

Play Marmara Report

1 - 2 October 2019



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FOREWORD

Marmara Municipalities Union (MMU) has decided to make a difference in terms of reconsidering governance, participation and innovation for safe, inclusive, resilient and sustainable urbanization approaches in cities by organizing first international urban forum of Turkey "Marmara Urban Forum" (MARUF) on 1-3 October 2019 in Istanbul. As a special session for MARUF, Play the City has been invited for introducing the first regional-scale simulation exercise and serious game developed for Marmara Region.

Mayors from the region, decision-makers from diverse agencies, advisers to decision-makers, academics and students from universities came together on Play Marmara sessions. Play Marmara let participants to experience an innovative and inclusive decision making tool towards sustainable urban development in Marmara Region. This serious gaming experience during MARUF also paves the way for further discussions on regional development of Marmara.

Within the context of MARUF's motto "cities developing solutions", Play Marmara represents a concrete example of structuring complex issues and actors to discuss the understandable dimensions by asking how cities work together to develop solutions better as well as providing an open innovation platform.

Marmara Municipalities Union would like to thank to all contributors in Play Marmara and look for further projects to provide sustainable ways for local governments to manage a regional development strategy for a better quality of life for all.

Ezgi Küçük Çalışkan

MMU Urban Planning Coordinator

MARUF Program Coordinator



About Play Marmara

Play Marmara is a multi-actor regional development game that is functionalized for local governments in Marmara Region as a capacity building method for development agencies and practitioners. Play Marmara was designed within the scope of Marmara Urban Forum on 1-3 October 2019 and it was organized as a special session.

Setting the Scene

Last ambitious efforts for planning the Istanbul Metropolitan Area date back to 2005. When structuring a large and complex urban system at metropolitan scale, authorities and experts already recognized the necessity for national and regional scale planning. Recently Turkey has been developing national spatial planning agendas. Issues on economy, transport, ecology, natural disasters, coastal zones, ecological areas call for an integrated approach at regional scale. Beside planning frameworks, regional data and multi-level governance are the challenges for such ambitions.

Play Marmara aims at introducing a new and innovative approach to address these challenges: to demonstrate influential development actors and let them experience the multi-level governance at regional scale with real life information-based scenarios.



Marmara Context

Marmara Region with 67,000 km² area with around 26.5 m inhabitants; an agglomeration of urban settlements, metropolitan areas, areas with rural characters, and natural ecosystems around the Sea of Marmara, located in the northwest of Turkey.



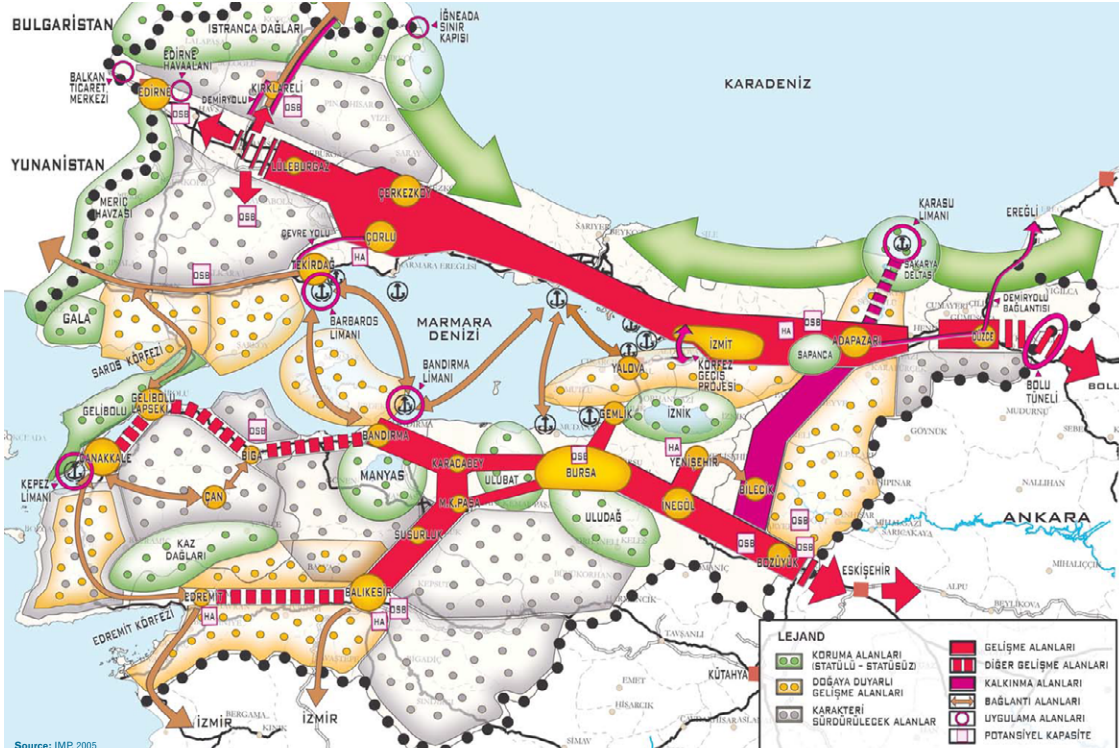
Provinces of Marmara Geographical Region



NUTS-2 Level Subregions in Marmara

Both having territories in Europe and Asia, the geographical region of Marmara consists of 11 provinces, which 6 of them are metropolitan status. There are 5 development agencies in the region as economic governance mechanism.

