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Clarifying The Indicators of City Development Strategy with Approach Urban Good Governance (Case Study: Mallard City)

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ABSTRACT: Strategic planning, as the last stage of the development of urban planning, strives to create consensus among citizens regarding urban development adaptability and participative techniques. Urban residents are recognized as stakeholders in the planning process and will take part in its final formulation. In addition to discussing issues like reducing poverty, city planning, and environmental problems, the CDS prioritizes increasing economic competitiveness. This study measured good urban governance, livability, bankability, and competitiveness indicators for Mallard. A descriptive-analytical approach has been used to accomplish this. The most crucial feature of this strategy is that it views cities as the engine of economic growth and directly affects governance, local economic growth, and poverty alleviation.The purpose of this article is to review and evaluate the components of the city development strategy in Mallard. The data were processed using SPSS and AMOS software, one-sample T-tests, and other tools. The results show that while the components of bankability (2.20) and competitiveness (2.42) are in a somewhat better position than the other components, the components of livability (1.70) and good urban governance (18.82) are in a much poorer position.

Keywords: *City Development Strategy, Mallard City, Sustainable development, Strategic Planning.*

INTRODUCTION

Instability is currently present in the cities of developing countries, including Iran, due to the tremendous growth in urbanization and other social, economic, physical, environmental, and management issues (Asefi et al., 2020). Studies show that urban growth has already occurred in many countries, particularly in developing nations. It consists of two factors: population growth in urban suburbs and the physical extension of cities (Benites & Simoes, 2021). In contrast to urban development, urban growth can have negative consequences, one of which is cities' physical and densely filling (Salimi Sobhan et al., 2019).

Due to the complexity of urban systems and the inefficiency of conventional designs with one-dimensional solutions, many developing cities increasingly confront the spread of instability and unexpected futures (Gorjipour, 2020). The strategic planning to ensure sustainable urban development is implemented through the growth of social capacity for participatory vision and public action (Zhao & Shi, 2021). The City Development Strategy program may be useful to managers and others in charge of urban development during this process (Ahadnejad et al., 2018).

CDS uses strategic planning models to address various managerial, social, economic, environmental, and physical difficulties (Talyar & Arabi, 2014).

The plan aims to study and measure how to improve the performance of the city over time based on elements such as sustainable economic growth, better living opportunities, reduced poverty, environmental improvement, and public health, particularly for informal settlements and poor and low-income urban society (Salimi Sobhan et al., 2019). Strategic planning, in general, gives organizations and institutions engaged in urban development a chance to think creatively and innovatively and to take control of the future (Agheli, 2017).

This information, along with the statistics and data currently available about Mallard, indicates that five different aspects of this city's situation can be categorized: population (more than 72% of the population is foreign-born), physical (illegal and

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unlicensed constructions), environmental (the establishment of various industries in the city and urban area without expert studies), and institutional. As a result, people and officials in Mallard City are currently coping with several issues and worries. This city is on the verge of uncontrollable growth.

This city's decline and stagnation have been exacerbated by the lack of strategic thinking and the poor quality of urban management. In fact, over the previous ten years, there hasn't been a clear policy or strategy to attract investment to the city. (Abbasi & Karvani, 2020; Nosrati et al., 2018; Pirsarai et al., 2018; Nosrati et al., 2017; Godarzi et al., 2017; Statistics Center of Iran, 2021; Garagozlu & Alizadeh, 2013; Barzegar, 2012; Shahrnegar Consulting Engineers, 2011, Shahrnegar Consulting Engineers, 2014).

This study aims to clarify the components of Mallard's city development strategy related to good governance, livability, bankability, and competitiveness. Because by clarifying the state of this city in the form of these indicators, it is possible to design Mallard city development plans that are more accurately and rationally constructed to achieve sustainable development.

MATERIALS AND METHODS

The research method in this article was descriptive and analytical. It was applied research. Information has been gathered using the method (documentary and library) and the method (observations and field research). The entire population of Mallard serves as the study's statistical population. The modified Cochran algorithm was used to generate a random sample of 380 city residents, sufficient to complete the questionnaire.

Cronbach's alpha was used to assess the reliability of the survey. Eighty-nine percent of the managers' and 91% of the residents' questionnaires were successful on this test. It should be emphasized that the questionnaire findings were processed using the T-test of each sample using SPSS and AMOS software. This software is among the best and most beneficial for quantitative data analysis.

