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STRATEGIC PLANNING STRATEGIC MANAGEMENT PROBLEMS IN URBAN

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ABSTRACT

In the final decades of the twentieth century, planning crisis in most parts of the world, finds wide scale. Such development will change the approach to the city, from static to a dynamic approach And strategic planning become as a powerful tool for city management to organization cities. Attention to strategic planning in success of metropolis program is undrinkable. Since this type of planning is faced with numerous challenges, identifying the bottleneck to achieve a successful model of urban planning seems necessary. The Lack of accurate and appropriate approach to urban strategic planning, unrealistic planning, lack of consensus among decision makers and developed strategies inappropriate with upstream programs in urban development plans, is the most important challenges in this field. The presented conceptual model examines strategic planning challenge, effective in success's urban planning.

Keywords: *Management Planning, Strategic Planning, Urban Planning Successful*

INTRODUCTION

Strategic planning challenges-urban planning – cities success.

Urban planning is growing rapidly. According to estimates until 2030 (A.D) two billion people will be added to the urban population and the most impacts of this increase will be feel in third- world countries soon the other hand. Small and medium – sized urban centers make up more 50 % of the than worlds urban population Therefore, according to the needs and recourses of the city's, use of urban planning and management is essential. Since large cities are also among the largest cities in the world, to recognize them in order to find solution to urban problems is very important on the other hand, the complexity and speed of change in the global community, in vided in their communities makes to provide policies and programs that may be appropriate to offer the contemporary situation. In such an environment. Managers and leaders must think strategic and act. For this purpose, the use of strategic planning as a necessity of governments, organizations and communities is discussed. Strategically management is the rapid changes of internal and external environment of the organization, changing age structures of the social system, Economic and political, sudden and unpredictable changes of the era, the era scarcity and energy crisis, primary sources and environmental pollution. This can be a key tool in dealing with urban problems and achieve a better future in terms of social. Economic, cultural and environmental. According to Hop her 2006 this type of planning is one of the important parts of management that Links simple time of organization to the future. As modern metropolises like London Istanbul, Barcelona, paris, sanfrancisco, Toronto and Lisbon,.... Utilize formed this new approach of planning.

Strategic planning can be considered a key tool in dealing with urban problems and achieve a better future in terms of social, economic, cultural, environmental and etc for example the strategic plan developed by the mayor of the city of London in 2000 that include themes such as the promotion of economic development and wealth creation in London, improving environmental qualities in London, equality of people against opportunities and plan coordination with frameworks for transboundary, national and local. this plan was developed in 1998 in Istanbul which the goals such as the promotion of Istanbul equal to global city with protection of cultural and historical identities and protection of historical – cultural and natural voutes, reducing pressure on the Istanbul metro politan area against older centers and protection of context of these centers and development of scientific centers, international, artistic and entertainment.

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But urban strategic planning in spains Barcelona in 1990 is produced in two stages which include The major objectives such as the formation of Barcelona as Europe metropolitan and with high quality life, and winder influence domain in the Mediferainian area and improve services to industrial establishments in order to create Barcelona's in fluency domain in the global network as objectives of this plan raised in Barcelona. Therefore it can be raised the correct orientation for prosperous and well – to- do modern cities with recognition the raised challenges in this type of planning in urban areas.

Strategic Planning2

The Concept of Strategic Planning:

Planning deals with action in future deals with the allocation of resources and is the conscious effort that applies through organizations in order to achieve the specific objectives with problem solution.

From decade 1980 so far, the concept of strategic in planning and management is expanded. Strategy is considered as a set of measures and policies that determine the general direction and achievement to great goals. On this base, strategic planning is a stage that during it, missions, opportunities and threats, strength and weakness points and also organization strategies as its main elements were identified and developed.

Maleky (2005) considers strategic planning as organized effort and orderly for perform basic decisions and substantive measures which form activities of an organization with other institutions in the legal framework shape. The cause if processing of strategic planning is in the type of plans that planned for them. What that, distinguishes strategic planning from other forms of planning is the formation need of process for selecting collected information of targeted analysis, formulation of objectives and policies, the participation of main decision – makers, setting and evaluations of options, assessment of future potential option and finally focusing on manner of doing (implementation) and ensure its successful completion.

Strategic planning with introducing policies of the organization and raising the great goals will coordinate the managers in caring out their activities. This program is comprehensive, includes operational plans of organization and defines them.

