An Assessment of Gazimağusa, İskele And Yeni Boğaziçi Master Plan from The Strategic Spatial Planning Perspective

Amneh M.Aiman Moslmani

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Approval of the Institute of Graduate Studies and Research

<div style="text-align: right;">

Prof. Dr. Ali Hakan Ulusoy
Director

</div>

I certify that this thesis satisfies all the requirements as a thesis for the degree of Master of Science in Urban Design.

<div style="text-align: right;">

Prof. Dr. Rafooneh Mokthtar Shahi Sani
Chair, Department of Architecture

</div>

We certify that we have read this thesis and that in our opinion it is fully adequate in scope and quality as a thesis for the degree of Master of Science in Urban Design.

<div style="text-align: right;">

Asst. Prof. Dr. Pınar Uluçay Righelato
Supervisor

</div>

<div style="text-align: right;">

Examining Committee

</div>

1. Prof. Dr. Kokan Grchev

2. Asst. Prof. Dr. Nezire Özgece

3. Asst. Prof. Dr. Pınar Uluçay Righelato

ABSTRACT

This thesis examines the use of strategic spatial planning as a post-modernist ideology in the planning of contemporary cities to achieve sustainable communities. Contrary to traditional land use planning, the strategic spatial planning approach advocates the need for democracy and the inclusion of all stakeholders in the city to be involved in the plan making and implementation process of a strategic spatial plan. Based on this scope, the thesis enlightens the shift from the modernist planning approach to strategic spatial planning and how the characteristics of the latter helped towards the involvement of all stakeholders in the process so that democratic and just cities that value equity and social justice are created. Accordingly, strategic spatial planning is a social process that is enforced by a number of actors, from planning experts, politicians, public or private stakeholders, networking through a communicative web of liable social relations. Communicative planning allows social and cultural interactions while enabling change during the planning process. This involves understanding the view and influence of various stakeholders in the production of the city and the value of incorporating them in the plan-making process. Moving from these theoretical discussions, the research focuses on the case study of Gazimagusa, Iskele, and Yenibogazici Masterplan (GIYMP) in an attempt to understand why GIYMP failed to proceed to the implementation stage. The overview involves a thorough look into the plan, how the process of stakeholder participation was managed in the plan-making process, and how the plan implementation failed. The Delphi method is used as an effective means of questioning experts to identify factors causing urban plan implementation failure. The results of this investigation reveal that communicative approaches of strategic spatial planning such as full participation and

dialogue were not utilized in the plan-making process of GIYMP, where major benefactors of the plan failed to understand the need for a balance between the individual's rights to the exclusive control of his land against the public interest in its preservation.

Keywords: Strategic Spatial Planning, Plan–making Process, Participation, GIYMP, North Cyprus.

ÖZ

Bu tez, sürdürülebilir, çağdaş şehirlerin planlanmasında post-modernist bir ideoloji olarak stratejik mekansal planlamanın rolüne odaklanmaktadır. Stratejik mekansal planlama yaklaşımı, demokratik bir katılımcı sürecini destekleyerek kentteki tüm paydaşların mekansal planın oluşumunda planlama ve uygulama sürecine dahil edilmesini savunur. Bu kapsamdan hareketle tez, modernist planlama yaklaşımından stratejik mekansal planlamaya geçişi ve ikincisinin özelliklerinin, eşitliğe ve sosyal adalete değer veren demokratik ve adil kentlerin yaratılması için tüm paydaşların sürece dahil edilmesine nasıl yardımcı olduğunu sorgulamaktadır. Buna göre, stratejik mekansal planlama, onu ortaya koyan kent plancıları ve politikacılar ile karar mekanizmasında etkili diğer kamu paydaşları ve kentlileri de içeren bir dizi aktörün iletişim ağlarının etkileşime girmesiyle gerçekleşen sosyal bir süreçtir. Mekânsal planlama sürecinde iletişimsel planlamaya yapılan vurgu sosyal, kültürel etkileşimi mümkün kılmakta ve süreç içerisinde değişimin gerçekleşmesine imkan sağlamaktadır. Bu yaklaşım, çeşitli paydaşların görüşlerinin ve etkilerinin kentin üretiminde önemli olduğuna vurgu yapmakta ve onları plan yapma sürecine dahil etmenin değerini ortaya koymaktadır. Paydaşların aktif katılım, açık diyalog, işbirliği ve fikir birliği oluşturma yaklaşımları yoluyla plan yapma sürecine katılımı, stratejik planlamanın önemli örgütsel özellikleridir. Bu özellikler, plan yapımının tüm aşamalarında aktörler arasında demokratik karar verme ve işbirliğini ve ilgili taraflar arasında dikey ve yatay etkileşimi ve koordinasyonu içerir. Bu teorik tartışmalardan hareketle araştırma, Gazimağusa, İskele ve Yeniboğaziçi İmar Planı (GYMP) alan çalışmasına odaklanarak plana genel bir bakış sunar ve paydaşların plan yapım sürecine nasıl dahil olduğunu araştırır. Bu araştırmanın amacı, stratejik mekansal

planlamanın aktif katılım, açık diyalog, işbirliği ve fikir birliği oluşturma gibi iletişimsel yaklaşımlarının GYMP'nin plan yapım sürecinde kullanılıp kullanılmadığını değerlendirmektir. Sonuçlar plandan fayda sağlayacak aktörlerin özel mülkiyet hakları ve kamusal yarar arasındaki dengenin korunması gerekliliği konusunda yeterli farkındalığa sahip olmaması nedeniyle başarısız olduğunu göstermektedir.

Anahtar Kelimeler: Stratejik Mekansal Planlama, Plan Yapma Süreci, Katılımcılık, GIYMP, Kuzey Kıbrıs

DEDICATION

I dedicate this thesis and this success to my father Mohammed Aiman Moslmani and my mother Samar Al-hakawati. I am very grateful for their love and dedication. I wish to express my gratitude for their care and continuous support over the years. They have given me all their will to lead me to the path of success, never forgetting all the great values that I inherited from them both, especially self-reliance, honesty, and perseverance to seek knowledge. Words fail to describe the love and support they have given me.

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INTRODUCTION

1.1 Introduction

Due to a rapidly changing and globalized world, traditional planning approaches have become out of date and limited to help towards the creation of just cities where social justice and equity is attained. Traditional planning methods were implemented through master plans where zoning maps were prepared by the planning offices and implemented through ordinances. However, today, as technology advances, the world population rushes to global cities for the opportunities they provide making traditional master plans insufficient to respond to rapidly changing cities. In essence, old traditional planning methods focus on upholding the present social order rather than altering its ideologies and changing it, and fails to pay attention to the dynamics co-existing in certain places (Albrechts, Balducci, 2013). A key aspect of problem-solving with old planning approaches was through scientific knowledge and it ensured that experts and planners had excess power and authority that came with their expertise. With traditional planning approaches used in communities and organizations, they led to a bureaucracy with a centralized system that is controlling and commanding (Allmendinger, 2009¬). With traditional planning approaches came a struggle for inclusion and democracy, lack of transparency by the government, lack of accountability from the state to the public and the citizen's right to be heard and have an opinion on issues that affect their welfare and concern and eradicating an unequal power structure between social groups and classes (Friedmann and Douglas, 1998).

Planning was a non-diversified process paying little to no attention when it came to inclusion and public participation. Traditional planning put emphasis on the making of plans on paper while focusing less on implementation (Njoh, 2008). Excessive power was given to the plan but since the late 1970s, many critics claimed that master plans are rigid. Master plans were used for long term plans and services, public investment and infrastructure in slow growing cities of developed countries but was inadequate due to rapid urbanization in developing countries (Clarke, 1992). As a result of its shortcomings, the planning community began to explore new possibilities and introduced strategic spatial planning, a conducive approach for the present-day era. With this approach, planning no longer relies on scientific knowledge but it is rather a combination of human insight and scientific knowledge. In essence, technocratic based structures used in the past have been substituted by democratic governance structures. This shift means that a diversified range of actors like civil groups have also become involved in these policy and plan making processes and not only governmental institutions and expert planners.

Strategic spatial planning focuses on attaining sustainable and just cities through collaborative planning and bringing stakeholders together in the planning process that including planners, politicians and civil groups. A strategic spatial plan will only be deemed as successful if there can be an agreement among all stakeholders and the process is fully democratic and collaborative. Participatory planning also reinforces the significance of horizontal planning structures as an alternative to a technocratic system influential in policy making. Strategic spatial planning has become significant in shaping urban growth in recent decades. In contrast to traditional master planning methods, strategic spatial planning prioritizes an inclusive stakeholder participation process, and planning focuses only on key strategic elements (Healey, 2006; Watson,

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2008). This is why it can also be described as deliberate process of making plans, through which different social groups and diverse actors come together with the aim of developing strategies for managing spatial change. (Healey 1999, 339-341, Albrechts 2004).

The organizational characteristics of strategic planning processes pave a way for democratic and governance mechanisms to thrive as they create conditions suitable for a democratic organizational structure. Therefore, participation methods such as open dialogue, active involvement and collaboration are vital in any plan making process. These tools will be used as a criterion for evaluating the plan making process of GIYMP. The aim is to look at the preparation of the master plan and adequately stress the role of specific stakeholders and actors in plan making procedures and their levels of influence throughout the plan making process. Participation plays a big role in giving peoples the capacity to voice their opinions concerning any decision affects (Reason and Bradbury, 2001). In essence, the degree of participation is key in defining democratic appeal of decision-making mechanisms. Therefore, this study seeks to assess levels of participation of involved stakeholders in making the GIYMP and whether their influence was vital in the process. Spatial planning being a process that is collaborative, it is important that there is consistent interaction and dialogue among those involved. Therefore, dialogue, collaboration, accountability, and active participation are key to a spatial planning process. An open dialogue may have advantages as new people, new alliances, new networks, and new ideas are brought together, and as new arenas are provided in which strategy articulation takes place. (Bryson and Crosby, 1992). If full participation and dialogue are implemented to any plan making process leading to action, this should constitute a successful communicative planning approach. If a plan making process doesn't amount to action

being taken, it becomes pointless since the actions are key to finding solutions. Action is an important characteristic in horizontal planning among three important domains, with the other two being dialogue and participation (Ataöv, 2007). Collaborative planning processes involve constant communication, meetings and workshops among expert planners, politicians, the municipality and the civil society until they reach a consensus.

