

CITY DEVELOPMENT STRATEGIES OF PIRANSHAHR**KERAMATOLLAH ZIARI^{a1}, AHMAD POURAHMAD^b, ABDOLLAH SHEIKHI^c, ABRAHIM SHARIFZADE AGHDAM^d AND HOSSEIN SAADLOUNIA^e**^{ab} Professor in Geography and Urban planning, University of Tehran, Iran^c M.A Student in Geography and Urban planning, University of Tehran, Iran^d Master in Geography and Urban planning and lecturer Payam Noor University Piranshahr, Iran^e M.A Student in Geography and Urban planning, University of Tabriz, Iran**ABSTRACT**

The paper tends to vision and determine strategies to the development of Piranshahr City based on the opinion of the urban group such as citizens, Municipal authorities and urban elites. By prioritizing the strategies the role and function of city will be determined. Methodology of the research in terms of purpose is applied and in terms of nature is descriptive-analytical. Data collection is based on the library and documentary method along with the field method using questionnaire in order to determining the potentials and weaknesses of the vision of the Piranshahr. To analyzing the opinion of the urban groups SPSS and EXCEL are used and to preparation of the strategies and prioritizing them the mixed SWOT-ANP model is used and finally to weighting the factor Super Decision software is used. The results represent that all of three urban groups recognize the first vision of the "city on the trade-commercial function (external)". The outcome result of the SWOT-ANP represent that the best development strategy of the city refers to the "reinforcement of the trade-commercial function of the city and dependents of this function". Furthermore the alternative strategy is to "create and develop of tourism infrastructure with emphasis to the shopping tourism and optimum utilization of ecological attractions and historical tourism".

KEYWORDS: Strategy, City development, Piranshahr

City is an important population center (Sahami, 1995:497). Therefore, organizing it and how to grow and evaluate it necessitate recognizing urban problems along with planning them (Pourahmad et al, 2006:167). In the cities of developing countries with respect to the unknown fate that they have need to have planning (Kardar et al, 2009:184). The urban planning this type of countries have common characteristics including: being ambitious, failing to observe executive facilities, lack of the legal system and coherent organization structure, Lack of financial resources and citizen participation, urban land use challenges, rigidity, incompatibility of current urban plans (Gunder, 2007:9). Iran cities has also been faced with this concerns. Due to the stability and being classic and more physical this plans and since in their framework social, economic and management dimension are not be considered, this plans in practice face with cases such as inflexibility, being long term, low executive potential and low level of functionality (Salimi, 2008:3), lack of the regional attitude in preparing comprehensive plans, not defining position of the city in the hierarchical system, not concerning to the dominant function of the cities (Rahnamayi and Shahhosseini, 2008:84). Furthermore not responding to the current requirement of the city. therefore according to the flexibility, and dynamism transition to the strategic planning seems necessary (Salimi, 2008:3).

City development strategy (CDS) which has strategic nature (Cities Alliance, 2005) is an approach to respond uncertain condition, management inefficiencies, decrease in quality of life in cities has been entered to the literature of planning since 1999 (Cities Alliance, 2007). CDS is a plan emphasizing on the preparing and execute a document and preparing it is done based on the participatory visioning (www.Sofia.bg/Pictss/Main). The plan is the preparing of a long term vision of the city's future designing with short-term function of the city (CDS in China a Manual, 2006:2) and by the utilization of the strategic planning models actually encompasses wide range of management, social, economic, Environmental and physical problems of cities. In this plans firstly city vision is determined with centrality of Urban Management and participation of urban stakeholders. Then eligible strategies to achieve vision and sustainable development are prepared. The strategies are transferred to the executive plans. In fact CDS is considered as an urban development in all dimensions (Phonm Penh, 2005:1). Accordingly, the research at first is to vision "Piranshahr" based on the opinion of the three groups of citizens, authorities and urban elites. Then tend to determine the potentials and obstacles of the city development And in order to achieve a proper level of development, strategies are provided to future city development.

LITERATURE REVIEW

CDS is considered as newest approach in strategic planning (Sharifi, 2013:3) visioning for the future of the city. And accordingly, executive plans are prepared (Rafiyani and Shahinrad, 2008:10). Although the concentration of the CDS is to reinforce competitive economics, environmental and monetary dimensions, structure and urban infrastructure and decrease of poverty are to be concerned (Cities Alliance, 2006:1). And also involves planning procedures to improve urban governance and urban management, increase in the investment in order to improve services and employment condition, decrease poverty in a systematic and sustainable way (Cities Alliance, 2001). Furthermore strategic planning is a participatory planning involving all stakeholders from all sector of the society. therefore, the process of the strategic planning with focus on the city's capital is to solve problems in a manner that addresses the hierarchical system (Center for Urban Development Studies, 2001:12).

