰ in 2000-2010 period. Nearly 60 ‰ of the population live in urban areas (with population of 20 000 or more) by the year 2000.

Table 1: Urban and Rural Population

<b>YEARS</b> <b>Census Date</b>	<b>Total</b> <b>Population</b>	<b>Urban</b> <b>Population*</b>	<b>Proportion of</b> <b>Urban Pop. (%)</b>	<b>Rural</b> <b>Population</b>	<b>Proportion of</b> <b>Rural Pop's (%)</b>
1970	35.605.176	10.221.530	28,7	25.383.646	71,3
1975	40.347.719	13.271.801	32,9	27.075.918	67,1
1980	44.736.957	16.064.681	35,9	28.672.276	64,1
1985	50.664.458	23.238.030	45,9	27.426.428	54,1
1990	56.473.035	28.958.300	51,3	27.514.735	48,7
2000	67.803.927	39.815.727	59,1	27.604.273	40,9
2005(**)	72.844.000				
2010 (**)	77.918.000				

(\*) Urban refers to areas with population of 20.000 or more (definition by SPO). (\*\*) Mid-year estimation.

Sources: SIS<sup>1</sup>, TURKSTAT<sup>2</sup>, SPO<sup>3</sup>.

Among the 81 provinces in the country, the three most rapidly growing are İstanbul with an 8,8 million populations, Ankara with 3,2 million and İzmir with 2,2 million. Within the last three decades, Antalya registered the greatest increase in population growth rate with 41.8‰ increase, followed by Şanlıurfa with 36.6‰ and İstanbul with 33.1‰. Tunceli, on the other hand registered the highest rate of decline with a 35.6 decrease.

Females comprise 33.6 and the males 34.2 million of the population by the year 2000. Turkey is a country with a young population. The 0-14 age group is 30%, the 15-64 age group 64.4% and the 65+ age group 5.6% of the overall population.

<sup>1</sup> State Institute of Statistics

<sup>2</sup> Turkish Statistical Institute (After 2004)

<sup>3</sup> State Planning Organisation

Table 2: Developments in Demographic Indicators

Demographic Indicators	Unit	1997	2000	2004 (estimate)
Total Pop.(Mid- year)	1000 persons	62.8	67.8	71.152
Total Pop. Growth Rate	%o	17.9	16.6	12.9
Approximate Birth Rate	%o	23.4	22.2	19.1
Approximate Mortality Rate	%o	7.1	7.1	6.2
Total Fertility Rate	No.of.Children	2.72	2.57	2.21
Infant Mortality Rate	%o	45.8	41.9	24.6
Life Expectancy at Birth	Year	67.4	68.0	71.1

Source: Turkey 2005, DGPI<sup>4</sup>

Table 3: Proportion of Population by Age Groups

Demographic Indicators	1997	2000	2005 (estimate)
0-14 Age Group	31.7	30.0	28.4
15-64 Age Group	63.1	64.4	65.7
65+ Age Group	5.1	5.6	5.9

Source: Turkey 2005, DGPI

Turkey pursued an economic policy based on import substitution until 1980. A stability programme introducing radical economic reforms and transformations was put into force in 1980. Thus, Turkey adopted a new policy focusing on and attaching priority to export. Today Turkey is one of the most liberal foreign exchange regimes in the World. The average GNP growth rate of Turkish economy was 5.3% during 1980-1990, 3.2% during 1990-1995 and 7.9% during 1995-1997. Although the economy receded by 9.5% as a result of the financial

Table 4: GNP and GDP Per Capita (\$)

YEARS	INDEX	(PPP)	YEARS	INDEX	(PPP)
1968	100		1995	170	5.638
1970	104	938	2000	188	6.211
1975	123	1.548	2001	167	5.830
1980	122	2.299	2002	177	6.448
1985	135	3.354	2003	183	6718
1990	160	4.694	2004		6820

Source: SPO - Based on OECD Purchasing Power Parity for Turkey.

