

# Feasibility of City Strategic Planning with Approach of CDS; Case Study: Eslamshahr, Iran

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**ABSTRACT:** Due to the increasing growth of cities, lack of necessary resources and time for responding to increasing needs of citizens, urban management has encountered a challenge that it cannot be tackled except in the framework of new solutions of planning. The CDS; City Development Strategy, as one of the newest planning approaches has been suggested in 1999 for tackle this problem. Eslamshahr in Tehran province is one of the new towns where a large number of immigrant populations have settled due to the proximity to Tehran city, lots of job places and cheapness of lands. Increasing population growth due to immigration, economic, social and administrative dependence to Tehran city and many other problems are among challenges that Eslamshahr encounter. The aim of this research is to study the feasibility of CDS approach in Eslamshahr city; by asking the question that whether Eslamshahr has the required capacities for applying CDS or not? To do so, the qualitative- descriptive method has been used a selection of written resources is used as references. AHP technique has been used in order to give weight and determine priority of selected criteria and analyzed matrixes and also definition and evaluation of situation in the strategic planning. Lack and weakness of management infrastructures particularly regarding attraction of the beneficiary participation including citizens and also weakness of cultural and social infrastructures in Eslamshahr city and the necessity of its providing and preparing for entrance of Eslamshahr in the cycle of benefiting CDS have been among the results of the present research.

**Keywords:** City Development Strategy, Participation, Feasibility Study, Urban Development Planning, Eslamshahr

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## INTRODUCTION

As a result of urban tremendous growth, lack of necessary resources and time for responding to increasing needs of citizens, urban management has encountered a challenge that it cannot tackle except in the framework of new solutions of planning. Nowadays, city, a deniable fact, is considered as a dynamic and changing phenomenon in the area of urban development management, which needs its own recognition, control and orientation tools. This is the same not only on theoretical literature of a few recent decade of global urbanism, but also on the results and experiences resulted from the exertion of planning and decision making in this area. A tendency known nowadays as "City Development Strategy (CDS)" in urbanite literature, insists upon new organizing principles of changing urban environments and places. CDS, as procedure- content theory and a new approach in city planning by Organization of Cities Alliance was suggested by the World Bank and Organization of Cities Alliance with the aim of decrease of poverty, sustainable development and promotion of contribution and creation of appropriate urban governance and local economics strength (City Alliance, 2004). Considering the application of CDS in different cities in the world and its success, some of Iranian cities have codified this program in recent years.

There are a lot of ambiguities and questions about the success of this plan for Iranian cities. Therefore, there is the question that if the CDS can be used for Iranian urban development planning? Eslamshahr, the main adjacent cities of Tehran, is a city with a high population growth that despite having necessary potentials and capacities for appropriate development, could not find its real position in this regard due to lack of harmony in urban management system in decision making and also disregard towards citizenship contribution. This research seeks to study the possibility of enjoying CDS approach in city development planning of Eslamshahr. It should be noted that this approach has already executed in many World cities including Iranian cities, Sofia in Bulgaria (2000) and Johannesburg and Ethekwini in South Africa (2002) that has developed and codified CDS approach with the aim of human and economic development and promotion of life quality, decrease of poverty and so the forth.

Qazvin, Shahrood and Bandar Anzali cities have been among the cities selected by the World Bank as pilots for codifying CDS (<http://www.mhud.gov.ir>). Qazvin city is among the first Iranian experiences regarding CDS codification which was provided and codified with the aim of creating general contribution and participation occasion, recognition of capacities and capabilities and city limitations and establishment of an

process-oriented urban development program system by cooperation of Qazvin university in 2006 ([www.qazvincds.com/introduction-amalkard.htm](http://www.qazvincds.com/introduction-amalkard.htm)).

Among the feasibility studies, the studies of Italy Consult engineering consultants in South East and Alen Ebasco in Kerman (Haaj Yousefi, 2001) can be mentioned that has been conducted for execution of these plans in the region before preparing and executing of regional plans. In the essay "Feasibility study of structural-strategic plans in Iranian urban planning system", written by Reza Ahmadian in 2003 and the essay "existing possibilities and limitations of Iranian strategic planning application" by Javad Mahdizadeh and etc. the issues of existing possibilities and restrictions in urban management system for preparation and execution of urban development plans. One of the best critical studies on the urban development strategic approach is an essay titled "Challenging viewpoints in international development planning: early discussions of Cities Alliance Organization", written by Vinit Mukhija in 2006. In this essay, he suggests the necessity of studying special conditions governing upon all society including economic, political, cultural and social dimensions (Mukhija, 2006).

