

Analysis the Status of Strategic Planning in Future Development of Saqqez City, Iran

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Abstract: The nature and process of urbanization is differing from one country to another. Saqqez city infrastructure has been damage by many years of war, genocide and forced displacement at the hand of the previous Iranian regime. In order to, applied methodology is based on descriptive- analytical approach. Also we have used of documental and survey methods to collect information. The statistical society of this research was about 450 persons of citizens, experts and urban officials that have been selected by Morgan sample size table. Results show that we can present three development strategies for future development of Saqqez city in the 30 next years.

Key words: Strategic Planning % Urbanization % Future Development % Saqqez city

INTRODUCTION

The Kurdistan infrastructure has been damage by many years of war, genocide and forced displacement at the hand of the previous Iranian regime [1]. For example, the former Iranian regime destroyed over 400 villages in Kurdistan. Thus Kurdistan has been faced with numerous challenges in its attempts to reconstruct the Region and start a sustainable development process [2, 3]. In the last few years the Saqqez region has benefited from considerable development in many areas. This was the result of the government's attempts to seize new opportunities to improve the life of the people of the region. Throughout its development stages, strategic thinking, especially since the beginning of the third millennium, has led to a series of successful strategic applications, most importantly in strategic planning which is extensively adopted by governments and organizations. Practical experiments have proved its effectiveness with respect to interaction with local and international environmental dynamics and changes, which are often characterized by constant change and extreme complexity. This situation occurs as a result of the development of national economies on the one hand and development of global economy, on the other, in addition to globalization consequences and the interaction between local and world economies [4-6]. Also Strategic Planning (SP) is taking up an increasing part of transport planning, which

can be seen on all levels of public administration, i.e. from urban, regional up to national and international levels. One main difficulty of such plans is that they are not consistent or are interpreted in different ways which may be a reason for the divergence between transport policies and traffic development [7]. Although the general definitions of SP may be known, the main definitions will be stated due to reasons of completeness and for some derivations: A strategy can be defined as a plan for successful action based on the rationality and interdependence of the moves of the opposing participants or as the art of projecting and directing the larger military movements and operations of a campaign [8]. Although this definition contains the reference to military, the directions and aims are generally applicable. The key element, i.e. 'a plan for successful action based on the rationality', is related to the notion of methodology and can be defined as following: A methodology can be defined as a systematic classification or procedure with the use of suitable techniques for studying and analyzing directions and implications of empirical research (Ibid, 2006).

In 1998, the CDSs were started by the experiences in East Asia. The earliest of CDSs were funded by the World Bank (WB) and were applied in Indonesia, Philippine, Thailand, Vietnam and China. In 1999, poverty reduction became one of the fundamental objectives of CDS after establishing Cities Alliance. Few of the focuses that some

cities had were on the local economic growth, enhancement of local governance, sustainable development, Millennium Development Goals (MDGs) and so on. Till date, more than 200 cities mostly in developing countries have adopted and reaped the benefits associated with this approach [9]. "For answering to economic realities within a competitive environment, CDS targets on the process change, focuses on urban dynamics and opportunities and adopts a flexible strategy. It also helps to build stakeholder capacity to manage a city more effectively and to reassure and invite businesses in national and global markets. It does this by encouraging stakeholder participation and empowerment. Thinking about the future within a CDS framework often changes the way that a city is managed and planned" [10, 11].

In the light of the above mentioned development, the authors, under its clear mandate, believed it was necessary to adopt a strategic planning approach to enhance the development process. In order to, for the very first time, prepared a multi-year comprehensive strategic plan based on a clear understanding of the current status and vision for the future. This Strategic Plan will be the reference for all future development and capital investment projects. It will also be the guide for the preparation and execution of the annual budget. We firmly believe that this Strategic Plan will enable the Kurdistan province generally and Saqqez city especially to overcome the problems and delays in project implementation resulting from the outdated methods currently used.

