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Research Article

ORGANIZING THE OLD URBAN TEXTURE BY SWOT METHOD (THE CASE STUDY: NADERI HILL IN SHIRVAN)

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ABSTRACT
Today, the oldness of old urban texture is considered as an agent to prevent the achievement of urban modern methods in urban development. The lack of a fundamental solution for dealing with the problem of old texture is an important part of our urban problems. Naderi Hill with 161,659 square meters area is located in the southwest of Shirvan Town. It has the high potential with some specific features. The descriptive-analytical method is applied in this study. First it's applied the library studies to collect the definitions, theories, and documents. The significant portions of the data are obtained through the questionnaire and visiting the study area, and finally, it's applied SWOT technique for proposing the solutions. According to studies done, the important priorities for study area are the using of open and barren spaces to increase applying of the green space, prevention the using of inappropriate materials in construction, and redesign of the local access to the Main Street.

Keywords: *Old Texture, Naderi Hill, Shirvan, SWOT, Strategy*

INTRODUCTION
In the globalization age and in the modern urban planning, urban development efforts focus on urban renovating and suburb living (Rhanama, 2006). Today, city is considered as one of the greatest civilization and culture achievements and one of the most universal social phenomena. Depending on this expanding, every one looks at it from his own view. Looking from the social justice perspective and its development is one of the fundamental attitudes. Today in our society that taking the rapid urbanization process, urban designing and planning is becoming more important every day (Andalib, 2010).
The rapid growth of cities in the early years of the 21st century has been along with the dramatic changes in human life. It has caused many problems such as air pollution, increasing the length of urban commuting, destroying the agricultural land around cities, taking advantage of the old and empty spaces and environmental harming.
Today the oldness of urban old textures is considered as a main agent to prevent the achievement of modern methods in urban planning. This leads to a lack of urban development and improvement. One of the urban planners' concerns is the old texture. The old areas which once formed an important part of the towns and cities and are considered as the identity of cities, now there is no possibility to save the life or reconstruction of the buildings in these areas, and the resistance of these buildings is very low due to the oldness (Teymouri *et al*., 2010).
The lack of a fundamental solution to deal with the old texture problem is one of the main urban problems. The major decisions in this regard encounter to the moment attitudes, or when it comes to worst position, it's been tried to handle it, while in the developing countries renovation can be the development and progress agent and it's formulated the certain and expertise policies against the old texture problem. Then the traditional management is one of the old making agents that will be added to the other urban old making elements of the texture (Andalib, 2010).
When in our country, the oldness of urban texture can be considered as a serious threat, every step in order to recognize and identify this phenomenon is welcomed. The painful consequences of oldness, such as social and economic problems of urban polarization in cities and spatial imbalances phenomena cause

the spatial injustice. So the scientific understanding of the oldness phenomenon seems necessary in order to explain and develop the fundamentals of urban modernization and fighting with that.

The old textures need to a controllable movement in order to be kept. This movement is a renovation and improvement model. This is not an immediate and rapid work, but it is a complex and sensitive process which requires the design of short term and long term targeted programs (Ameri *et al.*, 2011).

Shirvan Town with 88 acres area of the old texture has many different problems such as structural, performance, movement, environmental, economic and social faults. It's needed to reconstruct it to solve the problems on one hand and to prevent uncontrolled expansion of the city on the other hand.

Literature Review

The first experience of the historic old texture repairing for cities began in Paris with "Holm" acting in the 1850s. Holm planed to change the map of Paris because of fearing from the people's riots in the streets and new organizing of the city to meet the new economic forces (Habibi *et al.*, 1989). In England in 1887, William Morris funded an association to preserve the old buildings that this association still exists and follows the many other organizations at the present. So the laws relating to the preservation and repairing of valuable works that back to 19th century have evolved till now (Rahnama, 2009).

After World War II, Le Corbusier's principles were approved from the world states. It was a quick and easy answer to the demands of renovation requests. He was chosen as the true modern urban publicist.