### Concepts, viewpoints and theoretical principles

The course of urban planning theories evolutions not only was influenced by conditions governing upon the world but also has been effective on decision making trends and urban planning (Barati and Sardari, 2009). This trend of changes, finally resulted in strategic planning (Cooper, 1998), was formed after the challenges occurred due to conflicts of modern ideologies and demonstrable epistemology (Best and Kelner, 1999). Rapid technological changes and the cases such as out-dated traditional skills, population growth, tensions of physical and social environments due to growth have been effective upon appearance of strategic planning (Parkinson, 1997).

Strategic planning was effective on formation of urban development strategic planning in the late 90 decade, relying on systemic view and due to its differences with comprehensive and integrated planning approach and consideration towards the beneficiaries in plan codification process. CDS strategic approach relying on participatory planning has accompanied by an executive engagement because of public groups participation and is oriented toward providing more creative solutions and reduces social tensions and contradictions (Ananda and Herath, 2003; Buam, 1999; Margerum, 2005).

Indeed, CDS together with the most complicated and challenged urban environments in the 21st century and due to the occurred changes in the economic environments, social conditions and natural environment and for achieving urban sustainable development, is widely studied and discussed compared to more ancient approaches (Rasoolimanesh, 2001). This approach is a bridge that fills the distance and gap between sustainable urbanism objectives and local objectives (Econ and CLG, 2005) and by enjoying from conditions governing upon cities in all capacity and its restrictions and limitations and relying on interior capitals of urban society and by effort towards consensus of beneficiary and key groups in city, is responding to urban challenges and development in a

systemic and hierarchical method (ADB, 2004; Centre for Urban Development Studies, 2001).

**Urban development strategy** is defined as a program or plan with strategic nature that insists both upon preparation and execution of act and its codification would be done based on participatory perspective (Golkar, 2005). This approach was formed based on two strategy: **1. Strategic planning as main approach; 2. Participatory planning**, that its main objective is to find an intermediate solution for using these approaches in tackle urban challenges (Maleki, 2010). CDS approach suggested by the World Bank following removal and resolution of challenges and problems like urbanism and urban poverty (World Bank, 2000) has been used in an integrated and comprehensive form by development of Cities Alliance Organization and membership of a lot of international organizations and companies (City Alliance, 2006). A lot of cities of Iran have codified CDS approach whether by support of Cities Alliance Organization or personally. Flexibility, strategic feature and consideration towards capacities and limitations or restrictions of cities are among the reasons that have not cause any restriction regarding CDS codification in different countries both developed and developing ones. But, the factor that has contributed to the CDS success in achieving its goals is consideration towards infrastructures and its realizable beds. Infrastructures in social-cultural, economic and management dimensions:

-Economic-Social infrastructures (political system stability, economic balance, parallel population growth, balance between urbanism and villages).

-Scientific-Technical infrastructures (growth of planning knowledge and urban design, methods and production equipment and data processing).

-Management infrastructures (participation and execution) (Ministry of Housing and Urbanism, 2008), among these infrastructures, management infrastructures and particularly its participatory aspect is of high importance. This is due to the significance of beneficiary groups' participation in the process of urban development strategic program codification in particular during perspective making of this planning approach. Studying the samples providing CDS throughout the world countries approves the case as well; the samples would be able to perform successfully provided that they have performed exactly in providing this group of infrastructures, particularly in attracting beneficiary groups' participation.

Melbourne and Johannesburg cities are among these cities. Melbourne, as a developed city, has been successful in achieving desired objectives due to existence of social- economical infrastructures and also scientific-technical infrastructures and because of ability in attracting public groups participation and contribution through formation of workgroups and general meetings (Department of Infrastructure in Melbourne, 2002). The reason for success of Johannesburg in South Africa in preparing and codifying CDS, is its realism and also approval and participation of all key actors in this program. Creation of CPU, compatibility of general policies of participation and providing free meetings and so on, has been among the positive activities performed regarding to beneficiary groups participation. In this program, integration of urban management has been taken

in priority in order to prevent the problems due to multiplicity of decision making references (Econ, 2005); in contrary, Tunis that could not achieve its goals regarding the approach of urban development strategy because of lack of local democracy (limited role of local organs and populations in decision making process) and also weakness in decision making structure and urban management (CDS-Tunis, 2003). Therefore, preparing effective infrastructures in codification of urban development strategic program is very important in urban development.