Background: The nature and process of urbanization differ from one country to another. In the last two decades, fundamental changes have taken place in ideas about the roles which settlement plays in the developing countries. Specifically, new critical approaches have been introduced as to the assumed function of big cities as the generators of modernization and development [12, 13] (Stalker, 2000). As a developing country Iran is now witnessing an almost continual large-scale urbanization it is occurring in a few big cities such as Tehran, Mashhad, Tabriz and Esfahan. The proportion of urban population to total population of Iran in 1976 was 47% and this ratio reached 61% in 1996 [14]. In the decision-making process, land managers need to carefully consider the changes brought about by urban sprawl. Land cover and land use change models are useful tools to analyze, understand and predict land cover changes and their consequences. Land use change models are also tools for

understanding the causes and consequences of land use dynamics [15, 16]. In the Chuandong area of China, the local strategic spatial plan includes development of a new city. The proposed new system, SSP-SS, is intended to assist local government decision makers by enabling them to produce a visible, pellucid model of the effects of local strategic spatial plans. As mentioned above, this system simulates urban growth and integrates the economic and social development plan with the land-use plan and urban plans while taking into consideration environmental issues, such as the total amounts of natural resources used and waste discharged. In this chapter, we use the cellular automata (CA) approach to represent the process of urban growth. Moreover, we employ an agent-based model to simulation change, resource use and waste discharge. Much research has demonstrated that the CA approach has advantages over other methods and can simulate urban growth in a very realistic manner [17, 18]. There is often a gap and tensions can arise between what Healey (2009) [19] calls urban strategies and planning projects. In planning research and practice, spatial strategies are often used to justify long-term (50+ years) visions of city transformation and they can include orientating goals and a framework of principles [19]. Strategies often have little legal or formal power, but exert influence through the strength of their visions and their power of persuasion (ibid). Planning projects, on the other hand, are often short-term proposals reliant on trend extrapolation and prognosis, which tend to promote incremental change and have more formal and political power (ibid). This thesis bridges the gap between these two areas. It contributes to planning practice as it explores how transformative change can happen in cities by identifying units of analysis that lie between the spatial strategy and the planning project in relation to time-frames (10-15 years), complexity and realism. It also considers how persuasion rather than formal means of influence can be used and examines what needs to happen for strategies to be realized. However, it should not be viewed as a blueprint for construction [20]. The ways in which the multiple structures and actors in cities interact characterize cities as complex systems [21] and long-term planning for sustainable urban development is thus also a very complex activity.

This complexity can be illustrated by the uncertainties about what the future may bring, by the conflicts of interests between different stakeholders, by the challenges of identifying and involving the actors that can promote change, by defining the role of planning and the issues that should be addressed through it, etc. [23].

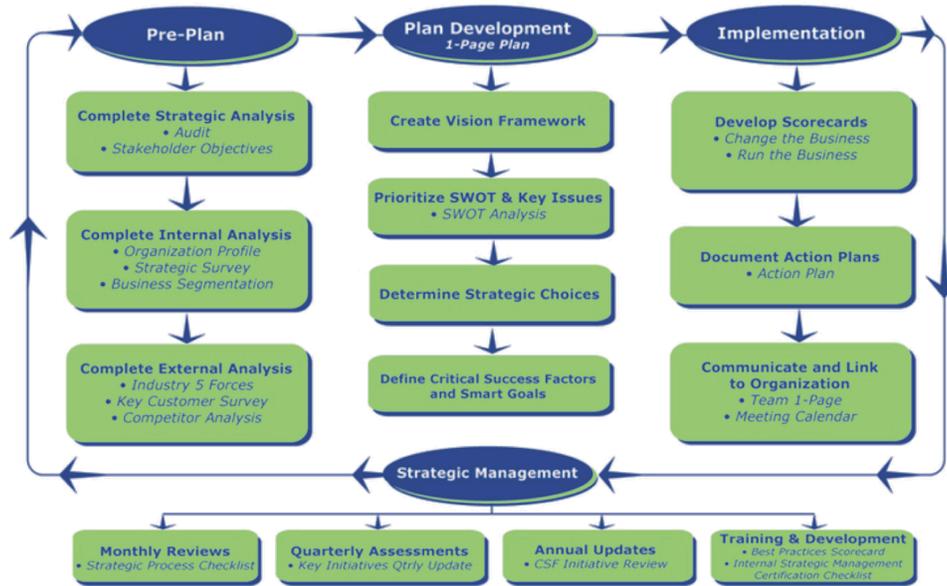


Fig. 1: The process of Strategic Planning (SP).
 Source: Authors adopted Beygi (2013) [22], 2013.

