

SWOT analysis for central area of Shiraz city, Iran

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Abstract

The combined strategies that mentioned in this paper are an especial list for historical center of Shiraz city. It customized to the local conditions based on a set of parameters- the location, socio-economic and cultural fabric of Shiraz city. It is a good provision of public participation, urban management and human resources as well as urban infrastructure (land use pattern and transportation) for urban poor. The main approach for intervention and renewal of the blighted area in this paper supposed to be a multidimensional approach between "Blight Upgrading" and "Clearance and Redevelopment". SWOT analysis needs to generate meaningful information for each category (strengths, opportunities, weaknesses, and threats) in order to maximize the benefits of this evaluation and find their competitive advantage. It should not be viewed as a static method with emphasis solely on its output, but rather as a dynamic part of the management, planning and development process of the project, as this model helps revealing obstacles, capabilities, extracting short comes and lessons; what worked and did not, and why. It is worth mentioned that one item could be an opportunity and threats at the same time.

Keywords: central area, human resources, transportation, land use, clearance and redevelopment, blight upgrading

1. Introduction

SWOT analysis can be simply understood as the examination of an organization's internal strengths and weaknesses, and its environments, opportunities, and threats. It is a general tool designed to be used in the preliminary stages of decision-making and as a precursor to strategic planning in various kinds of applications (Adepoju and Famade, 2010) [1]. As remarked by Radha and Dugger (1995) [3], in order to be most effectively used, a SWOT analysis needs to be flexible. Situations change with the passage of time and an updated analysis should be made frequently. SWOT is neither cumbersome nor time-consuming and is effective because of its simplicity. Appropriate human resource management techniques can play an important role in organizations. In 1980, a strategic approach to human resources by a number of experts emphasized and change in thinking and action, that lead to increase specialization and use of less than words " personnel management " in Human Resource Management (Schenkerman, 1994) [8]. In the decades 1980 and 1990 changes in the operational environment of human resource management, led to increased attention to strategic human resource management. According to studies done by many authors (Hendry and Pettigrew, 1990) [5]. A number of researchers studying the interaction between organizational systems and human resource management found that human resources strategic management with coordinating between the organization strategies and human resource policies caused to synergist (Chadwick, 2005) [2].

2. Methodology

A SWOT analysis provides an opportunity to impartially assess the competing operating several aspects such as land use pattern, urban management and public participation, Traffic, transportation and human resources. The present study is based on descriptive research. It is considered as applied type in terms of objective. Information and data has been collected through studying Shiraz and central area literature, municipality of Shiraz, Iranian organization of cultural heritage crafts and tourism and ministry of housing and Urban Planning. For obtaining necessary information in this analysis, required data have been collected through former sections in this study. This study is based on internal and external urban factors. Internal factors can be classified as strengths (S) or weaknesses (W), and external factors can be classified as opportunities (O) or threats (T), and strategic urban conservation is referred to as SWOT analysis. Assessment of the strengths, weaknesses, opportunities and threats to a city forms a basis for the preparation of a relevant city development plan. A city level SWOT analysis has been done in this part based on an assessment of the status of various sectors of the city. Then factors are combined to each other by following SWOT matrix. All strategies are provided, based on the main targets/ objectives that mentioned in this paper to alleviate the urban poor in the historical centre of Shiraz city. SWOT analysis provides urban planners with action steps to bring about improvements, efficiencies and new strategies for success.

3. Objectives

1. Rejuvenate the historical centre of Shiraz city are a multi-dimensional approach between “Clearance and Redevelopment” and “Blight upgrading”.
2. Fortifying the role of CBD for central area, by increasing the commercial and cultural activities with regard to control traffic and balance between the central area and the rest area of Shiraz city wards.
3. Return back life, freshness and its old identity to the central area again and increasing the environmental attractiveness to absorb private or semi government for renewal and rehabilitation.
4. Creation socio-economic, cultural Preparation and unique management to face with renewal or rehabilitation projects and increasing public participation.

4. SWOT Analysis of Historical Centre of Shiraz City

4.1 Urban management and Public participation

4.1.1 Strengths

1. There are the relative backgrounds of public participation in the central area.
2. There are many monuments and valuable elements which attract tourists and these can cause income for relevant organizations.
3. There is good relationship between municipality of central area and urban council.
4. There are appropriate municipality plans and also there are targets and strategies in the high level of urban management.

4.1.2 Weakness

1. Lack of proportion or relation between education level of skilled worker and their duty in the municipality.
2. There are not any mechanisms or proper instruments to make public participation.
3. Municipality does not have sustainable income from their static and stable resources and be unable to support and afford the amenities of its area.
4. Local low income people in the central area cannot participate in finance participation or even in the pay of municipality's dues.

4.1.2.1 Opportunities

1. There is a good tendency in the central area to absorb the private investors to renew the blighted areas and urban planners are ready to help in the various level of urban management.
2. Municipality is going to try for independent income by looking for new income resources.

4.1.2.2. Threats

1. People don't trust to the municipality actions or government amenities therefore they don't participate in the urban projects.
2. The official municipalities chart have big problems yet, they are not complete, the lack of many good skilled positions in this chart. Accordingly there are many urban

projects which have not been accomplished and also the most portion of municipality income is just based on construction works and the small portion belongs to the other permanent and stable income resources.

3. Lack of harmony and efficient relationship between the urban organizations, there are many conflict and competition between them.
4. Lack of supporting and clear rules to absorb and attract the private investors for urban amenities.
5. There are just two kind of public participation among people (voluntary and impose participations), it cannot be seen any other kinds of public participation like participation provolone.

4.2 Traffic and transportation

4.2.1 Strengths

1. The existence of strong pedestrian roads which cover the whole central area and also they are around the main tourist centres like Bazaar (Markets) and karimkhani Cassel, it causes tourists attract them more.
2. There are both public and private transportation in the central area.
3. There are arterial roads (express ways) on periphery of the central area.
4. The small portion of people have private car and this decreases the traffic inside the central area

4.2.2 Weakness

1. The area of roads in the central area is low and also their width is so narrow.
2. Lack of road hierarchy in the central area.
3. Lack of traffic signs, signals, curbs, rumbles or pavement markings can be seen.
4. Lack of parking place.
5. There is not motor vehicle connectivity from north to south in the central area.

4.2.3 Opportunities

1. It will be supposed the passing of subway through one of the arterial road in the central area in a few years. (Karim Khazand Boulevard).
2. There will be two subway station long side of Karimkhan Zand Street which are close to the Bazaar.
3. There are many vacant lots and deteriorated buildings in the central area, which gives a good opportunity to create parking lots.

4.2.4 Threats

1. A portion of Karim khan Zand Street was built as a subway, it exactly passed in front of Vakil Bazaar, which results this shopping centre has lost many of its customers.
2. The existing and centralization of the main religious centres and shopping centres has caused to absorb high traffic.
3. Focusing on conservation the narrow roads are exaggerating so much by Heritage Organization.

4.3 Human resource (socio-economic and cultural)

4.3.1 Strength

1. There are many suitable job facilities and opportunities in the central area in regard to tourism affairs.
2. There are some old and authentic families in central area whose support, respect and appreciate the identity of central area.
3. There is high tendency to develop the religion and cultural activities because of existence of many famous and national religious centres.
4. Central area of Shiraz city is the first centre to supply clothing throughout the city.
5. There is a good balance between the male and female number (sex ratio).
6. There is up growing trend of literacy in the central area especially among the females.

4.3.2 Weakness

1. Central area cannot use the whole socio- economic opportunities and potential inside the area. Therefore it has weakened the present shopping centres or other religious and cultural centres and not supports the new kinds also.
2. The change of land use from residential to commercial land use and its storage which has results the decrease in residential values, it causes unsafely in the area and increasing delinquencies and anti-social activities.
3. Negative decennial population growth rate during 1996 to 2006, central area has the highest negative growth rate among all the wards of Shiraz city.
4. Majority of people living in the central area are belong low income category.
5. Youngsters with an age group of 20 to 24 years have job as menial and construction workers.
6. There is a high unemployment rate especially among educated class of people.

4.3.3 Opportunities

1. Central area is the heart of city as a religious, cultural and economic centre, so there is high tendency for renewal the blighted area by some private, public and governmental organizations.
2. There is a high tendency for public participation and NGOs. People and tourists like to see sighting all religious, monuments and other cultural centres.

4.3.4 Threats

1. Decreasing the residency inside the central area and against the migration of low income people and Afghan people to this area.
2. Increasing of delinquencies, robbery and other socio-economy problems.
3. The private investors don't have enough stimuli to invest because of weak urban management and also they are not sure about their future project benefits.
4. Decreasing the number of tourists in central area.

4.4 Land use pattern (physical and land use aspects)

4.4.1 Strengths

1. There are many valuable monuments, religious centres, business and shopping centres in the central area which have cultural, architectural, historical and economical value.
2. The area of urban spinal column which including valuable urban indicators such as Bazaar and the mosques.

4.4.2 Weakness

1. The severe deterioration in the central area regarding to un-resistant constructions against earthquake.
2. Lack of green, sports and open spaces for leisure activities.
3. Lack of hygienic, therapy and education centres in the central areas.
4. Lack of tendency to renew the buildings especially in the heart of each neighborhood.
5. Central area of Shiraz city has severely deficiency in Sewerage, drainage and water pipe, underground water causes septic tanks miss their functions and they become unpractical or overloaded and it leads to many hardships and unhygienic conditions for habitants.
6. Many of tourism buildings convert to the deteriorated house which is a place for garbage.
7. The important point in the central area is high percentage of rented houses in comparison to the Shiraz city and it is an evidence of unstable settlement or temporary nature of house ownership.

4.4.3 Opportunities

1. There are high economic opportunities in the central area and high tendency to develop commercial and business activities.
2. Urban management and government organization have high tendency to renew the blighted area.
3. Native people have many memories about the central area and this helps to attract their participation.
4. There are many tourism potential in the central area, like abandoned or blighted monuments.
5. There are many tendencies to develop public transportation and also pedestrian passages.

4.4.4 Threats

1. Central area is becoming a commercial centre without any notice to the necessary infrastructure.
2. The continuity of blighting in the central area and lack of resistance against natural disasters.
3. There is a new trend to build some new high building (four floor and more) in the central area and it does not have any harmony with it's around however the most of its units are empty.
4. There is some unorganized and unplanned demolish in blighted area.
5. There are still many legal problems related to buying of joint properties by municipality and it acts as a threat to renewal of blighted area

5. Combined Strategies of SWOT Analysis

5.1 Weakness – Opportunity (S-O)

A) Public participation and urban management

1. Attract the private and public investors for renewal project through the creation of their motivation and incentives by increasing the construction floor or some specific land uses.
2. Developing of (NGO) and public participation.
3. Use of Government aids, changing of some of legal regulations about joint properties.
4. Encouraging partnership between private sector, government and civil society.
5. The responsibility of the government to provide minimum basic amenities and infrastructure facilities to the weaker sections of central area population.
6. Improving local government capacity to manage heritage is a positive reference for those seeking sustainable solutions towards the revitalization of historic areas.

B) Traffic and transportation

1. Prevalence of using public transportation and pedestrian roads in the central area.
2. Create of multi-story Parking for some land uses which attract more passengers like cultural heritage, commercial and religious places.

C) Land use Patterns

1. Give some practical activities to some monuments which are useless and becoming dilapidated day by day.
2. Fair distributing of infrastructure throughout the central area and propose equal distribution of citizenship rights
3. Encouraging of renewal in the heart of central area not just on the edge of main roads.
4. Making the blighted areas attractive and a place to live in for the low income groups of workers who already reside there and perhaps for some others of slightly higher earning power who may be drawn back nearer their work when living.
5. Enhancing public spaced and the urban environment.
6. It should be ensured that every blight area locality has a primary and secondary school.
7. Provision of properly functioning public sectors or upgrading the corporation schools which have virtually lost their importance and purpose.
8. Health insurance has to be provided at cheaper rates.

D) Human Resources

1. The urban authority should not exile poor people from their houses by force or by buying their very cheap houses during urban renewal process in historical centre of Shiraz city; by this action they just move poverty to other parts of city.
2. Defined internal and external financial resource for renewal and redevelopment.
3. Encouraging the private and public sectors by creating some motivation and incentives in their investment area to have trust about their benefits.

4. Formal and informal public training to increase their culture and social level (increasing public awareness by media, women training etc.)
5. Increasing social security and safety by use of public helps and police observation.
6. Developing employment creation involving the urban poor.

5.2 Strength - Opportunity (S-O)

A) Public participation and urban management

1. Resident's empowerment, creation of job opportunities and physical development are three main aspects of a sustainable renewal plan which should be noticed all together not separately.
2. The price of renewed residential apartments should be met low income people needs and it can be done by some encouraging policies such as low interest loan a special discount for them.
3. Public participation should help the development programmes in two ways, in plan formulation and implementation.
4. Local self-governing institution could be a step in the direction of people's empowerment. It is so necessary transfer of decision – making and administrative functions to the local and area level organization. we can gain the process of decentralization and devolution together by this action.

B) Traffic and transportation

1. Increasing the quality of current public transportation and also suggest new type of public transportation and linking them to the city and regional centres.
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3. Improving and widening of the current passing roads around the subway stations and to ease up the movement of pedestrians and vehicles.
4. Widening the current roads, also cause land price and the motivation for renewal increasing.

C) Land use Patterns

1. Using of potential and existing physical opportunities to attract more tourists.
2. Using better of existing religious centres to attract pilgrims from city, region country and even the country around.
3. Using centralization and fortifying spinal structure of central area.
4. Urban authority should do some civic amenities in some areas to encourage private and public investors to do urban renewal project.
5. Reconciling heritage with modernity.
6. Encouragement to household industries, creation of organized commercial space for retail and wholesale markets.
7. Setting up of large-scale production units (say, assembly line jobs or garment making units), where the youth and

women may be employed in large number, can be considered.

8. Provision of vocational training institutes and training workshops on manufacturing of handicrafts may also be considered.
9. Proposing residential-commercial land use (multi-function), these cause land price and people stimulus for renewal increasing.

D) Human Resources

1. Encouraging the native people return to their previous houses in some areas which have high cultural heritage.
2. Increasing of job opportunities and employment in the Central area in respect of its location and its situation related to the tourism, commercial, religious, and cultural activities, which has harmony with its surroundings.
3. Encouraging creating some commercial centres or Bazaar on periphery of central areas.
4. Modernizing historic districts while maintaining their identity and authenticity.
5. Supporting creativity and cultural diversity.

5.3 Weakness – Threat (W-T)

A) Public participation and urban management

1. Change and ease up of some municipality rules about increasing the construction density of changing some land uses.
2. During Renewal project government or municipality should provide a temporary residential apartment for very poor people (whom their houses have not any value and cannot even rent a house at least for 2 years) and some residents that are more reach (their houses are dilapidating yet) and generally avoid purchasing their houses because of following reason:
 - a. They will go to other parts of city and create a new blighted area in some other parts of city.
 - b. We want to use their participant in the renewal process and also decreasing the expenditure of project by suitable management.
 - c. The sustainability of the project depends on increasing household incomes and reducing unemployment.

B) Traffic and transportation

1. Avoiding of passing high ways through the central area and more it to the periphery of central area.
2. Creating new passing roads or widening current narrow roads which connect to the heart of central areas.

C) Land use Patterns

1. Give resistance to building against earthquake and other disasters.
2. Avoiding some unplanned and fast demolishing of blighted area which cause more problems after that and the new projects are not in harmony with its surrounding (e.g. Beynoharamain project).
3. The government, in regard to its limited resources, should provide basic infrastructure and services to many instead

of formal houses to a few. The poor are solving their problems by spontaneous action.

D) Human Resources

1. Avoiding of create some weak and ineffective activities on periphery or edge of central area.

5.4 Strength – Threat (S-T)

A) Public participation and urban management

1. Change of cultural heritage organization rules and make its regulation more flexible about conservation policies of some structure which are not cultural monuments.
2. Affording to gain unique management and avoid to having a different views about renewal and redevelopment.
3. Urban renewal projects should affect each other and in order to sustainable development it is better that these projects is connected with each other Also the need of public sector, public urban space and public domain is vital for coherent visions.
4. The necessity for government to give its assistance has been clear and it is evident that private enterprise, unaided, is not able to provide an adequate supply of satisfactory housing to meet the wise variations in the income levels of all the people.
5. These are welcome strategies which mark a shift from monument-and site-centric approaches to area-based, people-focused strategies and from rigidly-applied preservation to flexible and guided development.

B) Traffic and transportation

1. Improving the passing roads to attracts more tourists and people such as pavement or asphalt.
2. Define the urban position of “Beyno Lharamain” a vast demolished region inside the central area and create organic road as it was before in order to linking this area to its surrounding environment.

C) Land use Patterns

1. Create some linkage between central area and its surrounding Shiraz city district.
2. Streets are full of vigor, vitality, life, energy and variety compared to new developed streets. The planners need to be aware of the quality that these streets possess and their utilities need to imbibe on the new generation.
3. Housing should be adapted to the needs and resources of the occupants otherwise it becomes oppressive.
4. Focus particularly on the revitalization of public spaces and social networks within historic areas. Both these elements are threatened by the neglect of these areas and uncontrolled, chaotic development therein.
5. Improving environmental Quality

D) Human Resources

1. Enhancing social cohesion, improving local image, reducing offending behavior, promoting interest in the local environment, Developing self-confidence, exploring identifies, Enhancing organizational capacity, supporting

independence and exploring visions of the future.

2. Developing tourism, but not only tourism and not transforming historic districts into museums emptied of local trade and life.
3. Improving the living conditions of the urban poor as well as sustaining their improved status.
4. Provision of security of tenure to blight dwellers and relocation or resettlement of dwellers in objectionable locations to suitable places.
5. The concept of rental housing for the poor should be also be considered and tested.

6. Conclusion

The application of the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis has been an effective and useful tool for decision making. SWOT analysis is an analytical method used to identify and categorize significant internal (Strengths and Weaknesses) and external (Opportunities and Threats) factors. It provides information that matches a project's resources and capabilities to the physical, social, economic and political environment in which it had no control. The interventions and approaches mentioned in this study are an exhaustive list viable and specific for historical centre of Shiraz city. It may be re-emphasized again that these have to be customized to the local conditions based on a set of parameters the location, socio-economic and cultural fabric of any city. This holds good for human resources, public participation and management as well as provision of housing and infrastructure for urban poor, although the scope of degree of specific interventions would vary from city to city, as discussed. Thus the difficult task of preparing city specific strategy is an absolute necessity. Combining of Upgrading, Clearance and Redevelopment could be very suitable and viable approach for renewal of historical centre of Shiraz city. It is well understood that not all of it can be achieved within a short span of time. Some of these need immediate attention while for some the process can begin right away. The results may bear fruit after a few years. For some others there has to be sustained efforts for about 5-6 years so that monitoring and evaluation procedure gets well ingrained into the system. The poverty reduction can happen in this presence of robust institutional arrangements that can support, and sustain monitoring and evaluation processes through the active collaboration of key stakeholders in government and civil society.

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