## MATERIAL AND METHODS

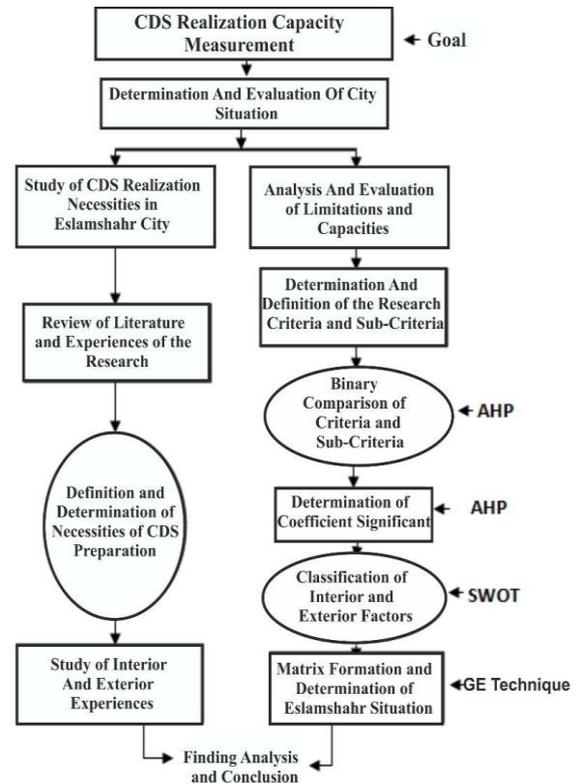
The aim of this research is “feasibility study of CDS benefiting in Eslamshahr” performed using combinatory methods situation definition and evaluation and the Analysis Hierarchical Process. The method of collecting data has been in field research and library method and the used research tools have included GE situation evaluation and definition technique, Analytic Hierarchical Process (AHP) and also SWOT analysis.

Accordingly, and considering the research objective and in order to determination and definition of city situation and position, a category of criteria and sub criteria is defined based on conceptual framework of the research (Figure 1). The research conceptual framework has been codified considering theoretical principles and the research objective. Generally speaking, the research process has been done in two phases: In first stage, after defining criteria and sub criteria of the research, Eslamshahr city is studied and analyzed regarding all defined criterion; in this phase, the execution of the next phases of the work is facilitated through recognition of limitations and capacities of the research. In order to formation of situation determination and evaluation matrix with the aim of determination of the selected city situation in all defined dimension, the stages of their ranking and classifying have been executed. Importance coefficient of all of determined criteria and sub criteria has been done using their binary comparison based on AHP method.

To do so, after defining ranking range of 1-9 in Analysis Hierarchical Process (Table 1), all of the criteria and sub criteria were compared binary through codification of a specialist questionnaire.

**Table 1.** Range of Gradation in AHP Process

Importance	Range	Preferred
more important	9	extremely
	7	very strongly
	5	strongly
	3	moderately
	1	equally
less important	1/3	moderately
	1/5	strongly
	1/7	very strongly
	1/9	extremely



**Figure 1.** Conceptual Model

Codified questionnaire has been offered to a number of authorities and citizens and after studying and analyzing the desired matrixes, their final coefficient has been determined using geometrical average.

In all ranking matrixes, CR test has been done. In case of incompatibility, the stages of matrixes analysis have been executed. If  $CR < 1$ , the desired matrix is compatible. Importance coefficient of every sub-criterion (from the view point of all questioned group) is determined by the multiplication of each auxiliary group (the same sub-criterion) to its principal group (criterion).

Eslamshahr situation has been determined and analyzed through determination of importance coefficients and after classifying internal and external factors (by enjoying limitations and capacities of city) and SWOT analysis) and also ranking of the research criteria in the form of each group of their criteria and through GE matrix formation.

Internal and external evaluation matrix of different sections of the organization is paced in 9 homes. This kind of analytic matrix has two principal dimensions where their related scores are placed in the X and Y axis (exterior factors are inserted in Y's axis and internal factors in X's axis) (BCG, 1974). In GE matrix, the final sum scores on the Xs axis from 1 to 2.33 indicates internal weakness and the scores 3.65 to 2.33 show intermediate situation and the scores 3.66 to 4.99 indicated strength (David, 1999). In the second stage of the research, realization necessities of CDS have been classified and defined and studied regarding Eslamshahr city by determining the city position in the desired matrix (GE), considering the research framework and also considering successful and unsuccessful samples in codifying city development strategy. The results due to the two stages have determined the final result of the research.

### Criteria and sub-criteria

Through codifying the research conceptual model (Figure1) where based on cities systemic theory and relying on strategic approach, city structural elements have been defined in two elements of organizational structure of Urban planning and activity-corporal system and according to it, criteria and sub-criteria of the research have been defined in social and cultural, corporal, economic, management, environmental dimensions. The research sub-criteria have been defined and determined considering the discussed issue of each criterion and the desired data. Figure 2 has treated with criteria and sub-criteria classification.