CDS is considered a new tool to help universal erratic changes and relief urban poverty and develop of the local economy utilizing the participation all sector of the society to achieve a long- term vision, stabilization of the growth strategy, reach agreement on priorities and administrative problems and recognizing executive short-term plans (World Bank, 2002:9). This strategy consider city as an economic growth engine effecting on decrease of the urban poverty, growth of local economy and improve of the governance. The actual approach of the CDS vary according to the national and local conditions (Ashrafi,2009:171). Despite to it and according to the local diversities, CDS pursue three goal of improving urban management, economic growth and decrease of urban poverty (Evida,2003: 5).

This approach has functions and characters which their characters are defined based on the characters of cities (Kostik, 2007:8). Based on the consistent plan, CDS ought to change current trends and function toward an improved condition (Jiaping, 2008:15). The CDS approach through mechanism such as active participation of citizens should lead to improve economic, social and physical condition of city toward sustainable development (kostik, 2007: 8). Due to unstable condition of future and unpredictability of third world cities, CDS have to be flexible (Leng, 2005: 11).

METHODOLOGY

This research's methodology in terms of goal is applied and in terms of nature and method is descriptive-analytical. Data collection is based on the library and documentary method along with the field method using questionnaire in order to determining the potentials and weaknesses of the vision of the Piranshahr. To analyzing the opinion of the urban groups SPSS and EXCELL are used and to preparation of the strategies and prioritizing them the mixed SWOT-ANP model is used and finally to weighting the factor Super Decision software is used.

Area Study

Piranshahr which is considered as political center of Piranshahr country is located in south of West Azerbaijan province and 12 km to Iran and Iraq (Iraq Kurdistan). This city is encompassed from north to Oshnaviye and Naghadeh and from south to Sardasht and from West to Mahabad (Consultant Engineers Armanshahr, 2009:2). Piranshahr's population based on the 2006 and 2011 consensus is 59721 and 70722 (Iran Statistical Center, 2006 and 2010).

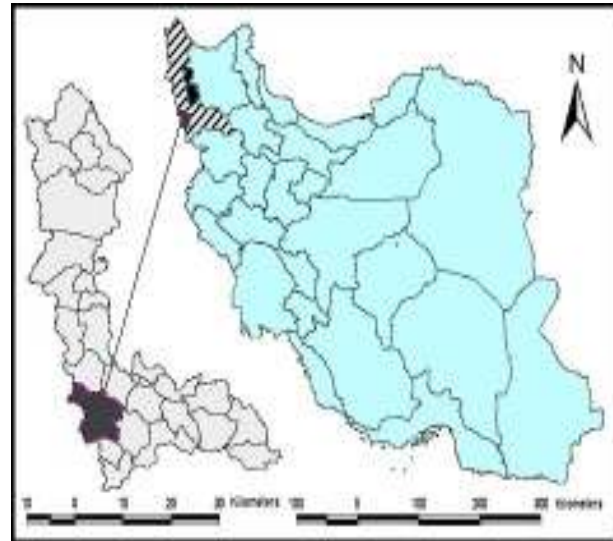


Figure 1: Geographical location of the Piranshahr

RESULTS

This sector is to analyze and vision the position of the city in the future based on the perspective of the three groups of the citizens, urban authorities and elites. Therefore those groups are required to determine the position of the city to 20 years later according to the infrastructures and facilities of the city, its location and potentials.

As shown at Table 1, 2, 3 those groups have high level of agreement in the prioritizing visions on the vision of the "city with trade-commercial (external) function". In spite of the opinion of the authorities and elites, citizens recommend second vision of the city as "city with agricultural economy".

The following tables represent the opinion of those groups.

Table 1: opinion of citizens about the city vision

A city with trade-commercial (external) function	A city with the agricultural function	Tourist City	A citizen oriented city with integrated urban Management	Mineral city (building stone)
19	14	9	2	6

Citizens with high percentage have determined the future of the city for 20 years later as a trade-commercial city.