High natural population growth rates and rapid rural-urban migration have greatly increased the population of urban areas in Kurdistan generally and Saqqez especially in the past five decades. The expansion of market economy and gradual opening up of Iranian economy to world system after the Second World War, has created a modern but oil-dependent urban sector. The annual growth rate of the urban population has ranged from 5.4% (1966-76) to 2.9% (between 1986-96). The urbanization process has created a peculiar pattern of population distribution in Iran. As of 1996, only 59 (9.6%) of the 612 cities of Iran had a population of 100,000 or more. Of these 59 large cities, only nine had populations of 500,000 or more. In 1956, about 53% of the total urban population lived in cities with a population of 100,000 or more. At the time of fifth national census (1996) that percentage had increased to 68.7% meaning that the remaining 553 cities had a population of less than 100,000 and accounted for only 31.3% of the total urban population. Of 36.7 million people living in urban areas in 1996, 18.4% lived in Tehran, the capital city. The number of Kurdish cities increased from 6 in 1976 to 23 (10 main cities and 13 minor cities as subset cities) in 2012 [24]. In the different National development plans before and after revolution point on increase urbanizations related to industrialization of these urban settlements in these areas. Cerate cement factory in Bijar city was the first step to access this purpose after Islamic revolution and caused the migration of

hundreds of thousands of villagers to the cities and also growth of private subdivisions. On the one hand, a cheap workforce for economic activities in cities both in industrial and building services was provided; on the other hand, production and consumption within the villages was subsumed into the urban capitalist economy. During the implementation of these plans, most of the industrial activities in Sanandaj and Saqqez and its surrounding areas have been centralized. In this period, both the urban and the master plan had a great impact on physical changes of Sanandaj city as a big city in Kurdistan province [14]. The foreign engineers and consultants along with their indigenous colleagues with modernizing tendencies tried to make a master plan. As a result, the act of owning apartments was approved in 1996 [25, 16].

In Kurdistan every economy produces different kinds and quantities of commodities and services, using the available economic resources. Production processes involve mixing the available productive elements and using the accessible technological level to obtain largest possible quantities of goods and services. Production elements receive material benefits in return for their contribution to the production process. Labor element receives wages, land element (land owner) gets proceeds, the element of capital gets returns and the organizing side also has a share of accrued profits. Thus, the production element receives an income for involvement in the production process [26].

Table 1: Population information of Saqqez city in 1996 to 2016.

Divisions	Are	Population of 1996	Population of 2006	Residential Area	Number of households 2006	Gross density 2006	Net Density 2006	Population estimate 2016
District 1	179.56	13427	13427	43.73	3570	75	307	5150
District 2	183.92	24700	23599	59.6	5686	128	396	27500
District 1	363.48	40954	37026	103.37	9256	102	358	49150
District 3	372.53	38965	46127	116.99	10792	124	394	54500
District 4	211.07	9637	13262	34.91	3056	63	380	20000
District 2	583.61	48602	59389	151.90	13848	102	391	74500
District 5	311.36	18103	20224	40.01	4357	65	505	34000
District 6	274.92	7735	14710	41.81	3406	54	352	20500
Region 3	586.28	25838	34934	81.83	7763	60	427	54500
Total	1533.27	115394	131349	337.10	30867	85.66	389.64	178150

Note: Statistics Organization of Iran 1976, 1986, 1996, 2006 and estimate of 2016. The Statistical Center of Iran, restructure and estimate of population according to province (1976-2006).

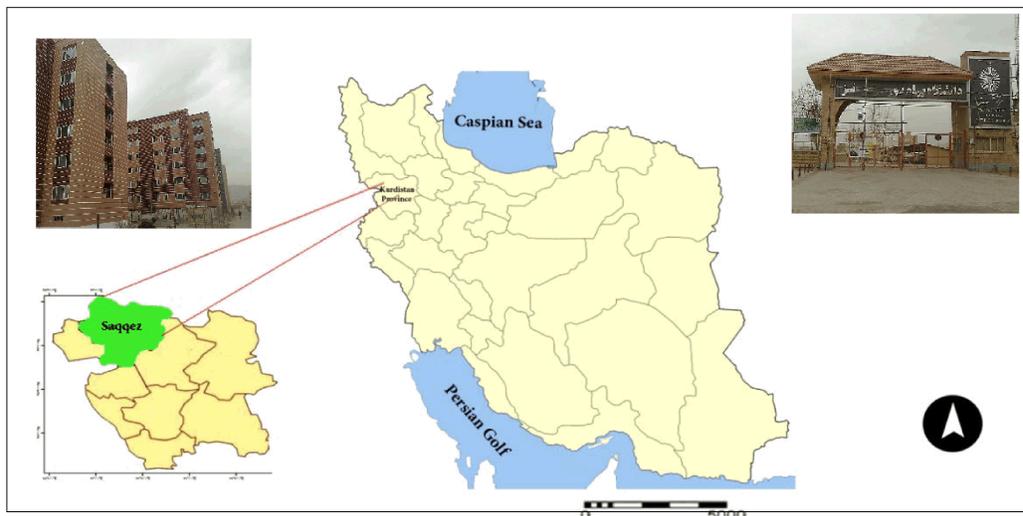


Fig. 2: A landscape of case study region.

