Journal of Land Use and Sustainable Development (JLUSD)

Homepage: https://sanad.iau.ir/journal/jlusd

Islamic Azad University shiraz Branch

ORIGINAL RESEARCH ARTICLE

Bryson Strategic Planning Assessment on Sustainable Urban Economy (Case Study: District 5, District 20, Tehran)

Seyyed Hadi Moeini: PhD student of Department of Geography and Urban Planning, Yadegar Imam Khomeini (Rah) Branch of Shahr-e Rey, Islamic Azad University, Tehran, Iran

Parvaneh Zivyar*: Associate Professor, Department of Geography and Urban Planning, Yadegar Imam Khomeini (Rah) Branch of Shahr-e Rey, Islamic Azad University, Tehran, Iran

Simin Armaghan: Assistant Professor, Department of Geography and Rural Planning, Yadegar Imam Khomeini (Rah) Branch of Shahr-e Rey, Islamic Azad University, Tehran, Iran.

ARTICLE INFO	ABSTRACT
	BACKGROUND AND OBJECTIVES: A sustainable urban economy seeks to strike a balance between economic growth, social justice, and environmental protection in cities. This concept focuses on the optimal use of resources, reducing environmental impacts, and improving the quality of life of citizens. In Sustainable Urban Planning, Bryson provides a strategic framework that includes stakeholder analysis, developing a shared vision, and implementing action plans. This approach emphasizes public participation, local resource management, and strengthening green infrastructure so that cities can function as economic engines while maintaining environmental and social sustainability **METHODS:** The present study is applied in terms of purpose, mixed (quantitative-qualitative) in terms of data collection method, and cross-sectional in terms of time. It was conducted in District 5, District 20, Tehran (Abdol Azim Shrine area, Shahr-e Ray). **FINDINGS:** It was conducted in District 5, District 20, Tehran (Abdol Azim Shrine area, Shahr-e Ray). In line with the topics discussed, the strategic planning of the shrine of Abdul Azim Hassani (AS) according to the ten stages based on strategic planning (Braison model), provides an analytical framework for the strategic decision-making process. **CONCLUSION:** In line with the issues raised, the strategic planning of the Abdul Azim Hasani (PBUH) Shrine area according to the ten steps based on strategic planning (Braison model), preparing an analytical framework for the strategic decision-making process and a reference to monitor (municipality of the 20th District) were presented as the output of the Braison model for economic expansion of the area.

RUNNING TITLE: Bryson Strategic Planning Assessment on Sustainable Urban Economy

NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
0	0	0

* Corresponding author:
Email: Zivar@yahoo.com
Phone: +98 2155229200
ORCID: 0009-0003-4030-405X

INTRODUCTION

Currently, the unstable global economic situation and environmental issues are increasingly prominent and the double pressures of the economy and the environment have severely challenged the sustainability (Yang et al, 2019). The emergence of the fourth industrial revolution (digital economy) has had a profound impact on the national economy expansion and is very important to change the industrial structure (Jiang et al, 2022a; Li & Wang, 2022, Xue, 2021). Nowadays, the human beings face many natural and man-made dangers and tensions, which are increasing day by day; therefore, the time to face and react to these issues is critical. If the changes occur and the conditions are stable and sustainable (Abdevad & Naqibi, 1401:150), it becomes much easier to return to the original state in addition to the fact that the amount of damage will be less; Therefore, paying attention to the alignment of sustainable development components is emphasized in order to create a suitable living environment (Lomba, 2014:1). One of the concerns of the urban economy is how goods and services are produced and distributed in urban spaces and this tells us the effects of the space factor in the urban economy (Shourcheh, 2017: 59).

The evaluation of economic indices and strategic management of neighborhoods, especially the neighborhoods of Tehran metropolis, is of particular importance since it has a large population. Tehran is the economic center of Iran (Athari, 2015). In addition, as the political capital of Iran, this city has many jobs in various fields and is considered as the first industrial area of the country. Despite Tehran's being the capital city, its history, and size, the international economic activities do not play a significant role in the number of its employees. According to the statistics of 2016, Tehran's share in the total gross domestic product of Iran is 21% and it plays an important role in Iran's economy by allocating half of the country's industry to itself. Rey City (20th district of Tehran) (historical name of Rey) is the capital of Rey City in Tehran Province. Rey is one of the oldest cities in the world so that this area was called "Sheikh Al-Belad" in the past. Although the Rey City is the capital of Rey City, the city is also considered to be the 20th district of Tehran Municipality, and it is also called Shah Abdul Azim due to being the burial place of Abdul Azim Hasani in popular culture. The area of Abdul Azim Shrine in Rey City is very important due to its high importance in historical, economic, tourism, and attracting population. It is necessary to carry out this research because it can greatly contribute to the economy stability of Abdul Azim of the Rey area with proper planning and decision-making by city managers based on the identification of appropriate economic indices in line with the advancement of strategic management.

