

Review

The role of sustainable urban management in regenerating the deteriorated urban areas – an overview

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ABSTRACT:

Urban deterioration fabric is one of the serious problems and an inevitable phenomenon with all over the world. Deteriorated fabric primarily refers to parts of the city which have been deprived from development and evolution and turned into a center of shortcomings and problems. The different approaches of the urban management have undergone a transition in paying attention to physical form for social, economic, cultural and artistic considerations. This transition intend to link the modern and traditional lifestyle in urban regeneration form by taking the comprehensive and integrated urban policies. It also aims at comprehensive and urban infill development by employing potentials of deteriorated and inefficient fabrics. Therefore, in this article, by considering the indicators highlighted in sustainable urban management approach, the solutions in recreating the deteriorated and inefficient urban areas and fabrics are presented.

Keywords:

Urban management, Deteriorated area, Local regeneration, Sustainable management.

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INTRODUCTION

Regarding the multiple problems of deteriorated fabrics, this problem has been turned into a human, social and economic threat for cities and metropolises. Structural and functional features of these areas indicated the problems as a serious threat for city's future (Davoodpoor and Niknia, 2012). In addition, the deteriorated fabrics and its renovation in terms of impermeability and unsustainability impacts on the environmental, social and economic justice as a barrier. It also has dramatic effect on the city appearance, environment and less employment of lands. Such impacts would not only involve the life of people living at the present time, but it affect on the next generations (Farhadian *et al.*, 2014).

The most important factor of life is growth, development or death of a community that controls the process of progressing from the present status to the desired one. Urban management can identify the needs, restrictions, potentials and opportunities for revival of the deteriorated fabrics through collaboration and enabling the residents to create an appropriate environment for local people residence. The urban regeneration approach is a new method of renovating the deteriorated fabrics which improves the physical value and increases the citizens' tendency for living therein (Pourahmad *et al.*, 2010). Although the lost coordinator and interference of activities of organizing deteriorated fabrics have been minimized by the approach of areas regeneration besides better explanation of various tasks of the urban management organizations and adjusting their communications, the present paper clarifies the available problems and insufficiencies found in deteriorated urban areas and the key role of the sustainable urban management system in the regeneration of these areas are studied.

Since the purpose of this study is to collect the related concepts of the detailed aspects of the content, actions frameworks associated with urban management performance and interventions in the form of neighbor-

hood regeneration of deteriorated urban areas, content and theoretical investigations were carried out based on the desk and documentary methods. This provides a basis for explaining the urbanism actions. It is expected to achieve practical examples and possibility of comparing the results by exploiting the results. Regarding the application of the results of documentary studies, by analyzing in the field of theoretical studies, the relationship between two concepts which are harmonic were identified. After that, the results between them have been explained and were mentioned in the area of executive and practical actions. The base of information and data collection is documents and library method. In the first part, the urban management system in deteriorated areas has been evaluated by documentary method. Due to the urban regeneration in areas, the suitable idea of effective management with the prospect of urban sustainable development in deteriorated area has been designed.

Questions for analysis

In this paper we deal about the 1: Explanation of sustainable urban management system, 2: The approach of neighborhood regeneration in deteriorated fabrics, 3: To analyze and evaluate the sustainable urban management in the regeneration system of deteriorated fabrics.

Sustainable urban management

The urban management concept was first introduced in 1976 along with other concepts such as urban sustainable development and healthy city project. They were put in the agenda of United Nations development programs as urban management planning. Actually, the introduction of such an interpretation of the management is the results of moving from a centralized management approach to the more local management in order for leading the urban development by a local organization (Sayyafzadeh and Badrifar, 2008). Introducing such concept and terminology of management in urban management derives from a centralized management approach to the more local management for lead-

Table 1. The related concepts in the field of urban planning with an emphasis on urban management

