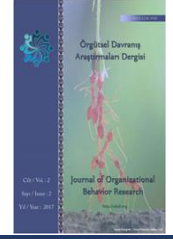# STRATEGIC PLANNING FOR URBAN REHABILITATION BASED ON CULTURE AND LEISURE IN THE CITY

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ABSTRACT

The existence of central areas suffered from urban decline and the impoverished and insecure texture and the difference in the lives of people living in old neighborhoods with other urban neighborhoods, specifically the areas, has created problems in the world, which requires the planning and basic strategies that must enter the operational area and think about it. The present research was carried out with the aim of strategic planning of urban rehabilitation (case study: Ameri district of Ahwaz city as one of the southern cities of Iran) based on culture and leisure in the desired neighborhood. The type of research is descriptive-analytic, which was done in both the library and field. At the field stage, the initial data were collected using a researcher-made questionnaire. Then, using the SWOT model, it was analyzed. The results of the research showed that the Ameri neighborhood is moderately low in terms of sustainability. In order to promote its culture and leisure time status, it should be considered that aggressive strategies should be prioritized to the desired neighborhoods in terms of Residence is a refinement, and for tourists with a beautiful and trusted landscape to spend their leisure time.

Keywords: *strategic planning, urban rehabilitation, culture, leisure, central areas of the city, Ameri district of Ahvaz city.*

INTRODUCTION

Today, with the increase of urban areas, the urban development trend has led to instability. Meanwhile, urban sprawl and urban growth have contributed to the physical development of the city, making the city's central part of the city day-to-day disregarded and endangered by the risk of exhaustion, complete destruction and demolition, and has become the center of social injustice in the midst of poverty and has left the remaining inhabitants under pressure to evacuate and leave the neighborhood. Therefore, this process has led to the abandonment of old houses in the middle of the city or the replacement of its main inhabitants with low income and social classes and the urban downturn has followed. These inefficient urban areas have potential for redevelopment. Recovery and redevelopment of these lands can provide a range of environmental, social and economic benefits. In our country, urban torn tissue is the first potential of internal development, the potential of worn out tissues in Iran is considered in the framework of economic, social, cultural, environmental, physical, historical, population and housing capacities (Talkhabi, 2012). The central region of the cities often includes traditional urban markets, historical and cultural centers as tourist centers and a reminder of the history of the city, and constitute the functional center (not necessarily geographic) of each city. These

areas include residential and non-residential activities with overcoming administrative and commercial activities. For this reason, attraction is the most frequent visits and daily trips. The essential prerequisite for the continuity of the economic life and efficiency of the activities of the central region of the city, is the ability to revive and revitalize it. Attention to activities related to culture and leisure as a stimulus to the process of revitalization and development of the central areas of cities, due to the redefinition of culture and leisure as a capital and producing economic activities and an important tool in promoting development opportunities and competitive advantage of cities, on the other hand, have the cultural, historical and legacy potential of tourist attraction in these fields, on the other (Mohammadi and Prizadi, 2010). Several studies have been carried out in relation to the issue of urban renewal based on culture and leisure in cities. For example, Nemati Mehr and Mousavi Khorshidi (2015), in their study by descriptive-analytical method and by reviewing and analyzing texts (documentary method), Explaining the principles of revitalization of the central areas of the cities, and introducing the strategies and elements of recreation based on culture and leisure, introduced a comprehensive approach to cultural regions to revitalize the downtown areas of urban centers, and finally the conceptual framework of criteria and indicators of the creation of cultural areas in these fields. Mohammadi and Prizadi (2010) also showed that the low level of residents' literacy and skills and lack of multilateral participation are mainly due to the occurrence of urban loss in the planned area. To this end, they put forward the necessary proposals and organizational structure to implement policies to revitalize the study area. Considering the importance of the city's central areas in the city's structure and its economy, the city's rehabilitation is very important and it is important to propose and develop basic strategies for its development.