Crisis of 2001, it successfully recovered in 2002 and GNP rose by 7.9%. In line with the economic stability and anti-inflationary policies adopted since 1998, inflation rate decreased to a single digit number in 2004 with 9.3 %.

<sup>4</sup> Directorate General of Press and Information of the Prime Ministry

The share of agriculture in the GDP receded from approximately 30% in the late 1960s to 15 % in the early 1990s. On the other hand, the share of industry increased from 19% to 25 during the same period. The services sector also increased its share in line with the developments in the world economy. Its share rose to 58% in 1995 and to 63.9% in 2004.

## Shelter Related Fact and Figures

According to national statistics, production of formal residential housing is approximately 363 000 per year in average for the years 1970 to 2003. This figure doesn't reflect the real housing demand and there exist 2.5 million housing deficit for the year 2000.

In Turkey, access to basic services and infrastructure especially in rural areas is not a big problem and nearly 90 % of the villages has healthy tap water (60264 in 77 040).

In general, education cost is paid from the general budget in Turkey<sup>5</sup> and Ministry of National Education takes nearly 2 % of the total budget. Access to education in Turkey is increased highly in primary education when compared to establishment years of the Republic but secondary and high school data show still low rates. After 1997, a positive development took place in 1997 and the government has committed for eight years of compulsory education. However, there exist still very important cultural and religious obstacles for the literacy of females and children especially in rural areas.

## Existing Housing Policy

The biggest share in housing production is belonging to private sector in Turkey and there exists nearly 2.5 millions<sup>6</sup> housing deficit especially for the low income group. Local governments, except the Greater City Municipalities, have not enough budget and tools for housing production under favourable terms and conditions and in a short time. Under these conditions, market mechanism plays the greatest role and there exists huge problem in access to healthy and affordable housing for low income

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<sup>5</sup> Private education possibilities exist at all levels of the education, from primary school to university.

<sup>6</sup> According to the data from the Turkish Statistical Institute (TURKSTAT) and the State Planning Organization (SPO), Turkey's emergency housing requirement is about 2,5 million for either renewal or transformation projects or for quality house production projects.

groups. Under current economical conditions, poor people or low-income groups cannot acquire quality houses with favourable terms and conditions. This, in turn, lead to illegal and irregular housing areas in poor quality. Due the persistence of the housing problems of low income groups and subsequent increase in slums, Emergency Actions Plans treated the housing and urbanization issues in the same context, and culminated in a national "planned urbanization and house production" program. This program aims at<sup>7</sup>:

- Prevent the sprawl of slums and transforming existing slums in cooperation with local administration,
- Ensuring that low income groups acquire houses under favourable terms and conditions and in a short time.
- Imposing discipline in the housing sector by ensuring that house production follows a certain model through alternative applications,
- Producing housing units in regions where the private sector fails.

From its establishment in 1984 to the end of 2002, the Administration has provided loans for the production of approximately 944,000 housing units and produced 43,145 housing units. Although TOKI is the only housing administration to regulate housing market on behalf of the low income groups in line with the constitutional duties of the State, the housings produced couldn't be addressed to target groups and owned by the middle and upper- middle income groups.

Although physical planning scheme has the legal bases and there exist standards, norms and codes, implementation process have serious problems. There exists an extreme land speculation and it causes changes in plan decisions and excessive value on land. It is the most important obstacle on production of cheap and affordable housing. The typology of low and high cost housing is multi-rise apartments. Illegal apartments have widely seen especially at metropolitan fringe areas.

## The Right to Decent Shelter for Gypsies

In Turkey, the majority of population lives in urban areas, where access to legal housing is still poor due to income distribution failures. Although legal housing supply is adequate in many of the urban areas, affordable shelter with standard

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<sup>7</sup> [www.toki.gov.tr](http://www.toki.gov.tr)

quality and healthy environment remain goals to be achieved for a large section of population in urban areas<sup>8</sup>. Due to Turkey has been subjected to a tremendous transformation since 1980s' neoliberal / market-oriented development period, nearly 27 % of the population lives below poverty line and the ratio of jobless people is 10%<sup>9</sup> and these figures are the main handicaps in providing better living conditions especially in urban areas.