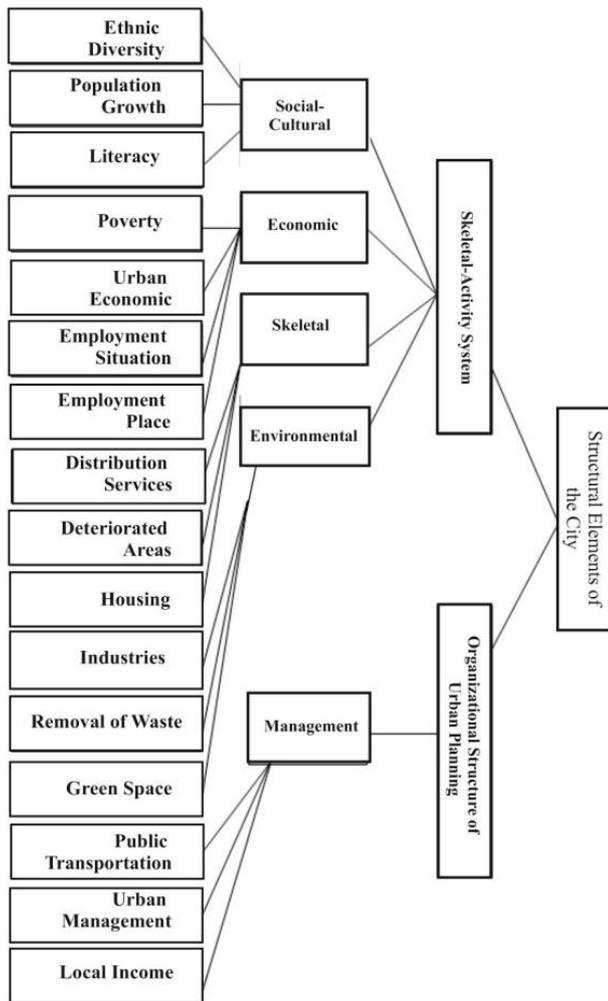


Figure 2. the research's criteria and sub criteria

### Case study: Eslamshahr

Eslamshahr city, south west neighbour of Tehran in the years 40s, included a set of villages and slums that had grown considerably during Revolution years (Khademzadeh, 2009). The rate of population growth since the beginning of the city formation, and also high rate of immigration to it and consequently high ethnic diversity have been effective on occurring urban problems and challenges. Problems and challenges such as the domain of low-income people living, non-proportional distribution of services, marginalization and extensive urban deteriorated are among the most evident challenges (structural-strategic plan, 2011). The existence of such urban challenges and problems, considering city development strategic plan, are among the causes that

make this city selected as the case study so that after studying the conditions governing upon city and determining its situation in all determined criterion and sub-criterion, the possibility of application of urban development strategic planning in this city will be studied.

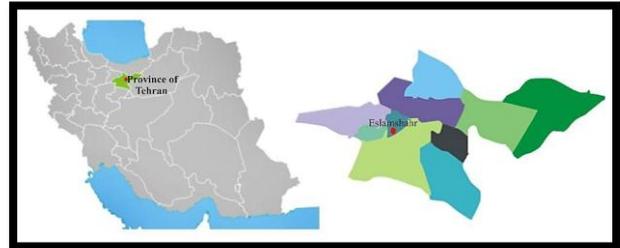


Figure 3. Eslamshahr Situation

## RESULTS AND DISCUSSION

First stage has been done by respondents in order to feasibility capacity of development strategy realization with exploration of the weight of each criterion and sub-criterion through binary comparison of all determined criterion.

Table 2.A Sample of Binary Comparison through Criterion

Criterion	Social-cultural	Economic	Management	Environmental	CR=0/2	
					Weight	
Social-cultural		0.2	1	7	6	0.1849
Economic	6		9	5	5	0.5791
Management	1	0.16		7	9	0.2062
Skeletal	0.14	0.11	0.14		2	0.0460
Environmental	0.16	0.2	0.11	0.5		0.0350

In view point of Citizen's economic Criteria are 5time more as much as Social-Cultural Criteria (Table 2).

Table 3. A Sample of Binary Comparison through Sub-Criterion

Social-Cultural	Growth Population Rate	Literacy	Ethnic Diversity	CR=0/4	
				Weight	
Growth Population Rate		1	4		0.44
Literacy	1		4		0.44
Ethnic Diversity	0.25	0.25			0.11

Before inserting each criterion in the desired matrix with the aim of analysis of the conditions governing upon city from the respondents' view point, the importance coefficient of all desired criterion and sub-criterion have

been studied. In citizens group, they declared their scoring as being affected by objective problems in the city (questionnaire respondents).