It is used in factor analysis calculations and the modeling of structural equations. We used the methodology and software in this investigation as a result. The study's variables are (urban good governance, livability, competitiveness, and bankability). Each of them has been examined using ten indicators that are most closely related to the area of sustainable development.

Research Background

A city is a dynamic and multifaceted phenomenon that constantly goes through physical, social, and economic changes, as well as political and cultural ones. Urban management has an issue that can only be resolved within the framework of new solutions due to the rapid growth of cities. This problem arises from a lack of resources and time to address the expanding requirements of inhabitants (Zhao & Shi, 2021).

In the interim, the Cities Alliance introduced the City Development Strategy (CDS) process as a novel urban planning strategy in 1999 for fostering participation and good urban governance, decreasing poverty, and sustainable development (Hatami Nejad & Faraji Mulaee, 2011).

A few of the more significant of the numerous articles and dissertations that have been written on city development strategy are briefly discussed below.

The CDS indicators of Shiraz's District 3 were analyzed by Karimi et al. (2017) in their research titled "The role of city development strategy in sustainable urban development, a case study: District 3 of Shiraz Municipality." Ahadnejad et al. (2018) studied and analyzed the indicators of Zanjan's City Development Strategy with Strategic Planning Approach in a study titled "Analysis of City Development Strategy Indicators (CDS) with Strategic Planning Approach (Case Study: Zanjan)."

Akbari et al. (2018) explored the strategy of urban renewal and improvement in an essay titled "Analyzing livability in the distressed districts of Isfahan city with an emphasis on city development strategy" to study the livability assessment of run-down areas in Isfahan. A study named "Transitions between Centralization and Metapolization: From City Development Strategy (CDS) to Peri-Urban Development Strategy (PDS)" was undertaken by Asefi et al. (2020). To identify them for PDS in the urban-rural region of Aveiro, Portugal, this article extracts a set of sustainability indicators (environmental preservation, economic development, and social justice) and measurements relevant to the goals of development strategies from the CDS. Masika et al. (2021) address Smart City (SC) methods in Polish cities to combine economic growth with productivity, environmental improvement, and more optimistic mindsets in an essay titled "Smart City Strategies and New Urban Development Policies, in the Polish context."

The findings of this study demonstrate institutional reforms, digital service delivery, social needs addressing, and integrating smart city initiatives into more general urban development objectives. Finally, Benites and Simoes (2021) published research titled "Assessing the Urban Sustainable Development Strategy: An Application of a Smart City Services Sustainability Taxonomy." In light of the difficulties facing modern cities, which aggressively pursue sustainable development and urban resilience strategies, this study investigates the smart cities paradigm (especially in response to the effects of climate change).

Theoretical Framework

Despite producing more than 80% of the world's GDP, cities nonetheless account for barely 3% of the planet's surface mass (World Bank, 2019; BIS, 2013; UN/DESA, 2018). Designing development strategies that incorporate the three sustainability pillars of society, economy, and environment is the main objective of the CDS (Asefi et al., 2020).

The city's development strategy plan lays out a vision for the city's future with the objectives of enhancing urban governance

and governance, increasing investment to improve services and employment, and reducing sustained and systematic poverty in the city (Benites & Simoes, 2021).

Overall, it's critical to understand that the city development strategy was developed to handle tidal changes in the world, lessen urban poverty, and support regional economic development (The World Bank, 2006). This curriculum emphasizes the transformation process, increasing economic dynamism and opportunity while providing flexible strategies to address economic realities in a competitive environment (Gorjipour, 2020).

Assuring sustainable urban development is the main goal of the CDS plan for city expansion in line with social justice realized via the cooperation and broad participation of society (Sheikhi et al., 2017). In this way, developing a long-term vision for the city's future is a part of the CDS process (CDS in China a manual, 2006, 1).

Due to the variety of cities, no single global strategy is the best for implementing an urban development strategy (Akbari et al., 2018). Every city needs to be aware of its opportunities and challenges, which might differ substantially from place to place, economic development level, community and institutional development, and a range of other factors (Cities Alliance, 2004).

The city development strategy aims to ensure sustainable urban expansion by creating social capacity for participatory vision and public action (Zhao & Shi, 2021). Overall, it should be noted that the CDS process' goals include a coordinated urban vision strategy, stronger urban governance, increased investment, and a methodical, sustained reduction in urban poverty (Sasanpour & Mehrnia, 2012).