Connected natural area, coastal zones, daily commuting relations, logistics connections, rich cultural heritage and diverse touristic destinations, organized industrial zones and unique geography characterized the Marmara.



Regional Development Framework Proposal for Marmara (2006)

Mega infrastructure projects and Istanbul's rapid development has been re-defining the core characteristics of the Marmara in several and inter-related issues and sectors.

Different plans of public and private sector influence the Marmara geographic region.

- NUTS-2 Regional Plans (sectoral)
- Provincial & Subregional Environmental Plans
- Revisions and new generation planning
- Private sector investment (local & int.)
- Regional transport infrastructure projects



An image from Play Marmara sessions

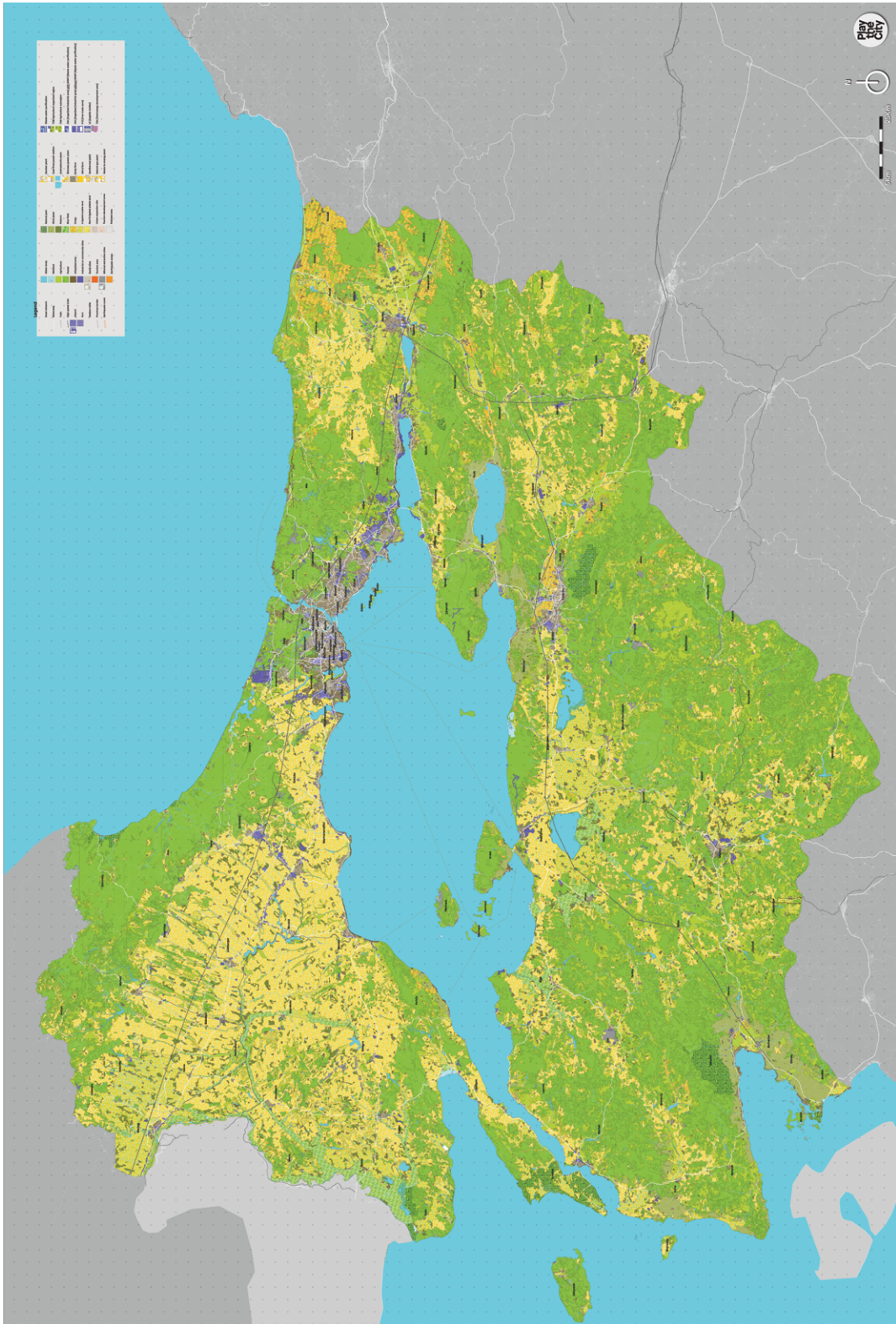
The Game

Play Marmara is a multi-actor table-top regional development game, built to function as a capacity building method for municipalities and development agencies in the Marmara region. Game participants include city experts, regulators, investors, politicians and focus groups representing Marmara's five NUTS-2 level statistical sub regions: (İstanbul-TR10, Tekirdağ-TR21, Balıkesir-TR22, Bursa-TR41, Kocaeli-TR42)

In Play Marmara, five subregions, enacted by multiple participants, compete and collaborate for the welfare and happiness of their citizens. As participants manage limited resources and become confronted by dilemmas on economic development plans and their environmental consequences, they form partnerships, agree on priority investments for the region.