In the context of harmonisation with the European Union, as well as Turkey's own needs, legal and structural reforms were carried on in the last two decades. Numerous legislations were taken up on behalf of the local governments in the reorganisation of the public administration. The new arrangements concerning the budgets and power of local bodies are the most leading among them and strengthened their hands in favour of project production and implementation. Parallel to this reorganisation, in urban areas, ironically, traditional "social housing and mass housing approaches" have been shifted to market oriented-transformation projects. The rapid transformations in urban areas have made situations no better for the low income groups and for the poor. Most of the people migrating to urban areas in search of new lives and jobs are compelled to move again further part of the city, which offers no better living conditions as far as the previous shelter, is concerned.

Turkey also has experienced some of the economic and social changes that have taken place in big cities and their sphere of influences. Particularly the sharp shift from an agricultural to a service-based country without a healthy industrial background ( as in developed countries) and the associated changes in the structure of earnings and incomes, have worked through to the housing market and the transformation of inner parts of the cities. This has had major consequences for both the social structure and the built environment of big cities. Expansion of high-earning and upper-middle income groups has had major impacts on the nature of housing market. *This has been paralleled by the growing marginalisation of the less skilled, the unemployed and various minority groups in urban sphere.* These changes have reshaped and still reshaping the social structure and built environment of these cities.

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<sup>8</sup><http://www.tmmob.org.tr>

<sup>9</sup> 26,96 % according to Turkish Prime Ministry Social Security Report, 2006/ First Quarter,

“The Gypsies of Yalova City” as an “*embattled minority*”<sup>10</sup> in a wealthy urban neighbourhood are now faced to be driven out their place or compelled to live in apartment blocks that does not match their needs and expectations. Than “*Their Party May End If the Local Municipality Proceeds With Plans to Replace Their Homes*”<sup>11</sup> with High-Rise Apartment Blocks”

**Thus, the main shelter problem may be identified as:**

**“ In asserting the shelter right of Gypsies, what are the ways to improve poor housing conditions without displacement (in situ) while preserving their socio-cultural characteristics and solving residential segregation<sup>12</sup> problem?”**

## Analysis of a Gypsy Neighbourhood

The Yalova City, with its 70000<sup>13</sup> inhabitants, is in effort of being an attractive environment for decentralisation of İstanbul Metropolitan Area as university education and for techno-city developments. It hopes to benefit to locate adjacent to the Southern part of İstanbul Metropolitan Area. The area is very convenient for some domestic and foreign investments with its natural beauties and moderate climate.



“Gypsy barracks” take place on a hilly area with nice sea view by walking distance to city centre and just at the centre of the city around Bağlarbaşı and Eski Bursa Road. There exist approximately 300-320 gypsy barracks (according to field survey) in the area.”

Figure 1: Gypsy Neighbourhood in the city

<sup>10</sup> The Economist, Aug 17th 2006 / İstanbul, Print Edition.

<sup>11</sup> The Economist, Aug 17th 2006 / İstanbul, Print Edition.

<sup>12</sup> The forced separation of people into different locations based on fixed criteria about their impairment or gender, social class or ethnicity, over which they have little or no control. For example, being forced to live in reserved areas under apartheid, separate schooling for black and white children in the Southern USA, or making disabled children go to special schools.

<sup>13</sup> 70118 , General Population Count 2000, State Institute of Statistics, Republic of Turkey.

Education level of the city is high and the city contributes to national GDP at the highest with its innovative character.

This general picture causes to positive and negative developments in the land and housing market of the city as mentioned before. Highly capitalised land market has opened the doors to poorly settled inner parts of the city for transformation or redevelopment.