Source: Authors, 2013.

Case Study: Saqqez city is located between 46°13'-46°16' eastern longitude and 36°11'-36°15' northern latitude within north-west of Kurdistan province in northwest of Iran and covers of approximately 1474.8 ha. At the 2006 census, the city's population was 135037, whereas its current population is about 145000. Building area was 618.26 ha. The average elevation of the city is about 1496 m above mean sea level. Saqqez is characterized as a mountainous area which is located within Zagros Mountains ranges from south-east to north-west. This area comprises about 15.5% of Kurdistan province. The difference of height between the highest elevation point (Chehel-Cheshme Mountain, 3173 m and Symone-Rood basin, 1150 m above mean sea level) is about 2023 m. Saqqez River emanates from western mountains (Khan valley) and continues its path across the city toward north-east. Fig. 2 shows location of study area in Kurdistan province, Iran [27]. Also it has a 987 Km²

common border with Iraq country. Western border of Iran was specified by the border commission according to the Goldsmith Plan in September 1871 [28]. This borderline has separated parts of Kurdistan from Iran [29] and today a majority of the Kurdish population (about 25 million people) live within Turkey (a group of Kurdish people also lives in Iran, Iraq and Syria Countries.[30]. Kurdistan province within the Iran has the lowest level of Development [16, 1].

The Statistical Center of Iran, restructure and estimate of population according to province (1976-2006).

MATERIALS AND METHODS

The research method we have used is based on the descriptive- analytical approach. We used a documental method to collect information. In order to applied methodology is based on correlation, field and survey

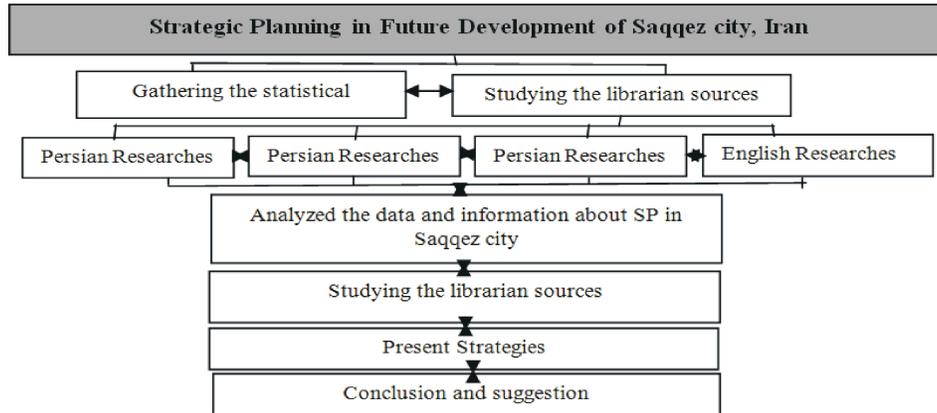


Fig. 3: Conceptual diagram of research.

Source: Authors, 2013.

methods. Statistical society of current research was including 450 citizens, experts and urban officials. According to characteristics of population, sampling method is simple random sampling without replacement and each expert is considered as a sample. Morgan's sample size estimation table was used to determine size of sample, so 59 experts were selected as final sample. In final presented some solve ways. A precondition for this methodology lies in the fact that the transport and land-use system can be influenced or should be controlled by policies and regulations, although it has been suggested that the regulatory influence may be unelectable [4-6]. However, the argument here is to develop a methodology which can control, steer or “govern” the transport system, as required principally by a SP approach. The topical constraint to “empirical research” does not need to be required and can also be applied to “strategies”, for yielding successful actions. The key point here is regarding “systematic classification” and “suitable techniques”, which will be highlighted in the following section.