Game Board

1:150.000 scale game board [2,4 m x 3,6 m] covers the geographical Marmara Region. A grid of 5 km overlays the board supporting the connection of the board and props, organized through a modular system of size and color code. Board visualizes existing land use as well as large scale projects that have been realized in the last decade.



Game Props and Toolboxes

Each subregion team receives a 'toolbox' consisting of an information booklet, subregion development scheme and resources including planned investments in industrial and technology parks, transport infrastructure, diverse energy and mining plants, nature rehabilitation, re-organization food, waste and material flows within the region. A data card inventories all included projects with average investment costs. Teams are given budgets covering only 50% of resources, thus will have to prioritize their investments.

1 TR10 İstanbul Yerleşmeler ve Altyapı Yatırımları			
Yatırım Türü	Birim Fiyat	Adet Kullanılan	Toplam Harcanan
Otoyol	\$ 15 milyar	x 1	\$ 15 milyar
Otoyol	\$ 3 milyar	x 1	\$ 3 milyar
Demiryolu	\$ 250 milyon	x 2	\$ 500 milyon
Yüksek Hızlı Tren	\$ 500 milyon	x 1	\$ 500 milyon
Ro-Ro	\$ 100 milyon	x 1	\$ 100 milyon
Liman ^{*1}	\$ 500 milyon	x 2	\$ 1 milyar
Lojistik Merkez ^{*2}	\$ 15 milyar	x 1	\$ 15 milyar
Kanal İstanbul	\$ 10 milyar	x 1	\$ 10 milyar
Kanal Riva	\$ 350 milyon	x 1	\$ 350 milyon
Kentsel Gelişim ^{*3, *4}	\$ 25 milyar	x 5	\$ 125 milyar
Kentsel Gelişim ^{*3, *4}	\$ 50 milyar	x 5	\$ 250 milyar
TOPLAM TUTAR		x 21	\$ 395 milyar
MEVCUT KAYNAK			\$ 40 milyar

Oyun Şartları

^{*1}: Liman yatırımı yapabilmek için Deniz Yüzeyi ve Kıyı Atıkları Temizlik yatırımı yapmalısınız. (Ayrıntılı bilgi için 3 Numaralı kartta gidin.)

^{*2}: Lojistik merkez için altyapıyı kontrol ettiniz mi?

^{*3}: Yeni yerleşim alanları açmak istiyorsanız, yerleşime açtığınız alan kadar ormanlaştırma yatırımı yapmalısınız.

^{*4}: Kıyı bölgesindeki kentsel gelişim alanları için 3621 Sayılı Kıyı Kanununa dikkat edin.

2 TR10 İstanbul Ekonomi ve Enerji Yatırımları			
Yatırım Türü	Birim Fiyat	Adet Kullanılan	Toplam Harcanan
Teknoloji Geliştirme B. ^{*1}	\$ 60 milyar	x 5	\$ 300 milyar
Sanayi Tarım Bölgesi	\$ 250 milyon	x 1	\$ 250 milyon
Serbest Bölge ^{*2}	\$ 60 milyar	x 1	\$ 60 milyar
Rüzgar Enerji S.	\$ 80 milyon	x 3	\$ 240 milyon
Güneş Enerji S.	\$ 110 milyon	x 3	\$ 330 milyon
Hidroelektrik Enerji S.	\$ 300 milyon	x 2	\$ 600 milyon
Biyokütle Enerji S.	\$ 50 milyon	x 3	\$ 150 milyon
Jeotermal Enerji S.	\$ 130 milyon	x 1	\$ 130 milyon
Atık Isı Enerji S. ^{*3}	\$ 2.5 milyar	x 2	\$ 5 milyar
TOPLAM TUTAR		x 21	\$ 365 milyar
MEVCUT KAYNAK			\$ 70 milyar

Oyun Şartları

^{*1}: Teknoloji Geliştirme Bölgesi yatırımı, OSB yatırımlarında %50 destek sağlar.

^{*2}: Serbest Bölge, enerji ihtiyacını yenilenebilir enerjiden karşılamalıdır.