The objectives of the researches conducted in the United States have been in the field of renovation of the economic-social old texture. American politicians have come to reconstructing of the old neighborhoods for the unemployed force's economic mood renewal (Shamaei, 82).

Renovation projects of the old textures in the early years of beginning the structural urban reform and interventions in older urban textures during Reza-Khani period were proposed as renovation projects of the old textures. This plan has been approved by the Article 111 of the municipality law in 11 July 1955 and also the Article 1 and 22 of the urban renovation Act. It's the duty of municipality.

In continuation of this movement, it was proposed the mental projects to solve the problems of the old texture in the early 60s that has identified the texture problems, especially focuses on the lack of access to roadway crossing into texture as an important the mozal and pay to create the passage in the texture. In 60 and 70s, urban renewal and modernization projects were on the agenda as the old texture plans for the historic cities of the country. In 1994, urban renewal and modernization projects of the old texture are proposed as the newer designs with the second five-year plan approval and providing the validity for having problem textures plans.

Theoretical Basics of Research

Urban Texture: Cities of Iran have been divided into the following sections in terms of structural development and texture formation. The old texture of cities in Iran that are formed in the Qajar era can be called the old texture.

Intermediate Texture: the old texture has been formed slowly and it's about 60 years old.

Outer Texture: it's been formed rapidly after 1961 in building and selling period.

The Old Urban Texture

According to the Article I from the Stabilization Bill of the old urban and rural texture in 1989, the old texture is a series of buildings, roads, urban utilities and facilities or a combination of them that have been formed in continuity and links with cities or village within the regions of the city or village or suburb that due to the oldness and lack of development and monitoring programs on their formation and the loss of bio-safety conditions as well as structural, social and economic ones have become old and are lacking in term of safety, strength and urban services (Andalib, 2010).

The urban texture with low and disturbed structural qualities is called the old texture.

MATERIALS AND METHODS

Research Method

The descriptive-analytical method is applied in this research and the library studies have been collected by the definitions, theories, and documents. A significant portion of the data is obtained through the

questionnaire and visiting the studied area. Finally, SWOT technique as a spatial analytical tool is applied to propose the solutions.

The Problem

It's been more than a few decades that the old urban neighborhoods have been forgotten. Many traditional textures have been left more than 50 years. Almost the entire population of these regions is from historical, cultural, and social heritage of various extinct or endangered neighborhoods. Only a few buildings have remained and remind the past architecture and urban development. However, it's been seen the various movements in the last years in improvement and renovation of worthy buildings, but the sensitivity was lower among both officials and the public and there is largely mental immunity. The comprehensive plans, regional regulations and detailed plans have failed in the predicted targets. In the central areas and the old neighborhoods of city, the transition from tradition to modernity not only has been achieved but also with the serious resist, it's not been conducted any improvements and renovation in these areas (Rabi, 2003).

So far, in 67 major cities of the country, more than 32 thousand hectares of the old texture has been identified by the Ministry of Housing and Urban Development and Planning based High Council of Iranian Architectural indexes. While the surveys show that there is about 50 thousand hectares of old texture in the country, the problems of these textures, including the structural problems are because of the lack of appropriate structural system and visual and aesthetics abnormalities. The lack of access network systems and urban services of economic and environmental pollution problems are among the other old texture problems (Hanachi, 2002).

The lack of a responsible management that can coordinate these textures with new rapid structural and functional changes based on renovation of cities, cause the lack of capacity and lack of compliance with the new requirements. That's why these textures not only have lost their authentic and local populations, but has provided the field immigrants' settlement (especially rural immigrants) and low-income people who are forced to live in the cheapest urban neighborhoods due to a reluctance to invest in order to improve them.

Today, in the most cities of Iran, the old urban texture has become a serious challenge in urban planning and management, among the cities that are faced with this type of texture is Shirvan Town that needs to renovation. This is located in North Khorasn at a distance of 60 kilometers of Bojnord Town (capital). It has 84,185 people, according to the municipal census in 2011. The formation process of this town is similar to the other cities that are composed of a series of neighborhoods that include the old urban texture. This is an area with approximately 120 hectares by the Atrak River.