In the analysis of the GIYMP, the prepared master will be studied and selected professionals, civil society members will be interviewed to collect data in regards to the communication process constructed during the plan making process. The goal is to investigate whether the plan making process was collaborative, democratic and inclusive; whether there was full participation, dialogue among involved stakeholders and to conclude why the master plan could not be implemented.

1.2 Problem Statement

Strategic spatial planning has become significant in shaping urban growth in recent decades. In contrast to traditional master planning methods, strategic spatial planning prioritizes an inclusive stakeholder participation process, and planning focuses only on key strategic elements (Healey, 2006; Watson, 2008). The goal of attaining sustainability through spatial planning involves integrated sustainable planning guidance which support stakeholder participation processes as well as key strategic elements. The process of preparing plans encourages participation by including the publication of plan proposals, the right to making objections, public meetings and an appeals process. The horizontal planning system ensures that various interests in land use or in a specific type of development can be considered. The public can participate in decisions on the overall direction of development.

The organizational dimension of strategic planning is where all the stakeholders involved in the planning process come together implying collaboration, communication, participation and argumentation. It gives full detail specific to the importance of spatial planning in building democratic horizontal structures. Scenarios which foster ideal environments for participation including meeting and workshops are useful input methodologies in SSP processes. (Zaehringer et al. 2018)

Based on this argument, this thesis focuses on the significance of strategic spatial planning, a social and collaborative process specifically in the preparation of master plans and look at how its attributes - participation, dialogue and action- helps towards achieving more democratic organizational structures.

As far as the case of the research is considered, it is a well-known fact that Northern Cyprus's planning system is based on statutory policy tools namely master plans and zoning decisions, ordinances and regulations which do not match up the needs of today's towns and cities that are rapidly growing. Due to political pressure coming from key administrators and some politicians to gravitate towards short-term economic goals, it has been difficult to implement long term strategic plans that cater sustainable development. Alongside this continued pressure, there has been continuous efforts from the planning department to issue an island plan and develop master plans for growing towns and cities on the island. This research interrogates the case of Gazimagusa, Iskele, Yenibogazici Master Plan (GIYMP) which was prepared to control development and guide sustainable development of south-eastern part of Northern Cyprus which rapidly developed due to a lack of master plan and impacted negatively on other cities in the vicinity. The research questions why GIYMP failed

to be put into implementation after an effort was put into including all stakeholders in the preparation process.

1.3 Aims and Objectives

This research analyzes the GIYMP which is the result of statutory traditional planning, aiming to understand if the preparation of the GIYMP was the result of a democratic process that is coherent to principles of strategic spatial planning. If it was indeed a democratic process, it should be collaborative process that has participation and dialogue as fundamental elements of the plan making process. Consequently, this study will seek to understand the level of influence among the involved stakeholders and if their opinions mattered along the process of plan making. Accordingly, the research objectives are:

- Grasping the historical background of traditional planning and its drawbacks

- Explaining the emergence of SSP and its various definitions

- Understanding general concepts and characteristics of strategic spatial planning SSP.

- Giving a theoretical framework of the organizational characteristics of SSP.

- Highlighting and understanding the planning policies and system in Northern Cyprus.

- To apply a basic criterion for evaluating the preparation process of a master plan in accordance to SSP principles

- Identifying key stakeholders and investigate their contribution to the planning process throughout the different stages in the proposed framework.

- Determine whether SSP principles were applied during preparation of the master plan

1.4 Methodology

The methodology uses qualitative data to construct the theoretical framework of the thesis. The required information will be gathered through books, articles, and online academic sources. The emphasis is on strategic spatial planning, where the role of participation of stakeholders in the planning process is evaluated. The literature will provide a full description of both the nature of statutory traditional methods and contemporary spatial methods and their characteristics. The Delphi method will be used to query experts in identifying why GIYMP implementation failed. The conventional Delphi method comprises the following steps (Fowles, 1978; Fischer, 1978): Designing a questionnaire and selection of the experts; performing the first round survey of anonymous experts; during the first round survey, providing the experts with the opinion of the others; According to the survey of the first round, request that each expert answer again the first round problem while observing whether new solutions are proposed or different perspectives are set forth; Synthesize expert opinions and reach a consensus.

This process with expert planners, architects, and other involved stakeholders in the preparation process will seek to investigate whether the preparation of the master plan was a collaborative process. Another aim is to find out if there was full democracy, participation, and dialogue in the planning process. The data gathered will give the perspective of professionals involved in the GIYMP, to provide the reasons why the master plan implementations had failed and investigate how strategic spatial planning as an approach could have been helpful in this case.

Chapter 2

AN OVERVIEW OF PLANNING APPROACHES

Within a theoretical context, this chapter aims to give a full discourse on planning methods used in both the modernist and post-modernist era. The purpose will be to give full detail on why there has been a transition from old planning methods to contemporary methods. During the modernist era, traditional planning methods were applied and knowledge was considered within a context of rational and scientific thinking. Accordingly, this meant that solving any problem relied on the use scientific reasoning. However, due to the incompetence of traditional planning approaches in responding to challenges caused by globalization and technological advances, it was replaced by refined planning methods of the post-modernist era (Beauregard, 1989). Flexibility in the use of knowledge, the growing need to implement democratic structures which foster participation and civil society opinions had an enormous influence in changing planning approaches. Consequently, planning became a collaborative activity in the post-modernist era. Instrumental rationality suggests that knowledge and science can better the world while communicative rationality focuses discourse and therefore planning is deemed an interactive process. Hence, this chapter will also give an account about the advent of strategic spatial planning as a post-modernist approach that uses collaboration as a key element. This will be done by having a vast array of strategic spatial planning definition, key characteristics and knowing all groups involved in the plan making process including the planners, politicians, civil groups and other various stakeholders. A strategic spatial plan will

only be deemed as successful if there can be an agreement among all stakeholders and the process is fully democratic and collaborative

2.1 Modernist Era: Traditional Planning

During the modernist era, comprehensive urban planning was established to develop strategies for the conservation, development, and regulation of land, considering the interaction between land (the built and physical environment) and its occupants, also taking into account its cultural, economic, and social characteristics. (Alexander, 1986, p.9). This traditional planning approach which can also be translated into land use planning focuses on the planning of the physical environment. Land-use planning uses a qualitative and integrated approach which deals with location, form and management of land development required for sites like hospitals, recreation, housing, industries, schools etc. (Chapin, 1965; Cullingworth, 1972). The regulatory plans and framework are legally bound and the paperwork is non-reversible if approved; with no fixated time and can only be substituted by another plan. The modernist period was an intellectual movement and era that believed in shaping an improved world through science and reason. (Healey, 1997). This ideology supported the notion that human beings possessed the power to create and better the environment through the use of knowledge-based science). During the modernist era, an important facet of resolving problems was implementing scientific knowledge and the use of instrumental rationality. Furthermore, scientific knowledge was fundamental to identifying current issues and foreseeing future possibilities (Taylor,1998). The modern planning theory first perceived planning as a comprehensive-rational action, in which expert planners evaluated the best possible means of reaching the pre-given ends in a situation of perfect information (Faludi, 1973; Meyerson & Banfield, 1956). This approach assumes that the ends are selected in pluralistic political decision-making, with the

planner having the role of studying and selecting the combination of means that would optimally achieve the politically given ends. Instrumental rationality is a governing approach that uses evidence-based knowledge and facts to choose the path that will attain any goals. This knowledge should independent of time and space, unbiased and objective. (Friedmann, 1978). Scientific knowledge is prized in modern society, and the experts that possess this knowledge include professionals like doctors and engineers. With instrumental rationality, implementation is not vital to the planning course as the authorities responsible for making decisions have the power to act on any decision made. It is expected from instrumental rationality that any input, output and outcome is centered on causal relationships (Banfield, 1973). This approach became disputable because the planning rationality was limited by the available information and data processing proficiencies of planners (Lindblom, 1959; Simon, 1991). Additionally, this particular approach was criticized for overlooking the fundamental value of the whole planning procedure (e.g., Sager, 2013). Furthermore, this form of planning ensures that planners and other experts have excess authority and power through their professions. If this form of planning is continually used in any community or organization, it leads to a bureaucracy that only dictates and command control (Allmendinger, 2009). In the late 1960s, there was a change in planning approaches during a period known as the post-modernist era. Rather than using scientific knowledge and expert opinions to achieve solutions, post-modernism values the thoughts of all individuals involved and embraces interactions and encounters of values. The post-modernism ideology demands that the notion of science and truth be substituted with the notion of discourse. Consequently, all parties involved in the planning process must express their ideas freely and then a decision be made after

getting to an agreement. This post-modernist ideology is called communicative rationality.

2.2 Post-Modernist Era: Contemporary Planning

The post-modernist approach is derived from Habermas' ideas and reinforced by other planning theorists. (Innes, 1995, p86). Following different sorts of disapproval, many concepts of strategic spatial planning were derived from the Habermasian theory of communicatively-rational action (Albrechts, 2004; Healey, 1996,). Communicative rationality is a planning approach in which reasoning is made through deliberation and argumentation. It aims to make any spatial planning process democratic by encouraging discourse communities and values that promote governance structures. If a particular actor with the authority to plan and implement is absent, another way forward will be facilitating broad participation that allows other involved actors to put together ideas about the issue at large, and the suggested answer becomes of meaning to those involved. Furthermore, the main goal of this planning process changes from the coordinative plan being a product itself, to a thoroughly collaborative system emphasizing on full active participation and learning. The undistorted discourse is an ideal method of conversation to endorse communicative rationality (Habermas, 1996). Habermas did reiterate that planning authorities cannot command communicative logic on any involved actors, and that an agreement can be reached if these communicative processes allow democratic traits such as transparency, balance of power and the right to show discontent if needed. Therefore, planning and enactment become part of a similar process, and any collaboration among involved actors is deemed legitimate by the planning process itself (Amdam, 2005). In essence, the planner's role shifts from expert to a leader who can ask thought provoking questions that allow active participation among the actors and stakeholders. In conclusion,

instrumental rationality strives through scientific knowledge and expertise while communicative rationality uses discourse and democratic governance structures that allow planning to be a collaborative process.

2.3 Criticism of The Traditional Planning Approach

Evaluating the principles used in old traditional planning methods during the modernist era is key to understanding the shift to the contemporary approach in the post-modernist era. As pragmatic and passive traditional land use planning can be, this planning tactic aims at managing land use through regulations and a zoning system. The land use planning system was deemed as inadequate for narrowing the gap between political decision-making, plan-making and implementation. (Albrechts, 2006). This flaw in particular served as part of the reasons which led to strategic spatial planning, an ideology that moves away from regulatory policy to a development-led approach which aims to intervene more directly, coherently and selectively in social reality and development. (Albrechts, 2006). Strategic spatial planning works towards an integrated socio-economic course of action that supersedes the mere focus on land use planning. Traditional planning methods focused on the outcome rather than the entire planning process and how it was implemented. Strategic spatial planning is an appropriate approach that is able to deal with unpredictable circumstances due to a changing environment. This planning approach is suitable for the post-modernist era because of its flexible nature. According to cultural analysts, the shift to spatial planning was a sign of change from a modernist era to a post-modernist one and the growing diversity of lifestyles and identities. In essence, the principles of traditional planning have rigid procedures and tools which has led to a more flexible and pro-active approach in strategic spatial planning. While implementing the traditional planning approach, there is little to no interaction when the plan is made.

Contrastingly, strategic spatial planning puts emphasis on the entire procedure and processes rather than on the plan itself. The paperwork and documentation provide a point of reference which highlights successive decision-making and better understanding of any problems related to spatial development.

2.4 Strategic Spatial Planning and its Characteristics

Strategic spatial planning has no exact agreement on its definition and scope (e.g., Ziafati Bafarasat, 2015) but it has peculiar characteristics that it can be associated with. Strategic spatial planning is an approach used for making plans in a deliberate approach and where a wide range of actors coordinate to develop policies for management of spatial change and determine plan-making processes (Healey 1999, p339-341). Unlike other regulated and traditional methods of statutory land-use planning focusing on managing change in the present, strategic spatial planning is a process of foreseeing and managing future spatial change. This planning approach is considered strategic because it involves the identification of long-term goals and interests and also finding meaningful ways of attaining them. (Oxford University Press, 2018). It is also considered spatial because it concerns a specific place or territory. (Healey, 2004: p46).

Strategic spatial planning is a dynamic and a complex series of processes, interactions and outputs including multiple actors, organizations and scales of governance. As a result of these complexities, strategic spatial planning can be defined within literature bounds an exercise focusing on selective and long-term visioning (Mäntysalo, 2015). These various definitions of this planning approach demonstrates that strategic spatial planning characterizes a range of procedures that are endorsed by different actors within different spatial contexts and different times. (Bryson, 2004). The strategic

spatial planning process involves integrating useful parameters that allow discourse and healthy debates were planning matters are deliberated as well as decisions are made. (Healey 2006, p244). This approach helps with altering existing cultural conceptions and systems that undermine discourse.

Strategic spatial planning began in developed countries with the goal of managing conditions created by globalization. Strategic spatial planning enables collaboration of actors in a locality with the goal to sustain and thrive in rapidly globalized world. In essence, spatial planning can be used as a tool that ensures a complete approach to numerous initiatives taken with the goal of attaining sustainable development. Long-term perspectives combined with short-term actions makes creativity possible and allows this planning strategy to cope with any global societal challenges (Albrechts 2010). The characteristics of strategic spatial planning shows a multi-faceted nature of processes in strategy-making and the significance of politics and technicality during the preparation of the plan as well as the decision-making process. The criterion designated by Albrechts relating to procedural and essential facets of strategic plans is detailed in the fig below.

Table 1: Characteristics of Strategic Spatial Planning: Adapted from Albrechts (2004, p747)

CRITERIA	IMPLICATIONS IN PRACTICE
PLANNING PROCESS AND IMPLEMENTATION	It is focused on decisions, actions, results and implementation and incorporates monitoring, feedback and revision
CONTENT OF POLICY GUIDELINE	Develops practical long-term goals and strategies at different levels, with power structures, uncertainties and competing value taken into account
POLICY COORDINATION AND INVOLMENT	Allows for extensive and diverse participation during the planning and decision-making process
IMPLEMENTATION FRAMEWORK	Takes a critical perspective of the location, determining all strong points, weak points, opportunities and drawbacks
STRUCTURE	Develops a sustainable plan-making structure, and also develops content, images and frameworks influencing spatial change
DATA COLLECTION	Studies trends and all the resources available
IMPLEMENTED IDEOLOGIES	Creates new and timely ideas and processes that can carry them and sustain available resources and also generate ideal ways of understanding that can compete with a rapidly changing globalized world.

2.4.1   Strategic Spatial Planning and its Organizational Dimensions

The organizational dimension of strategic spatial planning implies all stakeholders involved in the plan-making process come together implying collaboration, communication, participation and argumentation. This particular dimension involves a communicative approach through the interaction of stakeholders. These stakeholders can be private actors or agencies from the government. In planning practice, talk and argument matters (John Forester 1989, p5). The role of communication to the spatial planning process is to enable social and cultural interaction and change within the

planning process. This study will also investigate the influence of political agents in the creation of the master plan.

2.4.2 Communicative Planning

As strategic spatial planning emerged after the 2nd world war, communicative reasoning in plan-making became recognized. This logic involved expert planners and decision-makers interacting as part of the plan making process. Communicative planning involves face-to-face communication. In any plan making process, talk and argument matters" (John Forester 1989, 5). Consequently, the current planning model recognizes the significance of negotiation and conflict mediation (Mazza 2002; Susskind and Cruikshank 1987;). Traditional methods implemented a technocratic approach when it came to making plans. The technocratic approach implies that everything evolves around the plan and gives a significant role to authorities mainly planners in maintaining public interest. These authorities involve the planners who have a considerable say in decision making. In contrast, communicative planning pays attention to the views of others. Executing this approach means that authorities are not above any other groups involved in planning. The role planners play in the planning process is less centralized than it is in the technocratic view. The communicative planning theory was derived from the Habermasian critical theory of 'communicative rationality. Habermas advocates for collaboration in plan and decision-making processes to achieve democratic governance structures. The sociocratic approach relating to communicative rationality encourages discourse in the planning process, and includes experts, policy groups, citizens and business (Healey 1999, 113). Communicative rationality bridges the democratic gap between the state and citizens and plays an integral part in deliberate democracy.

2.5 Communicative Rationality in the Decision-Making Process

Communicative rationality focuses on open dialogue, where all affected parties can express their opinions and be heard. It is an approach that unite a wide range of personalities for face-to-face dialogue. Each of the available groups represent different interests during the decision-making phase. Involvement of all participants creates an environment that has explored interests and agreed on facts and decisions together (Innes 1996, 461). Contribution from both private and public groups during the process of decision making is mandatory to a strategic spatial planning, and the interactions held separates it from other planning approaches. A decision is considered communicatively rational if it is attained through deliberations involving all agents and stakeholders, where all are equally empowered and fully informed, and where the conditions of ideal speech are met Innes (1996, 461). Communicative rationality maintains the notion that decision making takes place when various actors come together as individuals for discussion. It is a planning style in which reasoning comes through deliberation and argumentation and also seeks to democratize spatial planning by fostering discourse throughout the planning process.

2.6 The Role of Stakeholders in the Planning Process

A stakeholder could be group or an individual who can affect or is affected by the, decisions, practices, policies and actions of an organization (Carroll, 1993: p60). Stakeholders in any plan-making processes practice planning through dialogue which is coherent with post-modernist principles that embrace passing of knowledge and active community participation (Murray, 2009: 134). Factors that might affect stakeholder engagement include their levels of authority and power, economic conditions and the organizational structures (Jackson, 2001, Smith, 2012). Engaging stakeholders involves exchange of information and knowledge that improves the

spatial planning process and makes it more inclusive. This engagement also helps foster understanding between all stakeholders and offer increased support for policies. Successful spatial planning systems integrate procedures that ensure stakeholder involvement throughout the process namely participation, representation of all groups and consultation. Participation is where the planning authorities open about future plans and also open to hearing different views from stakeholders. Consultation is where the planners have a preferred option it can present to other invested parties for review. Representation is when all parties affected by the drafted plans can be able to object to the authorities. Should the planning authorities decide on its preferred plan, there should then be an opportunity for stakeholders to disagree and object against any proposal they aren't in support of. The drafted plan should be publicized and there should be a prescribed period for responses whether positive or negative. The authority should consider the voices of those in objection and report back to them. To make formal decision making and implementation more responsive to the context and to the agreements reached during the plan-making process, various stakeholders including politicians, citizens, sector experts meet and the arenas in which they meet to be active from start to finish in the entire process, including the agenda setting, the design of plans, the political ratification, and the practical implementation (see also Flyvbjerg, 2002). If stakeholders are engaged according to their strengths, their collaboration would be more legitimate and it could build greater institutional capacity (Khazaei et al., 2015).

2.7 Summary

This section gave a full explanation about planning methods used in both the modernist and post-modernist era. Traditional planning methods used in the modernist era implied that knowledge was well-thought-out only within science and rationality.

Scientific based knowledge was vital to recognizing problems while foreseeing future outcomes. Instrumental rationality which was significant in the modernist era used the scientific way of thinking and evidence-based expert knowledge make plans. This form of planning ensured that planners and other experts have excess authority and power through their professions and did not create an environment for democracy. As a result of the failure of traditional planning approaches to create solutions for sustaining a globalized world and technological advances, they were replaced by contemporary planning approaches. In the post-modernist era, planning has increasingly become a collaborative activity. These attributes of post-modernist era planning resulted in the emergence of strategic spatial planning. The strategic spatial planning process involves integrating useful parameters that allow discourse and healthy debates were planning issues are deliberated and decisions are made. (Healey 2006, 244). Strategic spatial planning allows all stakeholders involved in the planning process come together implying collaboration, communication, participation and argumentation. These stakeholders can be government agents or private actors. Therefore, strategic planning can be defined as a process-based activity that focuses on inclusion of necessary actors needed during a planning process.

Table 2: Differences between Land Use and Strategic Spatial Planning Approaches, Developed by Innes (1996)

DIMENSION	TRADITIONAL PLANNING	STRATEGIC SPATIAL PLANNING
Legal Status	Framework plans and regulatory plans are rigid and legally binding documents	Not legally-binding, non-statutory, political and flexible
Organization in charge	Hierarchical with planning authorities like governmental bodies in charge	Orchestrated by both public/private entities in a horizontal governance structure
Implementation	Manages change in the present and offers physical solutions to social problems	Manages future spatial change by framing activities of stakeholders to help achieve shared concerns about spatial changes
Time-span	Implementation of chosen land-use decisions at different phases is long term	Uses a long-term strategic vision managing continuously developed project proposals,

Chapter 3

THE IMPORTANCE OF PARTICIPATION IN URBAN PLANNING

3.1 Introduction

Urban planning is critical to shaping the future of cities and the lives of their inhabitants. As cities continue to grow and face complex challenges, it becomes increasingly important to ensure that urban planning processes embrace democratic principles and active community participation. Strategic spatial planning underlines the significance of counting on active participation to guarantee legitimacy and equity, whilst including expert knowledge in any planning process (Pinel, 2015). Participation encourages engagement and ensures that the needs of citizens be met and also their opinions addressed and considered. This chapter will explore the significance of democracy, participation and dialogue in urban planning and highlights their transformative potential in fostering sustainable development and empowering communities. It will also emphasize the multifaceted benefits of democratic urban planning, such as enhancing social cohesion, promoting inclusivity, improving decision-making, and fostering environmental sustainability. In an ideal democratic set-up, all actors whether public or private and citizens should benefit from a structure that allows transparency and full participation (Susskind & Cruikshank, 1987). Participatory planning is an inclusive and democratic approach that involves active involvement of community members in the decision-making processes related to their local development. This chapter explores the concept of participation, dialogue and

action in collaborative planning as a means to empower communities, foster sustainable development, and address the complex challenges faced by modern societies.

3.2 Collaborative Characteristics in Urban Plan Making

In the midst of a collaborative process, full stakeholder participation means creating a democratic structure enables discourse and interaction. Being able to communicate different interests of different actors involved, strategic spatial planning fosters an environment conducive for stakeholders to interact. This setup plays a crucial part in starting dialogue and interaction between different public agents and actors. (Healey, 1993) The participatory component of planning allows integration, coordination, collaboration and allows discussion in a transparent manner (Albrechts, 2001). These characteristics nurtures the creation of democratic structures ideal for decision making and policy-making (Bryson, 1993). In essence, participation is prevalent in all planning stages that include implementation and decision-making stages of the process. Active participation and involvement, dialogue and collaboration are vital components of strategic spatial planning in line with its democratic characteristics. Furthermore, these components imply a communicative planning approach and horizontal interaction in all the stages of decision making and plan making (Albrechts, 2005). Analyzing participation, dialogue and action is key in understanding the communicative planning process and its democratic features.

3.2.1 Participation

Participation is creating opportunities under favorable conditions for people to influence decisions affecting them (Pateman, 1970, p.67). Participation gives peoples the right to opinion in any decision-making process which might affect them (Bradbury, 2001). Therefore, participation is as a means used in the making of plans

and decisions: and the involved people become part of the process. Participation is categorized into three components namely: pseudo participation, partial participation and full participation. Pseudo participation is when policy-makers try to persuade and convince the involved stakeholders to agree on any decisions that have been made. Partial participation is where stakeholders are able to influence the decisions made in the plan making process even though the final decision can be changed by the political leader. Full participation means each and every stakeholder can influence decisions and results of the plan making process (Pateman, 1970). The levels to which participation occurs is important in measuring the democratic appeal of spatial planning structures. The implementation of partial participation addresses pluralist democracy while full participation highlights participatory democracy (Ataöv, 2007). Should a planning process be defined as fully democratic, levels of participation must be high and full participation should be guaranteed in the planning process. Full participation creates a system that allows agents and stakeholders to engage as equals in policy making. (Dryzek, 2000).

3.2.2 Dialogue

Dialogue in planning has been important characteristic since the advent of communicative planning. Jürgen Habermas mentions the significance of dialogue in resolving political and economic problems prevalent in today's society. He mentions that the improvement of dialogical practices aids in collective decision making and creates solutions to many social problems (Innes, 2004). Dialogue can also be used as a tool that highlights the level of participation in any plan-making process. Dialogue can be defined as deliberation among a range of stakeholders engaging together for a meaningful purpose (Dallmayrin Yılmaz). Having dialogue in a decision-making process boosts the existence of democratic and governance structures. Dialogue is a

basic but vital component that enables all stakeholders and agent to connect and acknowledge each other's values and needs.

3.2.3 Action

In addition to participation and dialogue, a plan making process leading to action constitutes a successful communicative planning approach. Any planning process that does not result in action can be deemed a failure since it is the actions that reflect on a successful planning process. In the planning process, participation is only limited to the stage where decisions are made and does not reflect on any part of the implementation process. Furthermore, the local planning authority are responsible for taking action and decide on which ideas to implement from the decision-making process. However, for a planning process to be considered democratic, stakeholders should decide, and commit actions. There are three fundamentals important for creating action in a planning process: the actors ability to decode ideas into action, the generation of actionable knowledge and the implementers participation in the action planning process (Ataöv, 2006, p.341). Action is a prominent factor for the composition of democratic governance structures in spatial planning. Stakeholder participation that results in action is needed for a democratic planning structure.

3.3 Importance of Participatory Democracy in Urban Planning

Participatory planning aims to engage and empower community members, organizations, and government agencies to collectively shape the future development and use of land and resources within a given area. Participation improves outcomes, such as problem-solving effectiveness, policy quality, and political legitimacy" (Fung, A 2006). It plays a crucial role in urban planning as it ensures that the decisions made regarding the development and management of cities are inclusive, transparent, and representative of the needs for people living in those cities. Participatory democracy

implies not only widespread participation in decision-making but also the equal distribution of power among citizens (Pateman, 2012). Through participatory planning, diverse perspectives and knowledge are brought together to create more inclusive and informed decisions. This process typically involves public consultations, workshops, focus groups, and other interactive methods to gather input and feedback from stakeholders. It promotes transparency, accountability, and a sense of ownership among participants, leading to greater acceptance and implementation of the resulting plans. According to Warren, participatory democracy fosters a more engaged citizenry, more authentic representation, and more accountable governance (Warren, 2017). Public participation is concerned with an individual's or group of individuals' right to be involved with and influence public assessment and decision-making processes. That is, citizens living in a community have the right to be involved in planning its future. After all, it is these citizens who will live with the consequential impact of new developments, therefore involving them at each stage of the project from concept to development is crucial. By involving various stakeholders, such as residents, businesses, experts, and local authorities, participatory planning enhances the understanding of local needs, aspirations, and concerns. It helps identify shared goals and priorities, resolve conflicts, and develop strategies that reflect the values and interests of the community. Furthermore, participatory planning can lead to more sustainable and resilient outcomes. By including a broad range of perspectives, potential social, economic, and environmental impacts can be better evaluated and mitigated. The collaborative nature of the process fosters cooperation and builds social capital, which can contribute to long-term community development and well-being. In summary, participatory democracy in urban planning ensures:

• Inclusivity: Democracy and participation in urban planning enable the inclusion of diverse perspectives, experiences, and knowledge of the citizens. Different stakeholders, including residents, community groups, businesses, and experts, can contribute their ideas, concerns, and aspirations, ensuring that the planning process takes into account the needs of all segments of society.

• Transparency: Democracy and participation help promote transparency in decision-making processes. By involving the public, urban planning initiatives can be conducted in an open and accountable manner. This fosters trust among citizens, as they have the opportunity to understand and influence the choices being made that will directly impact their lives and communities.

• Local Knowledge and Expertise: The people who live and work in a city possess valuable local knowledge and expertise that can significantly contribute to the planning process. Their insights about the local context, cultural significance, and specific challenges can inform more informed and contextually appropriate decisions. By engaging with the community, planners can tap into this valuable resource and improve the effectiveness of urban plans.

• Ownership and Sense of Place: When citizens have a say in urban planning decisions, they develop a sense of ownership and connection to their city. By involving the public in shaping the future of their neighborhoods and communities, they become active participants rather than passive recipients of development. This sense of ownership fosters civic pride, community cohesion, and a shared responsibility for the city's well-being.

• Sustainable Development: Democracy and participation in urban planning can contribute to more sustainable development outcomes. By involving citizens, planners can incorporate sustainability principles, such as promoting green spaces, efficient

transportation systems, renewable energy, and affordable housing. Involving the public in decision-making processes increases the likelihood of considering long-term environmental, social, and economic impacts, resulting in more resilient and livable cities.

• Conflict Resolution: Urban planning decisions often involve competing interests and potential conflicts among different stakeholders. Democracy and participation provide a platform for dialogue, negotiation, and consensus-building. By actively involving all parties and addressing their concerns, conflicts can be resolved more effectively, leading to more equitable and balanced urban development outcomes.

Overall, democracy and participation in urban planning are essential for creating cities that are inclusive, sustainable, and responsive to the needs and aspirations of their residents. By engaging citizens in the decision-making process, urban planners can harness local knowledge, foster a sense of ownership, promote transparency, and ultimately create vibrant and livable cities.

3.4   Summary of the Chapter

In this chapter, a theoretical framework about the importance of participatory democracy in urban planning was explained in detail. Active participation and involvement, dialogue, and collaboration are key facets of strategic planning in relation to its democratic qualities. If the organizational structure of a planning process is to be considered democratic, full participation, dialogue and a process leading to action is mandatory. Full participation caters to a planning process in which public agents, private agents and other stakeholders engage as equal partners in plan making and policy articulation. This structure plays a crucial role in commencing speech,

interaction and dialogue among various, agents and social groups. If full participation and dialogue are implemented to any plan making process leading to action, this should constitute a successful communicative planning approach.

3.5   Criteria for Evaluating the Preparation Process of the GIYMP

This chapter emphasized the characteristics of collaborative planning that makes democratic structures in urban planning attainable and will be useful in analyzing a master plan. The thesis will further analyze the degree of participation, dialogue and interaction during the planning process. The scope of this chapter will be to give a lead in investigating a master plan and trying to evaluate how we can apply basic principles of a strategic spatial plan to it which allows inclusion of all stakeholders in a fair and democratic way. The capacity of strategic spatial planning systems to deliver the anticipated outcome is dependent not only on the system itself, but also on the conditions underlying it (see also Mintzberg, 1994). These conditions including public and professional attitudes towards spatial planning (in terms of planning content and process) and the political will on the part of the institutions involved in setting the process in motion affect the ability of planning systems to implement the chosen strategies (Granados Cabezas, 1995). The steps required to deliver and to implement the desired outcome will depend entirely on underlying structure. It is therefore important to investigate if the planning process facilitates full participation and capacity building so that actors can gather knowledge about the existing issues, and if so, the proposed solutions can become meaningful to them.

Chapter 4

EVALUATION OF THE PLAN MAKING PROCESS OF GAZIMAĞUSA, YENI BOGAZIÇI AND İSKELE MASTER PLAN

4.1   Introduction to Planning in Northern Cyprus

The foundation of the planning structure in Northern Cyprus has been adopted from the traditional land use approach brought by the British administration from the late 19th century till 1960. This land-use system uses a hierarchy of plans, statutory documents, and zoning regulations in an attempt to guide all kinds of planning. In his definition, Fogg (2008) observes that town planning regulations/ ordinances govern land use and the design of the environment, including transport networks. The aim of town planning regulations is to guide and ensure the orderly development and settlement of communities within urban centers. The Town Planning Department (TPD) which works under the Ministry of Interior and Local Administrations is responsible for making planning policies and plans. For any legal matters concerning planning policies, the Town Planning Law (55/89) provides a legal framework for planning and managing territory in North Cyprus through a hierarchy of plans -national physical plan, local plans, environmental plans, and priority area schemes. - in consultation with the relevant actors, the public, professional organizations, municipalities, and governmental bodies (Ulucay, 2013). The Turkish Republic of Northern Cyprus uses a regulatory planning system that is rooted on colonial law and

exercises planning with statutory policy methods such as master plans, zoning decisions, planning codes, cabinet decrees and laws.

Significant documents that determine the development of territory in Northern Cyprus are based on British laws which were later amended to suit the needs of the new Turkish Republic founded in 1983. The constitution founding the Turkish Republic of Northern Cyprus holds the state and individuals responsible for the use and management of coasts, the protection of the environment, the use of land, the conservation of natural, cultural, and historical heritage, and the planning of the cities and state. Under this general scope, the legal framework regulating the building activities and physical development of land can be looked at under two broad headings. These documents are summarized in Table 4.1 showing laws and regulations in force from the British Colonial Period till current times after the establishment of the TRNC.

Table 3: The Legislative Framework for Planning in Northern Cyprus (Adapted from Ulucay, 2013)

LEGISLATION
Cap 59 (1934) (32/2008)
Antiquities law (1935) (13/2001)
The Rural Development Plan (1938)
The Immovable Property Law (1946)
Street and Building Regulations Law (1946) (Cap 96)
Display of Advertisement Control Law (1957)
Land Consolidation Law (1969)
Housing, Allocation of Land and Property of Equal Value Law (41/1977)
The Social Housing Law (23/1978)
Lefkoşa Master Plan (1984)
No.16/1987
Town Planning Law (1989)
No. 55/1989 Environmental Law (21/2012)
Girne conservation and environmental plan (1992)
Cabinet decree regarding the village of Beylerbeyi (1992)
Girne white area scheme (1993) Amendments in 2003
Alagadi environmental protection area scheme (1999)
No. 47/2000
Municipalities Law (91/2009)
Cabinet decree regarding the protection of the Karpaz area (Dipkarpaz, Yenierenköy, Yeşilköy, Ziyamet, Kumyalı, Derince, Sipahi, Gelincik, Kaleburnu, Boltaşlı, Kuruova, Avtepe, Taşlıca, Adaçay, Esenköy) -2004
Tatlısu-Büyükkonuk Area Scheme (2004)
Cabinet decree regarding the protection of Girne - Boğaz Area (2006)

Cabinet decree regarding the protection of Bafra village (2006)
Cabinet decree regarding Area designated as 1 in Girne (2005) This cabinet decision is specifially applicable to settlements of Sadrazamköy,Koruçam, Akdeniz, Tepebaşı, Çamlıbel, Geçitköy and Kayalar located along the north-west coast within the periphery of the University of ODTU. This enforcement decision remains in force until the relevant body prepares a local area scheme.
Renewable Energy Law (2011)
Tourism Development Law (2011)
National Physical Plan 2015
Beyarmudu Master Plan 2015
Girne Area 1 Cabinet Decree 2015
Girne Area Cabinet Decree 2017
Girne -Catalkoy Cabinet Decree 2018
Gazimagusa, Iskele ve Yenibogazici Region Cabinet Decree 2020
Mehmetcik Master Plan 2021

The cabinet decrees were made to protect the natural and cultural heritage of the island by the designation of separate areas for tourism development and coastal lines, agricultural areas, and villages. These decrees show areas that need to be protected because of their cultural or natural characteristics. They also limit the construction of buildings with the goal of preventing the loss of land used for agriculture while allocating land for the development of tourism. Besides, the surrounding environments, the development in most villages is also controlled in order to protect the characteristics of that particular settlement. Regardless of the efforts made to regulate development along the coastlines and urban centers since the announcement of the 'Annan Plan', cabinet decrees from the Town Planning Department are rigid and site-specific as local plans (Ulucay, 2013). These decrees only act as protective

measures for regulating unwanted developments but risk the danger of creating homogenous environments. These planning tools are now inadequate and outdated and cannot cope with a rapidly growing island and catch up with the needs of its towns and cities. The Town Planning Department is under pressure from administrators and politicians to make planning decisions in favor of short-term economic goals that benefit them as opposed to long-term plans that favor sustainable growth and development territory in TRNC. (Ulucay, 2013). The Town Planning Department received heavy criticism from civil groups, professional institutions, and opposing political parties for its failure to implement coordination between government institutions and civil society, acting against the will of the public that benefits them, and failing to change a bureaucratic planning system that slows down planning permissions. Master plans hardly provide strategies on the planning techniques for implementation and do not evaluate the costs of development they propose or the means of financing them. This same system of master plans is based on the impractical assessment of the economic potential of the planning areas involved and the needs of its citizens. In essence, master plans are static and the plan preparation and approval are slow. Furthermore, there is inadequate participation and involvement of the public in its preparation and implementation.

4.2 Aims and Objectives of the GYIMP

The planning authority in collaboration with the municipalities of Gazimagusa, İskele, and Yeniboğazici, organized a Vision and Strategies Workshop for the Planning Area from February the 25th to the 27th, 2019. Over the course of this workshop, various stakeholders representing the municipality, public, civil society and academia were in attendance. This particular move showed an intention to involve everyone who would be affected by the outcome of the plan if successful. The vision for the plan area aimed

to achieve a quality living center integrated with its beaches, evaluating its natural, cultural, and historical texture with a sustainable and innovative approach, creating qualified job sites and local employment prospects in both rural and urban locations. Since the GYIMP would cover 14% of Northern Cyprus if it came to life, noticeable changes would be expected. The master plan also highlighted an increase in the number of residences in the region from 29000 to a figure exceeding 100,000. Furthermore, the plan aimed at preventing rapid and uncontrolled development while respecting the historical texture, natural life and cultural heritage of the region as sustainability became the primary philosophy taken into consideration. The Iskele region is one of the most popular destinations in the Turkish Republic of Northern Cyprus. Attractive coastal zones and recreational sites have high accessibility for tourists and residents. Additionally, coastal urban design projects around the Longbeach Region increased the attractiveness of the area.

With the goal of having inclusivity of all concerned stakeholders, a three-day workshop was held and 100 people representing the public, business sector, civil society, and academia were part of the plan making process. During this workshop, the explained vision behind the plan was a center with livable qualities integrated with its beaches, responding to its natural, cultural, and historical texture with a sustainable and innovative approach. The Famagusta-İskele region has been designated as an urban growth zone under the TRNC National Physics Plan balanced urban development strategy. According to this decision, new development opportunities will be offered in the Famagusta-İskele Region in order to balance the intense developments and sectoral agglomeration in the Kyrenia and Nicosia Regions with other regions of the country, and growth and development in this region will be encouraged. As a result, real estate development investments that offer housing and

required service areas for additional population settlements will be promoted. Another major goal was creating qualified job sites and local employment prospects in both rural and urban locations. If this vision was to come to life, it was projected that, By 2037, Famagusta, İskele and Yeniboğaziçi settlements will be a region that has adopted the sustainable tourism model with its rich, natural, cultural and historical texture. This region, a leader in the higher education sector and real estate industries, will give qualified jobs, domestic employment opportunities, sustainable infrastructure systems, world-class green spaces, and excellent living spaces to its citizens. It will be a region where rural and urban living areas complement each other, integrated with its coastlines and increasing its appeal, and will continue to flourish thanks to its excellent transit links.

Overall, the plan aimed to ensure economic and social development throughout the planning area by preserving the original identities of urban and rural settlements. This would further prevent existing rapid, uncontrolled, and widespread development while safeguarding the preservation and use of natural and historical cultural areas. In this context, the plan's objectives were as follows;

☐ Supporting economic growth and development strategies through spatial decisions;

☐ Connecting the region to the sea and providing continuous access to the 40km coastline;

☐ Ensuring compact growth and continuity in production;

☐ Developing the unique identities of the settlements and ensuring their harmonious coexistence;

☐ Protecting and developing natural and historical cultural values; and

☐ Creating the region's social infrastructure needs in coordination.

☐ Harmonized transportation and land use planning, development of pedestrian and public transportation,

☐ Protection of special environmental protection zones, forest areas, wetlands, and streams,

☐ Strengthening the region's energy and telecom, solid waste, and wastewater infrastructure,

☐ Prevention of potential risks and hazards

For the GYIMP to be implemented effectively, there was a need for inter-institutional coordination, and calculating and finding the necessary financial resources. Affirming the participation of all relevant stakeholders from all segments who are engaged in the fulfillment of the planned objectives is important. These stakeholders will be accountable for implementing all of the action issues mentioned in the action plan, and the implementation will be done collaboratively. Investigating the nature of this collaboration and coordination among involved stakeholders will be the main focus of the thesis. The aim will be to understand levels of participation and transparency during the plan-making process.

The map below shows the area that is going to be affected by the GYIMP. Gazimagusa is known for its historical places, Yenibogazici for its agriculture and Iskele for its tourism and how it's on the sea side. The Gazimagusa, Yenibogazici and Iskele master plan and the national physical plan are important as they show strategic policies for determining general directions and trends of the nation's physical development.
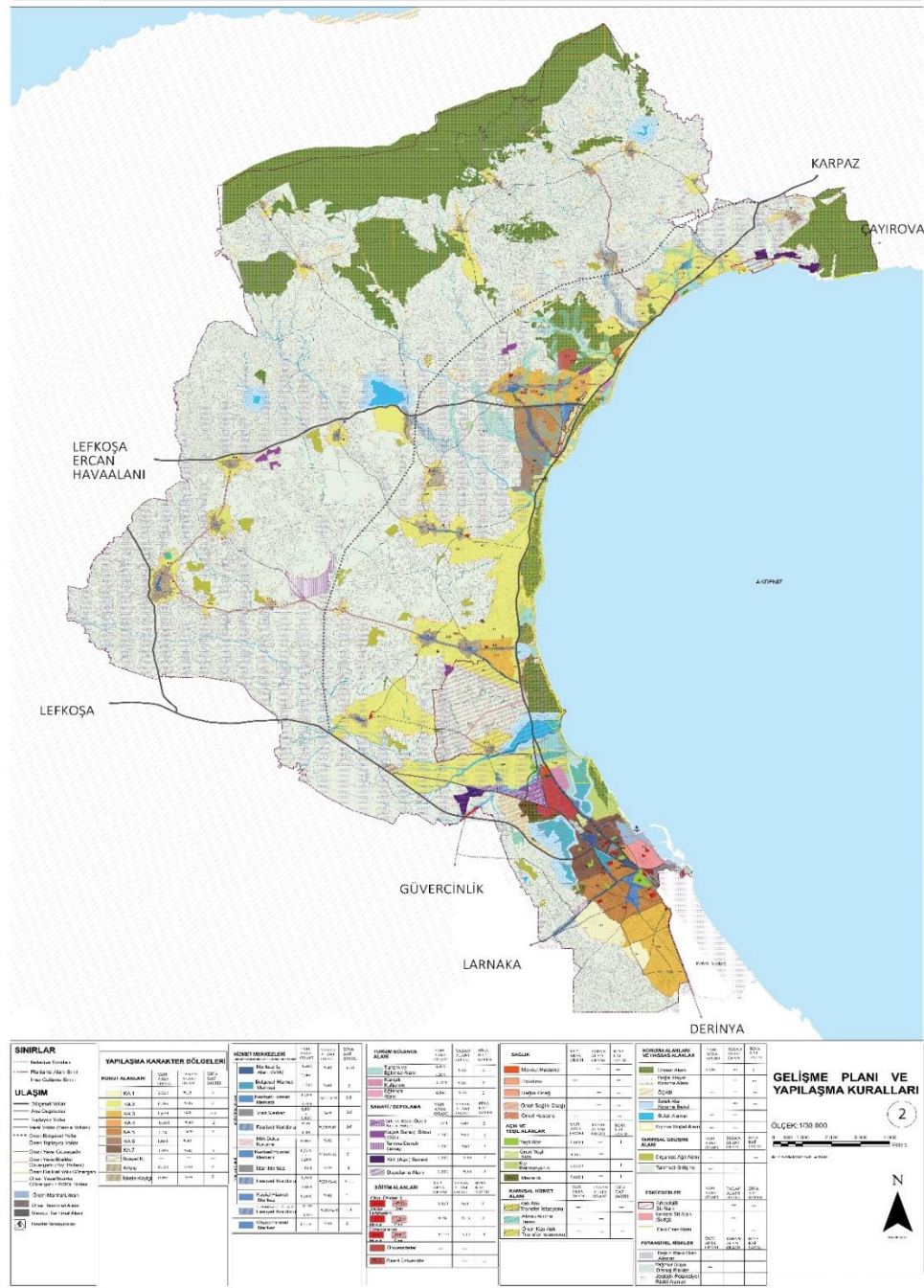
Figure 1: A Map Showing the Region Affected By the GYIMP

4.3 Assessment of Gazimağusa, Yenibogaziçi And İskele Master Plan

Dealing with a slow pace of urbanization until early 2000's, urban and rural settlements as well as coastal areas of Northern Cyprus has been subject to ill effects of rapid urbanization aftermath of well-known Annan plan proposed by the United Nations General secretary Kofi Annan to resolve the Cyprus problem in 2004 (Yorucu & Keles, 2007). The region of Famagusta, Yenibogazici and Iskele has faced a wide range of economic, social, and environmental issues and problems from a sustainable urban growth perspective. For example, fragmented and incoherent growth continued the sprawling of urban development towards the urban periphery, with heavy traffic circulations and congestion on main arteries due to the linear commercial growth, etc. There is no doubt that rapid urban growth brought many problems to the built environment. The urban growth in İskele and Yeniboğaziçi region has dramatically increased recently. The unorganized and uncontrolled development process has started to consume land resources; loss of landcover, valuable agricultural lands, and change of wetlands of stream beds or ponds occurred. In addition, partial and fragmented housing development projects bring only housing and second housing to the coastal region. Due to the lack of planning instruments in Iskele, urban expansion policies and alternatives have been ignored. Work on preparing the master plan in the Famagusta Iskele and Yeniboğaziçi region commenced with the aim of ensuring healthy, orderly developments and creating more sustainable settlements and living spaces. The Famagusta, Yeniboğaziçi and İskele Master Plan was drafted to carry out development activities in a more deliberate manner that would protect the environment as well as the resources of property owners and investors.

4.3.1 Background on the Region

4.3.1.1 Famagusta Region

The Famagusta region (fig 4.2) is known for its historical sites and places and it is the second largest city of North with a historical core and port. Through its long, rich, unique and turbulent history, the city enjoys the opportunity to house many remarkable remains of historical, architectural and cultural heritage of the Island, including the fortifications (fig 4.3) which are considered to be one of the most precious ensembles of medieval architecture in the world. (Sebnem Onal, Naciye Doratli, 1999) Over the centuries, the old core of the city has been surrounded by new formal and informal urban developments which differ drastically from its traditional layout. Additionally, the city is a significant tourism and education center. Famagusta achieved its main development during the Lusignan period and houses many historical artifacts from the Roman and Eastern Roman Empires, the Latin Kingdoms, the Venetians, and the Turks. These include the walled city Lala Mustafa Pasha Mosque (St. Nicholas Cathedral), St. Barnabas Monastery, Venetian Palace, and Othello Castle.

After the division of the island, the city lost its original population and economic vitality. Together with the establishment of Eastern Mediterranean University in the 1980s, the city started thriving again with an increasing student population. This has put pressure on the housing sector where renting homes came a way of earning living for local population. The existence of fine beach areas in Yeniboğaziçi and İskele settlements brought local and foreign investment to the area, causing uncontrolled high rise development along the coastline and the periphery.
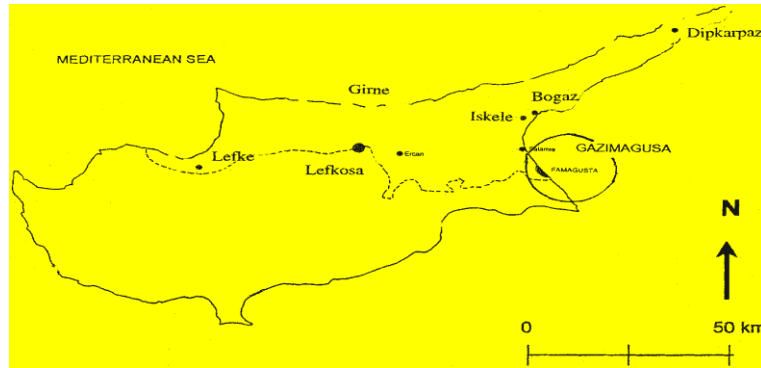
Figure 2: The location of Gazimagusa, Iskele and Yenibogazici on Cyprus Map
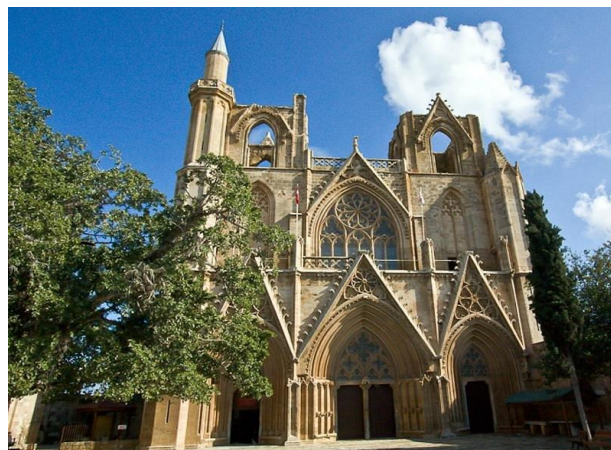

Figure 3:The Famagusta Walled City

Figure 4: The Lala Mustafa Pasha Mosque

The housing development in the city was mainly in terms of horizontal expansion with one or two storey residential buildings and a few exceptions until 1986. However, trends in housing development have undergone remarkable changes and vertical

expansion, multi-storey and high-rise buildings have become more preferred. This trend in particular has been caused by an increase in the population of the city over the years. The number of international students coming for education at the Eastern Mediterranean University also caused a surge in the need for more housing and therefore resulting in rapid and sprawled urban growth.

Figure 5: Two Storey Urban Houses

Figure 6: Modern Trend of Multi-Storey Buildings in Famagusta

4.2.1.2 Iskele and Yenibogazici Region

The Iskele region is located northeast of Cyprus Island. It is one of the most popular destinations in the Eastern part of Cyprus. Attractive coastal zones and recreational

sites have high accessibility for tourists and residents. Additionally, coastal urban design projects in Longbeach Region increased the appeal of the study area. Therefore, many housing projects have been implemented by the real estate sector, which is one of the main sources of income for the country and can only continue on its way in an environmentally friendly and sustainable way while being beneficial to the country, property owners and investors. However, the unplanned population growth brought by foreigners and tourists has caused problems such as infrastructure and sewerage problems in the region (Long Beach) where there is a dense and vertical construction of buildings (high-rise buildings). This predicament can likely cause environmental hazards like sea pollution around the areas where buildings are constructed. The surge in foreigners buying properties and settling in this region has been the reason for more high-rise buildings which are meant to deal with the population increase. However, creating a sustainable society means creating more services and infrastructure to cope with these population surges.

Figure 7: High Rise Buildings in Iskele

Figure 8: High Rise Buildings Along the Long Beach Region in Iskele

 Yenibogazici is mostly known for the cultivation and production of artichokes as well as agriculture and livestock production, and these contribute to the economy of the region. The village was proclaimed as citta slow die to these properties. Tourism also contributes to the fiscal capacity of the region with the abundance of traditional restaurants (both within the villages and along the sea front), guided tours of the ancient ruins from the Byzantine and Roman eras, as well as other tourist attractions. These ancient ruins include the Salamis Ruins and the Saint Barnabas Monastery.

Figure 9: Salamis Ruins in Yenibogazici

Figure 10: Agricultural Lands in Yenibogazici

4.4   Methodology

Quantitative data will be vital in determining the scope of our investigation for seeking levels of collaboration during the plan making process of the GYIMP. Stakeholders involved in the study included the planners and community representatives. The conducted interviews highlighted informative data useful to the research. The interviews were carried out through face-to-face meetings and online zoom calls with the concerned parties to get detailed information for the needed study. The concerned stakeholders especially the civil society as residents of the towns were also included in the plan as any outcome would directly affect them. These interviews take a conversational, fluid form, and each interview can vary according to the interests, aim to point out:

1. The roles given to different stakeholders in the planning process

2. If their opinions mattered or were considered during the meetings

3. The transparency of the expert planners explaining the vision

4. If they were satisfied with the levels of engagement/participation

5. If their levels of your participation changed over time? If yes, what factors have contributed to these changes?

6. If their ideas, opinions, and feedback are valued and taken into consideration?

7. How they perceived the overall communication and collaboration among stakeholders during the plan making process?

8. If there are improvements, they would propose to enhance stakeholder participation?

9. If available, any lessons learned towards stakeholder participation that may be beneficial for future plan making processes?

Yin (1993) defines units of analysis as the events or entities to be studied such as individuals, groups, organizations, decisions, implementation processes, and organizational change. This research used different stakeholders as units of analysis to determine whether there was full participation, and collaboration during the plan-making process in accordance with strategic spatial planning principles which promote sustainable development

4.5 Stakeholders

After the theoretical framework reviewing strategic spatial planning as a collaborative process, this chapter focuses on investigating whether preparation of the GIYMP was indeed a social process coherent with SSP principles. Strategic spatial planning underlines the importance of relying on broader participation to guarantee equity and legitimacy. Therefore, it comprises a set of participatory practices supporting the development and implementation of such strategies, plans and policies. Participation aims to ensures that the voice of all stakeholders in the plan making process have been

heard and taken into consideration. This is implemented by making public consultations, workshops, focus groups, and other interactive methods to gather input and feedback from stakeholders. It is vital to ensure that urban planning processes embrace democratic principles and active community participation. The methodology involved conducting interviews with the involved expert planners and architects in the plan making process and try establishing a link between the theoretical framework and practice. The main research questions aim to gather quantitative data on how democratic and communicative the conducted meetings and workshops were. In essence, levels of participation and contribution, dialogue among all stakeholders will be vital in determining whether the preparation of the plan was a strategic process. Levels of engagement and participation during the whole planning process will be important in determining whether the collaborative part of it was a success. The stakeholders involved in a planning process will include national entities and local entities. National entities will include government officials and the municipality while local level actors such as local public institutions, local universities, and the private sector. The study will investigate the role of these entities during the planning process, the intensity of their interactions; their levels of participation and influence and if they were satisfied by the overall planning process. This investigation was made possible by applying the criteria derived from a theoretical framework of collaborative planning principles. The data collection was made possible by evaluating information from various stakeholders with the goal to have a balanced analysis of how the planning process went through. The expert planners or architects, the municipality, and a representative from the civil society were interviewed to get a fair review and different views on how the planning process went through.

4.5.1 Urban Planners

An interview was conducted with one of the city planners who was one of the key figures of the planning process. She was an active participant from the beginning of the plan-making process and attended the prearranged workshops. She states that three regions namely Gazimagusa, Yenibogazici, and Iskele were chosen as part of the development plan. Initially, a plan was drafted and made open to the public in 2019. The responsible governing body did not approve and sign the drafted plan due to political pressure and also how construction companies did not want any control and authority above them to dictate how they worked. In a place like Iskele where there is no sewage system, bad waste management, and a high risk of polluting the sea, it was deemed as a bad idea to build or construct buildings anywhere close to the sea. There was a divide between groups who cared about environmental safety and controlling the population of the area and the ones who cared about the financial gain of building infrastructure around the area. The city planner who was heavily involved in the plan-making process stated that the economic groups cared more about commercial infrastructures which brought more revenue but ignored the potential rise in population which would risk the sustainable development of the regions. She also cited the lack of necessary institutions like schools, hospitals, and healthcare institutions to cope with the increase in population. In terms of participation of all involved stakeholders, she stated that they had difficulties trying to make the civil society understand the scope behind the plan and the only guaranteed support they had was from the academia and non-governmental organizations. As a city planner, her levels of participation were high as she drew the map, wrote reports, and went to governmental offices to attend meetings and observe given data and information. Her position also involved hearing the voice of the public although she cites challenges in explaining some of the planning

jargon to make them understand. Her influence in the decision-making process was high as she worked for the development control side and decided on the building/land ratios, the density of the buildings, and where to build infrastructure. Although there was a collaboration in the plan-making process, she states that there need to be laws that actively focus on public participation for the voices of citizens to be heard as they are ones directly affected by any changes made to their regions.

4.5.2 Cyprus Turkish Building Contractors Association

An interview was held with the head of the Cyprus Turkish Building Contractors Association. According to him, three regions namely Gazimagusa, Yenibogazici and Iskele were chosen because they are well connected to each other and any decision made affects the other. Gazimagusa is known for its historical places, Yenibogazici for its agriculture and Iskele for its tourism and how it's on the sea side. The Gazimagusa, Yenibogazici and Iskele master plan and the national physical plan are important as they show strategic policies for determining general directions and trends of the nation's physical development. The head of Cyprus Turkish Building Contractors Association was one of the stakeholders who was demanding the national physical plan, which would give a pattern of development, use and maintenance of these three regions. Construction companies are directly involved in any spatial plans, so they were the ones who pushed the planning department toward the preparation of the national physical plan. He admitted to the failure of the master plan involving Gazimagusa, Yenibogazici, and Iskele which then led investors to leave these head regions and go for the inside villages the ones that are far from the sea where Cypriots reside.

According to him, the overall participation process was not satisfactory and indicates that more could have been done to involve other stakeholders in decision-making. He

mentioned the power the town planning department has and how the final decision-making is in their hands. The town planning law enacted in 1989 gave full authority to the town planning department and although they ask for the opinions of other involved stakeholders, they have the final say in everything in regard to plan-making. He also mentioned that the planning bureau did not do enough to consider the opinions and ideas of other stakeholders involved in the planning process. The planning bureau did not take into consideration or care to know what the public needs and according to the head of construction companies, the master plan was basically a land zoning plan. The reason it supposedly was a land zoning plan is that they did not collect enough data to initiate and understand the region and the needs of the region. After the GYIMP failed to come to fruition, The Gazimagusa, İskele, Yeniboğaziçi Transitional Ordinance was published in 2018 and was put into action. This ordinance in particular presented new rules for the Gazimagusa, İskele and Yeniboğaziçi regions which were considered to be under the threat of rapid, widespread, dense and irregular construction, especially due to residential developments. The ordinance was put in force to preserve natural resources and developing habitable living spaces.

4.5.3 Municipality Department of Planning

An interview was conducted with an architect working under the Department of Planning for the Municipality. The architect holds a key role in local planning for the practice of contemporary social, economic, and cultural changes. This is because the planning department she works for are important actors who play a critical role in the making of any master plan within the local context. They are responsible for monitoring planning projects underway and therefore sets up priorities, potential and current planning needs within the department. The architect mentions that her department were not actively involved in most workshops and meetings held by the

City Planning Department under the supervision of the Ministry of Interior. Rather, the municipality was assigned the task to share rough statistics about land use and building heights as well as share limited visions occasionally. There was a consensus in the preparation of the GYIMP by all stakeholders and the Gazimagusa Planning Department could have been an active participant in the decision-making process. However, they were not afforded the chance to make any contributions in making decisions or viewing the plan until it was made public. The architect however attended all the meetings after the plan came out to monitor the process and share her professional views. Within a 42-day suspension period to take into account public opinion, the architect explained that the Gazimagusa Municipality Department reviewed the plan. Consequently, they made a report to give their opinions suggesting the development of the plan but since the final review of the plan turned out unsuccessful, an interim order was made to suspend the project. Although the planning department was able to send their professional opinions and objectives, political and administrative interference created a wall that made their levels of participation significantly poor. Furthermore, city planners and the administration made an invitation for public participation but the municipality department of planning feels the decision was insincere because even the ideas of many involved stakeholders including land owners, contractors, and traders were shrugged off and not considered. This notion suggests that the whole planning process was devoid of a strategic planning structure that encourages interactions of all stakeholders with the purpose of developing shared visions that can lead to sustainable projects. Contrary to the belief that stakeholder participation helps decision makers with better outcomes, it failed to work in this particular project because of some conflict of interest among them. The contractors, politicians, landowners and environmentally sensitive people each had

their own opinions and heavily defended their interests resulting in a failed plan. However, for the failed plan to have a chance of succeeding in the future, the architect suggests that participants of the planning process should represent all groups from the public sector, private sector, the market and the civil society. Additionally, the contemporary, social, economic and cultural needs of all stakeholders should be considered for future challenges. This means that stakeholder participation in decision-making processes should be prioritized rather than being politicized. Experts like technical professionals should be civil and encourage collaboration so that all involved stakeholders can come together and develop shared visions. In essence, a master plan should be a product of the region as a whole and the people it affects rather than being a product of the administration.

4.5.4 Non-Governmental Organization (NGO)/ Chamber of Town Planners

A representative of the Non-Governmental Organization and the Chamber Town of Planners gave their own narrative of how the planning process went through. One NGO representative was involved in the planning process as a civil society activist and the other as a planner from the Chamber of Town Planners who had been pushing for the master plan to be enforced for years. They mentioned some architects, the construction sector and actors were going outside the law just to satisfy market interests and profits. This meant that they didn't care enough about the environmental risks but the profits that came with more construction of buildings. They pointed these actions on a government that is easily influenced by politics and that do not support public participation and democratic governance structures. Rather, a governance structure is supposed to encourage active participation from all involved stakeholders who come with different interests and expectations. This can be done by dialogue and augmentation, finding common ground and reaching a consensus that will also be

coherent with public interests. Furthermore, the results of the consensus can be integrated in the plan for the implementation process. With regards to the GYIMP, they mentioned that even though the plan had been completed with all legal steps taken and approved, it faced challenges and was not enacted. This was because of the construction companies who were acting in their own interests that would benefit them and the presence of political influence. The construction companies were being insensitive to the environmental hazards of building along coastal areas, having higher building codes, using land reserved for agriculture and this meant that they would try to change the GYIMP to suit their interests. This has resulted in a lawsuit were the town planners and the Green Action Group went to court to halt actions of these construction companies and were successful. They mention that this has been an ongoing struggle between ethically minded groups and financially motivated actors to reach a consensus that can cater for a sustainably developed region. Their take on the whole planning process is that it could have been more straightforward if it wasn't for the construction sector which had more influence and power in deciding the outcome of the region. In fact, there should be laws and structures that cater for the full inclusion of all groups for successful plans. In essence, master plans should be replaced by more strategic planning methods as they are rigid and can't cope with fast growing urban regions.

4.7 Summary of the Chapter

The aim of this chapter was to investigate the planning process behind the making of the GYIMP and the levels of interaction, and participation in accordance to the horizontal democratic structures of strategic spatial planning. The chapter started by providing an outline of the history of planning in Cyprus and the board responsible for making planning decisions and ordinances. The Turkish Republic of North Cyprus

adopted a land use planning system that uses a hierarchy of plans, statutory documents, and zoning regulations in an attempt to guide all kinds of planning. The Town Planning Department is the governing body responsible for making plans, decisions, and policies that affect the island whilst the Town Planning Law (55/89) outlines a legal framework that manages territory in North Cyprus. The Town Planning Department is usually under political pressure from administrators and politicians to choose short-term solutions that provide economic gain over long-term plans that are more strategic and ones that favor the sustainable development of cities. This has resulted in heavy criticism from environmental groups, the private sector, the civil society for the lack of interaction with the people affected more by their decisions and a lack of sustainable ideas that can promote steady growth in cities.

This chapter then went on to investigate the levels of participation in the making of a local plan for the Gazimagusa, Yenibogazici, and Iskele regions. The methodology involved conducting interviews with different stakeholders who were part of the planning process and who were also part of the meetings and workshops. If their opinions were considered during all stages of the making the plan including the decision-making process, then it would be concluded that the planning procedure was a success from a strategic spatial planning point of view. The overall goals of the GYIMP were to ensure economic and social development throughout the planning area by preserving the original identities of urban and rural settlements. This meant supporting economic growth and development strategies through spatial decisions and ensuring compact growth and continuity in production. For the GYIMP to be implemented effectively, there was a need for inter-institutional coordination, calculating and finding the necessary financial resources, and affirming the participation of all relevant stakeholders.

One of the stakeholders interviewed was a city planner and she explained how groups with economic interests cared more about commercial infrastructures which brought more revenue but ignored the potential rise in population which would risk the sustainable development of the regions. She also cited the lack of necessary institutions like schools, hospitals, and healthcare institutions to cope with the increase in population. In terms of participation during the decision-making process, as a city planner, she was heavily involved as she drew the map, wrote reports, decided on infrastructure location, and building/land ratios, attended meetings, and observed given data. Despite her role, she explained that city planners had difficulty trying to explain the scope of the plan to the civil society, and therefore, their levels of participation were limited. For improved levels of interaction, there should be laws that focus actively on public participation.

Another stakeholder involved was the head of Cyprus Turkish Building Contractors Association. As part of the planning process, the construction companies are directly involved in any spatial plans as they are the ones responsible for the building infrastructure. This stakeholder felt that the lack of participation was prevalent during the decision-making process. According to him, the planning bureau did not do enough to consider the opinions and ideas of other stakeholders and was a zoning plan as they didn't collect any data to understand the region and its needs.

The final interview was conducted with an architect working under the department of planning for the Municipality. The architect holds a key role in local planning for the practice of contemporary social, economic and cultural changes. The architect mentions that her department were not actively involved in most workshops and meetings held by the City Planning Department under the supervision of the Ministry

of Interior. Rather, the municipality was assigned the task to share rough statistics about land use and building heights as well as share limited visions occasionally. Although the planning department were able to send their professional opinions and objectives, political and administrative interference created a wall that made their levels of participation significantly poor. This notion suggests that the whole planning process was devoid of a strategic planning structure that encourages interactions of all stakeholders with the purpose of developing shared visions that can lead to sustainable projects. She mentions that although stakeholder participation helps decision makers with better outcomes, it failed to work in this particular project because of some conflict of interest among them.

From these interviews, it is clear that the GYIMP failed to materialize because the decision-making process was not linear, democratic, and collaborative from a strategic spatial planning point of view. Besides the city planners appointed by the Ministry of Interior and Local Administrations, many of the other stakeholders had little to no say in the decision-making process and many of their opinions were not considered. More could have done to maximize participation of stakeholders and allow a democratic approach that is inclusive of all actors. Besides the political interference that played in its failure, more can be done in future plans to ensure that stakeholder participation is guaranteed. Stakeholder participation in decision making processes should be prioritized rather than being politicized. Experts like technical professionals should be civil and encourage collaboration so that all involved stakeholders can come together and develop shared visions. In essence, a master plan should be a product of the region as a whole and the people it affects rather than being a product of the administration.

Chapter 5

CONCLUSION

This research has enlightened the reader on the history of planning approaches (Chapter 1 and 2), a theoretical framework on the advent of strategic spatial planning as a post-modernist approach that deals with a globalized world and brings together people from diverse institutions with the goal of developing spatial strategies. In the late chapters (Chapter 3 and 4), this thesis also gives full emphasis of the importance of participation in urban planning and uses these characteristics as criterion to evaluate the levels of participation during the making of a master plan through the use of quantitative data. In the modernist era, traditional planning methods were implemented through master plans where zoning maps were prepared by the planning offices and implemented through ordinances. This ideology supported the notion that human beings possessed the power to create and better the environment through the use of knowledge-based science. A key aspect of problem-solving with traditional planning approaches was through scientific knowledge and it ensured that experts and planners had excess power and authority that came with their expertise. With traditional planning approaches came a struggle for inclusion and democracy, lack of transparency by the government, lack of accountability from the state to the public and the citizen's right to be heard and have an opinion on issues that affect their welfare and concern and eradicating an unequal power structure between social groups and classes. As a result of its shortcomings, the planning community began to explore new possibilities and introduced strategic spatial planning, an approach that no longer relies

only on scientific knowledge but human insight and scientific knowledge. As an approach of the post-modernist era, it uses a communicative rationality approach that believes in deliberation and augmentation. It aims to make any spatial planning process democratic by encouraging discourse communities and values that promote governance structures. Rather than using scientific knowledge and expert opinions to achieve solutions, post-modernism values the thoughts of all individuals involved and embraces interactions and encounters of values. Strategic spatial planning began in developed countries with the goal of managing conditions created by globalization. Strategic spatial planning enables collaboration of stakeholders and actors in a locality with the goal to sustain and thrive in rapidly globalized world. Successful spatial planning systems integrate procedures that ensure stakeholder involvement throughout the process namely participation, representation of all groups and consultation. Participation is where the planning authorities open about future plans and also open to hearing different views from stakeholders. Consultation is where the planners have a preferred option it can present to other invested parties for review. Representation is when all parties affected by the drafted plans can be able to object to the authorities. Should the planning authorities decide on its preferred plan, there should then be an opportunity for stakeholders to disagree and object to any proposal they aren't in support of. The drafted plan should be publicized and there should be a prescribed period for responses whether positive or negative. The organizational characteristics of strategic planning processes pave the way for democratic and governance mechanisms to thrive as they create conditions suitable for a democratic structure. Participatory planning, an important component of spatial planning also reinforces the significance of horizontal planning structures as an alternative to a technocratic system influential in policy making. During a strategic spatial planning process, the levels of

collaboration, interaction, and democracy are important in determining whether the process was successful from a strategic spatial planning perspective. Full active participation, open dialogue, and interaction leading to action and implementation are the important traits of a collaborative spatial planning process.

After providing a theoretical framework on strategic spatial planning and the importance of collaboration and participation in urban plan making, this research then aimed to investigate the levels of collaboration, degree of consensus among the stakeholders involved in all stages of the making of a local plan (GYIMP)in North Cyprus. The Turkish Republic of North Cyprus adopted a land use planning system that uses a hierarchy of plans, statutory documents and zoning regulations in an attempt to guide all kinds of planning. The Town Planning Department is the governing body responsible for making plans, ordinances, decisions and policies that affect the island whilst the Town Planning Law (55/89) outlines a legal framework that manages territory in North Cyprus. The Town Planning Department is usually under political pressure from administrators and politicians to choose short-term solutions that provide economic gain over long-term plans that are more strategic and ones that favor sustainable development of cities. Through interviews, the number of questions asked focused on:

• The role of the stakeholders involved during the planning process

• The degree of consensus among stakeholders concerning the master plan

• Their involvement in decision-making processes

• Any lessons learned or practices related to stakeholder participation that you think should be considered in the future?

Information gathered from the interviews held with different stakeholders proved that the plan making process was not ideally collaborative as it promised to be. The Gazimagusa Planning department did not view the plan or share their visions until it was made public. If the city planners prepare a plan without consulting interested stakeholders or the public who might be affected by it, then it is not a collaborative process. Stakeholder participation during the planning process and implementation stages is needed and should therefore accommodate both individual and group deliberations. According to the municipality planning department as well as the head of construction companies, political and administrative influence hindered an interactive process as the opinions of interested stakeholders and groups were never considered. All the decisions regarding the plan were mad by the government administration and the opening of the project for public review was a mere formality. According to the city planner who was actively involved in the decision-making process, laws that cater for public participation should be designed for better planning outcomes. In essence, the civil groups and institutions directly involved local issues might know the needs of the place better than any professionals and politicians. Although, strategic spatial planning processes work better with collaboration of all groups and stakeholders involved, expert knowledge and professionals should still set realistic planning objectives and avoid political influence as well as stakeholder clash of interests. Conflict of interests among stakeholders including contractors, professionals, politicians, land owners and other environmentally sensitive people occurred during the making of the GYIMP and led to a collapse of interaction. There was a divide between groups who cared about environmental safety and controlling the population of the area and the ones who cared about the financial gain of building infrastructure around the area. The city planner who was heavily involved in the plan-

making process stated that the economic groups cared more about commercial infrastructures which brought more revenue but ignored the potential rise in population which would risk the sustainable development of the regions. She also cited the lack of necessary institutions like schools, hospitals, and healthcare institutions to cope with the increase in population. As a result, the master plan failed as the priorities of the project was not clearly set. Shared opinions among stakeholders should be considered but not necessarily translate into the final decisions during the planning process.

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