

## The Process of Strategic Urban Planning: a Case of Iran

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### Abstract

This paper tries to analyze the concept of strategic planning and then explains the concept of strategic planning and analysis processes acceptable range for this type of planning to introduce a list of important issues. The origin of strategic planning is described in the beginning to explain the causes of this approach to planning in recent decades and then the concepts associated with the word strategic are rectified. The strategy is then scheduled to scrutinize the issue focusing on the strategic planning process.

### 1. Introduction

Social life and political issue in strategic thinking, strategic planning and strategic management over the past three decades has been more scientific and more dynamic. It seems that the concept of a broad strategic approach and its dynamic qualities and attributes that have relatively more likely to approach and answer to the needs, planning activities and provides current management societies. Model of strategic planning, largely of theories, and general philosophical knowledge, such as systems theory, theory of involvement, theory of pluralism, and democracy, sustainable development theory, theories of social justice, and assist those affected are accepted. Model of strategic planning, a new paradigm in planning, including spatial planning is the ultimate goal of ensuring sustainable development and improving quality of life for all citizens. Based on this, the use of approaches that coordinate and structure the planning will be effective for our country.

### 2. Origin of the Strategic Approach and its Difference with the Previous Approach

During 1970-80, the strategic concept was borrowed from the science of war by business organizations. Power, Ferend, Hickling and Yavlt extended this approach in the public domain and planning. Their principles and methods of strategic choice

and control are presented briefly.

- Accept the fact that strategic decisions are inter-linked together and communicate.
- To develop a hierarchy, formulated policies, and their selection.
- Framework and general approach to decision making, which confirmed the presence of uncertainty, and allows complex issues, and the policy options, to be followed in this context.

Model of strategic planning, a new paradigm in planning including spatial planning, is the ultimate goal of ensuring sustainable development and improving quality of life for all citizens. This pattern of strategic planning is in character, integrity, adaptability and flexibility. In this model only with a rejection of physical planning and acceptance of diversity are the kinds of detailed plans (basic, topical and thematic). It may appear that issues of environmental quality, cultural values, and aesthetic standards, provide more development projects to be placed on the agenda. According to the experts, strategic planning is different than traditional planning. The major differences include the following:

- Strategic planning is the operation, result and implementation.
- With this approach, the study seeks to identify environmental



opportunities and constraints in local communities.

- This type of planning focuses on assessing the strengths and weaknesses, opportunities and limitations in the context of local communities.
- This type of planning focuses on the assessment of strengths and weaknesses of local communities in the context of possibilities and limits.
- The organization will focus on strategic planning, however, based on comprehensive planning.
- Strategic planning with comprehensive planning for community participation has given more emphasis on understanding the strengths and weaknesses and the threats and opportunities facing the community.
- The major difference in the functionality of a comprehensive strategic planning project is plans at any time and will therefore need to be prepared to select the appropriate options.

### 3. Concept of Strategy

The word strategy has a long history of ancient Greek and Roman art of war. It is the decisive measures in order to gain superiority and defeat the enemy. The root meaning of the concept of strategy is the art of war. The first concept refers to the technology, implementation and coordination of military forces to win the battle. In biology, strategy means competition. Organisms compete to get the limited resources together. The strategy is associated with the following three axes:

- Current position, i.e. where we are?
- Desired future, i.e. where will we be?
- The direct route from here to the desired future, i.e. how do we get there?

So, the plan is a strategy that directs the organization wants to go where the goal is achieved. The expert knowledge management strategy used for the different descriptions is:

- Chandler strategy as the overall goals and long-term performance of the organization, routes to take action and allocate resources necessary to achieve those goals.
- Andrews's strategy as a pattern of performance goals, objectives and targets has been defined. From his view the strategy defines the organization what to do.
- Also Shndlr Hafr strategy activities and coordination among providers and potential sources of internal or external opportunities and threats are interpreted.
- Mitzberg strategy has provided a short definition of the strategy as the flow pattern of decisions.
- Lerand, Kiristinsen and Goss say: 'For us, the pattern of strategy, the purpose and policies and major projects are to achieve the goals'.
- Smith and Walsh strategies as alternative routes with dif-

ferent ways to achieve goals and objectives defined.

Finally it should be noted that the strategy has the following five meanings:

- Strategy means a plan
- Strategy means a perspective
- Strategy means a position
- Strategy means a pattern
- Strategy means a ploy

### 4. Strategic Planning Process

Four factors: design, time, location and resources are responsible for the success of a strategic plan. Strategic planning process has significant and substantial differences with the planning process of the positivist approach (inclusively). A careful strategic planning process based on expert opinions that has differences in the expression of some of these issues is addressed. The nature of strategic planning and urban management sets out five stages. Figure 1 shows the strategic planning process.

- Environmental studies: The external factors include op-

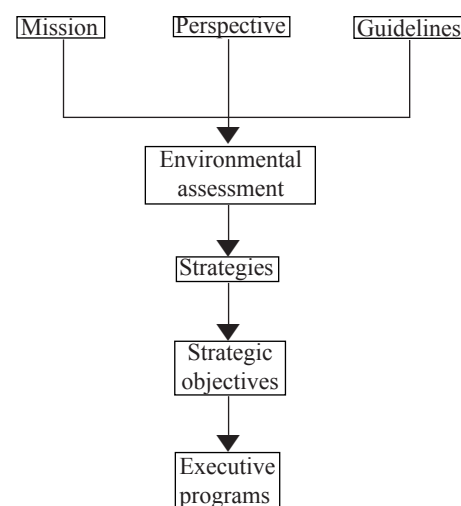


Figure 1: Strategic planning process

portunities and threats, while the internal factors include strengths and weaknesses.

- Formulate strategic objectives: It includes setting missions, development prospects, and setting values.
- Strategy (macro strategy)
- Implementation plan: It includes editing solutions, and setting criteria
- Development program (project executive)

### 5. Conclusion

Strategic approach, the main root of our planning and management, takes positivist approach due to the lack of efficiency in

urban and regional planning. This approach emphasizing on evaluating the internal and external environment, considers that there is a hierarchy of strategies and policies in the strategic planning framework. Strategic planning, in its new approach, according to the economic base and the use of scarce resources

there, has shifted its focus on limited goals. This approach is highly focused on implementation and achieving results. Four factors: design, time, place and resources are abundant in the success of a strategic plan.