S. No	Concepts	Measures and strategies in urban planning
1	Planning	Developing, managing and coordinating resources to achieve the objectives of urban development
2	Organizing	Organizing the all actors of urban management, including decision-makers or urban planners, decision-makers or politicians, urban executive directors and urban stakeholders which clearly includes people and private sector and the relationship between them and their authority to coordinate all matters in fastest time, the lowest cost and the highest quality; Organizing the social process for the participation of different groups; Planning for social welfare; Planning to improve the physical environment
3	Monitoring	Protect the city against vested interests; Pay attention to the social and physical infrastructure; Policing and the shape of the city development; To preserve the social values
4	Motivating	Motivating people to participate in municipal affairs, uniting and convincing them for participation; To create environments which survive human and maintain their excellent features

ing the urban development by local organization (Saeidnia, 1999). The management puts the groups in different networks which provide their interests and considering their interests is effective in structuring the city (Rad and Tahvildari 2015). Management means planning, organizing, monitoring and motivating. The concept of urban management in a holistic definition and is beyond the concept of city’s administration. Hence, the urban management is an integrated management approach of the urban essential issues resulted mainly from its multifaceted (Parhizkar and Firouzbakht, 2012). Actually, the urban management is an instrument whereby the state can provide the collaborative and sustainable development (Ramezani, 2014). The key challenge of urban management and governance is to make habitable or the dwellers and make it

persuasive and encouraging for the investors. Two contexts of social and economic development have fragile coexistence with each other. To attract investors and encourage them there should be qualified workforces. This can be only achieved through the employment, high quality of life and encouragement and persuasive location (infrastructures, services, housing). The balance between the two areas of urban management can be achieved through the following features: decentralization, participation of users and citizens, independent management, sustainable development and urban competitiveness (Bacliija, 2010) (Table 1).

Urban management is to organize factors and resources to meet the needs of the residents. The macro purpose of urban management is to create an inhabitable

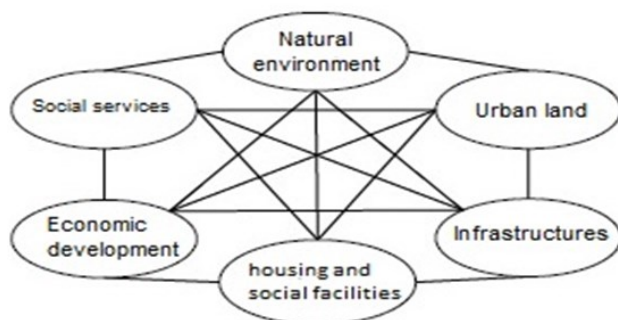


Figure 1. The sections of urban management



Figure 2. Urban sustainability charter

environment for all people with social justice, economic efficiency and environmental sustainability (Sarraf, 2000). Process management consists of effective and efficient use of human and financial resources in the process of planning, organizing, mobilization of resources, directing and controlling of them (Sattari *et al.*, 2009). So the urban management in order to achieve the above concepts will deal with the main areas of urban life which are effective and affected by the aspects of urban life which includes the natural environment, social services, economic development, housing and social facilities, infrastructures and urban land (Figure 1).

Multiple definitions of the concept of sustainability in relation with its first definition about attention to the needs of future generations have been expressed. Also, the various aspects and conditions for this concept have been enumerated, but the definition of sustainable research is based on its approach. Its approach is in relation to highlight the multiple aspects of meaning and necessary simultaneous attention to these all aspects in the context of living and interacting of the urban residents. Because, the urban life includes the aspects of social, economic, physical-environmental, cultural and political. Neglecting any of them leads to an imbalance in the intervention approaches and thus the appropriate

result will not be achieved (Mojtahedzadeh, 1999). Sustainability is a correlated category in any scale, global or local (the city is in this scale), so the sustainable city will be built through the democratic methods not totalitarian (Masoomi, 2011). Sustainable city establishes a logical relationship between old and new spaces and maintains the city identity during growth, development and creating new spaces (Davoodpoor and Niknia, 2012) (Figure 2).

According to the above mentioned studies, it can be concluded that the sustainable urban management encounters four crises. Generally, urban policies in terms of ecological, economic, social and technical aspects must be sustainable (Sayyafzadeh and Badrifar, 2008) (Figure 3).