Table 2: Opinion of the urban elites about the city vision

A city with trade-commercial (external) function	A city with the agricultural function	Tourist City	A citizen oriented city with integrated urban Management	Mineral city (building stone)
23	8	12	2	5

The urban elites group has agreement with citizens group about first vision. And to the second vision they recommend tourist function for the city vision.

Table 3: Opinion of the urban authorities about the city vision

A city with trade-commercial (external) function	A city with the agricultural function	Tourist City	A citizen oriented city with integrated urban Management	Mineral city (building stone)
25	6	11	3	5

The opinion of the municipal authorities is closer to the opinion of the urban elites. And recommend first and second vision as trade-commercial city and tourist city.

City Development Strategies for Piranshahr

Knowing about city development and selecting the best strategy could be as a guide to determine the path of the Development. Therefore opportunities and potentials of the Piranshahr facing with them are determined. Hence to this potentials and weaknesses proper strategies for the development of the city are selected. Then the hybrid model of SWOT-ANP is used to evaluation. Finally the strategies are prioritized to future city development using Super Decision.

Recognizing the sub factors of SWOT and determining the alternative strategies

At this stage according to the study; the most important strengths, weaknesses, opportunities and threats of the Piranshahr for the future development are selected. Thus 8 sub factors as strength, 7 sub factors as weakness, 6 sub factors as opportunity and 6 sub factors as threats are determined .after selecting sub-factors of the SWOT model of the city ;the most appropriate strategy for the future development of the city were chosen. Thus 27 sub factors are chosen to evaluate 4 alternative strategies (Table 4).

Table 4: SWOT sub factors and alternative strategies matrix

<p>The diagram shows a box labeled 'Sub Factors' with an arrow pointing right to a box labeled 'Internal' and an arrow pointing down to a box labeled 'External'.</p>	Strength	Weakness
	<p>S1: Adequate rainfall and abundant water resources to agriculture, Aquaculture and fishery development</p> <p>S2:existence of the fertile agricultural land for horticultural crops, particularly sugar beet</p> <p>S3:existence of tourist historical and cultural attractions</p> <p>S4:existence of more than 80 percent of province's building stones mine in the Piranshahr</p> <p>S5: The delivery capacity of 365 thousand tons of sugar beet in Piranshahr</p> <p>S6:appropriate distance to surrounding cities (Sardasht, Oshnaviye,Naghadeh and Mahabad)</p> <p>S7:existence of Tamarchin customs as the shorter Iran path tonorth of Iraq and Mediterean sea</p> <p>S8:neighborhood to Iraq Kurdistan and placement in the route of cargo transit road</p>	<p>W1:ignoring the high potential of the Piranshahr on stone mines and insignificant share of the this sector in its economy</p> <p>W2:inadequate facilities and lack of the control and transmission facilities of water</p> <p>W3:lack of processing industries to convert crops to valuable products</p> <p>W4:lack of the appropriate tourism facilities</p> <p>W5:the low quality of the facilities at tourism centers</p> <p>W6:inappropriate facilities and infrastructures in the city</p> <p>W7: Inefficiencies crowded intercity routes of the city to Oshnaviye,Sardasht and Naghadeh</p> <p>W8: inefficient and poor urban management</p>
Opportunity	SO	WO
<p>O1:improving the agricultural practices in the city in order to use the high potential agricultural</p> <p>O2:high potential of the city to attract ecotourism and shopping tourism</p> <p>O3:capacity development of the industrial town of Piranshahr and utilizing economic potential of exporting due to neighborhood to Iraq Kurdistan</p> <p>O4:utilizing the mineral potentials of the city by discovery and exploitation new mines</p> <p>O5:The position of city regarding to Iraq Kurdistan as a point of entry and exit of goods and passengers</p> <p>O6:vicinity to Arbil railway and high level of potential to transit good to external markets</p>	<p>Reinforcement of the trade-commercial (external) function of the city</p>	<p>Utilizing high potential of the city along with creating the processing industries to convert crops to high value products</p>
Threats	ST	WT
<p>T1:not improving the infrastructures of the Piranshahr routes specially</p>		