RESULTS

Priorities and Goals of the Strategic Planning in Saqqez:

Saqqez has covers an area equivalent to 4730 square kilometers. Also saqqez city from the view of breadth allocated to itself an area about 15.48% of Kurdistan province area vast. According to physical divisions Saqqez city has 3 zones, 6 districts and 22 neighborhoods. The plan adopts a wide range of strategic goals for the development of the economic and social sectors in the case study region, drawing upon the data of the strategic

analysis of the economic and social reality of the region, as well as the results come out from the diagnosis of the immediate and future challenges that are expected to face development during the coming five years. The previous goals are divided into 14 main axes, from which many quantitative and qualitative indicators have been derived to depend upon in the achievement of those goals. In general, the priorities and goals of the strategic plan concentrate on the following:

- Ⓒ Enhancement of economic growth,
- Ⓒ Realization of food safety,
- Ⓒ Building competitive capacity at sectorial level,
- Ⓒ Provision of economic needs and implementation of necessary reforms,
- Ⓒ Creation of employment and job opportunities,
- Ⓒ Renovation and development of financial services,
- Ⓒ Consolidation of social protection and raising the levels of health and education,
- Ⓒ Development of the infrastructure and building human capacity,
- Ⓒ Development of export potentials of the industries and basic and sectorial services and
- Ⓒ Development of the private sector.

According to opinion of Municipality and City Council of Saqqez city and authors research, three development strategies for future development of Saqqez city in the 30 next years is as follow:

- Ⓒ The first priority is in the north of Saqqez River, in the central and northeastern parts of the city. This priority is consist of 8 to 15 districts in located

Table 2: Physical Division of Saqqez city according to Zone, district and Sector

Zone one		Zone two		Zone three	
Subdivisions	Area (ha)	Subdivisions	Area (ha)	Subdivisions	Area (ha)
District One	179.4	District Three	369.50	District Five	301.13
Sector 1	69.98	Sector 8	95.45	Sector 16	
Sector 2	53.29	Sector 9	56.2	Sector 17	
Sector 3	56.13	Sector 10	30.15	Sector 18	
		Sector 11	42.84	Sector 19	
		Sector 12	37.03		
		Sector 13	107.83		
District Two	184.2	District Four	208.56	District Six	271.51
Sector 4	52.38	Sector 14	124.66	Sector 20	117.60
Sector 5	53.33	Sector 15	83.9	Sector 21	63.11
Sector 6	28.38			Sector 22	90.80
Sector 7	50.11				
Total area of Zone one: 363.60		Total area of Zone Two: 578.06		Total area of Zone Three: 572.64	

Total area of Saqqez city: 1514.31 ha

Source: Authors, 2013.

Table 3: Suggested land uses based on first scenario in Saqqez city

Land Use	SP	Master Plan	Contrast of SP & MP land uses
Residential	4939978	3425835	-1514143
Mixed	130443	199711	+69268
Educational	622147	322692	-299455
Trade	193737	175356	-18381
Health & hospitality	271034	94799	-176235
Green space	1735451	242786	-1492665
Athletic	424632	91681	-332951
Social & culture	169513	69842	-99671
Official and enforcement	378989	255047	-123942
Public facilities	287942	171342	-116600
Ways	4337847	2613421	-1722423
Industries	710086	77162	-632924
Tourism	-	6248	+6248
Agricultural	-	1416566	+1416566
transportation	-	120373	+120373
Natural events	-	4557785	+4557785

Source: Authors, 2013.

Table 3: Suggested land uses based on second scenario in Saqqez city

Land Use	SP (%)	Master Plan (%)	Predication of the implementation rate (%)
Residential	36.17	26.36	72.88
Mixed	0.96	1.5	196
Educational	4.56	2.42	53.11
Trade	1.42	1.32	93
Health & hospitality	1.98	0.71	35.86
Green space	12.71	1.83	14.4
Athletic	3.11	0.69	22.19
Social & culture	1.24	0.52	41.94
Official and enforcement	2.77	1.92	69.3
Public facilities	2.11	1.78	84.36
Ways	31.76	23.16	72.92
Industries	5.2	0.58	11.15
Tourism	2.24	---	---

Source: Authors, 2013.

of zone one. This zone from south leads to Saqqez River, from the west has leads to Saladin, Steqlal and Shohda streets. Also this region leads to waste lands and Saleh Abad rural in ward of north part and Nashmilan sector from the east.

- C The second priority is situated in the north western part of the city's river and in the western part of city. This area from south has leading to Saqqez River, from west to the western heights, on the north has connected to Sar Qabran lands and from the east has limited to Saladin, Steqlal and Shohda streets. The relative contribution of this priority is equal to 24.01% of Saqqez city whole.
- C The third priority is situated in the south part of the city's river and in the southern part of saqqez city. This priority has limited to Qavakh rural and the lands of Park College from south, to Baharestan from east and to Saqqez River in north. This priority is include the sectors of 16 to 22 and its relative contribution to total area of the city is 37.8%.