In paranel view (1994), specifications of strategic planning include: Introversion and extraversion, functional integration, participation of key individuals, using analytical techniques, creativity in planning and focusing on control. In addition to the foregoing, strategic planning including processes and step that will follow by a description.

Strategic Planning Stages

Mazur (1998) considered four basic steps in strategic planning that including; vision, mission, goals and strategy.

The inputs of this process involves: the missions and philosophy of the organization creation, basic values and executive senior managers, identification and determining the impacts scope of internal and externals environment of organization, collecting required data, goals and behavioral patterns of stakeholders and outcomes, determining the new missions of organization, statement of the organizations values, vision statement and overall quality goals.

Brison also proposed a model for the process steps that in clued intonation of strategic planning process an its agreement, determine the organizational agenda, clarifying organizational values and missions, external environment assessment (including opportunities and threats), internal environment assessment (in clouding, strengths and weaknesses), identification of strategic issues that Organization is facing, setting strategies to mange strategic issue, and ultimately creating organizational perspective for the future.

These 8 steps should be lead to complementation, conclusion and evolution. Here, concept, processes and key features of the strategic planning has been determined, but the remarkable thing is that strategic planning faceds with many challenges and understanding and addressing to these bottlenecks in conducting successful programs is very important.

Challenges of Strategic Planning

Generally, in every planning there are obstacles and limitations that can be imply to events and environmental crises, internal resistances and costly planning. Therefore the planning is a hard work and

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troubled, and need to high skill, creativity, the ability to analyze and great conclusion. some of the major obstacles and bottlenecks in the application of strategic planning model in urban planning include: unstable of socio-economic substructures of the city, in consistencies in the planning and management of development, issues of property rights and land operational regulations, the bases weakness of city management, local planning and lack of participation in urban development. On the other hand, the optimization and consolidation of urban planning and management structures are the major challenges facing cities in developing countries, particularly their metropolis. According to Aladvany, pechlator, savoryn, Okumos, Rahimnya and *et al.*, Researches, challenges of strategic planning consists of seven cases. these include: Lack of accurate and appropriate approach to strategic planning, Lack of effective role for strategists in developing programs, lack of education system, limited time frame to develop programs is also in the present paper has been considered, thus this paper emphasis on the challenges that occurred specifically in the planning stages and will cause problems in the implementation and evolution. With understanding the challenges of strategic planning, it seems that the more. Understanding concept fur ban planning and the knowledge of the elements of good urban planning can help to urban issues better regulation.



Figure 1: Challenges of strategic planning

Urban Planning

The Concept of Urban Planning and its Main Elements

URBAN planning is a thoughtful and systematic effort to exploit the resources of a city on the best and most economical possible way that is achieved to create a prosperous, healthy and pleasant environment for human Life. One of the important elements in urban planning is the flexibility, participation and local government. Urban planning both in terms of goals and destinations and also in terms of methods and implementation means must be in adoption with dynamic nature and evolving city and citizens are prepared and implemental. to better understand the concept of urban planning, to achieve a desired pattern is this field and also recognition of strategic planning standing, in urban plans, awareness of the origins and approaches of this type of planning is very important.

Evolution and Urban Planning's Approaches

Revolution in the eighteenth century and its rapid Evolution during nineteenth century can be considered the source of many of the phenomena of scientific, technical, economic and etc. Which show that in recode century and the physical reflections in urban environment is establishing new urbanism in the global arena. The emergence and development of modern industries, alongside the large scale migration from rural areas to industrial and urban centers, created many problems for the cities.

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With the ardor of such issues, the planning was introduced at all levels especially in cities level. The occurrence of world wars I and II and follow it emergence for appropriate reconstruction of cities, leading to further enrich the knowledge of urban planning. Fundamental changes in the management of urban planning in the final decades of the twentieth century. Has been weakness of the rule of intellectual and practical of designs. In these years, the attention to the qualitative aspects of urban development is not considered. thus the structure change and urban communities practice lead to switch of attitude in urban planning over the different course of time that includes a comprehensive, strategic and partnership approaches, comprehensive approach to urban planning has been the result of carpeted city as static phenomenon.