The most important aspect of this strategy is that it regards cities as the source of economic growth and directly impacts poverty reduction, local economic growth, and governance (Azargon et al., 2018).

By focusing on a range of physical, economic, social, cultural, and environmental challenges and through diverse organizational tactics, urban management seeks to promote

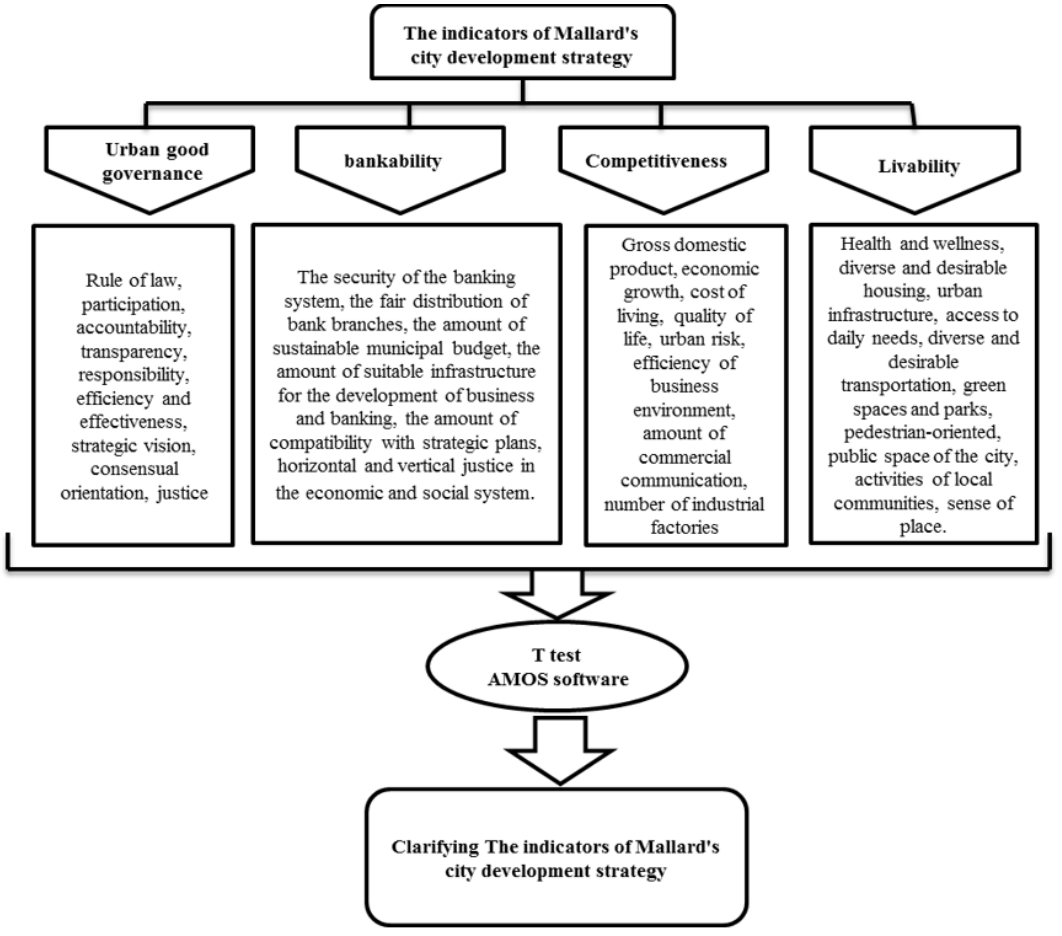

Fig. 1: Research conceptual model

sustainable urban growth (Khazaee & Ojagh, 2017). Urban management's ultimate goal is to foster and increase the city's sustainability and competitiveness (Salimi Sobhan et al., 2019).

It should be noted that future cities will depend more on their economic potential and benefits. One of CDS's main areas of focus is the economy. Each city develops a local economic development strategy as part of the CDS operation (Agheli, 2017).

The urban development theory holds that a city can only survive if it supports justice and equality. The poor should thus have adequate space and quiet to live in cities (UN-Habitat, 2004). The goal of an urban development strategy process is to shock the urban system under controlled conditions so that everyone engaged may honestly and accurately grasp their place in the city (Aliakbari & Komasi, 2018).