RESEARCH OBJECTIVES

1. Revitalization of the Ameri district of Ahvaz city based on culture and leisure
2. Identification of urban spaces exposed to deterioration
3. Achieving Appropriate Strategies to Revive the Ameri district in Ahvaz City

CONCEPTS AND DEFINITIONS

Urban rehabilitation: a kind of repair that is done with minimal interference in the body tissue and with an emphasis on changing or converting applications with the aim of removing application burnout in worn out tissues. In other words, restoration means deliberate interference in urban space to prevent erosion and create new urban space or maintain original features of space. This term is referred to as a set of actions that, with the least interference in the body, emphasize the shifting of bodies in order to eliminate and reduce the functional, physical and visual burnout, and is based on three approaches for improvement, reconstruction and modernization (Bashiri, 2012).

Urbanized worn texture: a set of buildings, roads, facilities and urban amenities, or a combination of them that have been formed within the boundaries of the city or its fringes and in continuity and linkage with the city, due to the age or absence of a program of development and oversight technical problems have been lost on their formation, lack of biological and safety conditions, as well as other physical, social and economic disadvantages, and lack of safety, solidity and urban services (Pahlavan and Barzigar, 2011).

Neighborhood: Neighborhood as the smallest unit of urban division of adjacent houses is also formed in a particular geographic space (Nozarian, 2013).

Culture: refers to cultural services, major and minor cultural productions and human art activities, such as visual and drama arts, literature, heritage and media-related activities. In this application, issues such as cultural industries, creative cities, and cultural regions, public art and ... emphasize the use of culture in urban development (Pour Mohammadi and Sobhani, 2009).

Leisure: what people do at their discretion and spend time and money outside their homes and workplaces (Hosseini, 2006).

METHODOLOGY

The present study is a purpose-oriented study and descriptive-analytical method has been used. The method of collecting information was done in both library and field. In the library method, related articles, books and dissertations were used. In the field method, a questionnaire was used that a researcher-made questionnaire was designed and then a questionnaire was distributed among the sampled individuals in the Ameri district of Ahwaz city. The current questionnaire has 145 questions that address the economic, social and cultural issues of the people of the region. After collecting questionnaires and sorting and modifying them, the data were categorized using Ecxell2013 software. Finally, the strategies of revitalization of the Ameri district of Ahvaz city were done using the SWOT model for the inner development of the city.

RESULTS

In the present research, 145 families are sampled in the Ameri neighborhood of Ahwaz city. Of these, 64.6% were male and 35.3% were female samples. For age, 35% of the subjects were aged 18-29, 30% were 30-44 years old, 23% were 45-59 years old, and 12% were above 60 years of age.

SWOT techniques

The SWOT technique has been used to provide strategies in this research. This technique is a tool for understanding the threats and opportunities existing in the external environment of a system and recognizing its internal weaknesses and strengths in order to measure the situation and formulate a strategy for guidance and control of that system. The purpose of using this technique is to create a conceptual framework for systematic analysis to coordinate the strengths and weaknesses of a system with opportunities and threats in the external environment. The SWOT technique is a combination of techniques that analyze the internal factors and external environment of organizations. The SWOT matrix at various stages of the presentation of strategies is relevant from the stage of situation analysis to strategy formulation. The steps involved in proposing strategies are: initiating the process and reaching agreement on its content, identifying orders, clarifying missions and values, assessing the external environment (opportunities and threats), assessing the internal environment (weaknesses and strengths), identifying strategic issues (strategic), setting strategies for managing strategic issues and developing a vision for the future. These eight steps should lead to conclusions and evaluations (Meshkini and Heidari, 2011). Important methods for formulating strategies can

be incorporated into a three-stage framework including the information entry stage, the comparison step, and the decision-making stage. The first stage of the framework for formulating strategies includes the internal and external factors evaluation matrix and competition review matrix. In the first stage, which is called the information entry stage, the main information is required to formulate strategies. The second stage, which is called the matching or comparison step, is considered as possible types of strategies, and a balance can be found between internal and external factors (Golkar, 2005). The techniques are used at Don's stage include the threats matrix, opportunities, weaknesses and strengths, and a strategic position assessment matrix and strategic action. In the third stage, which calls that decision stage, only a unique method, a quantitative strategic planning matrix, is used. In the matrix, the information provided in the first stage is used to evaluate and judge the types of applicable strategies identified in the second phase in an objective manner and without applying a personal opinion (Meshkini and Heidari, 2011).