<p>Piranshahr-Naghadeh and Piranshahr-Arbil routes T2:lack of proper investment in the agricultural sector in spite of high potential of the Piranshahr in producing agricultural and horticultural products T3:city physical development and threats to the agricultural lands T4:threats of border disputes and its effect on the international trade T4: Failure to convert revenues from import and export goods to industrial investment and produce. T5:the lack of the clear long-terms plans and programs with clear vision for the development of the city</p>	<p>Construction of the stone factory for utilizing the mines of the city to exporting to the overseas markets particularly black granite decorative stones</p>	<p>Creating and development of the tourism infrastructures with emphasis to the shopping tourism and utilizing the historical and ecological tourism attractions</p>
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source: authors

Prioritizing the city development strategies of the Piranshahr

After determination of the SWOT sub-factors and alternative strategies for the future development of the city using the hybrid model of the SWOT-ANP; strategies were prioritized .therefore 35 questionnaires were filled out by municipal authorities and urban elites importance and significance of each factors and sub-factors were

determined. Then each of these factors and sub-factors were extracted from questionnaires in to Super Decision .Finally the final score was determined for each strategy.

ANP results

In order to prioritizing the city development strategies SWOT-ANP model and Super Decision software were used. The following figure represents the connection between factors and sub-factors.

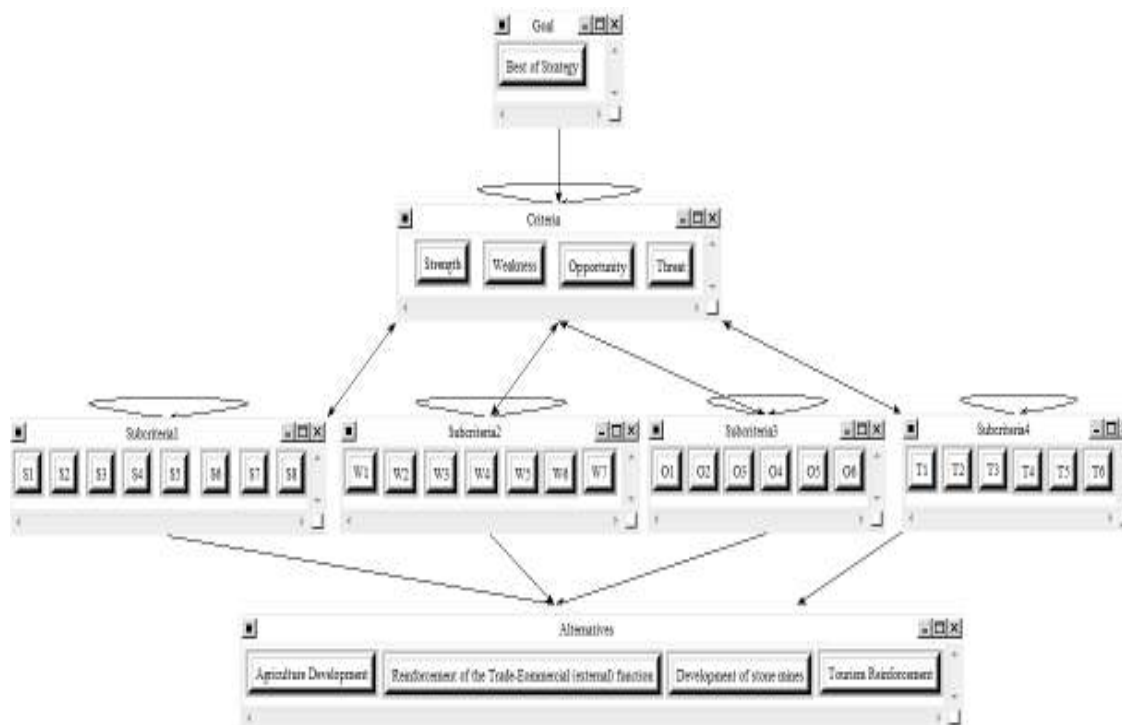


Figure 2: structure of ANP model to choose best strategy for future city development in Super Decision

Calculate the importance degree of the SWOT factors

At this stage, SWOT factors based on the importance degree are weighted. Weighting procedure is pairwise comparison based on the Saati table. As shown in the Figure 3, strengths with 0.321 score having highest score and threats with 0.062 having lowest score.



Figure 3: SWOT factors weights in ANP

Calculating the SWOT factors according to the factors interdependence

At this stage determining the way factors interrelation of the factors; the weight is obtained. ANP benefit to the AHP is that ANP calculate weight according to the interdependence of factors on the alternative strategies. Figure 4 shows the interdependence of the factors.