Theoretical Foundations and Research Background

Urban economy is a branch of microeconomics that investigates into the spatial structure of cities and location of households (Hanaei et al., 117:1401). Using economic means, this field analyzes problems and difficulties in cities such as crime, education, public transportation, housing, etc. (Jalili Mehrabani, 2016:1). The British David Ricardo and German Johann Heinrich Von Thünen are among the pioneer economists and founders of space economy as well as inspirations in urban economy and both of these economists focus on agricultural land use (Mesagan, 2016:101) with the difference that Ricardo (1821) emphasizes the effects of differences in land fertility on the amount of land rents, but Tonen (1826) emphasizes the effects of different transportation costs on the location of agricultural land uses, but since Tonen's model is developed based on mutual relationships between the central market city and its penetration district; Therefore, compared to Ricardo's model, it leaves a more direct and stronger effect on the urban economy (Richardson, 1979).

Studies of urban economics rely on a special model that was developed in the 1960s by William Alonso, Richard Muth, and Edward Mills for urban spatial structure. This model is called Monocentric city. While the spatial relationships between individuals and enterprises are generally not considered in neoclassical economics, the urban economics makes an attempt to find out the underlying motivations that cause the formation, functioning, and development of cities by focusing on such relationships (Zonouz, 2009: 6).

Alonso's Monocentric city model has been used as a starting point for urban economy studies since its development (Yum, 2016:130). The model consists of a central commercial area and its surrounding areas in the form of a plate. The Monocentric model has weakened over time, as technology advances, the faster and cheaper transportation make it possible for people to live farther from their workplace. In addition, the communication advancements make people leave the central commercial area by working

remotely (Dou & Han, 2019:101). Furthermore, recent researches have been trying to describe the polycentricity concept that is given in the Edge City of Joel Garreau Model (Zanganeh, 2009: 25). Several descriptions have been developed for such expansions in cities, in which the factors such as the utility of lower housing costs are also given (Li |& Wang, 2022). Therefore, the urban economy can be defined as the study of spatial relationships among individuals, households, and enterprises from an economic perspective (Houn, 2021:1866); this means that the focus of the urban economy is mainly on developing a spatial analysis of economic activities in cities. Most of the analyses of the urban economy have sought to expand the behaviors of individuals and companies in micro-economy to the way of the impact of the "space" factor on such behaviors (Ouse, 1971; Rasmussen, 1973; Burnell, 2010 N). There are three theories in the field and attitudes of urban economy, which are briefly described at below:

Table (1): Territory and attitudes of urban economy

Theory	Theorist	Theory Description
Locating agricultural activity (distance to market)	A German economist, Van Tonen	Different agricultural crops were valued and priced accordingly in proportion to the distance from the place of production to the sales market. According to this model, the crops that are sold at a distance closer to the market, including the cost of transportation and the type of crop, earned more profit for the farmer. This model in rural economy is of special importance.
Location of industries	A German economist, Alfred Weber	The products of the industries and the location of the industries' layout are calculated with regard to the above factors accordingly and the maximum profit is reached. The distance to the sales market, manpower, and production costs are balanced in this model, and the closer the industries are to primary mines and to communication routes the more profit they will earn.
Location of services and central location theory	It was first proposed before 1940 by the German economist, "Walter Kristaller", and then, analyzed by another economist named "August Lesch" in 1940 about cities and villages surrounding them.	This theory is based on the principle that the consumers of goods and services try to obtain the goods they need from the nearest center of production and supply of goods to reduce the transportation costs and actually to pay a lower price for each product by doing so. This theory or model has had many applications in the current urban economy with accumulation of productions and sales centers in cities and the need to attract customers, as well as the distance between cities and significant expansion of other cities, due to the increase in population and the immense expansion of cities. The creation of chain stores, etc., which have been established in surrounding cities and villages based on this theory and cover the supply of goods and services, shows the importance of this theory.

(Source: Studies of Authors, 2025)

Several researches have been carried out by researchers regarding the sustainable urban economy and strategic management in the world and Iran, the most important of which are mentioned below:

Yen et al. (2023) in a research entitled "Analysis of sustainability of "economy, society, and environment" from the viewpoint of urban spatial structure" investigated high-quality urban expansion, measured the gaps in cities sustainability in urban agglomerations, and discovered factors affecting sustainability. Most of their studies focused on factors at the municipal scale and the role of intra-city structure and inter-city interactions in urban sustainability was unclear. The findings showed that the environmental performance has a better quality than the economy

and society, and improving transportation facilities and promoting inter-city cooperation is useful for economic stability, and improving the social welfare helps social stability (Yen et al., 2023:1). Junior et al. (2023) in a research entitled "Sustainable development goals, urban resources, and circular economy" show the relationship between urban resources in the framework of goals for sustainable cities and highlight the convergence between arrangements resulting from different technologies. In addition, they emphasize the need for social participation in different processes to achieve goals for a better future and cleaner cities (Junior et al., 2023:1).