Characterization of the First Scenario: The vast of this region is equal to 578.06 hectare and its relative contribution to total area of the city is 38.17%. Total population of this sector according to Torrent Statistics for 2012 was 59389 persons to the gross density of 103 people per hectare and net density of 103 people per hectare. The main reasons for this priority include of:

- C The establishment of Nashmilan, Saleh Abad and Daralsfa sectors and existing the problems that related to the supply of services, improved the pass ways and separate schemes relating to previous years,

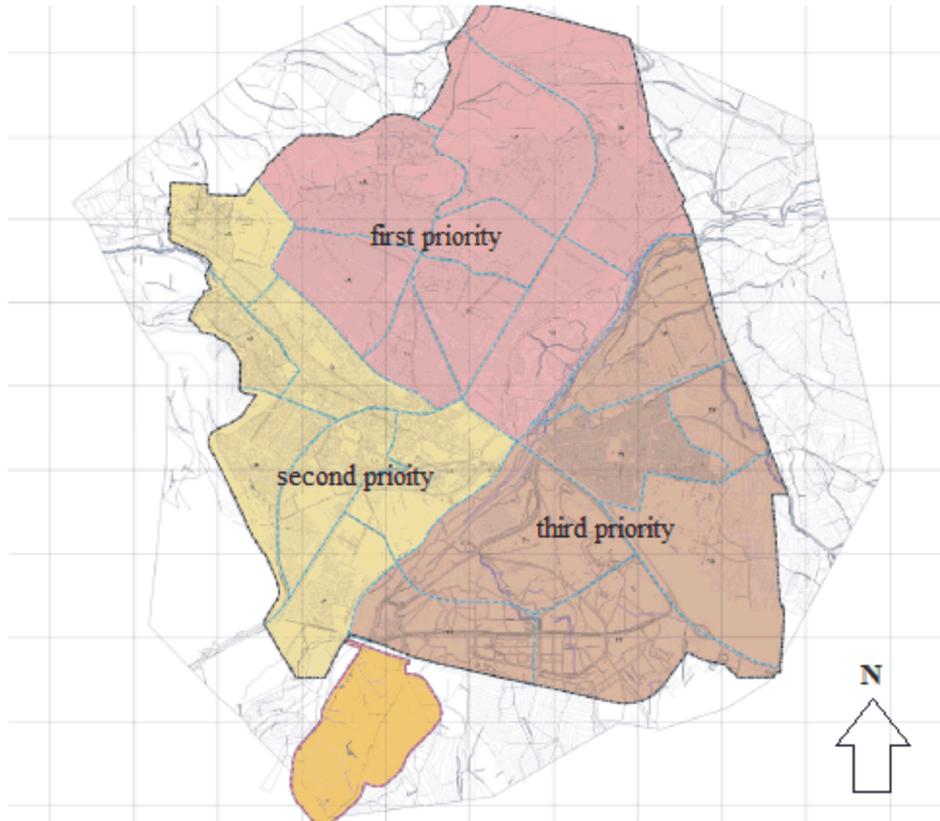


Fig. 4: Three Scenario for future development of Saqqez city according to Strategic Planning approach.
Source: Authors, 2013.