First, the features and key issues of the old texture of town will be examined, then it will be paid to the problems of these textures by Rajrdy planning techniques and at last, the logical solutions are proposed to solve them.

Research Question

Which urban renovation strategies of old urban texture are appropriate for the renovation of Naderi Hill in Shirvan?

Identification of the Study Area

This area with 161,659 square meters is located in the southwest of Shirvan Town. There are some specific features such as historic and precious Naderi hill, Beheshti Park and the uncultivated lands, so it has the high potential.

Source: Development and renovation project of the old texture in Shirvan

The studied area map

Evaluation of Structural, Economic and Social Structure of the Old Texture

Evaluation of the Structural Structure

Imam Khomeini Boulevard, Khanloq River and the old beltway of city form the main bone of the texture. Uncultivated lands have dedicated 25% of total. New farmsteads scattered across the south east of old texture area has the higher density. In terms of structural-architecture, more than 3/1 of farmsteads have become the dilapidated buildings or are being ruined.

In terms of the urban utilities including water, electricity, gas and telecommunications network all allocated, more than 95% have a good condition. In the connection with the urban disposal due to disposal of surface waters through the streets leading to the river, the river eventually has the special problems and difficulties that the most obvious of them are the pollution, harmful creatures and inappropriate view of the river. The public transport network due to the small area of the town and low-residents' welcome and main traffic has not desirable conditions.

Economic Evaluation

The results show that the average income of residents of old texture is 375 thousand Tumans and the estimated cost is estimated at 342 thousand Tumans.

Social Evaluation

In general, households is high the old districts and the average of family dimension is 5.1 persons. The sex ratio in the district is 102. The population in this texture is young. Living experience in neighborhoods is high and almost 45% of the residents have lived for over 20 years. 62% of respondents living in old texture are satisfied with living in this neighborhood.

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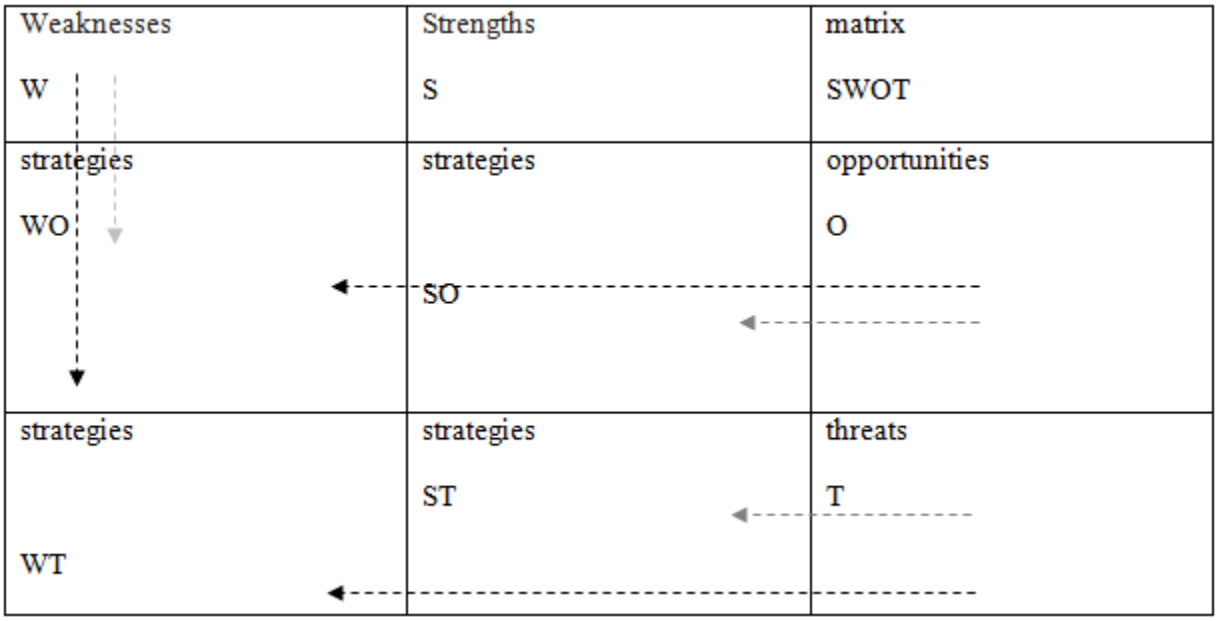
Strategies of the Old Texture Developed by SWOT Method