Gypsy citizens (they call themselves as Romany) form very important population group in Turkey. They are mainly placed in districts of Marmara, Aegean and Mediterranean Regions. Yalova is one of the destinations for Gypsies in Marmara Region and the city provides more than 300 families a better liveable economic and social (but deeply segregated) environment other than poor physical urban conditions when compared to other cities. These people settled here more than twenty years ago and have tried to adapt to settled life and they are not any more travellers.

Gypsy neighbourhood takes place on a hilly area with nice sea view by walking distance to city centre. They live in poor shelter conditions and there exist several problems in and around the area. But the main problems are bound to socio-economic structure and are reflected on the space as environmental deterioration: low income levels, high rate of illiteracy, unemployment, unskilled labour, etc. Although they are in need of urgent betterment of housing conditions, their residential sustainability is under pressure. They are faced with the risk of resettlement or displacement due to inconsistent policy and approaches of local government and high market value of the area they had settled on it for many years.

The municipal body tends to produce and implement a slum clearance project in this area and transform the existing situation into a better one due to problems listed above in accordance with the future development goals and medium term planning targets of the city. They have plans in mind through gentrification of the area “to clean” and impose “order” in the city. The planning division of the Municipality is now preparing an action plan for the area which is based on REDEVELOPMENT and LAND SHARING. The main tendency is to build multi-storey (at least 5 stories) apartment blocks and create an attractive urban environment for middle and upper-middle income groups instead of improving living conditions of gypsies. The first question arises here is *“while the gypsy people have still problems with existing form of settled life how they will adapt themselves to a new high-rise apartment living?”*

and the second question “*will they be able to sustain their life in-situ or will they be displaced by market forces to another part of the city, to start the story again?*” As an answer to these questions:

- the result can or will be the displacement of the Gypsies
- re-formation of a new gypsy neighbourhood which is further away from the inner city area
- loose contact with the rest of the society and labor market
- further social, residential and economic segregation increase
- increase in overall problems

## Neighbourhood Analysis

As an essential part of this research project, “a housing and family survey” has been conducted at Gypsy neighbourhood of Bağlarbaşı district. The district has 13423 populations in total and 121 person /per hectare density. The density takes the third place among the varying values of nine districts (the highest is 406 and the lowest is 52) of Yalova city<sup>14</sup>.



The questionnaire was applied<sup>1</sup> to 61 families among the 300 Gypsy families (by the technical support of Municipality and moral support of Gypsy Leaders). Sample questionnaire used for interview consists of five parts. These parts have 56 questions.

Figure 2: *Children are our future, Field Survey 2, K.Camur, 2006, June*

## Questionnaire in the Community

The main parts of the questionnaire are as follows:

1. GENERAL INFORMATION ABOUT the INHABITANTS of DWELLINGS (number of household, resident of how many years, social and economic situation, age, sex education, employment, career, etc.)

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<sup>14</sup> According to field survey analysis by third class students of City and Regional Planning Department of Gazi University for Planning Studio IV in 2005-06 First Term.

2. CONDITION of HOUSING and LIVING ENVIRONMENT (property ownership type, how many storeys, building material, general appearance of the house, how many square meter, number of rooms, furnishings, mechanical equipments, heating system, satisfaction, preferences, health services, etc.)

3. URBAN MOBILITY (mode of transportation to work, to school, shopping, cultural and recreational facilities, car ownership)

4. MUNICIPAL SERVICES and SOCIAL-TECHNICAL INFRASTRUCTURE (municipal services, garbage collection, water, sewer system, drainage, sanitation and open and green areas, etc.)