Matrix of external and internal environment factors

The following steps are performed to calculate the desired matrix:

1. Calculation of score internal and external factors
2. Calculation of normalized coefficient
3. Give a score or score to each of the factors
4. Calculate the final score of each factor
5. Prioritizing internal and external factors

In the first stage, the external environment works to identify the opportunities and threats and the internal environment to identify the strengths and weaknesses in the study area. After reviewing the relevant information, the major external and internal factors known in the matrix are evaluated. Table 1 and Table 2 list the external and internal factors affecting the revitalization of the Ameri district of Ahwaz city.

Table 1: Internal factors affecting the revitalization of the Ameri district of Ahwaz city

Strength	Weakness
S_1 Residents income	W_1 Low vitality and liveliness of the place
S_2 Warm up in the neighborhood	W_2 Low social security of the streets
S_3 The amount of pollution in the residential environment is low	W_3 High cost of rent and mortgages
S_4 The existence of the Karun River and the railway bridge	W_4 The undesirable form and shape of the buildings
S_5 Access to a variety of shops is high	W_5 High dust in the neighborhood
S_6 Access to the police station and police force is high	
S_7 Access to hospitals and medical centers is high	
S_8 There are many traditional markets	
S_9 The presence of parks and green space is high	
S_{10} There are common plots and gardens	

Table 2. Effective external factors on the revitalization of Ameri district of Ahvaz city

Opportunity	Threat
O_1 Buildings and open spaces	T_1 High desire to leave the place
O_2 Art in public spaces	T_2 High level of sitting in alleyway
O_3 Urban transport	T_3 The proximity of industries with residential areas
O_4 Economic boom	T_4 Increase population density
O_5 Tourism	
O_6 Cultural and historical heritage	
O_7 Social Security	

In the second stage, each of the strengths and weaknesses and the opportunities and threats by the households for the restoration of the Ameri district in Ahwaz city is based on culture and leisure. In the form of a question, in the Likret spectrum of households were asked, and the total score of each of these external factors and internal factors was calculated based on the responses that households responded through the equation 1.

Equation 1
$$R_{ij} = \sum S_i F_i$$

In the above equation, R_{ij}, the factor J in the group I, Si, the five points of likret, Fi, is the frequency of choices.
In the third step, the normalized coefficient has been calculated for each of the external factors and the internal factors through equation 2.

$$= \frac{R_{ij}}{\sum R_{ij}} Y_{ij}$$

In the above relation, Y_{ij} is the final score of the J factor of group I.
In the fourth stage, the internal and external factors evaluation matrix was calculated as Table 3 and Table 4.

Table 3: Internal factors evaluation matrix

The final score	Score	Normalized score	Total points	Internal factors
0.07469	3	0.02477	326	S_1
0.07886	3	0.02628	346	S_2
0.09802	3	0.03278	430	S_3
0.07823	3	0.02625	343	S_4
0.08525	3	0.02845	374	S_5
0.1024	4	0.02565	337	S_6
0.08267	3	0.02798	363	S_7
0.09289	3	0.03056	407	S_8
0.06359	3	0.02159	279	S_9

The final score	Score	Normalized score	Total points	Internal factors
0.06998	3	0.02342	307	S_{10}
0.05339	3	0.01789	234	W_1
0.07058	3	0.02395	309	W_2
0.05045	2	0.02549	332	W_3
0.06344	2	0.03478	445	W_4
0.07537	4	0.01884	248	W_5