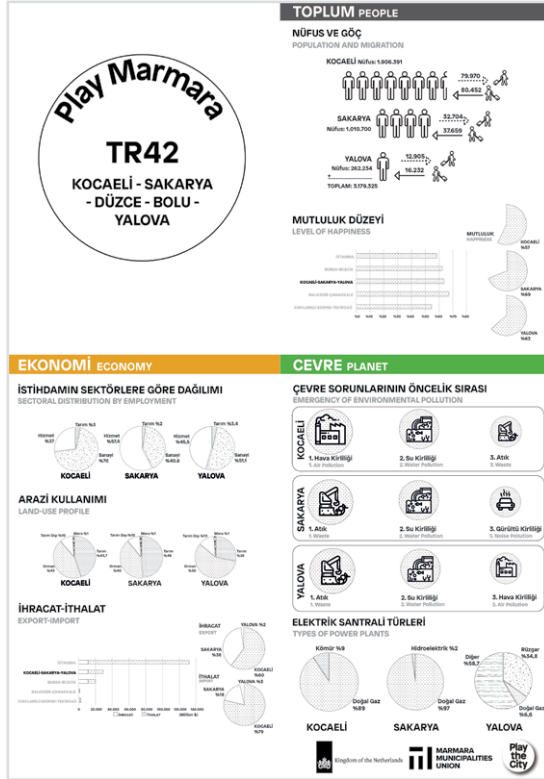
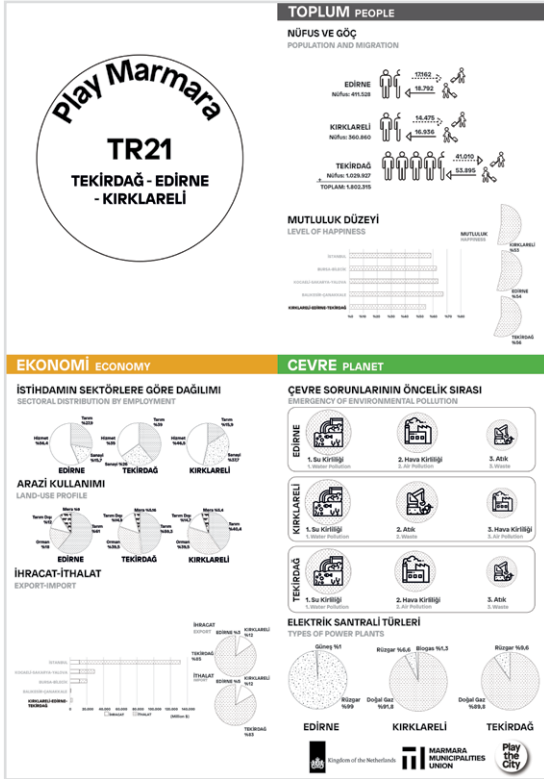
^{*3}: Atık Isı Enerji Santrali için yer seçimi yaparsanız, komşu bölgelere en az 5 Milyar değerinde çevre yatırımları ile taziyebilirsiniz.

3 TR10 İstanbul Doğa, Gıda ve Atık Yatırımları			
Yatırım Türü	Birim Fiyat	Adet Kullanılan	Toplam Harcanan
Arazi Topulaştırma	\$ 1 milyon	x 2	\$ 2 milyon
Atıksu Arıtma Tesisi	\$ 15 milyon	x 3	\$ 45 milyon
Ekolojik Tarım	\$ 2 milyon	x 4	\$ 8 milyon
Toprak Islahı	\$ 50 milyon	x 3	\$ 150 milyon
Tarım Islah Alanı	\$ 1 milyon	x 4	\$ 4 milyon
Ormanlaştırma	\$ 1 milyon	x 6	\$ 6 milyon
Deniz Yüzeyi ve ^{*1} Kıyı Atıkları Temizleme	\$ 5 milyar	x 1	\$ 5 milyar
Joker		x 5	Ücretsiz
TOPLAM TUTAR		x 26	\$ 5.2 milyar
MEVCUT KAYNAK			\$ 5.2 milyar

Oyun Şartları

^{*1}: Deniz Yüzeyi ve Kıyı Atıkları Temizlik yatırımı yapabilmek için diğer bölge oyuncuları ile ortaklık yapmalısınız.

Play Marmara investment cards
























Play Marmara subregional data cards





















Play Marmara game pawns
















1. Doğa, Gıda, Atık/Nature, Food, Waste

	Tarım Agriculture		Sulu Tarım Irrigated arable land		Kuru Tarım Non-irrigated arable land		Pirinç Tarlası Rice Field		Dikili Tarım Arazisi Crops
	Tarım Islahı Agriculture Rehab.		Ekolojik Tarım Ecological Farming		Toprak Islahı Soil Remediation		Zeytinlik Olive Plant		Zeytin Islahı Olive Rehab.
	Arazi Topulaştırma Land Consolidation		Mera Pasture		Mera Islahı Grassland Rehab.		Orman Forest		Milli Parklar National Park
	Kent Parkları Urban Parks		Su Water		Sulak Alan Wetland		Atıksu Arıtma Tesisi Waste Treatment Plant		Mehir Islahı River Rehab.
	Atık Bölgesi Dump Sites								

2. Ekonomi ve Enerji/Economy and Energy

	Sanayi ve Ticaret Industrial commercial sites		Sanayi Gelişim Industrial development		OSB [Organize Sanayi Bölgesi] OIZ [Organized Industrial Zone]		Atıksu Arıtma Tesisi Olmayan OSB OIZ without Waste Treatment Plant		Tarım Organize Bölgesi Organized Agricultural Zone
	Serbest Bölge Free Trade Zone		TGB [Teknoloji Geliştirme Bölgesi] [Technology Development Zone]		Biyokütle Enerji Santrali Biomass Power Plant		Güneş Enerji Santrali Solar Farm		Rüzgar Enerji Santrali Wind Farm
	Nükleer Enerji Santrali Nuclear Power Plant		Kömür Santrali Coal-fired Energy Plant		Jeotermal Enerji Santrali Geothermal Power Plant		Doğalgaz Enerji Santrali Naturalgas Power Plant		Atık Enerji Santrali Waste to Energy Plant
	Hydroelektrik Enerji Santrali Hydroelectric Power Plant		Turizm Tourism		Turizm Gelişim Tourism Development				