5. PARTICIPATION and EMPLOYMENT FACILITIES (relations with the local bodies, participation facilities, training facilities, expectations from the municipality, and mayor, etc)

### Problems Facing the Gypsies

The main problems of the Gypsy neighbourhood could be listed as follows according to questionnaires with families and interviews with Gypsy leaders:

#### Social Problems

- Due to overall negative image of gypsy people, social segregation and adaptation difficulties to settled life
- Extremely closed social life and not willing to change
- Weak relations with local authority and lack of participatory environment
- High rate of fertility and high population increase due to lack of birth control



Figures 3, 4: Views from the Gypsy Neighbourhood, Field Survey, K.Camur, 2006, June

- Gender and child issues<sup>15</sup>
- Lack of feeling of “belonging to a place” and expectation for the future
- Extremely low level of literacy and lack of regular education (most of the children do not attend to the school regularly)
- Ethnic discrimination at schools (this also causes children not to attend to school willingly)
- Lack of participatory environment
- Lack of social and insurance (some of them have green health card from the central government)

### Physical Problems

- Inadequate and unhealthy infrastructure
- Non-hygienic living environment (lack of maintenance of sewerage system increases the risk for epidemic diseases)
- Unhealthy and uncomfortable shelter condition (tin, nylon barracks)
- Inefficient and discontinued municipal services (especially in garbage collection, sanitation, road maintenance, etc) and improvement projects for the area
- Land-sliding problems



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<sup>15</sup> In Gypsy neighbourhoods, women and children are particularly affected from segregation by poor housing conditions and the lack adequate urban infrastructure (especially clean water). Vulnerability of women and children to unhealthy environmental conditions should be reduced through diversified and easy market of income generating activities. The projects should be designed in gender sensitive and innovative context.

Figures 5,6: Views from the Gypsy Neighbourhood , Field Survey, K.Camur, 2006, June

## Economic and Financial Problems

- Increasing marginalisation of this group in labor market due to ethnic discrimination (the biggest risk for survival)
- Informal and marginal jobs<sup>16</sup> like scrap collection, iron dealing, tinkering and house cleaning (for women) are the most common jobs and don't supply continuous income
- High rate of unemployment is very important problem among the young
- Tenancy is widely seen

## Opportunities, Preferences and Expectations of the Gypsy People

Young generation has more positive feelings about the future of the city when compared to older generation. Although they have complaints about the local government for the existing conditions of living environment they are also eager for participation through improvement and upgrading process. They have claims that should be taken into consideration during the process could be listed as follows:

- In situ rehabilitation (improvement, upgrading or rebuilding which matches their needs)
- A big and comfortable house with many rooms
- A garden (especially for storage, they do not want to live in a house without garden)
- Increased accessibility through public transportation facilities
- Occupancy courses
- Increased and accessible education and training facilities for the children and young

Thus, the field work makes it is clear that as well as big problems (weaknesses and threats); there are still hope (strengths and opportunities) to find the most consistent policy and approach for the area. SWOT analysis will help clearing the main goal, objectives and tools in transformation process.

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<sup>16</sup> As an important socio-economic transformation, abandoning gathering and picking and dealing with buying and selling in time

## Swot Analysis

### Strengths:

- Very strong community ties – solidarity and support
- Self identity
- Very skilled labor

### Weaknesses

- Closed society (no integration with the society)
- Low level of education
- Low level and discontinuity of income

### Opportunities

- Local government is willing for transformation
- Availability of land
- Availability of infrastructure
- Accessibility to city centre and labour market

### Threats

- Weak relation with local government
- Lack of participatory
- Land speculation risk and expectations of real-estate agencies and property cooperation
- Displacement risk and re-settlement at outskirts of the city

## Proposals for Consistent Policies and Capacity Building

The proposal of the study for change is suggested in four areas. These are consistent policy and approaches that should be adopted by the local government; enabling policy; capacity building and participation and main actors in transformation and their roles.

### **Consistent policy and approaches by local government should be adopted:**

A correct, feasible and consistent approach could be developed by the local government that is matching the needs and expectations of the Gypsy community. Existing strategies should be devised for the continuity and maintenance of housing

and infrastructure services in short term. Development strategy and regulatory measures should be combined to planned urban growth and services.