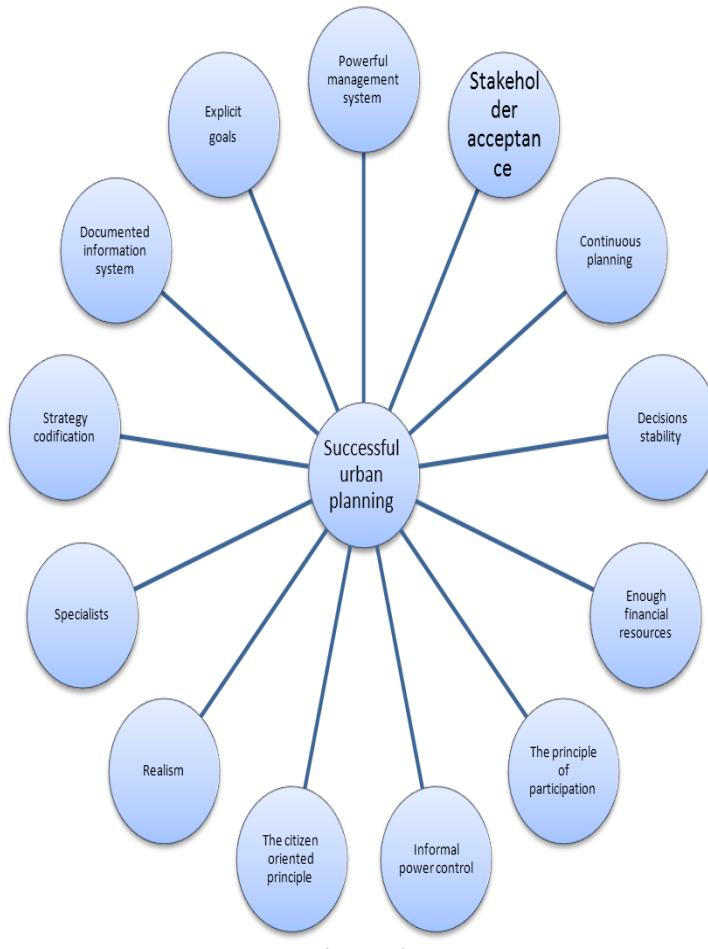


Figure 2:

And the important critic that has been entered in to comprehensive plans is ignoring the cities as dynamic and evolving phenomenon in today's environmental circumstances, which is strongly affected by the complexity; the only strategic approach is dealing with critical issues of this era and achievement to operational solutions. According to Steinberg (2005), strategic planning can be defined as a systematic of readiness to change and the future of acuity; in particular this program is an innovative partnership.

Degraf and Dylolof (2010) have been considered three key features for urban strategic planning that include: analysis of internal and external environment, stakeholder participation and performance. The urban strategic programs distinguish between both internal and external environment. The external environment cannot be controlled because it is very complex and uncertain. And the only possible way to reduce the uncertainty in this environment, in order to implement effective programs, is stakeholder partnership, mediator networks and institutions.

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Implementation must be consciously managed and based on budget and in accordance with the organizations culture which include: coordination, correlation and managements activates, in the following of paper maybe describe components of desirable urban planning.

Successful Urban Planning

In view of Hey *et al.*, (2010) two main process is applied in urban planning, one is top- down process that in clouding municipal programs for national and regional government, and the other is collaborative process which is characterized by the active involvement of stakeholders and flexible great. Plans and may be associated with involvement of different stakeholders, hence the planning process is continuous, persistent and dynamic cannot be deal with cross and temporary. The purpose of city circumstance is assessment and studding of city current status and the purpose of the action is how to be guided the city to destination.



Figure 3:

14 factors that are favorable conditions for the development of urban development programs or, more accurately the successful urban planning system include " the strong local management system approved policies in upstream projects, the system of land use planning and urban development strategic formulation (especially in the course of population stability and activity), the presence of specialist and experienced forces in the decision – making level, Decision – making and implementation of urban development projects, accepting the principle of citizen-oriented, people interference in decision- making adequate funding for the project through certain sources, stability creation in decision- making, presence of continuous and coordinated plant processes to maintain complete mobility, acceptance of the project by the beneficiaries and the audience(related administrative unit and people) and the other factors that already mentioned. Figure 2 shows the fourteen components as illustrated.

Conceptual Model

In the conceptual framework of this study, the Rahimnya and *et al.*, (2009) model, was used. Ahmadian (1382) as well as proposed 4 components that are necessary conditions for successful urban programs formation are considered. The conceptual model in this paper is a combination from the two listed model. As in figure (3) is shown, this study examined the relationship between strategic planning challenges and successful urban planning. Since the current situation in cities is severely affected by complexity, disturbance and crisis, the only strategic approach is ability to deal with the critical issues of the era and achieve to operational appropriate solutions.