The city development strategy is an approach that emphasizes the preparation and implementation of the city development strategy document, and its formulation is based on visioning and citizens' participation. Although the mentioned items are necessary for the city development strategy, these conditions are not practical without local governments and good urban governance, which is a sufficient condition for this type of planning (Figure 1).

Study Territory

At 50 degrees and 55 minutes east longitude and 35 degrees and 34 minutes north latitude, Mallard is situated in the province of Tehran's southwest (Figure 2). In the area west of Shahriar and south of Fardis, this city was constructed from the three distinct cores of the historic hamlet of Mallard, the suburban texture of Sarasyab, and the prepared texture of Marlik. According to the detailed plan of this city in 2021, its population was 335,460 people. (Shahrnegar Consulting Engineers, 2014; Statistics Center of Iran, 2021).

RESULTS AND DISCUSSION

First, the special indicators of this research are examined in the form of four dimensions of city development strategy (good urban governance (Table 1), bankability (Table 2), livability (Table 3), and competitiveness (Table 4) and then they will be analyzed with statistical tests.

The Pearson test investigates the association between the significant variables in this case. Because the research variables are quantitative and normal, we can employ this test.

The research variables all have strong relationships (Table 5). As a result, the assumptions can be investigated using the structural equation approach. Using the dependable Kolmogorov-Smirnov test, it was determined in this

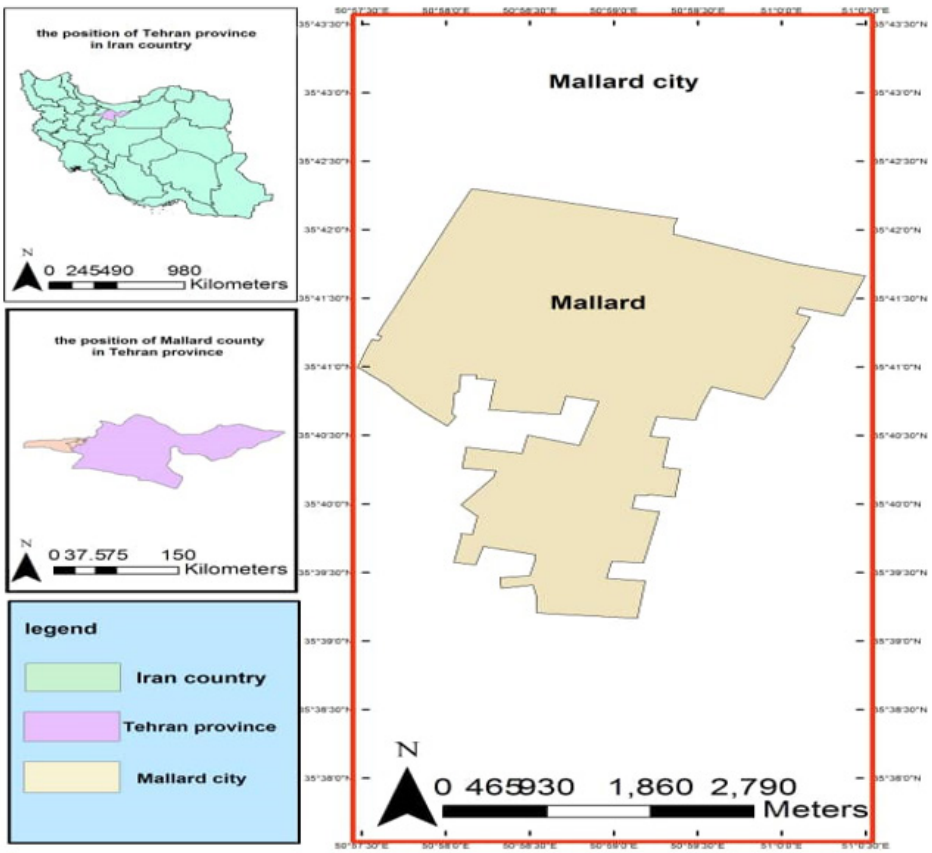

Fig. 2: Location map of Mallard in Tehran and Iran

Table 1: Research variables and indicators based on the principle of good urban governance

Variable	Indicators
Urban Good Governance	The role and position of citizens in determining the economic, social, and development orientations of the city The extent to which people's views and comments are reflected in how the city is run.. Accountability of city council members to citizens for the decisions they make. The level of people's satisfaction and trust in city officials. The extent to which the promises made to the people by city officials are fulfilled. The extent of the impact of non-expert decisions in the development of urban development plans and programs Abuse of legal authority for personal and group gain. Compliance with current guidelines and regulations. The level of awareness and ease of access of citizens to information about the decisions, activities, and actions of city managers. Existence of monitoring systems on how to spend, earn and consume.