Therefore, it seems a way of achieving sustainability in urban settlements is to create sustainable management system which should be coordinated with urban management. It should be also as the main authority of integrated urban management arisen from the public will in form of a local government. The entire organizations engaged with the urban and municipal affairs should be under the control of the management (Pourahmad *et al.*, 2010). Sustainable urban management refers to all areas of urban activity and the whole

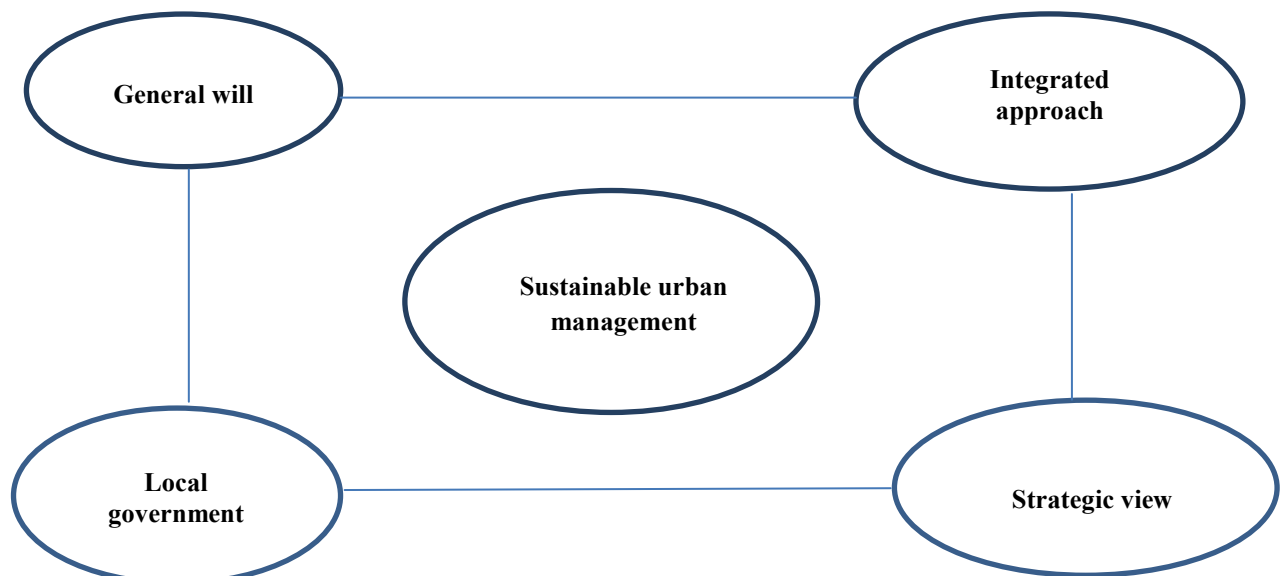


Figure 3. The key elements of sustainable urban management

citizens and their participation in urban management. In other words, the sustainable city is created and efficient when it is legally and really recognizes the people participation and involvement.

Urban regeneration in deteriorated areas

Urban regeneration is a term that involves other concepts such as improvement, modernization, reconstruction and empowering. Urban regeneration means restoration, revitalization and renaissance. In the other words it means the city starts to live again (Habibi and Maghsoodi, 2009). In urban regeneration, urban development occurs through the quantitative growth of city’s physical elements for accommodating and improving the quality of life for the population in the form of urban development plans. Regeneration means to produce a new space structure in accordance with the new situations and features which all are effective on creating the new urban relationships or redefinition of the past or present urban relations (Melshior and Kilito, 2007). In fact, urban rebirth is to restore activities for competing in international forums and to provide initiatives for

improving the quality of environmental performance in broad meaning. It will continue till everyone found him in the right path of a significant growth. In summary, the urban regeneration approach will be adopted to reverse the process of urban change and drop. Urban regeneration is applied when the market forces are not enough to stop the urban decline process and it leads to reverse of physical, economic, social and environmental decline in areas which have been declined (Roberts, *et al.*, 2000).

On creating the functional definition of urban regeneration, some factors must be considered such as recognition and studying the relationships between physical features and social reactions, the necessity for physical movement of some important urban elements, the importance of improving the economic situation as the basis for the well-being of urban life and its quality, the necessity for efficient use of urban land and to prevent the uncontrolled urban development, the importance of identifying the reflect of urban policies on dominant social communities and political forces and