Santagata et al. (2020) in a research entitled "Evaluation of the sustainability of urban ecosystems through circular economy indices", circular economy means and concepts with regard to their implementation in the agricultural, urban, and industrial sectors towards innovative business models to optimize the use of resources, process performance, and expansion policies attract more and more attention. However, conventional economic and biophysical indices hardly match the characteristics of circular economy. Unidimensional indices are usually not able to successfully relate the process performance and use of ecosystem services and natural capital because they do not assess the quality and environmental sustainability (renewability, suitability for use, recycling potential) of resources and complexity. The interaction between agricultural/industrial/urban environments and socio-economic systems and becoming an incomplete and insufficient image is far from the effective perspective of the circular economy (Santagata et al., 2020:1).

Omidkhah et al. (2024) in a research entitled "The role of digital marketing and corporate social responsibility on urban economy in small and medium businesses" investigated the role of digital marketing and corporate social responsibility on urban economy in small and medium businesses. A researcher-made questionnaire was used in order to measure the variable of urban economy and a standard questionnaire was used to measure the variables of digital marketing and social responsibility. Structural equation model method was used in the context of smart pls and SPSS statistical software to test the hypotheses. According to the research conducted, the findings indicate positive and significant effects of digital marketing and social responsibility of the organization on the urban economy (Omidkhah et al., 159:2024).

Keshavarz and Hosseinzadeh (2023) in a research entitled "An investigation into the effect of innovation spillover on economic growth: a case study of D8 countries" studied and investigated the direct and indirect impacts of innovation spillover on economic growth in D8 countries in the period of 2012-2020. The considered innovation index was the Global Innovation Index (GII) and Spatial Durbin Model (SDM) econometric model was used to investigate the spillover effects of innovation. Additionally, the spatial weight matrix (W) between the studied countries was created based on the trade weight between the countries. The results of the model showed that all the model variables including capital formation, labor force, trade openness, foreign direct investment and innovation had direct and significant effects on the economic growth of countries. Capital formation and innovation have had the highest direct effect on the economic growth of countries. The investigation of (indirect) spillover effects showed that innovation had positive and significant spillover effects on the economic growth of countries (Keshavarz & Hosseinzadeh, 2023:1).

Saberpour (2023) investigated and identified the urban economy components in Tehran Municipality in a research titled "Investigation and Identification of Urban Economy Components (Case Study: Tehran Municipality)". The results showed that the urban economy components include transportation, urban health, energy, education, technology, access to resources, land, and housing and public policy-making and managers, consultants, and experts in Tehran Municipality and other organizations can realize the urban economy growth strengthening these components based on the results of the research (Saberpour, 2023:31).

Hanaei et al. (2022) in a research entitled "Spatial analysis of relationships between the components of ecology and sustainable urban economy (case study: Noh Darreh Alley of

Mashhad)" investigated that the city needs ecology for survival and economy for sustainable growth, which emerges as an effective relationship between ecological components and sustainable economy in the city form. On the other hand, excessive physical expansion has limited the ecological capacities and capability of natural ecosystems, and unbalanced economic activities have disturbed the biological balance in all aspects of human life and in the form of the city. For this purpose, Noh Darreh Alley of Mashhad has been selected due to its ecological background of the southern highlands for tourism development, along with the risk of ecological destruction of the region due to its inefficient morphology and abnormal social groups and its economic opportunities so that it becomes possible to reach a practical solution to solve the problem by spatial analysis of the influential components relationships in this alley. In this regard, a questionnaire consisting of indices and components whose validity and reliability were measured in the neighborhood was developed and distributed among 378 residents of Noh Darreh and the components relationships and its effects were determined in the neighborhood using the analytical means of Lisrel and SPSS software, and the structural equations technique. Additionally, a spatial analysis was performed based on the relationships of the research components using the Spatial Analysis tool of GIS software in line with the macro-goal, Finally, according to the findings of the research, it can be said that the indices related to the improvement of the housing situation of the people in the ecological context of the neighborhood have a significant impact on enhancing its sustainability, and the primary core, which forms the Noh Darreh Alley, is at the lowest level in terms of having the indices based on the overlap of the maps that determine the status of the components in the context. Consequently, the most important non-aggressive strategy in Noh Darreh Alley can be considered to be the promotion of economic stability in the ecological context in order to improve the housing. This strategy, whose practical solutions are based on the results of inferential statistics obtained from the criteria, can be considered as a turning point in solving the physical tissue problems of Noh Darreh (Hanaei et al., 117:2022).

Lashkarizadeh (2021) in a research entitled "The role of the creative economy in the economic growth of selected countries" investigated the effect of the creative goods export index on the economic growth of the member countries of the organization for economic cooperation and development (OECD) in the period of 2002-2015 using GMM approach. The findings of the test confirmed that the economic growth is influenced by creativity and innovation, as it is formed by the components of the number of labor and capital and is related to human capital. In addition, the results showed that human capitals are influential in influencing the creative industries on economic growth. In other words, training and education can have an impact on economic growth and development to lead to creativity and innovation. Therefore, it was suggested to institutionalize the creativity system in the countries by creating innovation ecosystems, preparing documents for the purpose of creativity evaluation, supporting, and protecting innovators in order to realize a sustainable growth and development through the achievement of a creative and knowledge-based economy through human capital (Lashkarizadeh, 2021: 265).