SWOT matrix or technique is a tool for identifying the threats and opportunities in the external environment of a system and recognizing its internal weaknesses and strengths in order to assess the situation and develop a strategy for guidance and control of the system (Moradi, 2002).

In brief, we can say that this technique is a tool for situational analysis and strategy development. The affairs will guide the system through the recognition and classification of internal strengths and weaknesses of it, recognition and classification of the opportunities and threats out of it and complete the matrix and developing the various strategies (Golkar, 2005).

In the other words, SWOT analysis is systematic identifying of the factors that strategy should have the most compatible with it. The logic of this approach is that the effective strategy must maximize the strengths and opportunities of the system, and minimum the weaknesses and threats. If this logic properly is applied, it will have the excellent results for selection and design an effective strategy. SWOT model is a strategic tool to match the system's external strengths and weaknesses with opportunities and threats out of the system. SWOT model provides a systematic analysis to identify the factors and select a strategy that prepares the best agreement between them. According to this model, an appropriate strategy maximizes the strengths and opportunities and minimizes the weaknesses and the threats (Herison and Karoun, 2003).



SWOT matrix and how to determine the strategies

However SOWT method generally applied as a qualitative method, there are some methods to quantify and therefore rely on the stronger results of this model. It can be possible to simply the model by quantifying and extract the strategic factors and then develop strategies. After evaluating and preparing a list of internal (strengths and weaknesses) and external (opportunities and threats) factors influencing on the system, the following steps are performed to quantify:

1- In the first column, the main strengths, weaknesses, opportunities and threats are mentioned facing to the system.

2- In the second column (weights), each of these factors based on their potential impact on the current strategic position of system (Based on the results of the findings and analyzing the presenting status), it's given the weight from one (the most important) to zero (the most unimportant). More weight, more impact on the current and future status of system (the sum of column two, regardless of the numbers of factors is one).

3- In the third column (grading), each factor based on the importance and the current status of system to that special factor, the score from 5 (Very good) to 1 (weak), is according to the results of identification and analysis of the current status. This ranking shows how the system responds to each factor.
4- In the fourth column (weight rating), the weight is multiplied by the degrees of each factor (column two multiplied by columns three) to obtain the weighted scores.
5- Finally, we sum the weighting scores for all internal and external factors in fourth column separately together and calculate the total weighted score. The total weighting score shows that how a system response to its outside existing and potential factors and forces. Always the average of overall weighting score in a system and in a field is number 3. If it is higher, it's more important and if less, it's less important and effective (Hangr and Thomas, 2002).
6- After these steps it can be determined the main strategic factors according to weight scores and shift them to SOWT final table in order to develop the strategy (Nastaran and Houshmandfar, 2010).

Explanation strengths	Final Score	Score	Coefficient	Internal factors	Row
	0.12	3	0.04	The existence of valuable historical grains	1
	0.12	3	0.04	The existence of big grains in the texture	2
	0.2	4	0.05	Ability of roadway mobility in the most of the internal tracks of the texture	3
	0.2	4	0.05	Easy access of local paths to main streets	4
	0.2	4	0.05	Appropriate steep of alleys for repulse of surface water	5
	0.05	1	0.05	Existence of gas lines in the area	6
	0.04	2	0.02	Existence the appropriate Green space within the texture	7
	0.04	2	0.02	Existence of relative safety in some residential areas due to the texture integrity	8
	0.06	3	0.02	Proper strength of building with steel structure	9
	0.04	2	0.02	Appropriate mix of elements and pieces	10
	0.03	3	0.01	Being low height of dominant texture	11
	0.16	4	0.04	Access the majority of residential units to car paths	12
	0.01	1	0.01	The possibility of cultural- recreational activities due to the presence of various appliers	13