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Thus the attention to the status of strategies planning in metropolitan programs is more essential than ever. As more access to proposed components in successful urban plan model, reduces the amount of strategic bottlenecks.

Conversely if cannot be properly achieved to desired specification, the impact of strategic challenges will be more visible and organizing and conducting metropolises is fraught with failure.

Therefore, the attention to strategic planning constraints can help to involved in achievement to urban planning success model. Thus the following conceptual mode is considered relationship between strategic planning challenges and urban successful planning.

Conclusion

Metropolises like all the phenomena of nature, in the facing with processes and procedures can show their specific reactions. This area has established special place in the new metropolis management approaches, particularly the strategic approaches. Therefore in the new approaches of metropolis management, identify strategic issues is one of the important requirements and prerequisites for effective decision – making. Strategic planning portrays the future of fundamental changes in cities and describes a direction in the new millennium, in order to complete the programs and projects. There for the urban planning has been developed as an interdisciplinary and comprehensive approach in order to regional balanced development and organizational on the basis of a comprehensive strategy. Thus the strategic program model is not the only technical way and scientific approach for providing and implementing to urban development projects in country or specific countries.

And the ultimate aim is ensuring sustainable development and improving quality of life for all citizens of the world. this approach needs to planning, fundamental consideration in decision making system, awareness and consensus, all aspects of participation in planning culture and organization at all levels.

In addition, neglecting the urban management in the rapid growth of urbanization, cities are faced with numerous problems, which reduces life environments quality in them.

To be out of this issues and challenges requires a comprehensive review of the planning and integration of urban management. Therefore urban development strategy should be integrated with all aspects of physical planning of substructures development and policies that affect or affected by the active/less distribution. Such a strategy will be lead to promotion of achievements related to sustainable development of healthy economy and creating an inclusive society. Now that the role of strategic planning and its major role in urban planning have been determined, it is necessary to examine the relationship between the challenges of urban planning successful urban programs. As stated in the previous section, strategic planning involves restrictions and constraints that affect on entire system planning and strategic thinking and affects the success of metropolis programs. Therefore to be said that planning is a hard work and troubled or attention to complexity of urban and regional issues, needs to great skill, creativity, the ability to analyze and great deduction. in this paper, the challenge of strategic planning is considered in seven categories that include: lack of accurate and appropriate approach to strategic planning, lack of training system and appropriate information in order to cultural substructure and etc..., which were described in detail previously and in (1), (2) figures.

Practical Suggestions and Conclusion

Since, the municipalities are as main trustee in organizing urban issues, they can effort effectively through attention to the patterns to achieve public welfare and face with challenges of strategic plans along appropriate strategies and realize the components of an ideal city's program.

Because, strategic management was a forward- looking, adaptable, creative and dynamic management and forward –looking is integral part of this management that is a systematic way for cities change and their future, therefore city managers can with presented model in this paper, better facing with rapid changes of internal and external environment and by creating ideal urban planning guarantee its success in the transformation age of structures of social, economic, political system, and generally sudden transformation era and unpredictable.

One of the effective areas involved in strategic planning, is presence and participation of the major players in the development of this programs. In fact, local executive bodies and the limits of their option

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(powers) and responsibilities (especially municipalities), in the preparation of urban plans, is created centralized planning and imperative and this process prevented from cooperation and participation of institutions and effective local forces in urban system, therefore the principle of citizen and participation is not realized and achievement to a successful planning is impossible.

On the other hand strategic approach is distinct from urban planning traditional approach (due to) Because of Attention to the internal strengths and weaknesses and also environmental opportunities and threats. This approach, because provides the possibility of integrated developing of city, and create a common framework for all strategic and policies related to urban areas, therefore leads to developing substructures, Hence, attention to the strategic planning and their proposed obstacles with creating a healthy economy, will help to provide the comprehensive community with successful programs.

However from seventy decade, strategic approach was considered in urban programs, but because of ignoring aspects of social, economic and management in this programs and in other words, because of the lack of integration, could not solve the in efficiencies of development and establishing.

Therefore the urban manager can use the proposed model in this paper, to reduce the creation of static view to urban complex issues and prevents from unrealistic and ideal plans.

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