**Enabling Policy:**

Gypsies could be trained (they mentioned they are eager to be trained for occupation, etc.) to build their homes those provide minimum healthy living standards. Through appropriate technological inputs, effectiveness of local building materials can be enhanced. Standardization of various building components, based on local conditions would be emphasized so as to get better quality products at competitive rates will be possible.

**Capacity building and participation:**

Existing planning system reflects mainly the interests of municipal body, real estate agents and other urban developers channelled through profit maximization. However this model doesn't matches to the marker free needs of the Gypsy people. A new and democratic planning process should be adopted to account for more diverse interests, including those of marginalized people (gypsies in this case), NGOs, and the municipal body as well as real estate developers. One aspect of this adoption should involve more highly integrated relations between the municipal body and other related people and institutions. Since the conclusion of the area analysis evidences a number of characteristics that might usefully form the basis for the new process of project production and implementation. The inter-institutional relationship that would evolve among the municipal body, property organizations and the gypsies, if succeeded, effectively will enhance the breadth of subject matter interests and the administrative capacity of each actor, and it provides a suitable forum for the negotiation of incremental and experimental intellectual project and implementation rules that are needed in response to process change. A second aspect of institutional and social adaptation concerns increasing participation of wider segments of urban society in multi-sided process-production. To define "to the point" elements of participatory democracy that will be employed in the project management through urban transformation gains importance. This type of process might usefully be employed in other contexts, such as by the "City Health Department" for developing "Health Guidelines" that addresses a healthy urban environment.

## **Main Actors in Transformation and their Roles:**

A healthy transformation process that matches the real necessities of the society should join the following actors in melting pot of a participatory environment.

1. Local Authority<sup>17</sup> / initiator and responsible from financial organization  
Muhtars (neighbourhood councillors - elected representatives of central government at local level) / buffer mechanism
2. Local people / owner of the process  
Gypsy community  
Gypsy community leaders  
Neighbouring people
3. Non-governmental organizations / control and assistance through process / inter institutional role  
Chamber of city and regional planners  
Chamber of architects  
Chamber of other related disciplines (Landscape architects, engineers, etc)  
Social help associations
4. Local university (especially sociology and economy departments)
5. Representatives of Primary School and High School
6. Representative of central government at province level
7. Technical representatives (city planners, architects, etc)  
Administrative representative (political will)  
Financial representative (budget)
8. TOKI
9. Urban developers

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<sup>17</sup> Barbaros Binicioğlu / Yalova City Mayor; Murat Kuleli / Vice Chairman; Metin Sabuncu / Director of City Health Department ; Oğün Şengünlü / Director of City Development; Ayşim Demircan / City Health Department / Project Coordinator / Landscape Architect; Tansel Özerkan / Data Analyst / Environmental Engineer; Şahin Akdemir / Geological Engineer; Osman Kendir / Geological Engineer; Demet Gülhan / Provinces Bank / Field Survey and Planning Department /Architect

## Action Plan

<b>Acts</b>	<b>Phases</b>	<b>Short Term (2006)</b>	<b>Middle Term First Phase (2007)</b>	<b>Middle Term Second Phase (2008)</b>	<b>Long Term (2009-2011)</b>
*Problem Definition *Field Survey (SWOT analysis and Synthesis) * Creation of political will and convenience		YES YES YES			
*Strategy revision by municipal body *Development of participatory environment and process through actors *Training courses *Socio-economic development *Local media activities (TV channel, newspaper)		YES YES   YES	CONTINUED CONTINUED YES YES CONTINUED	CONTINUED CONTINUED CONTINUED CONTINUED CONTINUED	CONTINUED CONTINUED CONTINUED CONTINUED CONTINUED
*Urban design project for transformation (feedback process)			YES	CONTINUED	CONTINUED
*Infrastructure provision *Land allocation			YES	CONTINUED YES	CONTINUED
*Construction *Environmental considerations (landscape, greening, pavement, etc)				YES	CONTINUED YES

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