0.04	2	0.02	The appropriate presence of training applying in the area	14
0.02	1	0.02	The presence of river as an environmental element	15
0.02	2	0.01	Meet the minimum acceptable infrastructure	16
0.08	2	0.04	Being Cheap the land prices	17
		0.49	**Weaknesses**	
0.06	2	0.03	The presence of very fine elements in the area	1
0.12	4	0.03	The lack of strength of buildings with low strength against earthquakes	2
0.06	3	0.02	abandoned buildings with the lack of strength	3
0.09	3	0.03	the new buildings with no identity	4
0.12	3	0.04	The presence of buildings with bad views	5
0.06	2	0.03	The lack of suitable parking space in the area	6
0.06	2	0.03	The interaction of the foot and riding motion in paths	7
0.03	1	0.03	Motorcycle parking in pedestrian passages, and creating a barrier for pedestrian traffic	8
0.06	2	0.03	The occurrence of abnormal activities in the wastelands and desolate places	9
0.03	1	0.03	Lack of outdoor spaces for children activities at the neighborhood	10
0.03	1	0.03	Lack of attention to the needs of all groups in land applying planning	11
0.02	1	0.02	Incorrect positioning of some applying in the area	12
0.09	3	0.03	The lack of proper applying of surface water repulse system	13
0.09	3	0.03	unsuitable flooring in the most paths	14
0.12	3	0.04	residents poverty and deprivation	15
0.12	3	0.04	High population density in areas	16
	2.35			X
	0.94			S
2.59		1		total