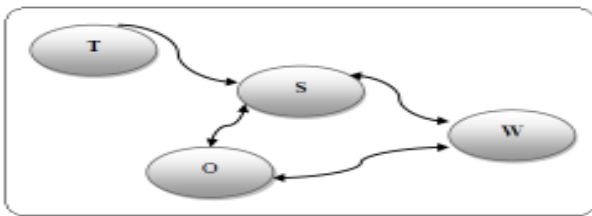


Figure4: interdependence of the factors to choose best city development strategy Resource: Rahnamayi, 2011:93

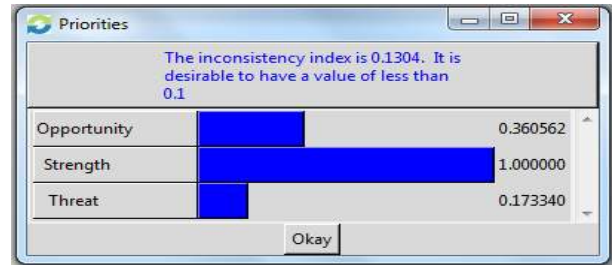


Figure 6: interdependence of the factors according to the weaknesses in ANP

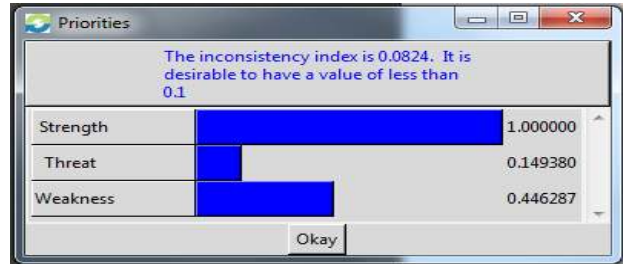


Figure 7: interdependence of the factors according to the opportunities in ANP

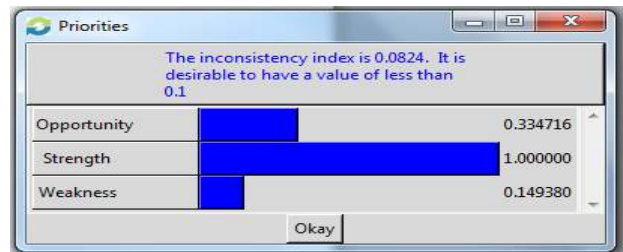


Figure 8: interdependence of the factors according to the threats in ANP

Calculate the inner significance of SWOT sub-factors

At this stage, according to Saati Table, Inner significance of sub-factors through pairwise comparison is calculated. The 4 following tables represent SWOT sub-factors weights