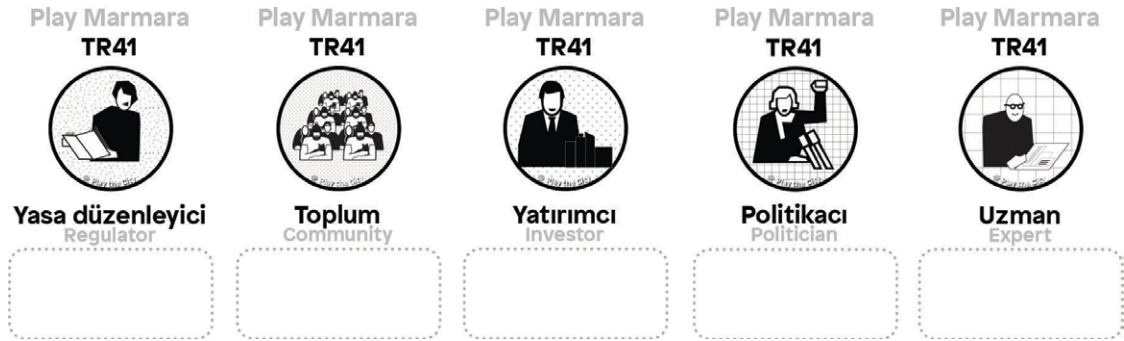
3. Yerleşmeler ve Altyapı/Settlement and Infrastructure

	İl Sınırı Provincial Boundary		Karayolu Highway		Otoyol Motorway		Demiryolu Railway		
	Yüksek Hızlı Tren High Speed Train		Hafif Raylı Sistem Light Rail Transit		Deniz otobüsü Seabus		Ro-Ro Ro-Ro		Liman Port
	Havalimanı Airport		Lojistik Merkez Logistics Center		Kentsel Alan Urbanized Area		Kentsel Gelişim Urban Development		İnşaat Alanları Construction Sites
	Fay Hattı Fault Line		Madencilik Mineral Extraction Sites		Değerli Madencilik Precious Metal Mining				

Play Marmara legend and projects

Role Cards

- Regulator [land justice]
- Investor [money]
- Expert [knowledge/environment]
- Community [people]
- Politician [democracy]



Play Marmara subregion player roles



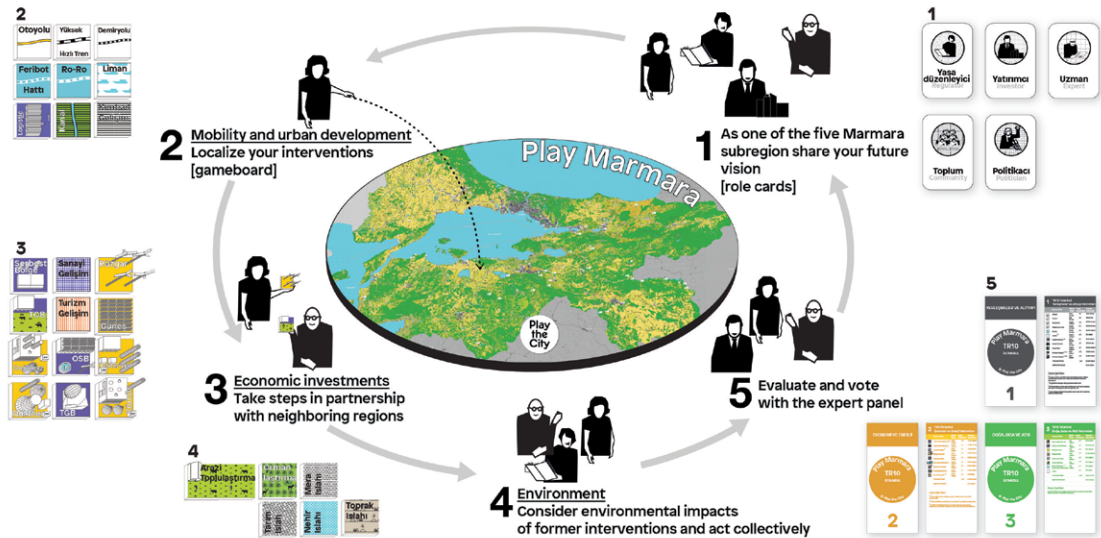
Play Marmara role cards





Play Mechanics

Play Marmara game has developed for a maximum of 25 players. 20 players enter the game as subregion representatives (regulator, investor, expert, community or a politician), while 5 players, as expert panel, remain as close observers for consulting teams in legislative, financial, environmental and social aspects of the actions taken during the play session.



Play Marmara game mechanics

Round 0-1 Introduction & Vision Statements

Participants adopt a game role and a Marmara sub-region that corresponds with their daily professional context. Each sub-region is represented by maximum of five players. Players gather around the game board and introduce own visions and worries for the particular sub-region they simulate. Each sub-region team receives a 'toolbox' with potential future investments and a budget covering only 50% of all potential investment costs, thus will have to prioritize.

Round 2 Mobility & Urban Development

With the remaining budgets, all sub-regions dedicate most critical settlement and infrastructure investments in line with previous rounds. Projects that impact positive development of neighboring subregions are likely to get more support.

Round 3 Economy & Energy

Players select energy initiatives and projects that can finance the measures taken during first round. Successful strategies include projects that concern neighboring sebreions can attract co-investors from other groups. Players are asked to take careful steps given that their investment resources are limited.



An image from
Play Marmara
sessions



Play Marmara
team

Round 4 Environment: Nature, Food & Waste

Players choose all initiatives concerning nature rehabilitation, agriculture development as well as waste management. These steps are meant as a solution to actual challenges of the given Marmara subregion. After 15 minutes of simultaneous play, groups gather around the table and share steps taken through 1-minute pitch per team.