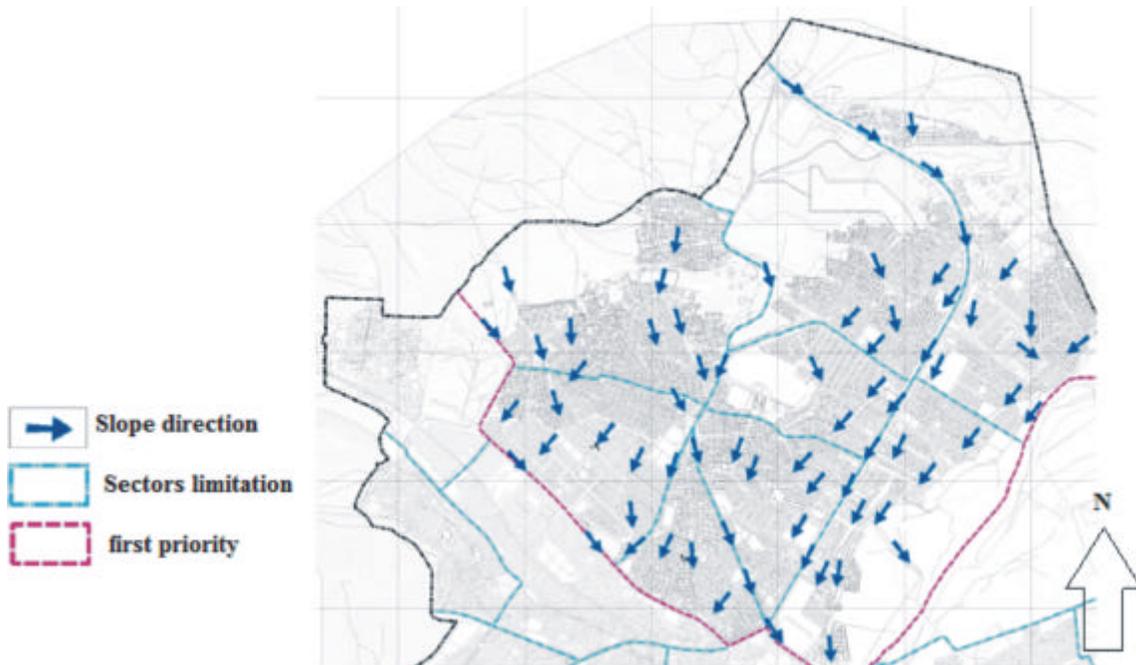


Fig. 5: First Scenario for future development of Saqqez city according to Strategic Planning approach.
Source: Authors, 2013.

- C The existing of distributed construction in the connected lands to Saqqez River,
- C The possibility of building a road that it try to connect the north part of Saqqez city to other sectors of city for facilitate of commuting.
- C The existence of arid lands and the possibility of providing of master plan suggestion land uses.

Characterization of the Second Scenario: The second priority is located in the north of Saqqez River and in the western part of Saqqez city. This area from the south has been limited to Saqqez River, from the west to Saqqez heights, from the north to Sarqabran district and from the east is bounded to Shohada, Salahaldin and Steqlal streets. This priority consist of 1 to 7 sectors. The vast of this area is about 363.60 hectare that is equal with 24.01. The main reasons for this priority include of:

- C Establishment of the old texture town in this area. Required preparing plans relating to roads reforms, Provide and land use consolidation.
- C Confirmation of local market area and the necessary of Established compaction applications that suggested in master plan.
- C Security and its importance for rail operators, has only intensified and become even more critical in the 21st century following much publicized attacks to transport systems. This has resulted in significant investment in video surveillance technology. With

mass transit passenger numbers continuously on the rise, rail operators face the challenge of offering reliable communications that enrich the passenger’s experience. New communication services in stations and on-board trains (such as Wi-Fi Internet access, journey information, infotainment services, etc.) are fast becoming the standard expected by travelers. In order to, the importance of serious and structural attitude to torn apart communication network of Saqqez city is not a secret to every ones.

Third Scenario Characterizes in Sp of Saqqez City:

The nature and process of urbanization is differ from one country to another. In the last two decades, fundamental changes have taken place in ideas about the roles which cities plays in the developing countries. Specifically, new critical approaches have been introduced as to the assumed function of medium and small cities as the heart of modernization and development [31]. In addition, the role of cities has been increasingly considered as a part of the global economy. In order to, the third priority of Saqqez future development with point on physical development is located in the south of Saqqez River and in the southern part of Saqqez city [32-34]. This priority has limited to Qavakh from south, to Baharestan from east and from north and west directions to Saqqez River (chom Saqqez). Also this priority consist of 16 to 22 sectors in Saqqez city that their vast area are equal to 572.64 hectare with contribution correlation of 37.8%. The main reasons for this priority include of:

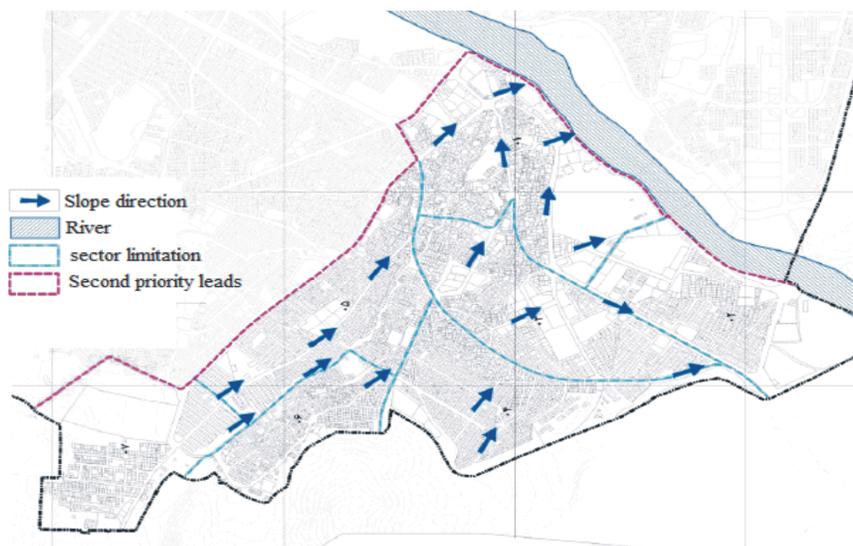


Fig. 6: Second Scenario for future development of Saqqez city according to Strategic Planning approach. Source: Authors, 2013.

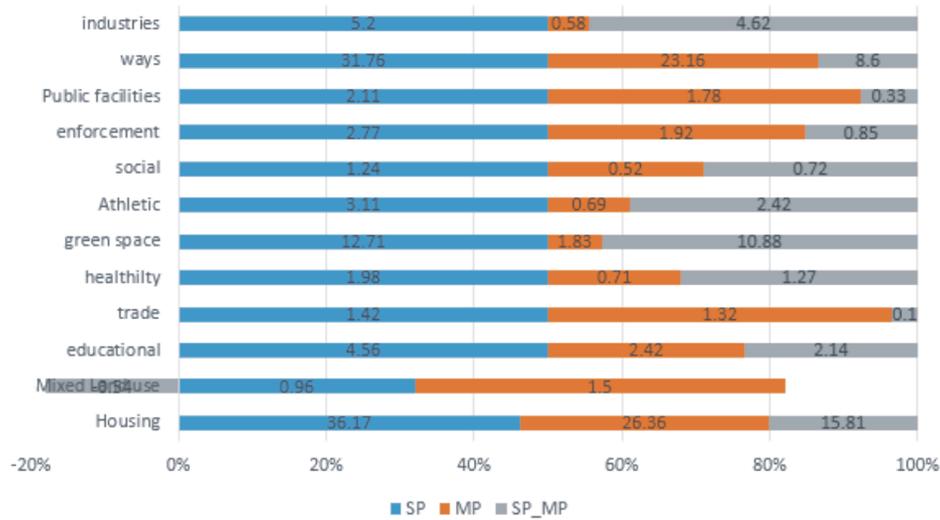


Fig. 7: Suggested land uses based on third scenario in Saqqez city
Source: authors, 2013.



Fig. 8: Suggested urban development based on Third scenario in Saqqez city
Source: authors, 2013.

- C This region is one of the developed area of Saqqez city in recent years, thus the most towns that have created in this part of city have building standards and in their maps has attentional to urban qualities.
- C The transportation structure of this priority has unset and sometimes set square pattern in its distribution. And with analysis traffic parameters we will

- understand that thus region don't have traffic challenges in rather of other parts and sectors of Saqqez city.
- C The most parts of this area have open spaces that we can use of these spaces for creation of mixed land uses and smart urban patterns in near future of this part, so we must make some lows to prevent land

owners to don't sell and buy these lands for building but we must save these lands for the need time that city need to its future development to these lands.

- C The existence of Hafte Tir Street in this path which it is located on Sanandaj communication way for economic and other benefits.

CONCLUSION

- C Relative deficiency of economic sectors structure, evidenced by the contribution rates made by these sectors to GDP on 2008 is still low, compared to other sectors, like personal services.
- C Severe exposure of the Region's economy to the outside world as a natural result of declined commodity sectors contribution to GDP generation, forming 26.9% only with regard to the commodity activities, while distribution activities reached 52.5% and services activities 20.6%, based on 2008 figures. These rates explain the need for increasing imports to cover mounting local demand, stimulated by the rise of the volume of state budget current expenditures and public and private consumption expenditure, which ultimately translates to increased demand at the local market.
- C The relatively limited role played by the private sector in the development process, evidenced in its reduced contribution rates to the economic activity, job opportunity creation and meeting the increased local demand. This situation caused this sector to be of limited flexibility and unable to quickly respond to the changes targeted by the present Strategy, unless a conducive and attractive business environment is created to empower it to be a participatory, competitive and proactive sector.

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