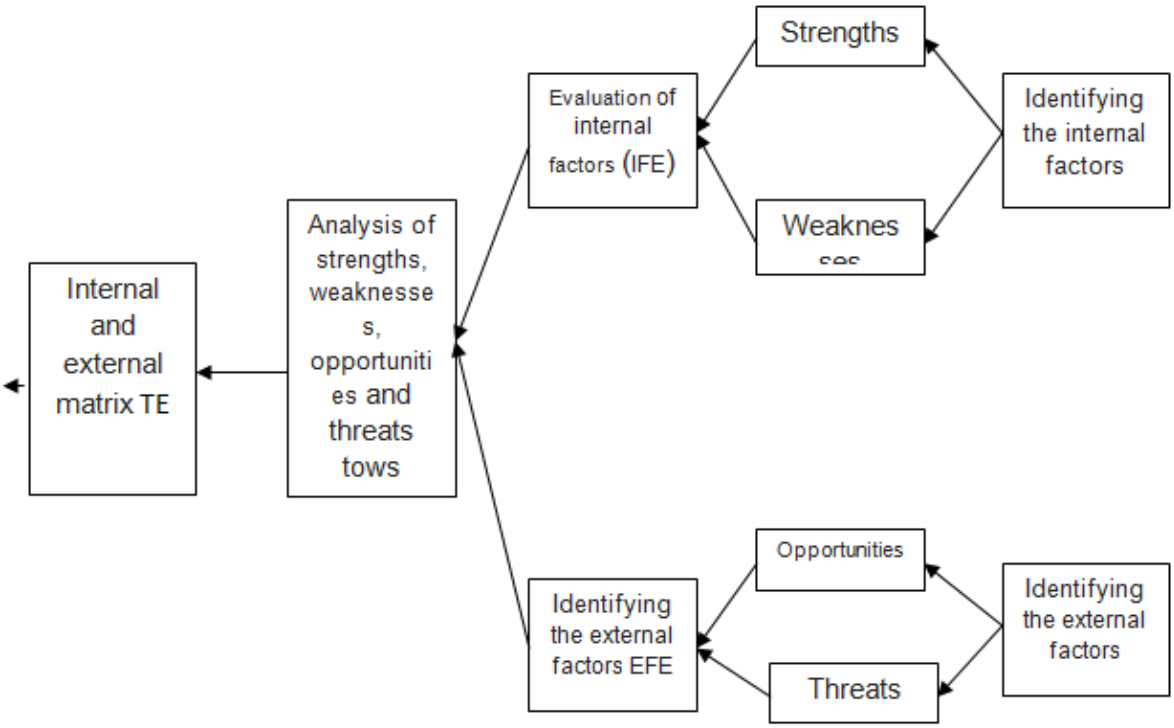


Diagram of the execution steps of matrix SWOT

External Factors Evaluation Matrix (EFE)

Explanation	Final Score	Score	Coefficient	External Factors	Row
opportunities					
	0.2	4	0.05	Creating outdoor spaces in texture by waste pieces, dilapidated and with no applying	1
	0.06	3	0.02	Rehabilitation and improvement of restored strength	2
	0.04	2	0.02	Tourist attractions with reinforcement the valuable elements	3
	0.09	3	0.03	Rehabilitation of surface water repulse system	4
	0.12	3	0.04	To create the urban furniture suit with the type of users	5
	0.18	3	0.06	imposed Regulations on new construction	6
	0.03	2	0.03	Strengthen and promote the optimal routes for pedestrians	7
	0.06	2	0.03	Increasing the social security by strengthening the social cohesion	8

	0.12	2	0.06	improvement of green spaces in a residential texture	9
	0.28	4	0.07	The presence of a common determination for change in the presenting status as Wise Project	10
	0.15	3	0.05	Banning the applying of inappropriate materials in construction	11
	0.06	1	0.06	The presence of good employment opportunities and capacities	12
Threats					
	0.12	3	0.04	Gradual destruction of old buildings	1
	0.06	2	0.03	The lack of identity and oldness of the texture in new construction	2
	0.09	3	0.03	Expansion of social deviance in rivers	3
	0.12	3	0.04	Low density of residential applying in many areas	4
	0.06	2	0.03	Getting deserted of some lands	5
	0.15	3	0.05	The lack of urban utilities in emergency times	6
	0.2	4	0.05	Changing the desolated and waste lands to a place for normal activities	7
	0.04	1	0.04	Citizens' less applying of Park City	8
	0.1	2	0.05	Imbalance in the distribution of urban facilities	9
	0.18	3	0.06	trending to constructing instead of modernization in the old textures	10
	0.2	4	0.05	Serious vulnerability of the texture against the earthquake	11
	0.12	3	0.04	Lack of adequate space for social activities	12
		2.75			X
		0.86			S
	2.88		1		total

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Threats, opportunities and weaknesses analysis TOWS To determine the studied area position in strategies and priorities limits

Weaknesses W	**Strengths S**	**Opportunities O**
1- very fine elements in area	1- The existence of valuable historical grains	
2- the lack strength of buildings with low state against the earthquake	2- The existence of big grains in the texture	
3- getting deserted the buildings with low strength	3- Ability of roadway mobility in the most of the internal tracks of the texture	
4- no identity of the new buildings	4- Easy access of local paths to main streets	
5- the buildings with bad view and landscapes	5- Appropriate steep of alleys for repulse of surface water	
6- The lack of suitable parking space in the area	6- Existence of gas lines in the area	1- Creating outdoor spaces in texture by waste pieces, dilapidated and with no applying
7- The interaction of the foot and riding motion in accesses	7- Existence the appropriate Green space within the texture	2- Rehabilitation and improvement of restored strength
8- Motorcycle parking in pedestrian passages, and creating the barrier for pedestrian traffic	8- Existence of relative safety in some residential areas due to the texture integrity	3- Tourist attractions with reinforcement the valuable elements
9- The occurrence of abnormal activity in the waste and desolated lands	9- Proper strength of building with steel structure	4- Rehabilitation of surface water repulse system
10- Lack of outdoor spaces for children activities at the neighborhood	10- Appropriate mix of elements and pieces	5- To create the urban furniture suit with the type of users
11- Lack of attention to the needs of all groups in land applying planning	11- Being low height of dominant texture	6- imposed regulations on new construction
12- Incorrect positioning of some applying in the area	12- Access the majority of residential units to car paths	7- Strengthen and promote the optimal routes for pedestrians
13- The lack of proper applying of surface water repulse system	13- The possibility of cultural- recreational activities due to the presence of various appliers	8- Increasing the social security by strengthening the social cohesion
14- unsuitable flooring in the most paths	14- The appropriate presence of training applying in	9- improvement of green