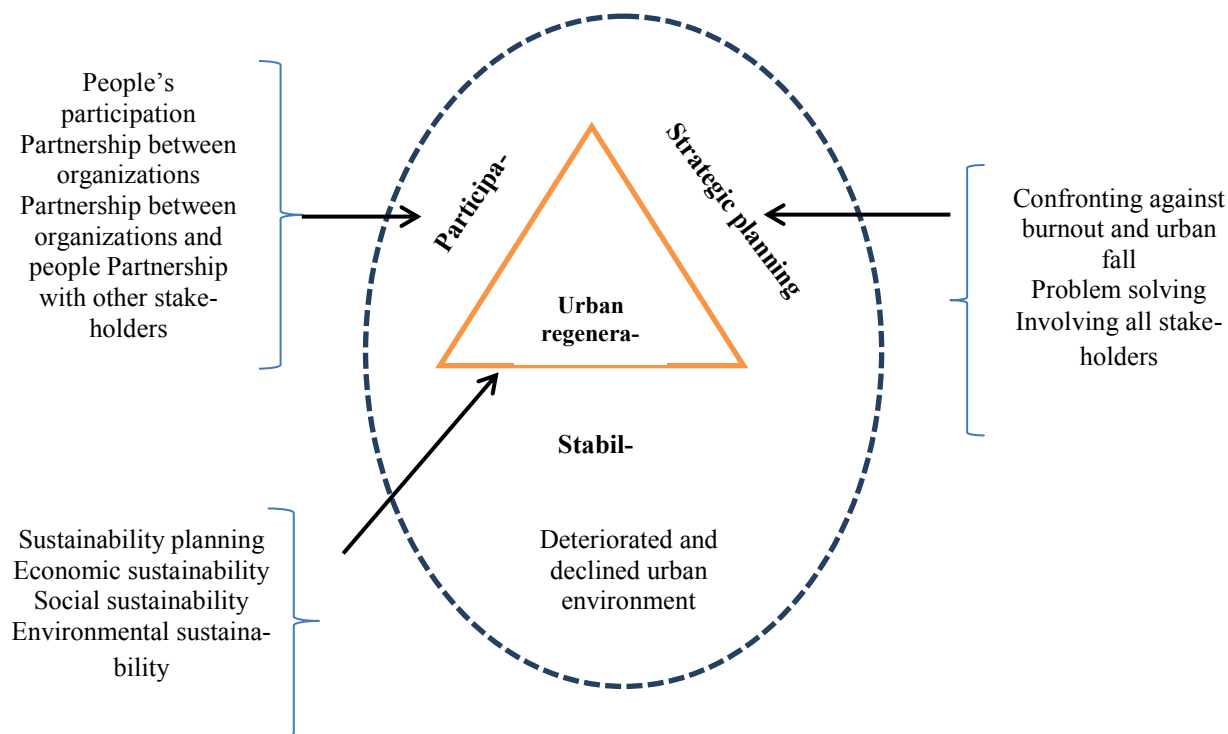


Figure 4. The main elements of urban regeneration (Noorian *et al.*, 2012)

Table 2. The factors of urban management in relation to the aspects of urban sustainability

Aspects of urban sustainability	Policy	Management components	Goal	Strategies for sustainable urban management
Economic	Development/ Growth/ promotion	Economic potential of the neighborhood and activity system of the neighborhoods		<ul style="list-style-type: none"> • Decentralization of services in certain areas of the city, • Preventing the excessive migration to urban areas, • Changing the patterns of production, distribution and consumption of materials, • To supply growth infrastructures and economic development of the city, • Supplying the required goods in order to reduce the spatial distance and energy consumption, • To reduce the per capita cost of municipal services to enhance the economic efficiency of the city.
		<p>Economic independence in the neighborhood</p> <p>Job creation</p> <p>Neighborhoods Empowerment and self-sufficiency</p>	<ul style="list-style-type: none"> • Attract investment, • Job creation, • Renewing the city's economy, • Improve the distribution of wealth 	
Social-cultural	Solidarity/ justice/ equality	Social awareness and improvement of public participation networks	<ul style="list-style-type: none"> • Attract educational and research institutions and organizations, • Reach to the values and preferences of society and different social groups, • Reorganization of the decision compliance mechanisms with democracy, • Increasing the amount of collaboration space, • Attention to the interaction between organizations and institutions and their interconnections 	<ul style="list-style-type: none"> • Human centrality and his needs, Emphasizing the specific identity and cultural characteristics of each city and preserve and strengthening positive values of the local culture, • Reducing the poverty and class differences, • Change in behaviors to alter the patterns of over-consumption of resources, • Mobilization of women, youth and children to participate in education and promotion of environmental culture, • Fair and balanced distribution of facilities between urban areas.
		social stability of the neighborhood and reduction of immigration		
		Sense of place belonging and collective memories		
		Safety and security of neighborhoods		
		Area identity		
		Literacy and education		

Continued.....

Physical performance	Assimilation/ Empowerment	Providing public services	<ul style="list-style-type: none"> • Solving physical deterioration, • Extending the facilities of living in the city and development of neighborhood infrastructure, • To renovate the architectural heritage (in historical fabrics) and city tourism 	<ul style="list-style-type: none"> • To promote the local experiential knowledge and ingenuity in the field of construction, • Considering the city's environmental specific situation as a key factor in development planning, • Careful attention to the survival buildings issue for several consecutive generations (sustainability), • Creating the multi-functional spaces, • Compressing the urban areas for reducing the gap and save energy, Attending to the considerable importance of pedestrian pathways and spaces, • The use of integrated system in public transportation, • To create perfect ways for bicycle traffic and encouraging people to use it. 	
		The population capacities and thresholds of neighborhoods and spaces			Urban housing and land
Environmental	Protection/ Guarantee/ maintenance	Transportation	<ul style="list-style-type: none"> • To promote the environment, • Struggling against pollution, • Recycling materials, • Reusing the used materials in the city, • Healthy and urban environmental health 	<ul style="list-style-type: none"> • Serious and precise studies and evaluating the environmental impacts of urban development plans, • Defining the environmental thresholds and carrying capacity of the environment, • To secure the city in order to prevent accidents and to minimize damage, • To design buildings based on the use of clean energy and promoting the use of them in cities, • To design buildings on the basis of saving in energy consumption, • To produce of building materials with minimal damage and harm to the environment, • To determine the criteria for planning and urban designing for reducing the air pollution, noise and vision pollution, • To supply the lighting, water and similar public facilities with minimal cost in terms of consumption of natural and financial resources, • To design of buildings and residential complexes in such a way that minimize the waste (for example, using biogas), • Space recycling and reusing from the unused or being destroyed spaces. 	
		Urban infrastructures (wastewater, water, etc.,)			Vegetation and green space
		Garbage collection and disposal of surface water			

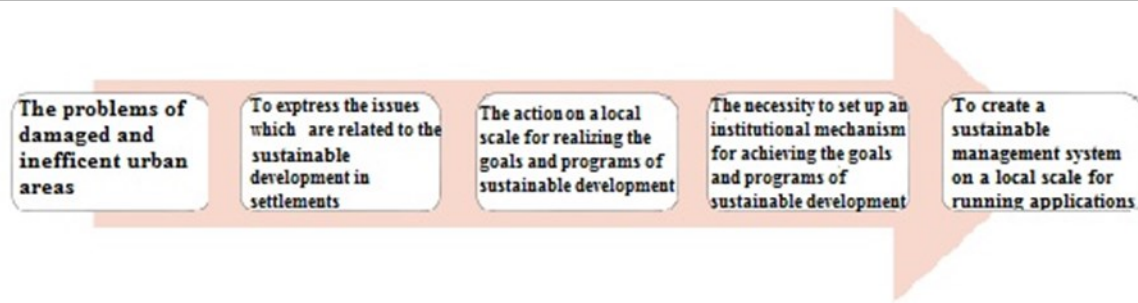


Figure 5. The necessity process for realizing the sustainable urban management in the field of deteriorated urban areas

the sustainable development which is a new issue (Pourahmad *et al.*, 2010).

Public participation and assistances, financing, monitoring and evaluating, city's marketing, governance, partnership and project sustainability are the management elements of intervention in urban regeneration. Urban regeneration is an approach for urban infill development. Actually, it employs available potentials in urban planning. It tries to balance the qualitative and quantitative distribution of population and foundations of social life and escaping the urban poverty and finally utilizing the public participation and people social scanning (Aeini, 2008).

The nature of urban regeneration can be summarized in 6 distinct categories as given below: (Urban task force, 1990)

1. Urban regeneration is an interferer activity,
2. Urban regeneration action is implemented by the common activities of social, public and private's various sections.
3. Urban regeneration is an activity which makes significant changes in administrative structures with economic, social, environmental and political evolutions over the time.
4. Urban regeneration mobilizes collective efforts and provides a basis for negotiations to adopt appropriate solutions.
5. The process of urban regeneration is based on various elements performance of urban system (economic, social, physical and environmental).

6. Urban regeneration requires the integrated change management in urban areas (Figure 4).

Regeneration is defined as a process of creating a new urban framework and structure with a comprehensive prospect in neighborhoods for promoting the environmental and physical aspects (Cowan and Hall, 2005). In the other words, area regeneration is defined as the process of promoting the quality of physical, economic and social content of a neighborhood and the future outlook of their residents have been defined through the efforts of private and public sectors (Smith, 2014). An aspect of urban regeneration and infill development of deteriorated fabrics is trying to balance and coordinate the foundations of social life in the fabrics using people social activity and participations (Esmailpoor *et al.*, 2013). According to the definition of regeneration, it can be stated that the regeneration plans seek to employ the existing potentials in the deteriorated areas. They use two principles of the equal importance of the economic, social, cultural and environmental issues and empowering the stakeholder groups for participating in the decision-making process through the public outlook development (Sabbaghi, 2013).

The proposed framework

According to the proposed framework in this review, based on the sustainable urban management system in regenerating the deteriorated urban neighborhoods, the consideration can be expressed as given in Table 2. According to the above table, the importance and role of system management in achieving the goals

and programs of urban regeneration can be perceived because the legal and executive framework in the integrated and comprehensive management system can be accomplished. Moreover, without the presence and participation of residents, owners and other stakeholders, the urban improvement and renovation is impossible and can't be reached. In addition, such proceedings require a huge amount of investment by states and municipalities. But, to achieve the sustainable public participation and wide presence of all stakeholders, they depend on providing the necessary infrastructures to facilitate the presence of private sector, residents and other institutions and governmental organizations which are engaging in the process and it will not be possible except through the redefinition of efficient management system.

Hence, in this scale, urban management will be mainly executive and technical and by the presence of a municipal government, urban management will be its subsidiary. Urban management is the executer of governance institutions decisions although participation in

decision-making and policy-making and is responsible for implementation, monitoring and generally management of city and multi objectives. Based on the above mentioned topics, the requirements and needs of the intervention of sustainable urban management system in the realization of recreating proceedings at local scales can be indicated as given in Figure 5.

Native recommendations on urban management system in Iran

Because of the Iran centralized administrative system which is a hierarchical management system from top to bottom, the municipality has many limitations in decision-making in the administrative system of the city and act more as a state executive institution than a public institution. Although, at the moment, Iran's urban management system is based on municipalities and city councils which are facing many challenges in achieving the goals and programs, it seems that redefinition of the concepts related to the field of urban regeneration and interventions on a local scale can be a solution in defining the required duties and authorities of urban manage-