Round 5 Evaluation and Polls

In the final round, the Expert Panel takes the lead and shares most striking observations they made with players and the audience. A public poll through all participants is taken place visualizing most supported initiatives in the region. Every team receives 3 votes and can't vote on own projects. Players vote based on the question of which projects cause peaceful and productive citizens.

Play Process

Round 0-1 Introduction & Vision Statements

After brief introduction of background and scope of Play Marmara, players have chosen their roles and sub regions. Information Toolboxes provided statistical information, ongoing and proposed real life projects information and regional characteristics. In the first round, each subregion has discussed their future visions and came to a conclusion.

Visions from “Mayors of Marmara Session”

TR10 ISTANBUL: Urban regeneration, strong regional partnerships

TR21 THRACE: Ecological regeneration and logistics centres

TR22 SOUTHERN MARMARA: Logistics hub of Marmara

TR41 BURSA-ESKİŞEHİR-BİLECİK: Agriculture, Industry, Livestock

TR42 EASTERN MARMARA: ICT, Knowledge Economy & eco-sensitivity

Visions from “Development Agencies of Marmara Session”

TR10 ISTANBUL: Tourism and services led development

TR22 SOUTHERN MARMARA: Agriculture, technology, ecology

TR42 EASTERN MARMARA: Waste management for industrial hub

TR21 THRACE: Regional connectivity and logistics centres

TR41 BURSA-ESKİŞEHİR-BİLECİK: Clean Agriculture and Industry

Rounds 2-3-4 Investment Decisions

Players have proposed their projects according to their vision budget, geographical limitations, subregional interest, based on Investment Cards and put the icon of the investment on the Game Board. The sequence of investments has a logic of simulating the real-life flow. First investing on major transport and regional connection that is followed by housing projects and economical investment, after that pollution and other ecological concerns came in to agenda.

In the Round 2, first, investing in transport led mobility projects that triggers housing and urban development. The player came up with investment decision by taking in to account multi-criteria but also multi-sector and multi-space options together.

In the Round 3, industrial and economic led investments put on the agenda with energy investments. Renewable energies have used more than energy supply needs, also players started considering the pollution cause by round 2 and round 3 interventions.

In the Round 4, Environmental investments focusing on ecological and agricultural rehabilitation, organic agriculture, efficient waste management approaches by combining the previous rounds energy investments.

Round 5 Evaluation and Polls

After all subregions have decided on their investments, evaluation and feedback from Expert Panel facilitated. This feedback helps more on regional connections and impacts for each subregion. Then every subregion player has given points to the projects in another subregion except their own.

Mayors of Marmara Special Session

Project Proposals

The first session of Play Marmara held in October 1st, 2019, 16:00 for Mayors of Marmara with participation of Mr. Bart van Bolhuis and Ms. Quirine van der Hoeven representing the Netherlands. Istanbul TR10 subregion players have proposed projects such as; logistics center near by new Istanbul Airport, free zone in the eastern part, 3 technology development zones in overall Istanbul, Canal Istanbul and port in the Black Sea coasts, waste water collection plants for coastal zones.

TR22 Southern Marmara subregion players have proposed a motorway connection between Edremit-Ayvalık, and along this new connection 1 logistics center and 3 waste water collection plants, 1 geo-thermal power plant, partial forestification projects in Kaz Dağları (mining activities are big debate), and tourism developments proposed. Players also have decid-

Mayors of
Marmara
Special
Session





Mayors of Marmara Special Session

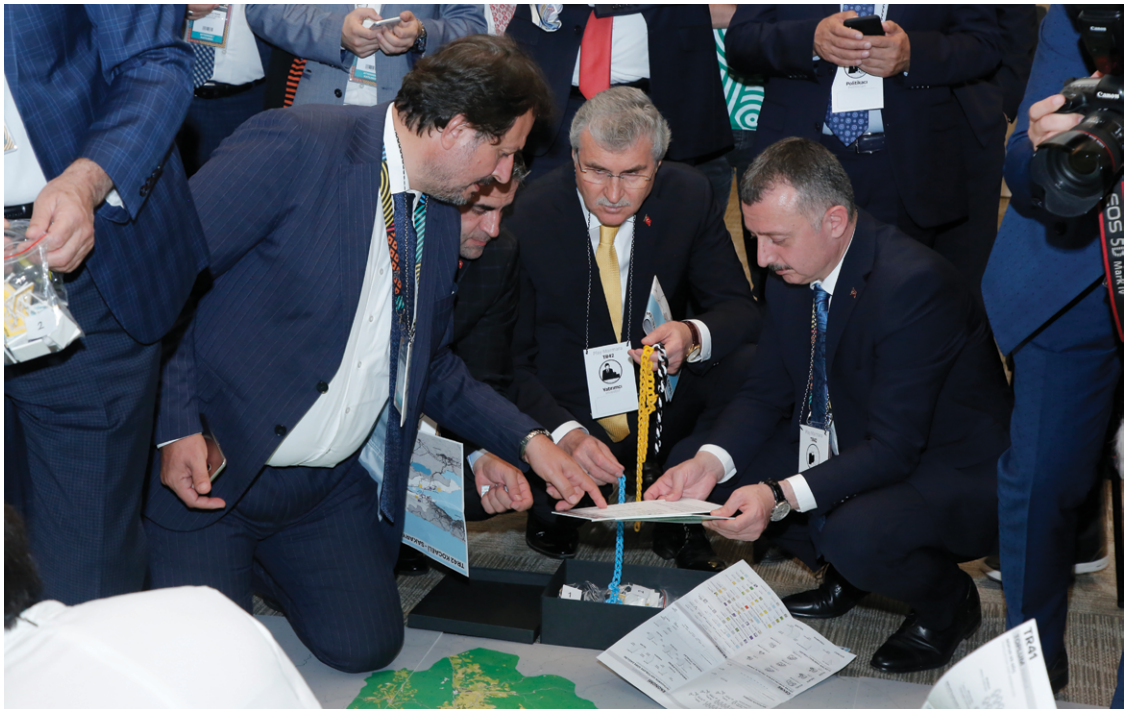
ed to locate organized Industrial zone, port, waste water collection plants in Bandirma. Several wind power plant projects proposed in inner southern Marmara, also technology development zones, eco-tourism, logistics projects were proposed. Intercontinental railway connection is the largest infrastructure project proposed to enable interconnectivity not only based for motorways.