Table 4: External Factors Evaluation Matrix

The final score	Score	Normalized score	Total points	Internal factors
0.09435	2	0.04738	324	O_1
0.1817	3	0.06047	416	O_2
0.2548	4	0.06326	437	O_3
0.1146	2	0.05663	389	O_4
0.1156	2	0.05634	387	O_5
0.1048	2	0.05465	376	O_6
0.1628	3	0.05649	387	O_7
0.2536	4	0.06438	441	T_1
0.1039	2	0.05367	356	T_2
0.09846	2	0.04569	338	T_3
0.1848	3	0.06285	420	T_4

Creating Matrix of Weaknesses, Strengths, Threats and Opportunities (SWOT)

The SWOT matrix provides the ability to formulate four strategies. However, during the implementation of the technique, the strategies may overlap or co-ordinate with each other. Table 5 illustrates the strategies that result from the formation of the SWOT matrix.

Table 5: Quadruple Strategies Based on SWOT

Internal environment			
(W) weaknesses	(S) Strengths		
(WO) Adaptive or revised strategy (Minimum - maximum)	(SO) Aggressive strategy (Maximum-minimum)	(O) Opportunities	External
(WT) Defensive strategy (Minimum - maximum)	(ST) Diversity or contingency strategy (Maximum-minimum)	(T) Threats	environment

Assessment and Decision Matrix and Prioritization of Strategies

In this section, the matrices are presented first and then, according to the attractiveness score, prioritization of the strategies takes place.

Table 6: Quantitative Strategic Planning Evaluation Matrix for Achieving the Revitalization of the Ameri district in Ahvaz city based on the culture and leisure, WO Strategy

WO		Importance factor	Factors
Collect the Attraction points	Attraction rate		
0.07112	4	0.01778	W_1
0.04695	2	0.02348	W_2
0.05045	2	0.02523	W_3
0	0	0.03457	W_4
0.03769	2	0.01884	W_5
0.09435	2	0.04717	O_1
0.01211	2	0.06057	O_2
0.2545	4	0.06362	O_3
0	0	0.05663	O_4
0.1126	2	0.05634	O_5
0	0	0.05474	O_6
0.1126	2	0.05634	O_7
0.7924	Total	0.01778	

Table 7: Quantitative Strategic Planning Evaluation Matrix for Achieving the Revitalization of the Ameri district in Ahvaz city based on Culture and leisure, ST Strategy

ST		Importance factor	Factors
Collect the Attraction points	Attraction rate		
0	0	0.02487	S_1
0.07690	3	0.02578	S_2
0.02749	1	0.02758	S_3
0	0	0.03081	S_4
0	0	0.02111	S_5
0.05896	2	0.02338	S_6
0	0	0.02629	S_7
0.2787	4	0.03376	S_8
0	0	0.02925	S_9
0.09531	4	0.02696	S_{10}
0.1986	4	0.04978	T_1
0.06129	1	0.06166	T_2
0.1895	4	0.04138	T_3
0.09893	2	0.04995	T_4
1.0867	Total		

Table 8: Quantitative Strategic Planning Evaluation Matrix for Achieving the Revitalization of the Ameri District of Ahwaz city based on culture and leisure, WT Strategy

WT		Importance factor	Factors
Collect the Attraction points	Attraction rate		
0	0	0.3321	W_1
0	0	0.02759	W_2
0.04783	2	0.02438	W_3
0	0	0.02467	W_4
0	0	0.02249	W_5
0.2687	2	0.06423	T_1
0.01285	4	0.05892	T_2
0.04692	1	0.05134	T_3
0.06139	1	0.01687	T_4
0.4377	Total		

Table 9: Quantitative Strategic Planning Evaluation Matrix for Achieving the Revitalization of the Ameri district in Ahvaz city Based on Culture and Leisure, SO Strategy