Mavaddat and Valipour (2020) in a research entitled "Urban Expansion Management with Sustainable Economy Approach and LQ Modeling (Case Study: Dezful Urban Context)" state that a city with sustainable development should have a sustainable urban economy, sustainable urban society and environment by preserving the ecosystem. This research was conducted with a developmental-applicative and descriptive-analytical method. The data of industrial, service, agricultural activities have been analyzed in a comparative way in 2016. Furthermore, the data of the economic sectors have been evaluated by means of the LQ spatial coefficient and graphical representation with three elements of the country's economy, economy of Dezful City and the comparison between the two contexts of the city. Some suggestions have been made to improve the ratio and economic coefficients by analyzing and investigating the economy of the

sustainable development of Dezful City in terms of the location coefficient, which includes basic and non-basic employment, and by measuring the economy of Dezful City based on the national standard along with the old and new context of Dezful, you will achieve non-basic employment, which causes the city's economy to fail and ultimately, moves the city away from sustainable development. To solve this problem, suggestions are made from two scenarios of the consumption model and the permanent workforce productivity that help sustainable urban development (Mavaddat & Valipour, 2020: 53).

MATERIALS AND METHODS

Rey City, or Raga, is one of the oldest cities in the world. The history of the creation of Rey dates back to the time of Aryan tribes, and Rey was the biggest city of Maad. Ray literally means royal city. Residents and people of Rey are called Razi. Ray was the capital of Iran in some part of Ziyarian and Seljuk periods. Throughout history, this city has been called by different names, Rax, Rags, Raga, Raghe, Arshkiyeh, Ram Ardeshir, Um al-Belad, Rey Shahr, Sheikh al-Belad, and Mohammadiyeh were some of the names that Rey was associated with one of these in each period. According to what is mentioned in Avesta, the Rey City is a region with an area of 2,293 square kilometers and is defined to Tehran from the north, to Qom City from the south, to Varamin and Pakdasht cities from the east, and to Islamshahr, Robatkarim, and Zarandieh cities from the west. The area of three parts of the Rey County: Central part 174, Kahrizak part 543, and Fashapooyeh is 1,645 square kilometers. Rey City, the capital of Rey County, is located between the geographical coordinates of 35 degrees and 36 minutes north, 51 degrees and 26 minutes east (Iranian Statistics Center, 2016). The height of the city is 1,062 meters above the sea level. It is a city in the south of Tehran and connected to the city, which is a part of 20th district of Tehran Municipality.

Rey is the 13th city that was built in the world. The date of settlement in this city goes back to 8,000 years BC. According to the statistics of November 2016, the population of Rey City was 717,836 people (ibid: 2016). Rey City has a semi-desert climate and does not have natural forest and its planted forest amounts to 387 hectares, but it is relatively rich in terms of pasture and ranks fourth among 12 counties of Tehran Province with 166,200 hectares after Firouzkouh, Savojbolagh, and Damavand. Tamarisk trees and medicinal plants such as flixweed, oxtongue, chicory, castor, and oregano grow in its many places. Rey City is known as a religious city rather than being famous for its historical and ancient monuments. There are many tombs belonging to Shiite imams in Rey City, the tomb of Shah Abdul Azim (PBUH) is the most important religious place in Tehran (Tehran District 20 Municipality Website, visit date 04/09/2025).
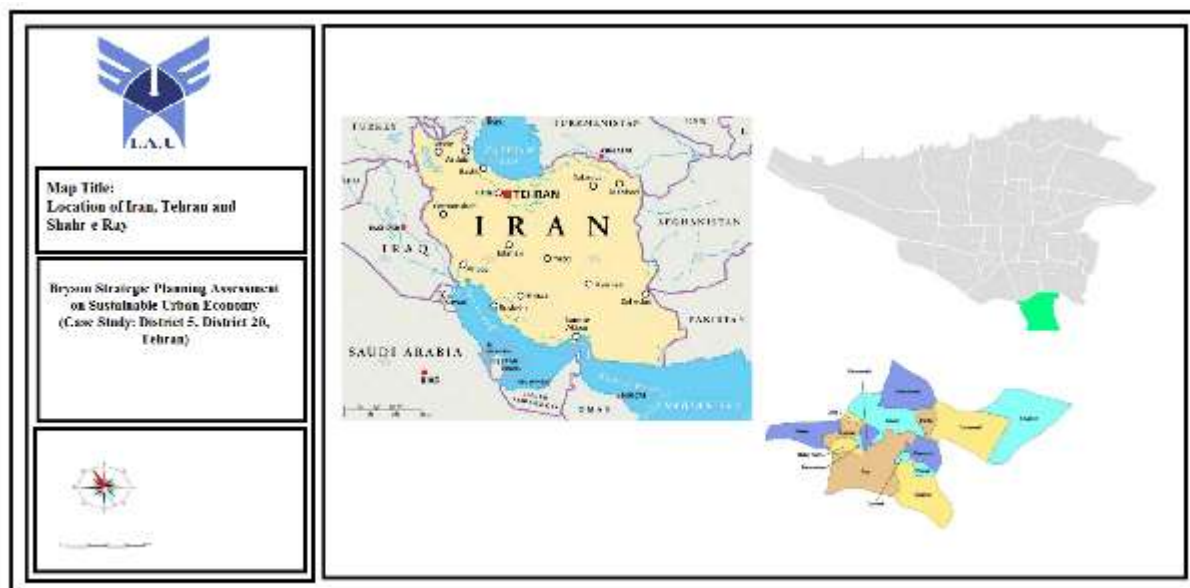
Fig (1): **Research studied scope**