15- residents poverty and deprivation

16- High population density in areas

the area

15- The presence of river as an environmental element

16- Meet the minimum acceptable infrastructure

17- Being Cheap the land prices

spaces in a residential texture

10- The presence of a common determination for change in the presenting status as Wise Project

11- Banning the applying of inappropriate materials in construction

12- The presence of good employment opportunities and capacities

Strategies WO

1- Reconstruction of buildings with low strength and create the proper urban furniture O_2- W_3 – O_{10}- O_5- O_6 – W_2 – W_5

2- Construction of parking and appropriate re-designing to reduce traffic in the area W_6 – O_7 –W_7 – W_8 – O_6

3- To prevent the abnormal activity in open spaces and wasteland and make the appropriate space O_1 – W_9 –W_{10}- O_8 – O_{11}

4- Reconstruction of car and sidewalk tracks W_{16}- O_7- O_{10} –W_6 – W_7

5- To increase the income level of residents O_{11} – W_{15} –O_3 – O_8

6- Creating more employment fields in manufacturing activities W_{15} – O_{18} – W_{14}

Strategies SO

1- Creation of appropriate fields to attract the tourists and reconstruction of valuable historical places (S_1 – O_2 – O_3)

2- Redesigning and local access to the main street S_3 – O_7 – S_{12}

3- The applying of big grains for inside texture and open space and waste lands for green space applying O_1- O_9 – S_{11} – S_{13}

4- Preventing the applying of inappropriate materials in constructions O_{12} – S_{14} – S_{11} – S_9 – O_2 – S_6

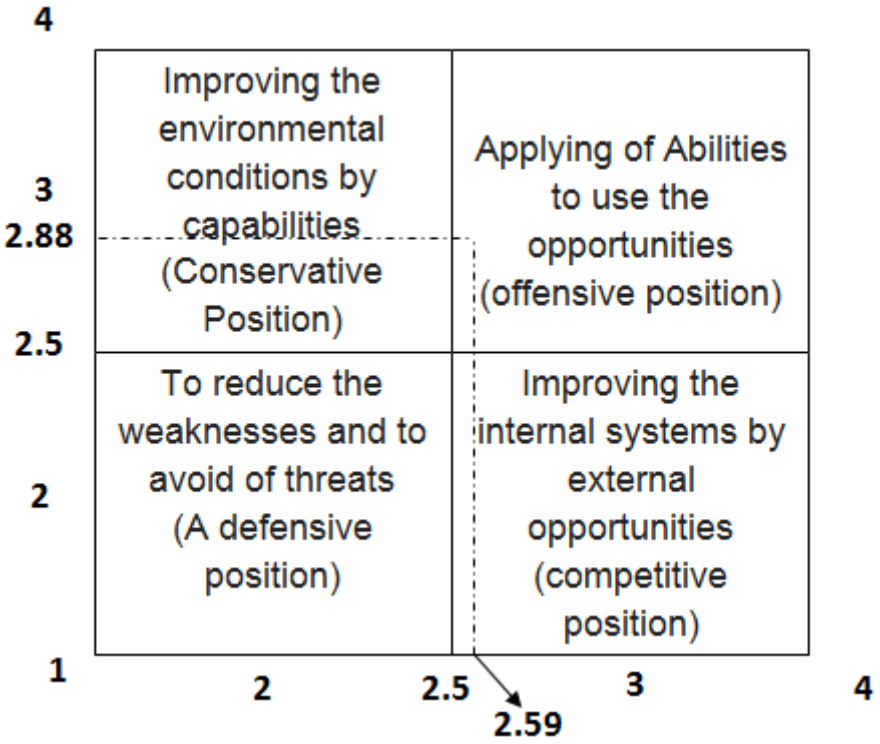
5- Applying of existing infrastructure to change the existing status O_{10} – S_6 – S_{16} – S_6