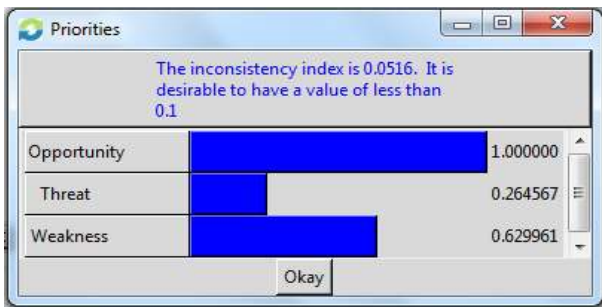


Figure 5: interdependence of the factors according to the strengths in ANP

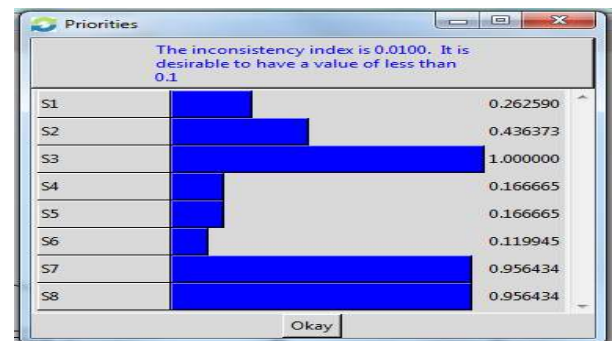


Figure 9: SWOT sub-factors weight for strength in ANP

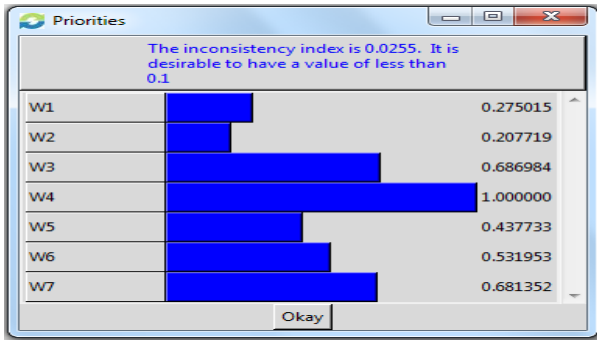


Figure 10: SWOT sub-factors weight for weaknesses in ANP

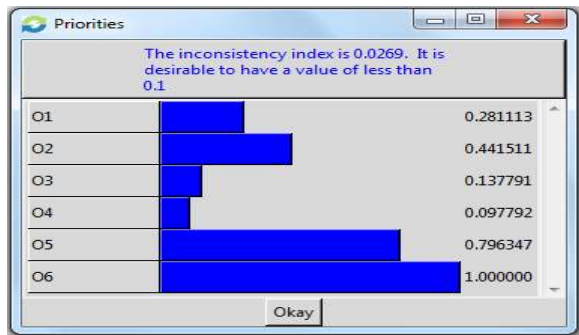


Figure 11: SWOT sub-factors weight for opportunities in ANP

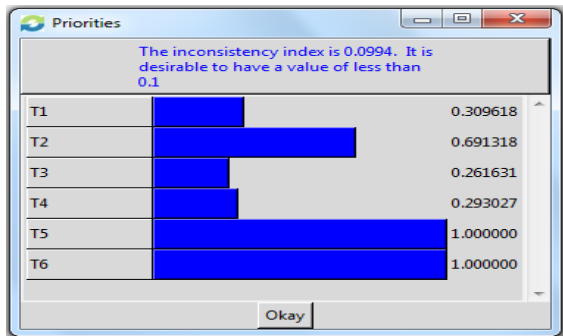


Figure 12: SWOT sub-factors weight for threats in ANP

Calculating the overall preference of strategies according to the interdependence of factors and sub-factors

The final stage of the process is to calculate the weight of the alternative strategies to choose the best strategy and alternative strategy. as shown in Figure 13, the strategy of the "reinforcement of the trade-commercial (external) function" with 0.343 score determined as the best strategy for the future development. And the strategy of the development of the tourism infrastructures with emphasis to the shopping tourism and optimum utilizing the tourism

attractions" with score of 0.270 chose as the best alternative strategy for the future development of the city.

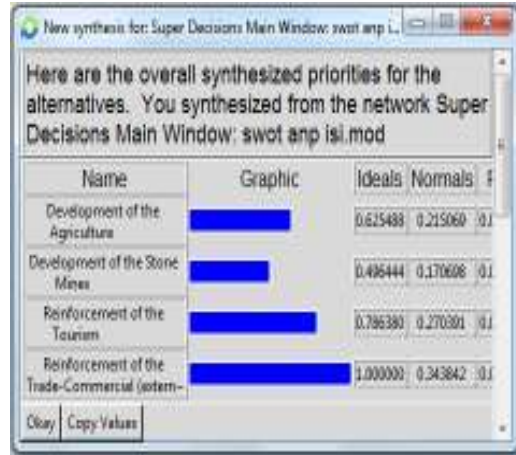


Figure 13: the final score of the city development strategies in ANP

It should be noted that the choosing the best strategies and alternative not meaning that the other strategies could not affect the development of the city. But means the chosen strategies are appropriate to current condition. The results show that the city has good potential at all of strategies since relative weight score is distributed orderly.

CONCLUSION

Piranshahr's urban planning and management system is based on the comprehensive and detailed plans. Since this pattern offers the same pattern to throughout the cities of Iran lead to many problems. Therefore, this research was not based on this current model but is based to the city development strategy approach arguing that strategic interventions of public communities, private sector and civil society at the time and place should change the course of the urban development.

At the study citizens, municipal authorities and urban elites are asked about the city vision and future development of the city. Those groups have expressed the main vision for the future development of the city as "a city with trade-commercial (external) function ". But about the second vision of the city citizen introduced second vision as "a city with agricultural economy " which was not in agreement with municipal authorities and urban elites. In order to analyzing the potentials and obstacles 27 factors are recognized. The strategy of the "reinforcement of the trade-commercial (external) function" with 0.343 score determined as the best strategy for the future development.

And the strategy of the “development of the tourism infrastructures with emphasis to the shopping tourism and optimum utilizing the tourism attractions “with score of 0.270 chose as the best alternative strategy for the future development of the city.

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