The present research is an applied one in terms of purpose, mixed (quantitative-qualitative) in terms of data collection method, and is cross-sectional in terms of temporal, and was carried out in the 20th district of Tehran (Abdul Azim Shrine area of Rey City) in terms of location. Regarding the research, it should be mentioned that many methods are used for research, and researchers do not usually agree on the specific definition of types of the research methods, and different divisions have been made accordingly. Braison's planning model has been used to develop a strategic model in the current research.

Braison's strategic planning model is one of the common methodologies for strategic planning in which a multi-part process makes an attempt to formulate and develop strategies such as presenting the mission and goals of the organization, recognizing and determining the obstacles and situations in the organization, internal and external factors of the organization, along with suggestions on the way to achieve to imagine and perceptions to overcome the obstacles of the organization. Of course, the organization should pursue the goal of the organization's strategy beyond the requirements of environmental transformations and resource management. In such organizations, the goal of the strategy is to provide the conditions so that the organization can create vital values and have strategies to adapt to various future conditions (Pahlavanian, 109:108:2010). The steps of Braison's strategic planning process include initial agreement (planning, work scheduling, reporting), determining tasks (tasks assigned to the organization), stakeholders' analysis (setting the organization's mission statement, organization's functional status), setting the organization's mission statement (solving intra-organizational differences in the context of discussions and their constructive and effective activities), knowing the environment of the organization (acting strategically to know conditions), determining the strategic issues facing the organization (determining the choices the organization faces), determining strategies (determining goals, policies, plans, activities, decisions or allocations of resources, program implementation, and strategic management), description of plans and actions (implementation of each of the selected strategies), setting the organizational perspective for the future (a description of mission, ethical strategies considered by all employees, dynamics and alignment of motivation and power of people in achieving the organization goals) is a one-year operational plan (preparation of an analytical framework for strategic decision-making process and a reference to monitor how the strategy is implemented) (Armstrong, 2010: 46-47).
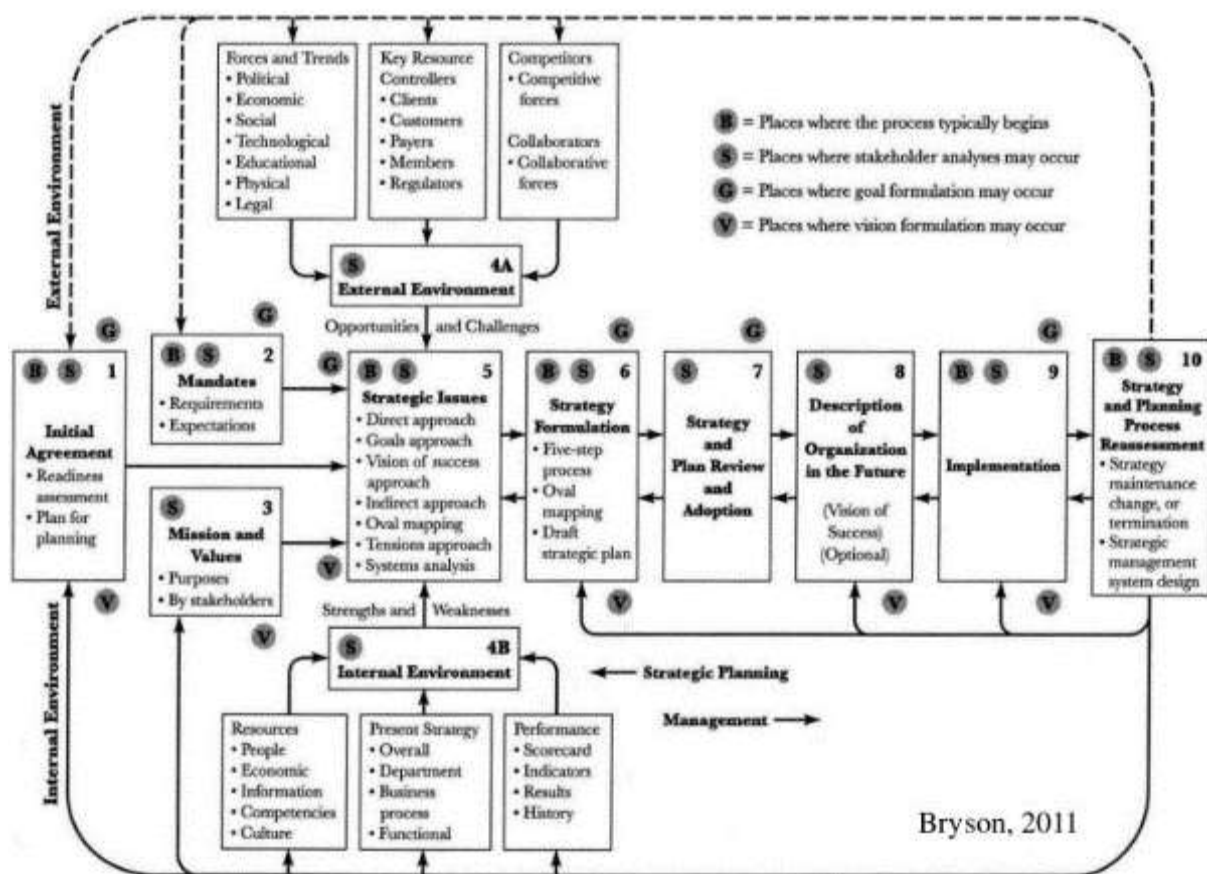
Fig (2): Braison's strategic planning model (Source: Braison, 2011)