6- Rehabilitation of surface water

O_4 – S_5

Quantitative Strategic Planning Matrix QSPM

Strategies WT	**Strategies ST**	**Threats :T**
1- Empowering the residents and prevention of the informal construction $W_{15} – W_{14} – T_{10} – T_{15}$ 2- To use the private parking inside of the grains $W_7 – W_6 – W_8 – T_{10}$ - 3- The proper distribution of urban facilities according to the needs of residents $W_{16} – W_{12} – W_{11} – T_6 – T_8 – T_{10}$	1- Restoration and strengthening historic works $T_1 – T_2 – S_1 – S/_3 – S_{16} – S_{11}$ 2– Prevention of spread of social disorders by cultural and fun applying $S_{13} – S_{15} – S_{16} – T_3 – T_{15} –T_7 – T_8 – T_{11}$ 3- Supply and development of service, sport, fun and tourism spaces in the area $T_2 – T_6 – T_8 – T_9 – S_{13} – S_{15} – S$ 4- Removal of incompatible applications and compatible applying alternative $T_7 – T_{11} – S_{11} – S_{13} – S_{16}$ 5- destroying of old buildings and unusable for required and replaced appliers by new constructions $T_{12} – T_1 – T_2 – S_9 – S_{14} – S_{16}$	1- Gradual destruction of old buildings 2- The lack of identity and oldness of the texture in new construction 3- Expansion of social deviance in rivers 4- Low density of residential applying in many areas 5- Getting deserted of some lands 6- The lack of urban utilities in emergency times 7- Changing the desolated and waste lands to a place for normal activities 8- Citizens' less applying of Park city 9- Imbalance in the distribution of urban facilities 10- trending to constructing instead of modernization in the old textures 11- Serious vulnerability of the texture against the earthquake 12- Lack of adequate space for social activities



The evaluation matrix of Internal factor (IFE)

The strategists introduce four strategies according to the matrix SOWT:

- Strengths - opportunities strategy (SO) that it's been applied from the organization's strengths to utilize the opportunities. These strategies are known as well offensive strategies; because of the benefiting from competitive excellences the system.
- Weaknesses - opportunities strategies (WO) are suggested the strategies for utilizing opportunities to overcome the weaknesses. These strategies are also called the review strategies because of the revision in system for reallocation of resources to these strategies.
- Strengths - threat strategy (ST) uses the organization's strengths to overcome on the threats. These strategies are also called the diversification strategies, because they are looking for the diversification in the system to meet the requirements.
- Weakness - threats strategy (WT) attempts to provide the solutions to reduce the weaknesses and avoid the threats. To introduce them it's used the title of the defensive strategies (Mahmoodzade, 2006; Erabi, 2006).

Conclusion

According to the done studies, the position of study area is aggressive. So the outlined strategies were studied in the matrix QSPM. After doing the calculations, and adding the score of each strategy, the priorities of the strategies were specified as follow:

1- Applying the big grain inside the texture, open spaces and wastelands to increase the green spaces application O1, O9, S11, S13.
2- Preventing the using of the inappropriate materials in construction S6, O2, S9, S11, S14, O12.
3- Redesigning local access to the main street S12, O7, S3.
4- Using the available infrastructure to create changing in the presenting status S6, S16, S6, O10.
5- To attract the tourists by reconstruction of valuable historical places O3, O2, S1.
6- Regeneration of surface water disposal system S5, O4.

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