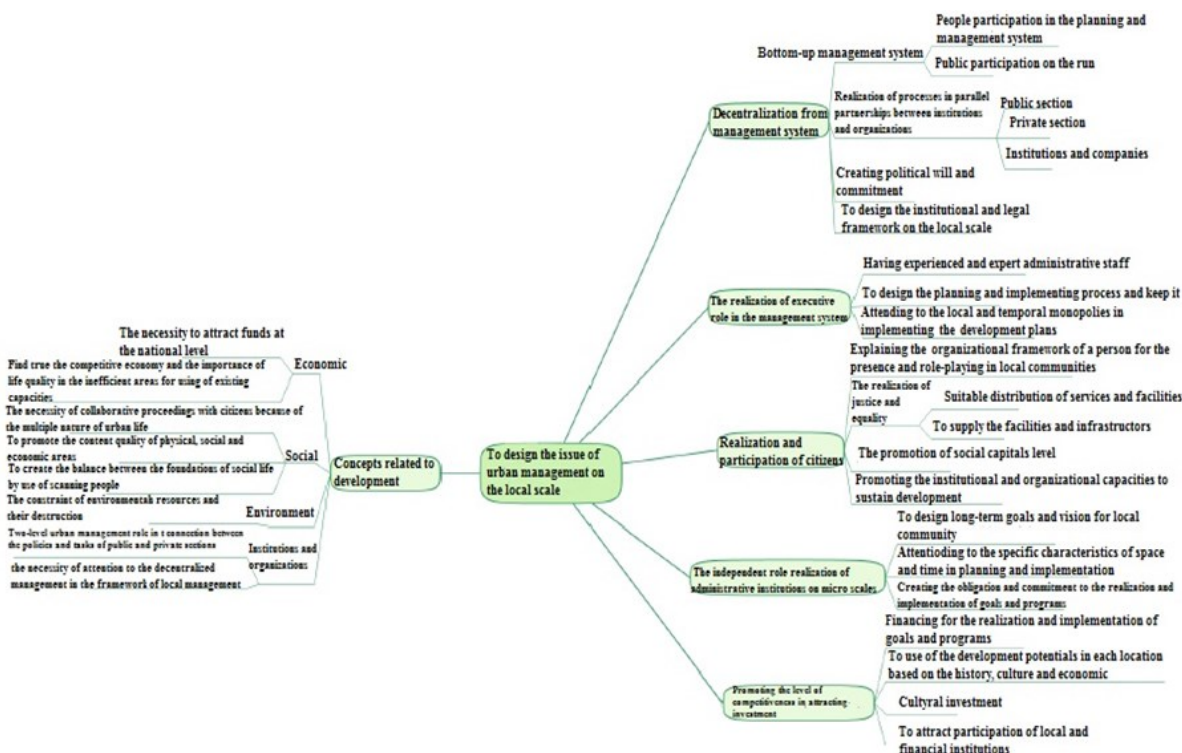


Figure 6. The requirements and needs of the intervention of sustainable urban management system

ment system. The conceptual relation of proceedings and new approaches in the field of the urban regeneration in the country is in accordance with the global strategies and policies and has 5 main messages as follows: Instituting legal and organizational frameworks for the realization of the city and citizen's rights;

1. Adopting practical solutions and new methods to alleviate the poverty with bold leadership at national and local levels;
2. To effort for reduction of urban gaps by adopting a comprehensive and integrated approach in the aspects of: economy, society, politics and culture to achieve a sustainable environment.
3. Adopting more informed plans for optimal use of urban land, to enact the efficient construction laws, to develop the services and equip the urban infrastructures in order to achieve the cities with higher and more resilience and resistant against climate change and natural disasters;
4. To try for people participating in all levels of decision-making to implementation, especially low-income urban groups to improve the quality, safety and sustainability of living environment.

According to the above strategies and proceedings related to the management institutions for implementing the sustainable development plans in deteriorated areas, it can be enumerated through the local scale as given in Figure 6. Among these factors, most important can be summarized as follows:

Long-term vision: There is no doubt that the urban changes are time consuming, so the existence of a strategic vision for urban regeneration process is very important. This vision is the guide for implementing of expected and binding cases for key actors to achieve the expected results.

Political will and commitment: It is clear that the political support is necessary to create obligation for key actors in order to perform a series of complex intervention such as urban regeneration. Any long-term inter-

vention is limited based on changes in internal and external policy areas and in interaction with economic and political fluctuation. So the political will is necessary for resuming the process.

The presence and participation of multiple actors and stakeholders: The scale and complexity of the urban regeneration for making changes are often beyond the capacities of local, regional and national authorities and so in some cases it can be considered as a feature. In most cases, mobilization and deployment of multiple players are very important. In this process it is expected each actor accepts only a limited number of proceedings according to its role and capacity, but within a common broad framework.

Organizational framework: This is one of the key elements for organizing the participating groups and can be received in the field of rules and processes leading up to the decisions and priorities.

Institutional and legal framework: This case requires a strong and progressive framework for cooperation and progress along with interventions. It is often the hardest factor and criterion because the law reiterates there are separate and overlapping responsibilities that prevent from the complex interventions on a large-scale.

Financing: A commitment that appears based on the scale and level of the interventions complexity. This factor usually is the easiest factor that is responsible for delays of complex projects such as recreating.

Process maintenance: This is the central element in urban regeneration because it provides the main core for urban regeneration activities. In this sense, the mentioned element provides the key circle for all the before mentioned factors. It is a key element in maintaining the system, monitoring and evaluating the actions which have been done.

CONCLUSION

In accordance with the aforementioned and foregoing definitions in the field of urban management,

some of the most important features of sustainable urban management for guiding decision-making and in the field of urban regeneration on the scale of deteriorated urban areas can be summarized as given below:

- Having a bottom to top management system;
- Compliance and alignment with the objectives and plans of the management system and top-down decision-making;
- To prepare the conditions for participation and activity of parallel groups, stakeholders and influential institutions;
- To promote and to encourage the participation of general public in the area of planning and implementation;
- Having the executive powers in related activity;
- To act at micro-level planning and local scales;
- Having an experienced and expert team for planning and implementation.

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