RESULTS AND DISCUSSION

Economic development in any region requires a comprehensive understanding of natural resources, investment opportunities, and other capabilities and potentials. For this purpose, in this section, we will use the QSPM analytical model to identify and analyze the strengths and weaknesses, as well as opportunities and threats of the region, and then use Bryson planning to draw a vision for the economic prosperity of the region.

Quantitative Strategic Planning Matrix (QSPM)

One of the methods and techniques of evaluation, monitoring, and supervision to realize the strategy is the use of quantitative strategic planning matrix (QSPM). In this method, which is used in many researches related to management and strategic planning, it is specified which of the selected strategic options is possible and in fact it prioritizes these strategies. In this research, the decision is made about the acceptable strategies of economic expansion in the area of Abdul Azim (PBUH) Shrine using scientific analysis. In the previous stage, acceptable strategies were identified by comparing internal and external factors. At the present stage, it is identified in connection with acceptable strategies. The attractiveness of each strategy is determined using the quantitative planning matrix and the strategies with high attractiveness will be determined as the emphasized and prioritized strategies in the economic expansion of Abdul Azim Shrine area. The following steps have been taken to prepare a quantitative strategic planning table for Abdul Azim Shrine (PBUH) area:

- First, the internal and external factors, and the weight score of each of them are transferred to the strategic planning table, and then, all acceptable strategies are proposed and listed in the top row of the strategic planning matrix.
- A score from 1 to 4 is given to determine the attractiveness of each strategy in a set of strategies according to its importance in formulating each strategy.
- We multiply the weights of the first stage by the attractiveness score of the second stage to obtain the sum of the final attractiveness points. In this way, the set of attractiveness points of each of the strategy factors is obtained; the sum of attractiveness points indicates the attractiveness of each factor in a set of strategies.

  From the sum of the attractiveness scores of each column of the quantitative strategic planning table, the final attractiveness score of each strategy will be obtained, which indicates more attractive strategies.

Table (2): **Prioritization of socio-economic expansion strategies in Abdul Azim Shrine (PBUH) area**

Internal and External Factors		Weighted Score	Economic Expansion of Abdul Azim Shrine											
	Factors		So1		So2		So3		ST1		ST2		ST3	
Strengths (S)	S1	0/21	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
	S2	0/18	3	0/63	1	0/21	1	0/21	3	0/63	1	0/21	1	0/21
	S3	0/24	4	0/72	2	0/36	1	0/18	3	0/54	1	0/36	1	0/18
	S4	0/15	4	0/48	3	0/72	1	0/24	4	0/96	1	0/24	1	0/24
	S5	0/04	4	0/6	3	0/45	1	0/15	2	0/3	1	0/15	1	0/15
	S6	0/21	1	0/04	1	0/04	2	0/08	4	0/08	1	0/04	1	0/04
	S7	0/12	4	0/84	3	0/63	2	0/42	4	0/63	1	0/21	1	0/21
	S8	0/08	2	0/24	1	0/12	1	0/12	3	0/36	1	0/12	1	0/12
	S9	0/20	1	0/08	2	0/16	1	0/08	2	0/16	1	0/08	1	0/08
	S10	0/15	2	0/4	2	0/20	2	0/4	2	0/6	1	0/20	1	0/20
	S11	0/08	2	0/45	2	0/3	2	0/3	2	0/3	1	0/15	1	0/15
	S12	0/02	4	0/32	3	0/24	2	0/16	3	0/24	1	0/08	1	0/08