Table 2: Research variables and indicators based on the principle of bankability

Variable	Indicators
Bankability	The level of security in the banking system to build trust between citizens. Appropriate distribution of bank branches in the city to solve the financial problems of the city and its citizens. The economic efficiency of the projects implemented in the city. The amount of local information about the city and its attractions. The amount of sustainable municipal budget for the implementation of sustainable development programs and policies. The amount of appropriate infrastructure for the development of e-commerce and e-banking. The amount of information provided to researchers for development and progress measures. Access and provision of suitable housing for all citizens. The degree of compatibility with strategic plans. Horizontal and vertical justice in the economic and social system.

Table 3: Research variables and indicators based on the principle of livability

Variable	Indicators
livability	Feeling the security of the citizens in the city. Citizens' sense of belonging to the city. Optimal access of citizens to health services such as clinics. Citizens' mental satisfaction of quality of life. Quality of sidewalks for the passage of the disabled and the elderly. Lack of green space and inner city parks. Low standard of living and employment problem. Lack of public health services in the city. Providing daily urban services for low-income people. Changes in people's income levels.

Table 4: Research variables and indicators based on the principle of competitiveness

Variable	Indicators
Competitiveness	Holding municipal training courses to increase staff skills. Existence of industrial and expandable towns for the establishment of modern and clean industries. Export of agricultural and industrial products to external areas. Existence of skilled local expert forces in managing affairs. The number of facilities to attract private sector investors. The extent of private sector participation in the provision of municipal services. Existence of a formal and well-known brand for products and comparative advantages. The amount of knowledge-based companies for development. Monitoring the maintenance of living standards (per capita income) and capital. The economic competitiveness of the city at the international, regional, and local levels.

Table 5: Correlation between model variables

Factor	Urban good governance	Bankability	Livability	Competitiveness
Urban good governance	1			
Bankability	.798	1		
Livability	.928	.804	1	
Competitiveness	.638	.534	.659	1

Table 6: Test of normality of the studied variables

Variable	Sample size	Kolmogorov-Smirnov test statistics	The significance level of the test
Urban good governance	380	1.064	0.164
Bankability	380	1.072	0.172
Livability	380	1.075	0.175
Competitiveness	380	1.058	0.158

investigation if the research data were normal.

The Smirnov-Kolmogorov test table asserts that if the significance level for all independent and dependent variables is greater than the test level, the data distribution is normal (0.05). The central limit of the variable distribution can also be determined using the theorem. If the sample size exceeds 30, the data distribution, in this case, can be regarded as normal (Table 6).

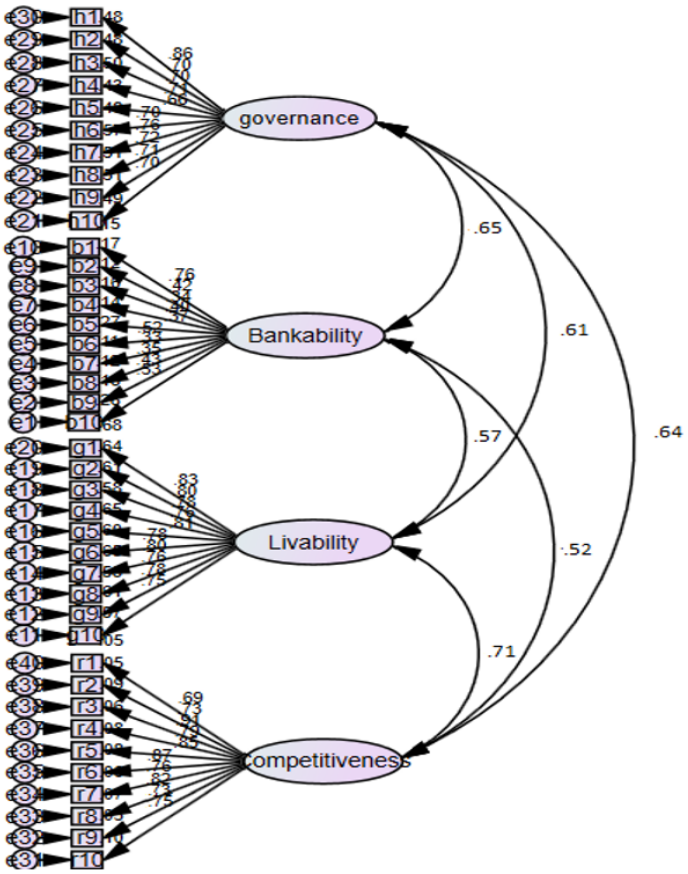

Fig. 3: Standard regression coefficient model of the research model

The study variables are stated to follow a normal distribution because the significant value of the test for each variable in the above table is greater than 0.05.

Measuring Model

This section evaluates its fit to ensure the presumed research model is in line with the study's findings. The research questions' conclusions should then be inferred. The conceptual model has to be fitted to the model in two steps. Both are described in more detail below (Figure 3). The first is to evaluate the model's measurement component's fit, and the second is to evaluate the model's structural component's fit.

This picture shows the findings of a second-order confirmatory factor analysis performed on the four dimensions of Mallard's development strategy indicators.

This graph displays the suitability of the index measurement model and the significance of each parameter and number in the model.

This shows that the parameters are related to the indicators and can be measured.

The variable of good urban governance with the highest coefficient of 0.86 is the role and position of citizens in determining the economic, social, and development orientations of the city (h1), and the variable with the lowest coefficient of 0.66 is the degree of public satisfaction and confidence in local officials (h4). The degree of security in banking systems to promote public trust (B1) is associated with the largest correlation in the variability of bankability, with a coefficient of 0.76, whereas the availability of suitable infrastructure for business growth and electronic banking is associated with the lowest correlation (B6).

The citizens' impression of their level of security in the city (g1 with a value of 0.83) and their change in income level were the highest and least significant variables in the livability variable, respectively (g10 with a coefficient of 0.75). The competitiveness variable had the highest and lowest significant values for hosting municipal training programs to develop staff abilities (r1, 0.69) and exporting agricultural and industrial products to other nations (r3, 0.94).

The CFI and NFI indices, which evaluate how well the proposed model matches the independent model, are 0.991 and 0.908, respectively (which implies no relationship between the data).

Given that values of 0.9 and higher are acceptable, these figures also demonstrate a reasonable model fit.

As to Lohlin's recommendations, a value of less than 0.08 indicates a suitable match. The anticipated model calculated from the population and the sample's observed correlation/covariance are combined to form the RMSEA.

The GFI evaluates the ratios of variances and covariances throughout the entire model. The GFI index stands out since it does not depend on sample size. A score of 0.90 or above denotes a satisfactory fit, and these two indicators have a range of variance from 0 to 1. According to the table, the GFI value is 0.907, which denotes a satisfactory fit (Table 7).

The following sums up the status of Mallard's indices for good urban governance (Table 8), bankability (Table 9), livability (Table 10), and competitiveness (Table 11) in metropolitan areas: Finally, it is depicted as a diagram in the (Figure 4).

Table 7: Fit indicators of research sub-hypotheses model

Indicator	Chi-squared test	CMIN/DF	CFI	NFI	RMSRA	GFI
Conceptual Model	790.841	1.077	.991	.908	0. 014	.907

Table 8: Investigation of the indicators of good urban governance

Dimensions	indicator	Average	Statistics t	The significance level	Deviation from average	Low limit	High limit	Variable status
The role and position of citizens in determining the economic, social, and development orientations of the city	h1	1.85	-27.172	.000	-1.153	-1.24	-1.07	Unsuitable
The extent to which people's views and comments are reflected on how the city is run	h2	1.78	-24.756	.000	-1.218	-1.32	-1.12	Unsuitable
Accountability of city council members to citizens for the decisions they make	h3	1.81	-23.779	.000	-1.189	-1.29	-1.09	Unsuitable
The level of people's satisfaction and trust in city officials	h4	1.90	-21.025	.000	-1.100	-1.20	-1.00	Unsuitable

Continiue of Table 8: Investigation of the indicators of good urban governance

Dimensions	indicator	Average	Statistics t	The significance level	Deviation from average	Low limit	High limit	Variable status
The extent to which the promises made to the people by city officials are fulfilled	h5	1.78	-25.335	.000	-1.224	-1.32	-1.13	Unsuitable
The amount of sustainable municipal budget for the implementation of sustainable development programs and policies	h6	1.82	-23.620	.000	-1.176	-1.27	-1.08	Unsuitable
Abuse of legal authority for personal and group gain	h7	1.81	-24.255	.000	-1.189	-1.29	-1.09	Unsuitable
Compliance with current guidelines and regulations	h8	1.85	-22.056	.000	-1.147	-1.25	-1.05	Unsuitable
The level of awareness and ease of access of citizens to information about the decisions, activities, and actions of city managers	h9	1.84	-23.465	.000	-1.163	-1.26	-1.07	Unsuitable
Existence of monitoring systems on how to spend, earn and consume	h10	1.82	-22.634	.000	-1.182	-1.28	-1.08	Unsuitable
Average		1.82						Unsuitable

Table 9: Investigation of the indicators of bankability

Dimensions	indicator	Average	Statistics t	The significance level	Deviation from average	Low limit	High limit	Variable status
The level of security in the banking system to build trust between citizenS	b1	2.11	-16.684	.000	-.889	-.99	-.78	Unsuitable
Appropriate distribution of bank branches in the city to solve the financial problems of the city and its citizens	b2	2.15	-15.098	.000	-.850	-.96	-.74	Unsuitable
The economic efficiency of the projects implemented in the city	b3	2.23	-13.833	.000	-.774	-.88	-.66	Unsuitable
The amount of local information about the city and its attractions	b4	2.26	-13.428	.000	-.737	-.84	-.63	Unsuitable
The amount of sustainable municipal budget for the implementation of sustainable development programs and policies	b5	2.30	-11.979	.000	-.700	-.81	-.59	Unsuitable
The amount of appropriate infrastructure for the development of e-commerce and e-banking	b6	2.13	-16.898	.000	-.871	-.97	-.77	Unsuitable
The amount of information provided to researchers for development and progress measures	b7	2.32	-12.321	.000	-.684	-.79	-.58	Unsuitable
Access and provision of suitable housing for all citizens	b8	2.29	-12.357	.000	-.711	-.82	-.60	Unsuitable
The degree of compatibility with strategic plans	b9	2.16	-16.084	.000	-.837	-.94	-.73	Unsuitable
Horizontal and vertical justice in the economic and social system	b10	2.10	-17.401	.000	-.897	-1.00	-.80	Unsuitable
Average		2.20						Unsuitable

Table 10: Investigation of the indicators of livability

Dimensions	indicator	Average	Statistics t	The significance level	Deviation from average	Low limit	High limit	Variable status
Feeling the security of the citizens in the city	g1	1.69	-26.494	.000	-1.308	-1.40	-1.21	Unsuitable
Optimal access of citizens to health services such as clinics	g2	1.66	-29.873	.000	-1.345	-1.43	-1.26	Unsuitable
Citizens' mental satisfaction of quality of life	g3	1.71	-26.495	.000	-1.287	-1.38	-1.19	Unsuitable
Quality of sidewalks for the passage of the disabled and the elderly	g4	1.68	-27.483	.000	-1.316	-1.41	-1.22	Unsuitable
Lack of green space and inner city parks	g5	1.70	-25.904	.000	-1.303	-1.40	-1.20	Unsuitable
Low standard of living and employment problem	g6	1.70	-27.417	.000	-1.300	-1.39	-1.21	Unsuitable
Lack of public health services in the city	g7	1.70	-27.332	.000	-1.300	-1.39	-1.21	Unsuitable
Providing daily urban services for low-income people	g8	1.73	-25.562	.000	-1.268	-1.37	-1.17	Unsuitable
Providing daily urban services for low-income people	g9	1.76	-24.958	.000	-1.245	-1.34	-1.15	Unsuitable
Changes in people's income levels	g10	1.71	-27.226	.000	-1.287	-1.38	-1.19	Unsuitable
Average		1.70						Unsuitable

Table 11: Investigation of the indicators of competitiveness

Dimensions	indicator	Average	Statistics t	The significance level	Deviation from average	Low limit	High limit	Variable status
Holding municipal training courses to increase staff skills	r1	2.56	-7.251	.000	-.445	-.57	-.32	Unsuitable
Existence of industrial and expandable towns for the establishment of modern and clean industries	r2	2.44	-8.874	.000	-.555	-.68	-.43	Unsuitable
Export of agricultural and industrial products to external areas	r3	2.34	-10.992	.000	-.655	-.77	-.54	Unsuitable
Existence of skilled local expert forces in managing affairs	r4	2.36	-10.447	.000	-.639	-.76	-.52	Unsuitable
The number of facilities to attract private sector investors	r5	2.44	-9.406	.000	-.555	-.67	-.44	Unsuitable
The extent of private sector participation in the provision of municipal services	r6	2.48	-8.692	.000	-.524	-.64	-.41	Unsuitable
Existence of a formal and well-known brand for products and comparative advantages	r7	2.39	-10.183	.000	-.613	-.73	-.49	Unsuitable
The amount of knowledge-based companies for development	r8	2.47	-8.539	.000	-.529	-.65	-.41	Unsuitable
Monitoring the maintenance of living standards (per capita income) and capital	r9	2.44	-8.893	.000	-.563	-.69	-.44	Unsuitable
The economic competitiveness of the city at the international, regional, and local levels	r10	2.38	-10.308	.000	-.624	-.74	-.50	Unsuitable
Average		2.42						Unsuitable

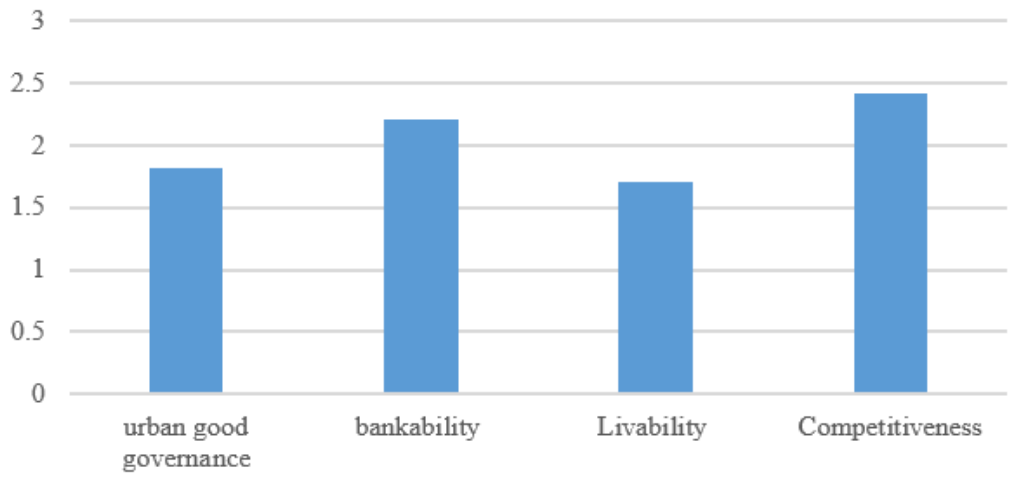

Fig. 4: Ranking of indicators of Mallard's city development strategy

CONCLUSION

The City Development Strategy has drawn the attention of many experts in urban planning over the past few years with the goals of eradicating poverty, advancing sustainable development, encouraging participation, and creating effective urban governance. However, the sustainability of cities and regions requires clever strategic planning. To lessen the impending crises in all Iranian cities, this plan can replace older, rigid ones.

Mallard, a city in the province of Tehran, is expanding significantly. Consequently, it is essential to concentrate on creating strategic planning for the expansion of this city. The study's investigation and analysis show that the indicators for Mallard's city development strategy are not good. The results of this study's analysis show that indicators for livability, which received a score of 1.70, and good urban governance, which received a score of 1.82, are in a much worse position than the other two indicators. In contrast, indicators for bankability and competitiveness, which received scores of 2.20 and 2.42, respectively, are in a marginally better position. This situation demonstrates how inefficient administration and poor urban governance have reduced the quality of life for residents of Mallard. A platform for the progress of these two indicators must be built by Mallard city management authorities and administrators with exact evaluation and expertise, or else the city's current problems and challenges risk worsening to a variable and uncontrollable level. In light of these measures, Mallard needs a 20-year strategic plan. Within this plan's framework, the indicators' advancement should be considered because the improvement of these components will surely improve the quality of life for the population.

AUTHOR CONTRIBUTIONS

M. Khazaee performed the literature review and prepared the manuscript text and edition. F. Sasanpour performed the literature review, compiled the data, and manuscript preparation. M. Fathi helped in the data analysis and manuscript preparation.

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CONFLICT OF INTERESt

The authors declare no potential conflict of interest regarding the publication of this work. In addition, the authors witnessed ethical issues, including plagiarism, informed consent, misconduct, data fabrication or falsification, double publication and, or submission, and redundancy.

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