SO		Importance factor	Factors
Collect the Attraction points	Attraction rate		
0.3781	0	0.02548	S_1
0.09135	2	0.02782	S_2
0	0	0.03472	S_3
0	2	0.01803	S_4
0.02439	1	0.01439	S_5
0	0	0.02337	S_6
0	0	0.02481	S_7
0.2149	2	0.02632	S_8
0.2839	0	0.02981	S_9
0	0	0.02900	S_{10}
0.09916	2	0.03781	O_1
0	3	0.02787	O_2
0	0	0.03304	O_3
0.04896	2	0.03466	O_4
1.1749	0	0.09148	O_5
0.3781	0	0.02791	O_6
0.09135	2	0.02765	O_7
0	Total		

Prioritization of the revitalization strategies of the Ameri district of Ahwaz city based on culture and leisure was given in Table 10.

Table 10: Ultimate Prioritization of the strategies based on the final sum of attraction score

	Strategy	score
First priority	SO	1.1749
Second priority	ST	1.0867
Third priority	WO	0.7924
Fourth priority	WT	0.4377

CONCLUSION

The development of cities and their economic, industrial, and proximity growth, with little attention being paid to the characteristics and performance of the old texture, is thus destroying the old parts of the center and the core of the center, Therefore, in order to prevent the destruction and exhaustion of the traditional tissues of the city center and prepare for investment in order to construct or rehabilitate housing, consideration of economic, social, physical, physical, climatic and legal factors ... is necessary and it has to be considered for its revitalization. For this purpose, in the present study, the Ameri region of Ahwaz city was studied, which is both a very old texture and one of the main gathering centers of Ahwaz. Strategies have been proposed to revive this neighborhood in Ahvaz city based on culture and leisure. The results of this study showed that the reason for the deterioration of this neighborhood was a very different reason, such as urban management, very poorly from the viewpoint of local residents, the lack of information about residents from urban development plans, the lack of participation of the private and public sectors in the revival of these areas, lack of specialist staff in the neighborhood, and so on. The results also showed that the SO strategy was the first priority and its attractiveness score was 1.7491, which was the highest. The strategies for ST, WO and WT were ranked as follows (1.0867), (0.7924) and (0.4384) respectively. That the SO strategy was placed in the first priority, that is, it should raise the opportunities and strengths in the area in question, so that the city's central texture is exhausted and the city has a beautiful effect, and people will settle in these areas and migrate less around the city and stay focused on the city. Overall, the results showed that in many respects old and worn urban neighborhoods should be restored. For this purpose, in the managerial dimension, the areas of participation in the process of participatory renewal for the residents should be created in different ways. In this regard, the restoration of trust between people requires urban management. It means that the existing tools and structures need to be more flexible in order to provide the ground for the greater participation of the private sector (people) in the process of revitalization. In the environmental and cultural spheres for leisure time, it is also necessary to seek the creation of a lost local identity through the creation of public programs, the design and renewal of life, the rehabilitation of neighborhoods and the strengthening of social platforms at the Amari district of Ahwaz city and the inhabitants are the main audience of the neighborhood. In the environmental dimension, it is also necessary to design suitable solutions for natural hazards and their effects, and social security of the neighborhood should be promoted. Also, the results of the study's strategies showed that in order to advance the most important part of the revitalization plan, which is the renovation of

residential buildings in the neighborhood, it is necessary to take measures to facilitate renovation in the neighborhood in order to create a beautiful landscape and attract audiences and the tourists who want to stay in the neighborhood have a sense of security, vitality and vitality, and people will be attracted to these areas for a more permanent living. The results of this research and other related previous studies indicate that the use of local cultural resources and leisure activities related to it, as a facilitator of urban regeneration, has become a universal orientation in urban considerations in different countries of the world, and especially in the context of the global economy. In this regard, attention to activities related to culture and leisure, with the function of stimulating the process of revitalization and the development of declining urban centers, is due to the redefinition of culture and leisure as a source of capital and productive economic activities and an important tool in the promotion The opportunities for development and the competitive advantage of the cities on the one hand, as well as the cultural, social, economic and physical potential of the tourist attraction in the old neighborhoods of the city, including the neighborhood of Ameri in Ahvaz city.

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