Weakness (W)	**W1**	0/07	2	0/04	1	0/02	1	0/02	3	0/06	1	0/02	1	0/02
	W2	0/06	4	0/28	2	0/14	1	0/07	3	0/21	1	0/07	1	0/07
	W3	0/06	3	0/18	2	0/12	1	0/06	4	0/24	2	0/12	1	0/06
	W4	0/05	4	0/24	2	0/12	1	0/06	2	0/12	1	0/06	1	0/06
	W5	0/05	4	0/20	3	0/15	2	0/10	4	0/20	2	0/10	1	0/05
	W6	0/05	3	0/15	1	0/05	1	0/05	3	0/15	1	0/05	2	0/10
	W7	0/04	3	0/15	3	0/15	1	0/05	3	0/15	1	0/05	1	0/05
	W8	0/03	1	0/04	1	0/04	2	0/08	2	0/08	1	0/04	1	0/04
	W9	0/02	2	0/06	2	0/06	1	0/03	3	0/09	2	0/06	1	0/03
	W10	0/02	3	0/02	2	0/04	1	0/02	3	0/06	1	0/02	1	0/02
	W11	0/02	3	0/06	2	0/04	1	0/04	3	0/06	1	0/04	1	0/02
	W12	0/01	3	0/06	1	0/06	1	0/02	3	0/06	1	0/02	1	0/02
	W13	0/03	3	0/03	1	0/01	1	0/01	3	0/03	1	0/01	1	0/01
Opportunities (O)	**O1**	0/08	3	0/09	1	0/03	1	0/03	3	0/09	1	0/03	1	0/03
	O2	0/07	4	0/32	4	0/32	2	0/16	3	0/24	2	0/16	1	0/08
	O3	0/06	4	0/28	2	0/14	1	0/07	4	0/28	1	0/07	1	0/07
	O4	0/05	3	0/18	2	0/12	1	0/06	4	0/24	1	0/06	1	0/06
	O5	0/04	3	0/15	2	0/10	1	0/05	4	0/20	2	0/10	1	0/05
	O6	0/05	4	0/16	3	0/12	2	0/08	3	0/12	2	0/08	1	0/04
	O7	0/03	3	0/15	1	0/05	2	0/10	2	0/10	1	0/05	1	0/05
	O8	0/03	3	0/09	2	0/06	1	0/03	3	0/09	1	0/03	1	0/03
	O9	0/03	3	0/09	2	0/06	2	0/06	2	0/06	1	0/03	1	0/03
	O10	0/03	3	0/09	2	0/06	2	0/06	2	0/06	1	0/03	1	0/03
Threats (T)	**T1**	0/08	3	0/09	2	0/06	2	0/06	2	0/06	**2**	0/06	1	0/03
	T2	0/07	3	0/24	2	0/16	2	0/16	3	0/24	1	0/08	1	0/08

T3	0/06	1	0/07	2	0/49	1	0/07	3	0/21	2	0/14	1	0/07
T4	0/07	1	0/06	1	0/06	1	0/06	2	0/12	1	0/06	1	0/06
T5	0/06	1	0/07	1	0/07	1	0/07	2	0/14	1	0/07	1	0/07
T6	0/05	3	0/18	2	0/12	2	0/12	2	0/12	2	0/12	1	0/06
T7	0/04	1	0/05	1	0/05	2	0/10	2	0/10	1	0/05	1	0/05
T8	0/04	1	0/04	1	0/04	2	0/08	3	0/12	1	0/04	1	0/04
T9	0/03	1	0/04	1	0/04	2	0/08	4	0/16	1	0/04	1	0/04
T10	0/02	1	0/03	2	0/06	2	0/06	3	0/09	1	0/03	1	0/03
	-	1	0/02	1	0/02	2	0/04	3	0/06	1	0/02	1	0/02
Sum of Grades	-	-	8/8	-		-	4/55	-	7/92	-	3/82	-	3/23

Table (3): Quantitative Strategy Planning Matrix (QSPM)

Economic expansion of Abdul Azim Shrine	Strategies Prioritization
SO1. Providing a written socio-economic expansion plan within the scope	First priority
SO2. Encouraging investors, especially the tourism sector, to invest in the region	Third priority
SO3. Using advertisements to highlight the attractions existing in the area	Fourth priority
ST1. Paying the urban managers' attention to strategic planning of the area	Second priority
ST2. Using natural talents to create opportunities for growth and expansion	Fifth priority
ST3. Paying attention to people's culture in socio-economic expansion planning	Sixth priority

(Source: Studies of Authors, 2025)

In line with the mentioned contents, the strategic planning of the Abdul Azim Hasani (PBUH) Shrine area is presented according to the ten steps based on strategic planning (Braison model) (Table 4).