**Table 4.** Prioritizing of Criterion by Citizens

Criterion	Priority	Significance of Coefficient
Social-Cultural	2	0.3046
Economic	3	0.1047
Management	1	0.4269
Skeletal	5	0.0679
Environmental	4	0.0746

Structure of urban management is important from citizens' viewpoints in resolving the existing challenges in the city. Existence of managerial weaknesses of Eslamshahr like:

- Lack of stability in city management
- City triggered; lack of integrated and efficient management in monitoring and regulate city evolutions

Among the factors that have influenced the formation of urban problems in other dimensions effective upon city development. On the other part, an irresponsible view of the citizens towards the City is also seen in this priority making of the problems. A system from up to down that the citizens don't play a role in it and only the city managements and officials are responsible for urban problems. Among the causes of this irresponsible and unilateral view towards the city, Disorientation due of the citizens towards the city and lack of local cores, high level of anonymity in the city due to immigration range course can be mentioned.

The second priority from citizens view point has been social-cultural criterion. Promotion of citizens awareness level, development of higher education in the city, young and active age structure of Eslamshahr city, development of public groups 'view can be explained by this priority and preference.

From Eslamshahr citizens' view points, bio-criteria and corporal criteria are not so important and are not so effective upon city development. As the conditions governing upon Eslamshahr city show, expansion of worn-out urban extents, bad housing, lack of identity in city structure, marginalization and non-official settlements are among the most important problems the city encountered. Therefore, the unimportance of such criteria from the citizens' point of view is explained through inability in public participation and contribution attraction for removing deteriorated areas and marginalized canters and tackling the related problems.

In-charge institutions and decision-maker officials' opinions on urban problems and resources are effective in the method of decision making regarding them. An efficient civil in-charge, as a decision maker has a multilateral view. He follows supply of urban sustainable development at all dimensions.

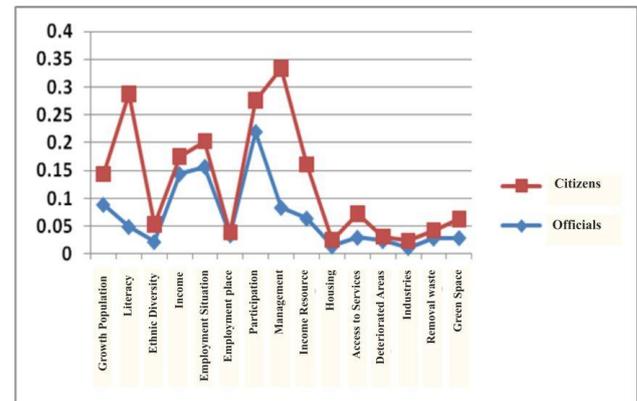
**Table 5.** Prioritizing of Criterion Officials

Criterion	Priority	Significance of Coefficient
Social-Cultural	3	0.18104
Economic	1	0.3715
Management	2	0.23207
Skeletal	4	0.09265
Environmental	5	0.09189

Citizens consider urban resources and challenges on casual basis according to their place of residence, jobs and so the forth. For instance, the problems of MianAbad and MosaAbad quarters in Eslamshahr are different and as a consequent, the priorities and preferences are different from residents' viewpoints. However, decision maker institutions are responsible towards the whole city and their casual and limited decision makings (prevalent nowadays) may not supply future development of city in a sustainable and desired manner.

The results due to the study of city in-charges on criteria consideration and weighting show the significance and importance of economic group. Weakness of municipal financial capability ,inability in financial credits attraction ,weak and unstable economic structure of the city are among the weaknesses dramatically evident in Eslamshahr city that can be effective in the type of ranking by the city in-charges.

Corporal and bio criteria are not so important from respondents' view points as well in such a way that such criteria have received a low important factor compared to other criteria. The type of prioritization of these sub-criteria includes similarities and differences from respondents' viewpoints.



**Graph 1.** Comparison of Prioritizing of Citizens and Officials

In the graph 1, some of sub-criteria have received a similar importance coefficient from citizens and authorities viewpoints.

For example, in the main group of environmental criteria (green space, waste water and garbage removal, industries) have obtained the weight of lower importance compared to other sub-criteria (both in citizens and authorities groups). Ranking range of sub-criteria of economic group in both citizens and authorities groups is almost similar. Maximum ranking difference has been in the social-cultural and managerial sub-criteria groups. In such a way that the importance of urban decision making structure and urban planning from citizens view point are of high significance and score in city development or non-development. Consequently, all sub-criterion of managerial group has received a higher coefficient importance from citizens' points of view. One of the other existing differences is the high importance of literacy for citizens, which is a positive point in the city. Ethnic diversity is not of so importance from both respondent groups; the low coefficient importance is due to the residence of a range of immigrants in the city. Maximum residents of Eslamshahr are considered as immigrants

despite the fact that during 40 recent years, a lot of population groups have been born in the city.

Moreover, the city authorities have considered participation and contribution of the beneficiary groups including citizens as the most important sub-criterion in the development or \and non-development of the city. In contrast, the citizens consider managerial structure as the most important sub-criterion and the importance of participation compared to managerial structure from their view points are in the three next ranks. It can be concluded that the citizens and authorities have not the same views towards the problems and on the other hand, they consider the other as the responsible for city and its management. In other word, the citizens have not so confidence in the method of activity and management of the city in-charges. This is also true regarding the view of the recent group towards citizens.

It is concluded from this prioritizing that the citizens and in-charges and authorities of Eslamshahr don't cooperate with each other regarding the city and are not in the same direction towards the city. Accordingly, the respondents to the questionnaires have considered the creation of an integrated management system and also changing of the existing planning system as the preferred solutions to the existing problems in Eslamshahr city while city in-charges and authorities have prioritized education and culturalization among the citizens for attracting further participation (Table 6). This difference is due to the irresponsible and different view of both groups that consider each other as the responsible for the challenges and problems of the city.

**Table 6.** Prioritizing of solutions for tackle problems from citizens and officials view points

Priority	Officials	Citizens
1	Education and Promoting of participation	Creation of urban integrated management system
2	Creation of urban integrated management system	Changing of existing planning system
3	Changing of existing planning system	Education and Promoting of participation

This difference in views of Eslamshahr citizens and authorities is an effective factor in formation and occurrence of challenges and problems of the city.

### Formation of detemination matrix and evaluation of ge situation

In order to form GE matrix and determination of Eslamshahr situation in all defined criterion and sub-criterion, the ranking has been done after weighting and priority determination and importance of all sub-criterion of the research.

#### Ranking of the defined criteria and sub-criteria

After determining of weight of all sub-variable and approximate determination of their importance coefficient from the citizens and authorities view points, considering recognition of the city, the rank of all sub-criterions has been given in the desired range of 5-0. The process of ranking has performed considering the existing conditions and data in Eslamshahr city.

**Table 7.** a sample of sub-criterion ranking

criteria	Sub-criterions	Rank	Reason
Social-Cultural	Population Growth Rate	Rather undesired (2)	Urban population has been increased and is being increasing since 1345, but due to the fact that population growth has been resulted from immigration rather than bearings. And advanced corporal growth of the city, the city population was not proportional and adequate to its services and urban services could not respond to the population needs.
	Literacy	Rather desired (3)	68 per cent of Eslamshahr city population are literate and only 23 per cent are illiterate which is a good proportion (Statistical calendar of Tehran province, 2006)
	Ethnic Diversity	Rather undesired (2)	Since its formation, Eslamshahr city, due to its proximity to Tehran , or /and work places has attracted a lot of population groups including Turk, Fars, Lor ,Afghan and other ethnicities are residents of the city (Salimi, 2002)

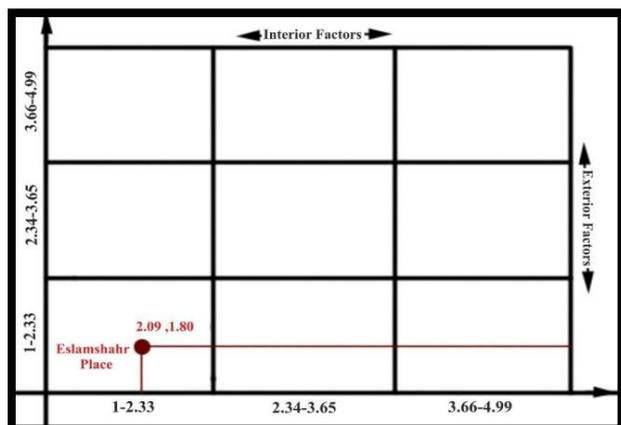
### Classification of interior of interior and exterior factors

All criterion of the research is classified in the form of interior and exterior factors. In a way that weak and strong points of each sub-criterion in its own group has been considered as interior factors and opportunities and treats of each sub-criterion in its group, as exterior factors so that they will be placed in GE matrix.

**Table 8.**classification of interior and exterior factors

Interior Factors	Strengths	Literacy: (68 per cent of population are literate)
		<b>Employment status:</b> (33 per cent)of population are employed and (3.85 per cent)are unemployed <b>Green space:</b> dispersion of green space in the city and rather appropriate green space proportion per capita in the city <b>Work place:</b> employment 67.2 per cent in the city and 35 per cent in Tehran and suburbs <b>Income distribution:</b> Residents are low income groups and maximum low in average <b>Distribution of Services:</b> low proportion of essential health and treatment services per capita <b>Removal of garbage and waste water:</b> non-systematic removal of garbage and relying on traditional removing of urban waste water <b>Management structure:</b> non concentrated and non- participatory management structure <b>Participation:</b> existence of council and consultancy systems in the city
Exterior Factors	Opportunities	<b>Growth rate:</b> increasing trend of population <b>Ethnic diversity:</b> high ethnic and cultural diversity and cultural mixture in the city <b>Local government income:</b> relying on unstable income resources of municipality (according to Eslamshahr municipal data, 2011) <b>Housing:</b> bad housing <b>deteriorated areas:</b> dispersion of deteriorated areas in the city and residence of 12 per cent of population in this extent (detailed plan of deteriorated areas, 2011) <b>Workshops and industries :</b> dispersion of workshops and industries in the city
		<b>Weaknesses</b>
	Threats	

Through placement and insertion of each sub-criterion in the form of exterior and interior factors, final score of all of them, and their rank will be obtained by calculation of weight and will be placed in GE matrix.



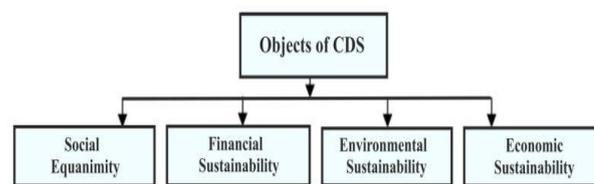
**Figure 4.** Placement and insertion in GE matrix  
Interior factors Exterior factors Eslamshahr situation

Eslamshahr has obtained the score of 2.09 in the interior factors (weak range 1-2.33) and 1.80 points in exterior factors (weak range of 1-2.33). Accordingly, Eslamshahr situation has been determined in the GE matrix. Eslamshahr was placed in the weak range (1-2.33) in all exterior and interior factors that shows unregulated and unstable of the city in all dimensions.

**Table 9.** Final Score

1. Interior Factors	Weight	Rank	Weight*Rank	Final Score
Literacy	0.3916	3	0.1749	
Income	0.1518	2	0.363	
Employment Situation	0.0987	2	0.1974	
Employment Place	0.0156	1	0.0156	
Managerial Structure	0.1261	1	0.1261	
Services Distribution	0.129	2	0.258	
Removal of G and W.W	0.0218	3	0.0654	
Green Space	0.0307	3	0.0921	
SUM	0.7673		1.6093	2.09
2. Exterior Factors	Weight	Rank	Weight*Rank	Final Score
Growth Rate	0.0739	2	0.1478	
Ethnic Diversity	0.0251	2	0.0502	
Participation	0.0313	1	0.0313	
Income Resources	0.0748	2	0.1496	
Housing	0.01303	1	0.01303	
Deteriorated area	0.01507	1	0.01507	
Industries	0.0117	3	0.0351	
SUM	0.2449		0.4613	1.80

Therefore, it is necessary to make change the existing conditions in order to improve life quality of the city, considering Eslamshahr situation. This means that the conditions governing on Eslamshahr were not in the same direction as the CDS objectives and need changes. Considering strategic goal of CDS and its flexibility being applicable in each city (poor and rich), this type of planning is suggested in Eslamshahr city in order to tackle the existing problems and challenges.



**Figure 5.** CDS objectives

Generally speaking, the existing challenges in Eslamshahr are classified in several categories:

- Low quality of dwelling apartments and houses and bad housing
- Lack or shortage of welfare and substantial services
- Extensive poverty
- Marginalization and dispersion of slums throughout the city
- Interrupted and non-integrated structure of the city
- Lack of an effective economic structure in financial transactions for benefit of the city
- Bureaucratic and concentrated city management
- Lack of public participation background

All of the said challenges explain the situation of Eslamshahr in GE matrix. Weakness of each economic, social-cultural, corporal, managerial and bio criterion causes problems throughout the city, consequently the city is in an unstable and chaotic situation. Removing and tackle challenges require an efficient planning; since the recognition of Eslamshahr and establishment of its municipality, codification and urban development plans were placed in the agenda and up to now about 4 to 5 plans have been codified for organizing the city situation. However, the factors such as instability of city management, unilateral view of city managers, low level of awareness among urban staff and relevant in-charges, sheer consideration towards urban corps (being unsuccessful in this dimension) have been among the factors preventing the realization of objectives towards city sustainable development. Therefore, improving the existing situation by considering the city future along with supply of citizens desires and viewpoints, as a group being effective upon planning process and being subject to be affected require a new and flexible look at the city that can remove successfully the existing challenges by considering opportunities and restrictions of the city.

City development strategy has been considered as a participatory perspective towards implementation of the objectives like economic sustainability, environmental sustainability, social balance and financial sustainability and considering the priority and features of this new planning approach compared to other city development planning, preparation of the pre-conditions and infrastructures of its realization in Eslamshahr city can

be effective in removing and reducing the existing challenges in the city. In other words, the necessity for the city development strategic planning success (particularly by considering the cases executed successfully) is to provide the required infrastructures for its implementation. Otherwise, city development planning with CDS approach cannot steps exactly towards achieving its main goals and will be failed like other city planning. The Table 10 has studied all of the requirements regarding Eslamshahr city.

The Table 10 shows that lack of preparation or

weakness in CDS implementation infrastructures in Eslamshahr. Unilateral and bureaucratic look of authorities at the city challenges, lack of participation of public groups, multiplicity of decision makers' institutions, lack of officials' recognition and understanding regarding city development strategy planning, relying on old plans in decision makings are among the cases that indicate weakness in CDS executive infrastructures.

**Table 10.** requirements of CDS implementation

Requirements of implementation	Tool of study	Eslamshahr Existing situation (restrictions and capacities)	Desired situation
Managerial infrastructures	Urban Management	<ul style="list-style-type: none"> <li>- Decision making system up to down</li> <li>- Multiplicity of decision maker organs</li> <li>- Limitation of local government's scope of powers</li> <li>- Existence of council system</li> <li>- Lack of assistant councils and non-activity of quarters' councils</li> <li>- Lack of public participation in the past</li> </ul>	<ol style="list-style-type: none"> <li>1. Emphasis on Flexible Planning with benefit from Public Transportation</li> <li>2. Participation of NGOs</li> </ol>
Economical-social infrastructures	<ol style="list-style-type: none"> <li>1. Economic structure,</li> <li>2. population growth</li> </ol>	<ul style="list-style-type: none"> <li>- High population growth due to immigration and bearing and non- proportion with corporal development of the city</li> <li>- Dependence on Tehran's Economy</li> </ul>	<ol style="list-style-type: none"> <li>1. Dynamic and sustainable economic of the city</li> <li>2. Appropriation of People and Services</li> </ol>
Scientific-technical infrastructures	<ol style="list-style-type: none"> <li>1. Awareness proportion to planning in the citizens and authorities level</li> <li>2. Governing planning system</li> </ol>	<ul style="list-style-type: none"> <li>- Promotion of citizens awareness regarding their rights</li> <li>- lack of sufficient understanding regarding new planning concepts</li> <li>- Insistence upon an integrated planning system and resolution of corporal problems of the city</li> <li>- Low level of knowledge governing upon municipal system</li> </ul>	Awareness, innovation among city in-charges and decision makers

On the other hand, some potentials of the city including existence of council system in the city, desire of public groups towards the participation particularly increase of awareness and scientific level of public groups, existence of boards, bases of mobilization can be the opportunities being enjoyed for implementation of CDS.

## CONCLUSION

The particularities of city development strategy planning of CDS , its flexibility, Inefficiencies and failure of detailed and integrated plans, nonexistence of local plan and planning according to cities' structure (Potter and Evans, 1998) ( also regarding Eslamshahr) are among the cases that caused the feasibility study of this planning approach in Eslamshahr city.

Analysis and study of the city in the framework of

the research conceptual model and determination and its locating using determination and evaluation technique of GE situation show the instability and fragmentation of the city in all defined criterion. Non-alignment and association between officials and citizens regarding all defined criterion and sub-criterion particularly social – cultural and management criteria have added the existing instability.

On one hand, Up to down and concentrated decision making management, lack of background for seeking participation by citizens and beneficiary groups of the city, economic, social and even managerial dependences to Tehran city, weakness in social and managerial capacities and low level of awareness of decision making regime regarding new planning concepts are as barriers towards implementation of city development strategy in Eslamshahr. In classifying of existing problems in cities, in addition to interior problems for execution of CDS plans, it should also refer to ultra-city in urban planning system. Among these cases, the country executive sectors as custodians (preparation and execution) of urban plans have limited powers (in particular regarding municipality) (Hataminejad, 2011)

-Lack of city integrated management  
-Legal and theoretical weaknesses of Urban Management

-Lack of administrative and autonomous system

-Lack of good urban governance

-Lack of political and administrative will

All of the above- mentioned cases, there are restrictions and challenges that afflict all Iranian cities including Eslamshahr that the solution for its removing is the efforts and engagements of all officials throughout the city and ultra-city levels. Therefore, considering the conditions of Eslamshahr city, preparing of CDS implementation requirements in the city for its entrance to the cycle of urban development strategy and enjoying of the act capacities are necessary in order to tackle the existing challenges in Eslamshahr city. Ensuring of city integrated management and the increase of local governments scope of powers and more and more enjoying of public groups are among the suggestions regarding application of CDS in Eslamshahr city.

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