TR21 Thrace subregion players have proposed High Speed Railway Projects to increase the accessibility of Edirne, and developed new housing projects meanwhile supporting eco-agriculture and forestification projects. For Kırklareli, agricultural industry has been promoted, and agricultural rehabilitation projects for the peripheral areas of industrial areas, development zones and Asia Port by the Marmara Sea are proposed. In order to protect the Ergene Water Basin (common water basin of Thrace Sub Region) several rehabilitation and related projects

TR42 Eastern Marmara subregion players have visioned for self-sustained energy for the industrial use. With that respect, biomass and wind energy plants proposed to Kocaeli ve Sakarya. Agricultural rehabilitation and ecological agriculture projects promoted in Yalova that has strong capacity and history. TR42 Eastern Marmara players, agreed on to make partnerships with neighbors for sharing costs about surficial cleaning and waste management of the Marmara Sea. Furthermore, an intra-regional industrial symbiosis example has been proposed as the waste outputs of the subregion will provide input for energy production in Bursa. TR41 Bursa-Eskişehir-Bilecik-subregion players proposed eco-agriculture in Bilecik, and energy regeneration-waste management projects.



An image from Play Marmara sessions



An image from Play Marmara sessions



Mayors of Marmara Special Session



Mayors of Marmara Special Session



Mayors of Marmara Special Session



Mayors of Marmara Special Session



Mayors of Marmara Special Session



Mayors of Marmara Special Session

Development Agencies of Marmara Special Session

Project Proposals

Istanbul TR10 subregion players have proposed projects such as; one technology development Zone, two energy regeneration-waste management projects, and several wind energy plants have been proposed on the Black Sea. Canal Istanbul Project with surrounding housing developments combined with a port by the Black Sea. Alternative tourism projects promoted.

TR42 Eastern Marmara subregion players have also promoted regional connectivity with a railway connection between Bursa-Eskişehir-Bilecik via Yalova, where wind farms proposed. Subregion wanted to take the advantage of Silk Road revitalization with tourism. Dilovası area as the most polluted industrial spot in the Marmara, has been subjected to urban regeneration projects and a logistics centre. A geothermal power plant proposed to Sakarya, agricultural industry in Düzce, and tourism development in Abant/Bolu and Kartalkaya.

TR22 Southern Marmara players have proposed new infrastructure projects such as Bursa-Çanakkale High Speed Train connection as well as



Development Agencies of Marmara Special Session

marine transport such as a ferry terminal in Ayvalık, Edremit Bay and Kaz Dağları areas addressed with tourism developments, and old olive tree areas to be rehabilitated. Technology development zone and organized Industrial zone proposed for the centre of Balıkesir Province. Livestock activities have been combined with Biomass Plants.

TR21 Thrace subregion players have proposed projects with energy and connectivity. Developments of the border areas and free zones, a hub port add to existing Asia Port by the Marmara Sea. Nuclear power plant project in İğneada accepted. Eco-tourism, forest development proposed alongside northern-southern axis, thermal tourism in Saray, and agricultural-industrial clusters proposed near-by Kırklareli.

TR41 Bursa-Eskişehir-Bilecik subregion players proposed Bursa-Yenişehir and Bilecik Osmaneli-Sakarya railway connections as major mobility corridor. Biomass plants in Kaaracabey, tourism for İznik (Nicea) while protecting agricultural areas enabling industrial production. Olive tree rehabilitation in Gemlik, has a strong local branding heritage as well as agricultural rehabilitation in Eskişehir where has a key regional connection with other geographical regions. Logistics centre in Bozöyük, and port development in Gemlik were major logistics investment proposals.



An image from
Play Marmara
sessions

Key findings

Ecological Priority Awareness & Participatory Decision Making

Game players have experienced the meaning and importance of “ecology” not as not an abstract concept, but with space, impact and cost dimensions. Comparing to real-life planning practice, game players have increased awareness on “projects” as unit-of future thinking and their connections. Multi-dimensional negotiation skills have been facilitated, as different roles in the sub region, and “sub region as a whole” towards other sub regions.

Regional Thinking: Ecological Regeneration & Industrial Symbiosis

Game players agreed on to make partnerships with neighbors for sharing costs about surficial cleaning and waste management of the Marmara Sea. Furthermore, some subregions promote an intra-regional industrial symbiosis example. Waste outputs of their subregion will provide input for energy production in other subregions.

Connectivity Matters: Spatial Development with Transport & Logistics

In different game sessions players proposed different and alternative development scenarios that could influence not only their region but wider impact. The general tendency on almost each game session on ecological investment projects were substantially positive.

Almost in sessions, there was a bigger emphasis on inter-city connectivity within Marmara was one of the strong finding. In different sessions, players proposed, discussed inter-continental rails systems’ connections (Çanakkale), inter European connections (Edirne, Kırklaleli), Canal, and taken in to account the impact to other investments proposals. from different sessions are some of the examples.

Renewable Energy as Catalysts of Urban Visions

Beside the mainstream popularity of renewable energy sector in the world, in reality the issue of energy has not been taken in to account in urban and regional planning education and practice. First time ever, renew-

able energy projects has used in simulations, not only with supply dimension, but also driving force of socio-economic visioning. In some sessions, players used extensively renewable options with industrial development and housing investments together.

Another key finding is, that the “renewables” played a catalyzer role in special sessions by stimulating inter-sectoral thinking and interactions. In real-life, this is not easily happening due to nature of interests and business-as-usual dilemma of sustainability.

Introducing Regional Simulation & Open-innovation

With Play Marmara, the participatory urban decision-making methodology developed by Play the City, has been scaled-up for such a big region. And, first time ever in Turkey, regional simulations have been combined with open-innovation approach and experienced in a public event with special sessions for urban professionals; Mayors, Development Agencies, municipal union. The focused academics, decision makers, private companies, and ambitious students also highly engaged with the rhythm of Play Marmara.

Since majority of actors have been experienced workshops and long planning debates in their professional life, it has been proved that even with a simple scenario experienced within 1.5 hours' session, complex issues could be addressed collectively. Collective sense making is the essence of quality that all cities need to act in more efficient and effective steps towards limited resources.



An image from
Play Marmara
sessions

Conclusion

Play Marmara Game brought together engaged stakeholders from Marmara Region, experts, academics, students to exercise and familiarize an innovative tool for sustainable and collaborative spatial development policy making.

Play Marmara has been developed for the first international urban forum of Turkey, MARUF (Marmara Urban Forum) visited by over 5,440 people. As a special session of MARUF, Play Marmara held with more than 155 active participants in October 1st and 2nd 2019, Istanbul.

Participants experienced collective decision making for both their subregions and the overall region's dynamics with simulation of real-life locations, projects, policies and urban multiple-agendas. Specifically, classification of each project with cost and location attributes in the game mechanics, let participants be more active and realistic about developing and increasing the quality of their arguments.

Need for linking regional perspective and subregional dynamics for better functioning system for balancing "ecology-economy dichotomy". Developing common understanding and value systems to optimize ecological, social and economic challenges is possible via innovative approaches. Play Marmara approach showed cities can be able to think better on reaching individual urban visions in a realistic way. Add to the vertical level communication, intra-regional horizontal dynamics also played key roles for anticipating pollution and promoting ecological projects between public and private stakeholders to better understand each other's practices.

Game Players

Play Marmara has been experienced by three special groups: Development Agencies in Marmara, Municipalities from Marmara, and MMU Platforms.

Development Agencies

- İstanbul Development Agency (İSTKA)
- Bursa-Eskişehir-Bilecik Development Agency (BEBKA)
- Southern Marmara Development Agency (GMKA)
- Eastern Marmara Development Agency (MARKA)
- Thrace Development Agency

Municipalities

- Kocaeli Metropolitan Municipality
- Balıkesir Metropolitan Municipality
- Bursa Metropolitan Municipality
- Sakarya Metropolitan Municipality
- Edirne Municipality
- Yalova Municipality
- Bağcılar Municipality
- Büyükçekmece Municipality
- Çorlu Municipality

MMU Platforms

- Law Platform
- Environment Platform
- Information Technologies Platform
- Local Diplomacy Platform
- Library and Knowledge Centres Platform

About Marmara Municipalities Union (MMU)

Turkey's first bottom-up local governments' union with more than 190 municipal members in the Marmara region including Istanbul. MMU is a public organization, serves as capacity building, consultancy and training centre for local governments at regional scale in areas such as environmental management, urbanization, migration and social cohesion, local diplomacy, local development, city technologies and innovation. MMU organized Marmara Urban Forum (MARUF) for the first time in 2019 as the first urban forum of Turkey, with participants from various local governments, international and local experts, academics, practitioners.

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About Consulate-General of the Netherlands Istanbul

The Netherlands promotes innovation and focuses on Livable Cities. Central themes of this program involve sustainable urban planning (infrastructure; environment): green buildings, smart cities, wind & solar energy, climate adaption, cycling, the Netherlands as a key partner in Turkish (sustainable) socio-economic development. Promotes and facilitates Dutch and Turkish urban debates and responds with innovative methods for knowledge exchange, capacity and partnership building on national and international scales.

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About Play the City

Develop serious games to engage multiple stakeholders in resolving complex urban challenges, both in contexts of urban development and organizational realignment.

Designs physical games as a method for collaborative decision making and conflict resolution. Developed games for common city challenges such as urban transformation, social change, circularity, affordable housing, collaborative design and smart citizens in Amsterdam, Istanbul, Cape Town, Shenzhen, Brussels, and Dublin.

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