Table (4): Compilation of Braison's model implementation steps with a strategic approach within the scope

First steps of Bryson Model		Main Categories
First step	Initial agreement	▪ Equipping cultural, social, and artistic spaces ▪ Leisure times enrichment ▪ Increased participation and local belonging (attachment) ▪ Social damage control ▪ Public spaces expansion ▪ Social interactions improvement ▪ Determination of values and culture in the area
Second step	Duties determination	▪ Maintenance of cultural and artistic spaces ▪ Promotion of citizens' social participations and social welfare ▪ Supporting the expansion and equipping of schools ▪ Contribute to equip mosques and religious places
Third step	Stakeholder analysis	▪ Participation of Deputy Municipality's Socio-Cultural ▪ Office for Citizenship Educations
Fourth step	Setting up organization's mission statement	▪ Improving and strengthening the interactions system with cultural, social, and educational bodies ▪ Implementation of health and mental health programs ▪ Expansion of outdoor sports fields and artificial grass ▪ Strengthening public spaces on a neighborhood and regional scale ▪ Education and promotion of entrepreneurship and innovation ▪ Optimum utilization of the neighborhood halls ▪ Organizing people exposed to social harm ▪ Organizing and providing welfare for working children
Fifth step	Knowing the organizational environment	▪ Identification and analysis of the current situation ▪ Assessing and drawing the desired situation
Sixth step	Determining the strategic issues facing the organization	▪ Utilizing new means to increase people's participation in neighborhood affairs (cyberspace) ▪ Strengthening public spaces from the touristic viewpoint ▪ Developing coherent measures to deal with social harm ▪ Promoting values and culture in the area with gratitude to the families of martyrs, celebrities, and elders

Seventh step	Strategies determination	▪ Operational plan for socio-cultural expansion of the area
Eighth step	Development of vision	▪ Identification of potential and actual cultural and social bodies in socio-cultural expansion and participation
Ninth step	Description of plans and actions	▪ Preparation of the database of socio-cultural bodies and enterprises ▪ Supporting social bodies, culture houses, neighborhood centers, etc. ▪ Central participation of citizens in neighborhood affairs ▪ Restoration and equipping of mosques ▪ Restoration and furnishing of religious places ▪ Restoration and equipping of Imamzades ▪ Supporting social, cultural, and educational bodies at neighborhood level ▪ Conducting environmental advertisements to improve awareness and citizenship culture ▪ Organizing citizen education courses ▪ Maintaining the existing sports complex ▪ Maintenance of cultural, social, and educational spaces
Tenth step	One-year operational plan	▪ Preparation of an analytical framework for the strategic decision-making process and a reference for monitoring (District 20 Municipality)

CONCLUSION

Perhaps, economic expansion can be considered as a process that continuously and seamlessly enhances for welfare and quality of life of a nation or a society. Paying attention to development and expansion is a necessity and we cannot be indifferent to it. Of course, dealing with the issue of expansion is not an easy task, there are many scientific ideological differences in this field, and these issues make it difficult to deal with this issue. When it comes to expansion indices, especially sustainable expansion with an emphasis on urban economy, the urban management and organizational rules and regulations are raised at the top of the list. If the dual interactive part between people and governments takes place, then we can hope for the concepts of expansion, sustainability, and then a sustainable urban economy; Therefore, we have investigated the studied area in the form of strengths, weaknesses, opportunities, and threats, which may be a step towards the realization of a sustainable urban economy in a completely-susceptible area, with a comprehensive and systematic approach in this research. Then, quantitative strategies (QSPM) were used to plan economic expansion of the area. The results showed that a written economic expansion program in the area (SO1) should be considered as the first priority, paying the city managers' attention to the strategic planning of the area (ST1) as the second priority, and persuading the investors, especially the tourism sector, which has a lot of economic results for the area (SO2) were more important. In line with the issues raised, the strategic planning of the Abdul Azim Hasani (PBUH) Shrine area according to the ten steps based on strategic planning (Braison model), preparing an analytical framework for the strategic decision-making process and a reference to monitor (municipality of the 20th District) were presented as the output of the Braison model for economic expansion of the area.

AUTHOR CONTRIBUTIONS

REFERENCES

Armstrong, Michael (2011).Strategic Human Resource Management, translated by Dr. Mohammad Arabi, *Cultural Research Office Publications*, second edition https://www.researchgate.net/publication/265071284_Armstrong's_Handbook_of_Strategic_Human_Resource_Management

Athari, Kamal. (2015). Urban Economy and Urban Governance: Civil Society Development, Necessity of Good Urban Governance, In*ternational Conference on Urban Planning and Development* http://dx.doi.org/10.1088/1757-899X/245/8/082017

Abdoud, Mohsen, Naghibi, Fereydoun. (2022). Evaluation of the urban economy of Naqadeh County with a sustainable development approach and PESTEL analysis method, *Quarterly Journal of Urban Economics and Planning*, Tehran City Studies and Planning Center, No. 3 (3): 148-163https://doi.org/10.22034/uep.2022.355204.1270

Burnell, J.(2010).Urban Economics, in Free, Rhon C.(ed),21 st century economics: a reference handbook, Sage. http://dx.doi.org/10.4135/9781412979290

Dou, J., