

Application of Strategic Planning Approach of a Cultural Centre Area: A Study of Atatürk Cultural Centre Area in Ankara

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ABSTRACT

In order to preserve vitality of historic urban centre areas, it is necessary to deploy new and innovative strategies to ensure proper development and management, and avail potential opportunities. This study explores the strategic revitalization of the Atatürk Cultural Centre (ACC) area - a historic urban centre in Ankara, Türkiye. A mixed-method approach has been adopted in this study, which examines the area's physical, economic, social, and environmental dimensions, conducting questionnaire surveys, stakeholder analysis, and SWOT analysis. Again, the most appropriate alternative was selected by using Analytical Hierarchy Process (AHP) method, concurrently, competitor analysis was performed, a strategic visionary plan was determined, and later on the plan aligned with the corporate strategic plan. According to the study, competitive advantage in real estate markets and the functioning logic of the studied area should be considered for long-term results and potential benefits through a strategic planning approach. The study concludes that strategic planning, stakeholder collaboration, and targeted interventions can transform the ACC area into a vibrant cultural hub, contributing to Ankara's broader urban development goals. The proposed strategic plan provides a roadmap for realizing this vision, ensuring the preservation of historic cultural heritage while fostering sustainable urban growth.

1.0 INTRODUCTION

The preservation of architectural heritage in historic urban landscapes is a complex process that includes various primary conditions such as research, evaluation, legal protection, planning activities, and project management (Muminović et al., 2020). The problem of protected historic urban landscapes could be realised as two opposing concepts: urban development, and preservation of architectural heritage. In other words, development and preservation need to be achieved simultaneously. In many countries around the world, the public often calls for the preservation and conservation of traditional architectural heritage, as the pressure of contemporary development is perceived as a threat to the survival of cultural heritage. For instance, urban development has been a contentious issue in Dalian, China, and Novi Pazar, Serbia, due to the need to balance modernization with heritage preservation (Jessiman, 2023). In this vein, some authors emphasize the contribution of cultural heritage to the development of local communities and fulfilling human needs, pointing to the role of architecture as a driver of economic and social development. Various examples from cities such as Barcelona, Istanbul and Berlin, where development strategies are based on cultural heritage values, one can easily appreciate its impact, including competition in the global market for renovation and planning interventions in historic urban areas (García, 2017; Pendlebury, 2019; Smith, 2021).

Cities are the engines that stimulate growth, reduce poverty, and innovate in search of sustainable approaches to policy implementation and localized action (Nahiduzzaman & Ahsan, 2023; Ahsan, 2022; Bandarin & van Oers, 2012). While cultural planning and development should have a national perspective, the onus is on cities to act as pioneers. The concept of culture works for many other sectors (such as heritage), which is the primary driver behind the developing tourism industry in many countries, including developing ones (Purchla, 2005). As Serageldin (1999) stated, “Most of the benefits of cultural heritage do not enter the market or enter it only imperfectly.” It should point to the city’s character, identity, competitiveness, and corporate style adoption and management. Increasingly, various studies have focused on the direct and indirect economic benefits of cultural-historically significant areas (Bandarin & van Oers, 2012) and shown gains of natural and cultural heritage that should be wisely used, particularly as part of national integrated planning and development programs. Proximity to world-class monuments and sites attracts high-end service sector businesses, and residents are often willing to pay high prices for places of prestige and status that increase real estate values (Ost, 2009).

An integrated strategic urban planning approach could be considered a fruitful model for the development, regeneration, and preservation of historic urban areas. Because it is an innovative approach for the planning and governance of urban revitalisation or transformation-oriented development projects. This approach needs to be aligned with local community values, current needs, and public participation (Muminović et al., 2020) with corporate real estate strategies so that competitive advantage can be achieved in the global arena.

Though there are 68 cultural centres under the Ministry of Culture and Tourism in Türkiye, with capacities ranging from 77 to 638 people in 48 provinces and 30 districts (Ministry of Culture and Tourism, 2024), none have been designed or developed using a strategic planning approach. Therefore, this study aims to determine the physical, economic, social, and environmental indicators and impacts of the Atatürk Cultural Centre (ACC)- as a case, which is a historical city centre area in Ankara, and to assess the role of strategic planning as a sustainable tool to ensure both the preservation and development of historical urban spaces.

2.0 URBAN CULTURAL CENTRE AREA VIS-À-VIS STRATEGIC SPATIAL PLANNING: A LITERATURE REVIEW

In recent decades, widespread understanding and appreciation of architectural heritage coupled with viable ways of identifying, protecting, and presenting it, have significantly increased the complexity of planning and managing historic urban cultural areas. Helpfully, various planning models can be adapted to constant change (Muminović et al., 2020), however, a new approach is needed that can treat cultural and historic assets differently and link them more closely to spatial planning in general and strategic planning in particular. This integration approach for historic urban areas has been promoted by UNESCO and ICOMOS. The approach focuses on the qualities of local conditions, seeking a balance between the preservation of architectural heritage and the city’s economic development, functionality, and vitality. It can also respond to users’ current needs in a fully sustainable manner by improving the city’s natural and cultural resources for future generations.

Historic urban landscapes involve managing complex social and economic processes (Evans, 2005). In cities where action areas of different sectoral strategies meet, integrated spatial strategic planning could apply both vertical and horizontal integration. Recently, integrated strategic urban development planning has become the standard across Europe, independent of differences in economic structure and population (Muminović et al., 2020). These plans are based on a model of a spatially integrated, mixed-use, socially and culturally integrated system in which sustainable development conditions are met. This model was proposed at an informal meeting of the European Ministers of Urban Development in Leipzig, Germany, in 2007 and aimed to pay equal attention to economic, environmental, social, and cultural dimensions. The strategic planning hierarchy allows such objectives to be defined at the top levels and implemented at the lower levels, covering multiple dimensions. A collaborative decision-making framework that fosters relationships between local government officials and the public could be much more transparent in such a case. Strategies should link with such sectors that can influence each other and adopt common goals with qualified input from experts and stakeholders. Of course, the planning and development sectors represent different interests but there can be difficulties in reaching a consensus (Tsenkova, 2012). Again, the protection and enhancement of historic heritage often depend on a developed local strategy and taking account of available resources, existing conditions, stakeholders future expectations and challenges. Following a comprehensive analysis, concrete measures must be developed to implement the strategic objectives.

Spatial dimensions are crucial in integrated urban development strategies for historic urban landscapes. Different thematic areas, levels of administrative governance, resources, and other actors should be linked. To develop this strategy, there is a need for coordination among different levels of administrative governance, facilitated by communication with citizens and the involvement of local economic actors, stakeholders, and other relevant actors in the planning and implementation of projects and activities. This strategy is expected to improve urban planning and development by linking various institutions and resources. Additionally, development should be based on demographic and social parameters to maintain and improve quality of life and social stability (German Association of Cities, 2013). Integrating strategic urban planning including cultural planning is an approach that helps to recognize the unique value of architectural heritage and the current need for developing components related to historic landscapes. Architectural heritage is vital for residents and visitors, especially considering rapidly growing cultural tourism, and recognising the multiple motivations and interests of tourists who are becoming more demanding in a globalized world with increasing competition (Huete-Alcocer et al., 2019).

3.0 METHODS

This study adopted a mixed-methods approach to comprehensively analyze the Atatürk Cultural Centre (ACC) area in Ankara. This study began with a detailed review of historical documents, zoning practices, and legal aspects to understand the area's evolution and current state. Subsequently, 160 questionnaires were administered to local stakeholders, residents and visitors to collect primary data focusing on existing conditions, problems and challenges, and opportunities. As the survey was conducted during COVID-19 period, a large sample size could not be obtained, but efforts were made to ensure a representative sample. Guided by the survey results, a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis was performed to address the strengths, and weaknesses of the study area, seize new openings, and minimize risks.

To overcome the existing problems, alternative strategies are needed to be evaluated for revitalizing the historic town centre, renewing the physical fabric, and making active economic use of buildings (Doratli, 2007; Tiesdell et al., 2013). In this study, the Analytic Hierarchy Process (AHP) is used to determine the most appropriate alternative for the ACC area to address demands not only at the local level but also at the international level. Later on, strategic goals and objectives were determined by considering the compatibility of the studied area with relevant existing plans. In the selected case, the design for the strategic spatial plan was carried out, its strategic action plan was put forward, and later on, the plan aligned with a corporate strategic plan by highlighting the 10P components (Planet, Position, Purpose, Procurement, Place, Paradigm, Process, People, Productivity, and Performance) of corporate real estate strategy. Finally, the findings and recommendations for the project's future, all processes presented in detail, were analysed, and conclusions were drawn based on the obtained results (Figure 1).

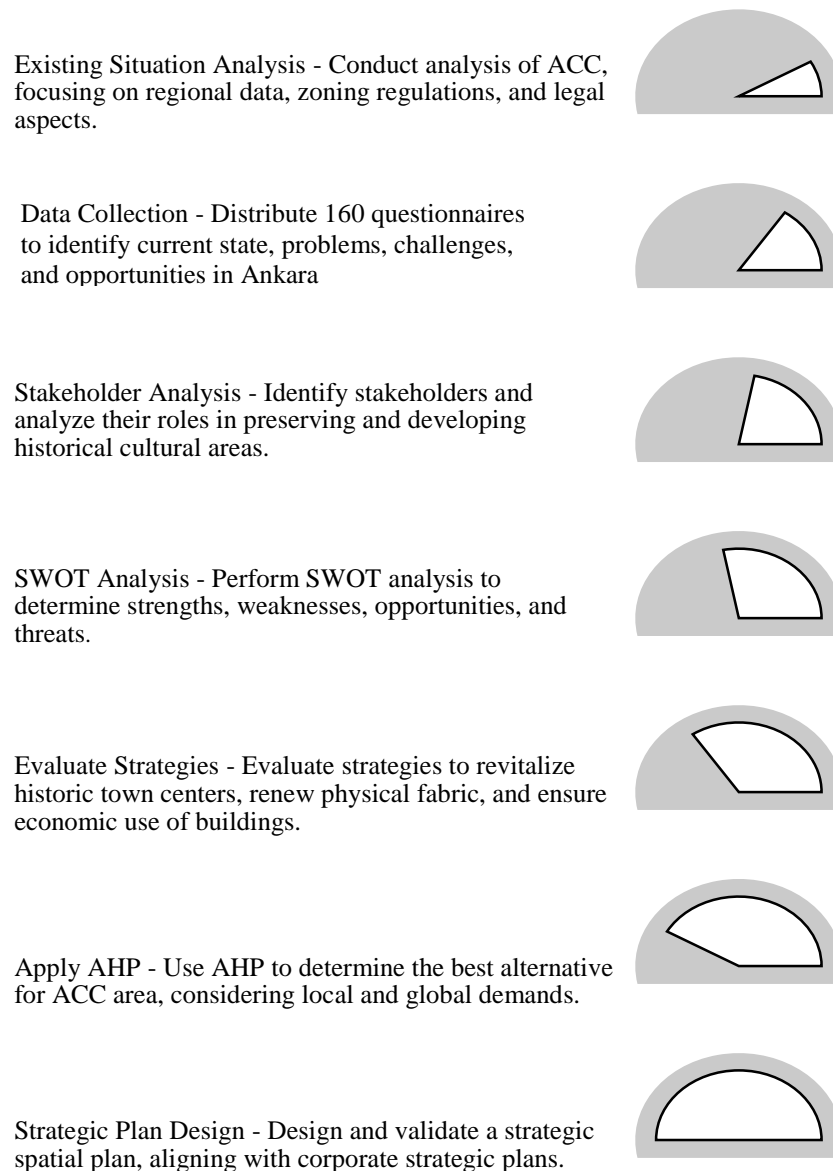


Figure 1. Flowchart of the study.

4.0 RESULTS AND DISCUSSION

4.1. The ACC Area: Existing State and Planning

The Atatürk Cultural Centre (ACC) is a historical city centre area in Ankara province, a symbol of Atatürk's most significant work, which has been taken as a case in this study. This study area is located in the Fevzipaşa neighborhood of Altındag district in Ankara and won first prize in the National Architectural Project Competition organized in 1981, construction activities of the project were completed in 1987. Commemorating the 100th anniversary of Atatürk's birth year, the ACC was designed as a monumental building. The west side of the building fronts Mevlana Boulevard in front of the General Directorate of Security building. To the north, the area extends to the First and Second Grand National Assembly buildings and the Ulus Statue. Hippodrome Avenue surrounds the area's southern end and has historical buildings such as Ankara Metropolitan Municipality and Ankara Train Station. The Ankara 19 May Stadium, Ankara Arena, Youth Park, and the historical city centre of Ankara are located east of the ACC area (Figure 2).



Figure 2. Atatürk Culture Centre Satellite View.

Source: Adapted from google maps

With the proclamation of the Turkish Republic in 1923, one of the first arrangements made in Ankara (as the capital) was the expropriation of the area where the new city would be established. The ACC was also expropriated via a specially prepared law. In 1932, a master plan for Ankara was drawn up and put into effect. Jansen, who prepared the plan, allocated the lowlands between the Old City and the Train Station for open spaces such as the Youth Park, the 19 May Sports Complex, the Hippodrome, and sports and recreational uses (Figure 3). Later on, it was decided to prepare an urban design project according to the construction characteristics of the research area, provided that it did not contradict the plans of the area. It was also stated in the law that no construction is permitted other than structures (Opera-Theatre-Congress Building) whose locations are specified in site plan of the ACC building.



Figure 3. Green axis of the AKM area and its surroundings.

Source: Ulusoy and Yilmaz, 2021 (left); and Jansen, 1937 (right).

The transformation plan for the ACC area dates back to 1977-1980. In the area, which was included in the urban transformation project called the Ankara History/Green/Culture/ Recreation Axis, the aim was to create a green area band starting from Atatürk Forest Farm to the city centre to unite the historical elements of the city while addressing the lack of green space (Figure 3). An urban spatial plan was developed for the ACC area to accommodate various cultural and sporting activities and green space. The spatial plan offered activities including sports, entertainment, and sightseeing.

The real estates are located in the central part of the historical city centre area. The region has various types of social facilities, including public transportation, such as light rail systems and municipal buses. The research conducted in the region shows that the Central Business District Project has yet to stimulate real estate market to extent expected. The reason for the stagnation is known to be the long duration of the project and the fact that it is subject to objections. The transformations experienced in Ankara city from a single centre to a multi-centre area have caused the ACC to lose its symbolic feature over the years, now posing great importance in terms of sustainability. The zoning plan limits the construction area and usage functions.

4.2. Questionnaire Survey Results

In this study, 160 questionnaires were administered to the local stakeholders, residents and visitors in the study area. It has been found that, despite the area's locational advantage as the central place in Ankara, and its sufficient accessible transportation network, visitation to the ACC is much lower than expected. This area poses widespread commercial, cultural, and tourism facilities but the ACC area does not have such assets despite the presence of metro stations and bus stops close to the area (Figure 4). The fact that it has strong transportation connections and alternatives increases the accessibility of its recreation areas highlighting future commercial real estate development alternatives. Although the ACC area is a designated cultural center, the fact that the most needed function in the region was expressed as "Culture and Art Center" shows that this area cannot fulfill its current function (Figure 5).

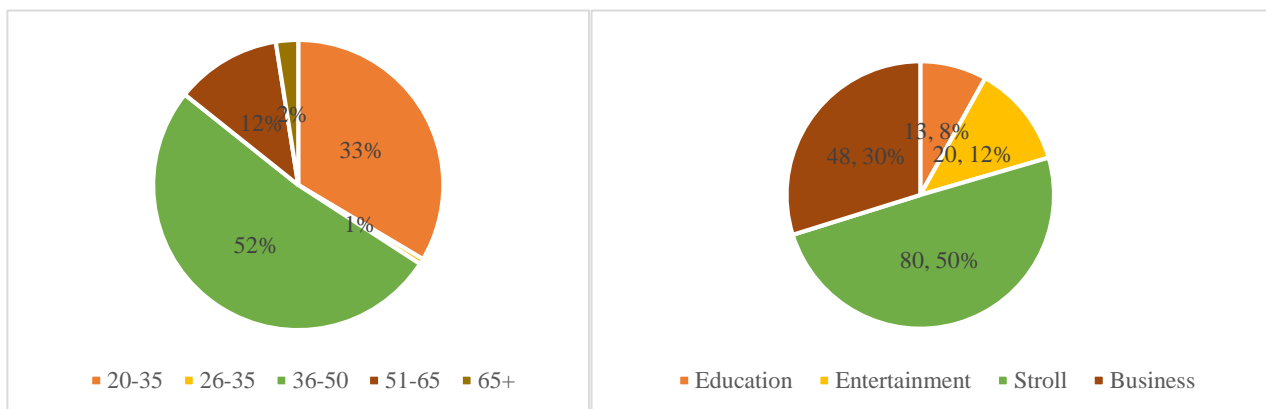


Figure 4. (a) distribution of survey participants by age range, (b) participants' purpose in coming to the region.

In this study, a Likert 1 to 5 Scale was used to evaluate how significant the problems in the study area were, 1 denotes lowest level and 5 denotes highest level of problems. Identifying strengths/weaknesses of an existing location during the development phase has a positive impact on development, and in turn, guides the strategic spatial planning process. To assess the strengths of the area, the most significant features were identified as the region are: being a historical city centre, a rare breathing area of the central city, diversity and abundance of transportation alternatives, low-density buildings, closeness to public institutions and essential sports centres, the most significant and valuable area in the city centre and echoing the city's symbolic legend. On the other hand, problems related to spatial and regional characteristics were identified as old buildings (41.9%) and lack of maintenance (26.3%), traffic density (29.4%), low living amenity in the periphery of the region (28.1%), inadequacy of existing infrastructure conditions (31.9%), low energy performance of buildings (32.5%), low level of knowledge about sustainable tourism development (30%), decision-makers' inability to solve problems (46.3%), lack of follow-up on the progress that will bring economic gains (38.1%), unsupportive governance network for the regeneration of the territory (43.8%), lack of innovative ideas, financial and spatial resources for renovation (43.8%), the need for long-term and complex processes for the

regeneration of the area (35.6%), and low level of awareness about adaptive reuse (41.9%). To solve these problems, respondents determined that spatial improvement, promoting sustainable buildings, and solving transportation and organizational problems are important. Simultaneously, they are cautious about the problems related to energy-efficient buildings and living comfort.

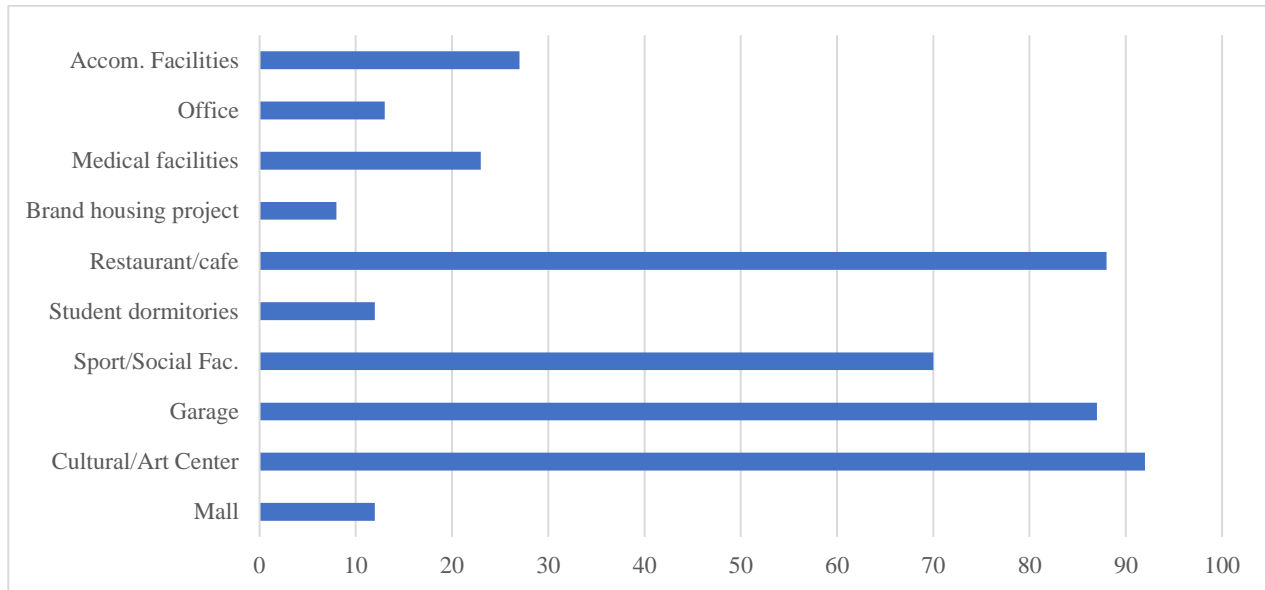


Figure 5. Functions that participants see as being missing from the Atatürk Cultural Centre.

As the ACC (case study area) should be aligned with corporate strategic plans, the following issues were highlighted by the participants; creating a modern aesthetic harmony in the area without sacrificing existing cultural heritage (64.4%), improving the area's importance, its character and function (62.5%), improving energy performance (59.4%), enabling sustainable development (64.4%), giving importance to cultural tourism (68.8%), increasing quality of life in the region (67.5%), and increasing accessibility and mobility by solving the traffic problem (57.5%). The participants were asked an open-ended question about how the existing ACC area would change over 20 years. They mentioned that it could be possible in different ways such as, a Nation Garden, a museum, a city square, a large park, a modern space, an Olympic Centre, a Museum Centre, a mixed real estate project, or an international cultural centre with indoor and outdoor complexes and historical texture.

In addition, the participants were asked to indicate how the ACC area should appear in 2040 to be compatible with the planned strategic plan. The results are summarized below:

The area should;

- be a permanent and modern attractive centre of the city
- be turned into an effective usage area and attractive focus have facilities that can serve international cultural and sporting activities
- be a centre of attraction with parks and recreation areas
- be a giant city square
- be a densely green area with high accessibility
- represent the achievements of democracy and the Republic
- be a model that incorporates sustainability principles
- be an area where the human and nature based solutions are mixed and designed for multipurpose
- be revitalized and redesigned with its surrounding areas
- host various fairs and exhibitions of works and represent at national and international level.

4.3. Stakeholder Analysis

Actors involved in an urban cultural centre project process can positively or negatively be affected by it and can influence the project process planners should define a set of activities that identify essential stakeholders, determine their contributions, prioritize them according to these contributions, and make decisions about strategies that are thought to affect each stakeholder (İlgar and İlgar, 2019). In this context, stakeholders were identified, and their relationship with the project developed in the ACC area was analysed (Table 1).

Table 1. Stakeholder Analysis.

Stakeholder	Stakeholder-Project Relationship
Ministry of Culture and Tourism (MoCT)	<ul style="list-style-type: none"> ● Ensuring allocation of the property for tourism investment ● Organizing awareness-raising campaigns ● Identifying tourism potential
Ministry of Environment, Urbanization and Climate Change (MoEUCC)	<ul style="list-style-type: none"> ● Preparation and approval of the project ● Realization of stakeholder meetings ● Ensuring work in harmony ● Conducting the planning and project design processes ● Ensuring compliance with zoning plans
Ankara Regional Directorate for the Protection of Cultural Assets (ARDPCA)	<ul style="list-style-type: none"> ● Permission for renovation projects of buildings and areas to be protected in the ACC area and evaluation of the projects
Ankara Metropolitan Municipality (AMM)	<ul style="list-style-type: none"> ● Improving environmental and aesthetic quality ● Improving the quality of infrastructure services ● Increasing social welfare, public interest in the field ● Development of transportation axes to be compatible with the project ● Inspection and control of unauthorized interventions in registered buildings ● Producing a baseline map
Altındağ Municipality	<ul style="list-style-type: none"> ● Organizing awareness campaigns ● Strengthening pedestrian connections ● Creating trails for disabled citizens ● Ensuring the landscaping of the project
TOKİ	<ul style="list-style-type: none"> ● Realization of the construction phase of the project ● Time diagram of strategies and action plans for each phase of the project ● Achieving the maximum profit margin ● Usage of incentives
Emlak Konut REIT	<ul style="list-style-type: none"> ● Securing project financing ● Establishing the financing model of the project and determining the cost of each work ● Managing property, increasing revenue
NGO-Associations	<ul style="list-style-type: none"> ● Organizing idea meetings to be held for creating the project concept ● Identification of all potential users of the project and their needs ● Ensuring that the views of the public are voiced
Users	<ul style="list-style-type: none"> ● Participation in the potential user survey and expressing opinions ● Ensuring effective use of the areas within the scope of the project ● Ensuring participation in the events to be organized
Professional Chambers	<ul style="list-style-type: none"> ● Organizing competitions for a project to be developed in the ACC area ● Providing technical support in updating historical-cultural assets according to the needs of the day ● Organizing training courses for experts
Universities	<ul style="list-style-type: none"> ● Real Estate Development and Management, Urban and Regional Planning, Architecture, Civil Engineering, Civil Engineering, Architectural History departments of universities, especially in Ankara, to provide an academic contribution to all stages of the process. ● Organizing competitions for a project to be developed in the ACC area ● Organizing training courses for experts

It has been identified that the Ministry of Culture and Tourism, Ministry of Environment, Urbanization and Climate Change, The Ankara Regional Directorate for the Protection of Cultural Assets, The Ankara Metropolitan Municipality, Altındag Municipality, Housing Development Authority of Türkiye (TOKİ), Emlak Konut Real Estate Investment Trust, NGO-associations, users, professional chambers, and university stakeholders are all involved in the ACC project. Those who will contribute to or be affected by, the process were identified taking into account the life cycle processes of the study, namely the project phase, any construction process, and the life cycle. Performing a stakeholder analysis enables the preparation of analyzes such as SWOT to be made during the preparation and implementation of the strategic plan, and the determination of task sharing in the activities to be performed. As a result of the analysis, it was determined that the most contributing stakeholders to the project will be the Ankara Metropolitan Municipality and TOKİ, and the stakeholder most affected by the project will be the Ministry of Culture and Tourism.

4.4. SWOT Analysis

The information obtained from the current situation analysis, survey results, on-site observations, the status of commercial and socio-cultural buildings, and the information obtained from the legal framework was evaluated via a SWOT analysis (Table 2).

Table 2. SWOT Analysis of the ACC area.

	Strengths	Weaknesses
ENVIRONMENTAL - TECHNOLOGICAL	<ul style="list-style-type: none"> ● Being located in the historical city centre ● Availability of various transportation networks ● The land to be used for the project is suitable for construction activities ● The area is suitable for square use ● It has open and green space zone 	<ul style="list-style-type: none"> ● Lack of public awareness ● Low trade potential of the current use compared to the surrounding conditions ● Low level of functional awareness ● Lack of knowledge regarding the historical uses and appropriate functions in the area ● Irregular, unregulated, non-interventionist uses ● Inadequate arrangements for disabled access ● Plans made without ecologically based sustainable and strategic planning approaches ● Failure to respond to current needs ● Inefficient use of services
CULTURAL - ECONOMIC - SOCIAL	<ul style="list-style-type: none"> ● The project area is suitable for socio-cultural activities ● Historical significance ● Being in a position to connect with other green areas within the integrity of the city 	<ul style="list-style-type: none"> ● Lack of public interest ● Insufficient understanding of all legal aspects in ecological, economic, and social terms ● The need to protect areas that are rented, sold, or enclosed for other uses ● Security issue ● Failure to unlock the commercial potential ● Lack of 24-hour usable spaces ● Having functions that push each other in and around the region
LEGAL	<ul style="list-style-type: none"> ● Establishment as required by the Constitution ● Bearing the name of Atatürk ● Providing historical integrity of the area ● The upper-scale plan of the area has been made 	<ul style="list-style-type: none"> ● Completion of the physical life of the structures in the area. ● Insufficiency of certified examples of sustainable buildings in Türkiye ● Bureaucratic obstacles with special laws ● Opinion notifications from professional chambers

Opportunities		Threats
ENVIRONMENTAL - TECHNICAL	<ul style="list-style-type: none"> ● Suitability for square interaction between Atatürk Forest Farm and the historical city centre ● Integration of the area with the historical city centre ● An expected increase in pedestrian density due to transportation and tourism activities 	<ul style="list-style-type: none"> ● Restriction of construction activities due to the central location ● High construction costs ● High traffic density due to the location of the area on Ankara's important transportation axes
LEGAL - ECONOMICAL - SOCIAL	<ul style="list-style-type: none"> ● Central and local government support for urban transformation and renewal efforts ● The need for renovation of old buildings due to the transformation of the historical city centre into a depressed area ● Increased interest in the historical city centre with the renovations to be made in the region 	<ul style="list-style-type: none"> ● Obligation to amend zoning plans ● The status of real estates as a cultural property in need of protection ● Different definitions and procedures in different laws regarding the leasing of public property

4.5. Strategic Plan: A Visionary Plan for the ACC Area

4.5.1. Defining Project Alternatives and Design Perspectives

To overcome economic problems in historic town centres, it is essential to attract private investment and promote dynamic growth (Tiesdell et al., 2013). Therefore, alternative revitalization strategies should be evaluated, renewing the physical fabric, and active economic use of buildings (Doratli, 2007; Tiesdell et al., 2013). In this study, the Analytical Hierarchy Process is used to determine the most appropriate alternative for the ACC area to ensure that it meets demands not only at the local level but also at the international level. The selection of AHP is a popular tool among decision makers due to its reliability and effectiveness into addressing complex decision-making problems (Saaty, 2008). The methodology involved classifying main criteria such as economic, social, physical, and monumental factors and conducting pairwise comparisons to assign weights to each criterion (Figure 6).

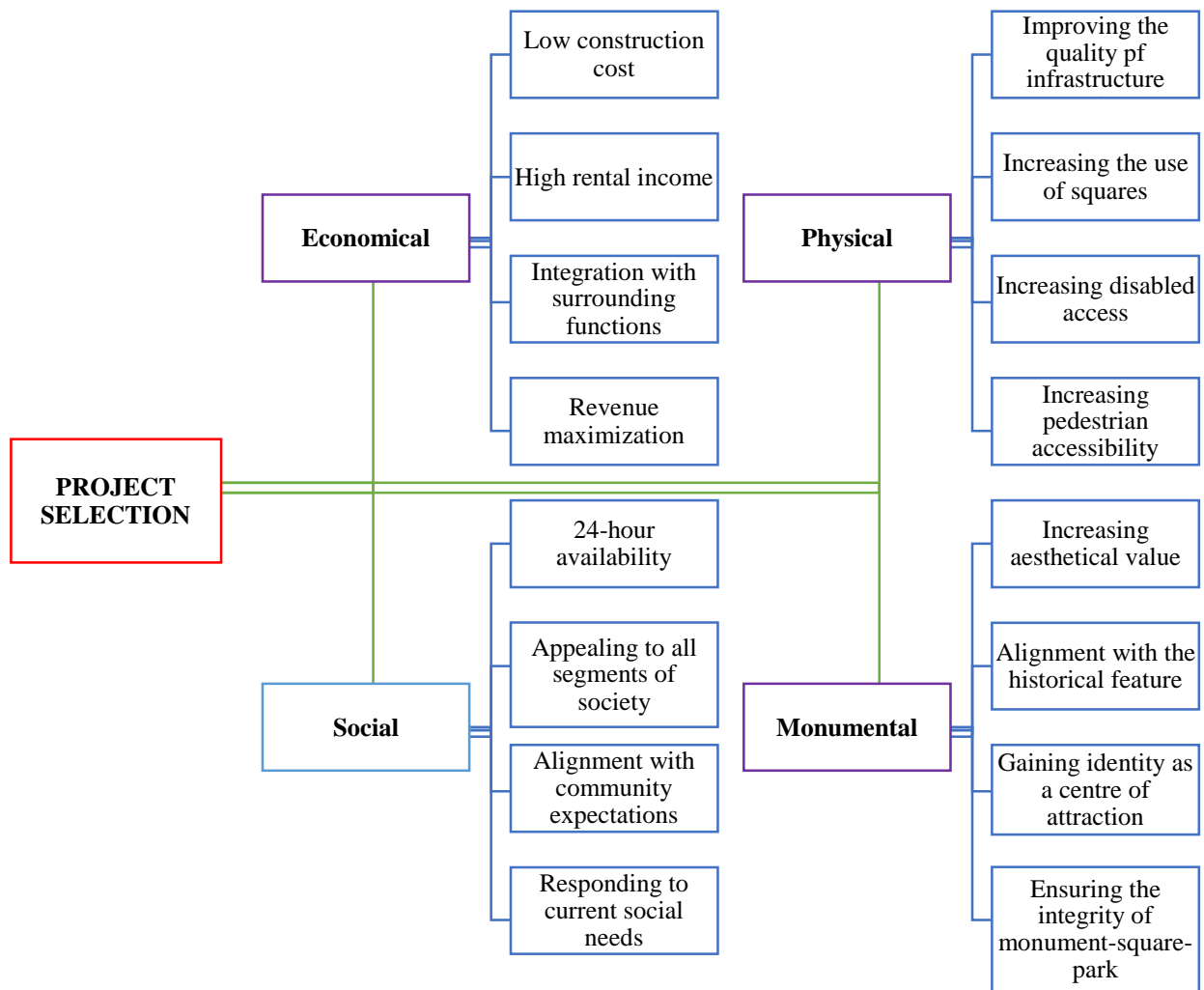


Figure 6. AHP Model Hierarchical Structure.

As indicated in the hierarchical structure, weighting was performed for each criterion classified as economic, social, physical, and monumental. Additionally, the consistency ratio of the model was examined, and the research results obtained as below (Table 3).

Table 4. AHP weighting results according to criteria.

Criteria	Sub Criteria	Criteria Weight	Consistency Ratio
Economic	Low construction costs	0.04	0.0893
	High rental income	0.19	
	Integration with surrounding functions	0.28	
	Maximizing revenue	0.50	
Social	24-hour availability	0.05	0.0826
	Appealing to all segments of society	0.15	
	Alignment with community expectations	0.08	
	Responding to current social needs	0.72	
Physical	Improving the quality of infrastructure services	0.24	0.0437
	Increasing its use as a square	0.45	
	Increasing disabled access	0.22	
	Increasing pedestrian accessibility	0.10	
Monumental	Increasing aesthetic value	0.08	0.080
	Harmony with the historical feature	0.10	
	Gaining identity as a centre of attraction	0.20	
	Ensuring the integrity of monument - square - park	0.62	

Using the weights obtained from the pairwise comparison matrices, the most appropriate project alternative was selected which achieved highest total score. Accordingly, the “International Congress Centre” with the highest score was found to be appropriate (Table 4).

Table 4. AHP results for the ACC area.

Category	Criteria	International Congress Centre	Sports and Social Facilities	Museum Complex
Economic	Low construction cost	2	2.5	1.5
	High rental income	1.4	0.56	0.84
	Integration with surrounding functions	0.76	0.38	0.95
	Maximizing revenue	0.2	0.08	0.16
Social	24-hour availability	3.6	2.16	2.16
	Appealing to all segments of society	0.4	0.4	0.4
	Alignment with community expectations	0.75	0.45	0.6
	Responding to current social needs	0.2	0.1	0.25
Physical	Improving the quality of infrastructure services	0.4	0.2	0.4
	Increasing its use as a square	0.66	1.1	0.88
	Increasing disabled access	2.25	2.25	2.25
	Increasing pedestrian accessibility	1.2	1.2	1.2
Monumental	Increasing aesthetic value	3.1	1.86	3.1
	Harmony with historical feature	1	0.4	1
	Gaining identity as a centre of attraction	0.4	0.2	0.5
	Ensuring the integrity of monument - square - park	0.32	0.32	0.4
TOTAL		18.64	14.16	16.59

From AHP, it has been determined that the most effective and efficient use of the ACC area should be an International Congress Centre which scored 18.64. It should include constructing halls with different capacities for meetings such as congresses/conferences/seminars/symposiums planned at the national and international level, foyer and fair areas, rentable gallery and exhibition halls, halls with various capacities for theatre, cinema, and concert organizations, restaurants and café areas with different qualities to meet the food, beverage and recreation needs of the guests coming to the ACC area, and open and closed parking lots. The centre should also provide sports and social facilities by planning different quality buffets, sports halls, health centres, restaurant and café areas, open and closed parking lots, and landscaping works in open green areas to meet the food, beverage, and recreation needs of the guests coming to the ACC area. In addition, a Museum Complex should be built to show Turkish history and Anatolian civilizations, rentable halls, galleries, and exhibition halls that can be rented to professional and private institutions, complementary small commercial units designed for street retailing, buffet, restaurant and café areas of different qualities to meet the food, beverage and recreation needs of the guests coming to the ACC area, and open and closed parking lots.

4.5.2. Competitor Analysis

One of the critical points of strategic planning and development is analyzing competitors. The way for the analyst to incorporate industry conditions into its strategy is to analyse the factors affecting competition in the market with M. Porter's 5 Forces Model (Porter, 1997). Competitive analysis based on the 5 forces model in this study is provided in Table 6. It was determined that the most suitable alternative for the project was that the ACC area should be an international congress and culture centre. Although there are 68 cultural centres with various capacities in Ankara province, it has been observed that there has not been a determined area that can be an alternative to the project to be sustainable developed (Özgen and Sarı, 2021).

Table 5. Competitor Analysis of ACC area

Elements of Power	Features
New Competitors Entering the Market	There are a few congress centres that provide accommodation services, but there is no facility as comprehensive as the project to be developed in Ankara.
Current Market Competition	Demand for theatre, opera, and ballet events is higher than supply. Additionally, there is no international congress centre in Ankara. Therefore, the project will positively expand the market rather than increase the competition
The threat of Substitute Goods	There are no facilities existing in Altindag district and Ankara generally that can substitute for the project.
Bargaining Power of Buyers	High demand for cultural events.
Bargaining Power of Suppliers	The bargaining power of suppliers is weak due to the lack of a competitive environment.

According to the competitor analysis, it has been determined that there is no comparable competitor to the project due to, economic conditions, the increasing demand for cultural events in the market, the increased interest of the event participants, and the less risky nature of market competition.

4.5.3. Alignment with Strategic Plans

In order to maximize efficiency, ensure a competitive edge, adding value to the land and real estate must be managed robustly based on strategic spatial planning methods (Appel-Meulenbroek and Haynes, 2014; Haynes et al., 2012, 2017; Ntene et al., 2020). In strategic spatial planning approaches, the binding nature of plans is evaluated by setting goals and measures where these goals are achieved rather than as-usual decision-making and implementing process. With this method, strategic connections should be established between the plans. Strategic links should be established between macro plans, which are at the most significant scale, and zoning implementation plans at the lowest scale on a micro basis. In strategic spatial planning, the interaction between plans occurs among relevant parties and institutions. Institutional mechanisms should be established

to ensure this interaction. Therefore, management of the ACC area should be undertaken with a corporate real estate management vision to contribute to economic, social, and cultural fields at the country level. In this framework, the following evaluations have been made for the ACC area:

- When the strategic plan of the MoCT was examined, there was no mention of the ACC, and no objective or target for real estate was evident (Ministry of Culture and Tourism, 2018).
- The ACC area needs to be managed through a corporate real estate approach or be aligned with corporate real estate strategic plans. An institutional strategic plan should be developed that should be supported by action plans, and the actions should be aligned with the strategic plan.
- The alignment of strategic plan of the MoCT and the ACC institutional real estate strategic plan will ensure integration between these plans and make them dynamic. The Corporate Real Estate (CRE) strategy at ACC should be structured in such a way that constantly thinks about management culture, creates strategies, and puts them into action.
- The CRE's ability to achieve its institutional goals is directly related to strategic objectives. For this reason, a CRE office should be established at the ACC premise continuously to monitor developments and contribute to reducing costs and making it more functional by ensuring the most efficient use of the space.
- In optimizing the area, it is recommended that commercial activities, such as selling or renting unused areas or areas that have the potential to generate income, be revived and supported with income-generating activities/elements.
- As business needs and technology capabilities have changed, CREs should pose a cost-effective strategy that enhances the workplace experience of employees.
- The CRE team should set a timeline for the strategic planning process and collaborate with the MoCT to secure funding for CRE's new initiatives.
- CRE teams must design strategic plans that can be managed and monitored throughout the year.

4.5.4. Determination of the Mission, Vision

Mission: To revitalize the area following international standards, increase economic and commercial activity, and create sustainable areas.

Vision: Creating an International ACC Congress Centre revitalized with the historical and social characteristics of the area.

4.5.5. Determination of strategic objectives and strategic actions

Seven strategic objectives were determined and needed strategic actions have been formulated. During the construction phase, the MoEUCC will be responsible for project preparation and approval, TOKI will be responsible for construction, and Emlak Konut REIT will be responsible for providing project financing. The Ankara Metropolitan Municipality and Altındag Municipality will be responsible for the project's infrastructure, landscaping, and afforestation works. The MoCT, on the other hand, will guide the design phase of the project (Appendix).

4.5.6. Aligning with Corporate Real Estate (CRE) strategic plan

This study proposes that the ACC area should be managed by a corporate strategy where CRE practitioners should align the CRE portfolio with the strategy of the organisation. Like the CRE Asset Management (CREAM) strategic alignment model, this study also aligns the corporate strategy in ACC area management by focusing on components that need to be aligned with each other. The 10P components (planet, position, purpose, procurement, place, paradigm, process, people, productivity, and performance) have been used to evaluate the alignment of CRE with the corporate strategy. The following Table 8 shows a brief evaluation of the 10P components of the ACC area.

Table 8. Review and Evaluation of the Strategic Plan

Component	Evaluation
Planet	An energy-efficient project in harmony with the environment needs to be developed to support the global fight against climate change and reduce carbon footprints.
Position	The 2038 Ankara Master Zoning Plan and 12th Development Plan, compatibility with the social and cultural goals should be set within the framework of the 12th Development Plan and existing strategic plans for the area, advantages of mixed-use, interior and exterior designs that will adapt to change over time, and a project with a long and efficient life cycle with high construction technology.
Purpose	Within the framework of the objective pursued in line with the city's upper-scale plans, emphasis has been placed on highlighting the identity of the city centre, ensuring 24-hour use of the area, creating a safe space in the city centre, and maximizing economic and social benefits together.
Procurement	It has been foreseen that the acquisition of real estate in the area will be relatively fast. The fact that public institutions are active in the operation phase reveals that the area should be preferred in terms of its historical and cultural qualities.
Place	The area, located in the city centre, has high historical importance and recognition and has strong transportation connections. It has added value to the city centre and its current location due to its renewal and highlighting of its historical mission in line with the city's needs.
Paradigm	The spatial network was strengthened, and the historical mission was revealed by ensuring the harmony of the ACC area, located in the historical city centre, with the surrounding historical and cultural facilities.
Process	The process includes strategic planning steps that follow each other with analytical methods from current situation analysis to implementation actions.
People	Human-oriented spaces and uses that appeal to all segments of society, where the past and future of the city merge, where the quality of life is high, and where the sense of belonging of the citizens should be incorporated.
Productivity	Long-term, durable, and practical spaces that can be used differently should be created. A design should be developed in which transitions between uses, directions, gathering and dispersal points, and waiting areas feed each other. In addition, accessibility and uses within the space are supported by information technology. High-quality and environmentally friendly construction materials must be used to create modular systems so that some spaces can be optimised.
Performance	Through increasing energy efficiency and quality of life by using sustainable energy sources, recycling infrastructure, natural cooling-oriented design, and effective use of solar energy. It is envisaged that the region will become a centre of attraction, and the occupancy rate in the areas of use envisaged in the project will be high in the coming years.

5.0 RECOMMENDATION AND CONCLUSION

The existing form for the ACC area possesses historical and cultural heritage but does not align with local and regional development interests. Although the ACC area has been regulated by a series of development and planning decisions, various functional, economic, social, and environmental problems were observed during existing situation studies and survey results in the ACC area. Physical changes in the area are often incompatible with the historical and cultural characteristics and lead to deterioration, obsolescence, and demolition of the cultural heritage. Although some changes were made in the structures and contents of various aspects of the city plans in recent years, there is still a need to deploy a comprehensive strategic planning approach to preserve and enhance the historical and cultural character of the ACC area as well as make significant contributions at the international level.

This study reveals that the most critical objectives of urban regeneration, preservation, and development of a historic city centre should have a significant impact on economic development, increase social and quality of life for existing users and tourists, and preserve built and cultural heritage while promoting cultural and historical identity. Considering this, it is essential to underline that a specific urban revitalization plan with a strategic planning approach needs to be adapted to specific contexts and situations and should include the following for successful urban cultural centre projects:

- It is essential to develop comprehensive urban regeneration methods that protect and renovate historic buildings. This involves strategic tools for integrating cultural heritage into broader urban development plans.
- Enforcing resilient zoning and building regulations is crucial. These regulations should promote the adaptive reuse of cultural heritage sites and prevent demolition, ensuring sustainable redevelopment.
- Provide economic and financial instruments for the renovation of public infrastructure, public spaces, and private buildings.
- Provide economic and financial instruments to ensure the economic development of the cultural heritage site and create an enabling environment for private sector participation through public-private partnerships;
- Ensure the participation of the inhabitants of the historic city centre and other relevant sector stakeholders in the regeneration process by using various participatory techniques. This inclusive approach ensures that the values of the tangible heritage are not just maintained, but also transferred healthily to future generations, making each stakeholder a vital part of this journey.

Monitoring and evaluating the selected actions throughout the implementation phase is necessary for an efficient and effective process. Establishing benchmarks and indicators will facilitate monitoring and fulfilling tasks, making the process more transparent and manageable. Aligning corporate real estate strategies with broader business goals is also essential. The ACC's strategic plan should be integrated with the Ministry of Culture and Tourism's strategic plan to ensure coherence and dynamic development. This alignment will add value to the entire company/institution/organization and contribute to the overall strategic urban planning goals. Finally, a strategic planning approach that includes comprehensive corporate real estate strategies, aligning them with broader business goals, and continuous improvement could revitalize the ACC area, contribute significantly to Ankara's urban landscape and heritage, and promote sustainable development and cultural preservation.

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Appendix. Strategic Action Plan of ACC area

Strategic Objective 1: Enhance the significance, character, and function of the site			
Strategic Action	Stakeholder	Period	Priority
1.1 Organizing urban and architectural competitions to improve public spaces	MoCT, Universities, Professional Chambers	Middle	High
1.2 Organizing training courses for specialists in the design of buildings in the historic environment	MoCT, Universities, Professional Chambers	Medium - Long	Middle
1.3 Amendments to the master and implementation zoning plan of the ACC area based on competition for the proposed solutions	ACC, MoEUCC, MoCT, Altindag Municipality, ARDPCA	Medium - Long	High
1.4 The decision to develop a project in the ACC area	ACC, MoEUCC, MoCT, Altindag Municipality, ARDPCA	Medium - Long	High
Strategic Objective 2: Creating a modern aesthetic harmony in the area without compromising cultural heritage			
Strategic Action	Stakeholder	Period	Priority
2.1 List of historical and cultural assets in need of renovation and determination of their condition	Professional Chambers, MoEUCC, MoCT, ARDPCA	Middle	High
2.2 Presentation of data in a GIS environment to facilitate the functioning of planners	MoU, MoEUCC, Universities	Middle	Middle
2.3 Preparation of guidelines to guide the architectural design of buildings in the historic area	Universities, Professional Chambers, MoEUCC, MoCT	Medium - Long	High
2.4 Recruitment of experts for adaptive reuse of buildings and facades to the historical and cultural context of the city	Universities, Professional Chambers, MoEUCC, TOKI	Middle	Middle
2.5 Promotion of historical and cultural heritage and use of media, using flyers, posters, and forums for citizens and business owners about the importance of preserving the heritage and cultural identity of the ACC area	NGOs, Professional Chambers, MoCT, MoEUCC, AMM, Altindag Municipality	Middle	High
Strategic Objective 3: Improving energy performance with sustainable energy in modern buildings to be built			
Strategic Action	Stakeholder	Period	Priority
3.1 Listing the buildings to be renovated and their status	Universities, Professional Chambers, MoEUCC, MoCT, AMM, ARDPCA	Middle	High
3.2 Create a guide with guidelines for improving the energy efficiency of traditional buildings	MoEUCC, Universities, Professional Chambers	Medium - Long	Middle
3.3 Provide government support to improve the energy performance of traditional buildings to encourage future actions and promote the results of actions	MoEUCC, Emlak Konut, AMM, Altindag Municipality	Middle	Middle
Strategic Goal 4: Enabling sustainable development goals in the region (Adding value to the region)			
Strategic Action	Stakeholder	Period	Priority
4.1 Promotion of the cultural and historical heritage of the ACC Site through various discussions, forums, media, or promotional materials	MoCT, NGOs-Associations, Professional Chambers, Users, Universities	Long	High

4.2 Organize discussions and forums on the importance of cultural heritage protection with the participation of a wide range of stakeholders	MoCT, NGOs-Associations, Professional Chambers, Users, Universities	Long	High
4.3 Introducing sections in schools that will examine the historical and cultural heritage of AKM and the whole region	MoCT, NGOs-Associations, Professional Chambers, Users, Universities	Medium - Long	Low
Strategic Objective 5: Developing the area to enable cultural tourism			
Strategic Action	Stakeholder	Period	Priority
5.1 Definition and stricter control of land uses in upper-scale plans to prevent conflict of use	MoEUCC, MoCT, ARDPCA, Professional Chambers, AMM, Altındag Municipality	Long	High
5.2 Reduced land development fees or government incentives for land uses that enable cultural tourism	MoEUCC, MoCT, Emlak Konut, AMM,	Long	High
5.3 Land realignment to allow land uses more appropriate to the historic centre	TOKI, Emlak Konut, AMM, MoEUCC, MoCT, Universities, Professional Chambers	Long	High
5.4 Land exchange between public land and privately owned land (Land acquisition)	MOEUCC, MoCT, ARDPCA, TKGM	Long	High
5.5 Use financial disincentives for land uses that are incompatible and inappropriate with the historic city centre	AMM, Altındag Municipality, MoEUCC	Long	High
Strategic Goal 6: Improving the quality of life in the region (Public Participation in the Process)			
Strategic Action	Stakeholder	Period	Priority
6.1 Conduct surveys of all residents and business owners in the historic city centre at all stages of strategy development	MoCT, NGOs-Associations, Professional Chambers, Users, Universities	Long	High
6.2 Organize public forums, workshops, individual encounters, and interviews before making decisions to balance interests and issues	MoCT, NGOs-Associations, Professional Chambers, Users, Universities	Long	High
6.3 Informing citizens about all activities related to the protection of architectural heritage and historic urban landscape	MoCT, NGOs-Associations, Professional Chambers, Users, Universities	Long	High
Strategic Goal 7: Increasing accessibility and mobility by solving the traffic problem in the region			
Strategic Action	Stakeholder	Period	Priority
7.1 Design and construction of an inner ring road around the historic city centre to divert all vehicular traffic in the area	ACC, Altındag Municipality, TOKI	Medium - Long	High
7.2 Identification and construction of underground parking lots in and near the historic city centre	ACC, Altındag Municipality, TOKI	Medium - Long	High
7.3 Providing time-limited parking on accessible streets	ACC, Altındag Municipality	Short	High
7.4 Limiting parking time for users of commercial and food and beverage facilities in the historic city centre and ACC area	ACC, Altındag Municipality	Short	Middle
7.5 Monitoring the traffic situation in the area and checking progress more frequently	Police, ACC, Altındag Municipality	Long	Middle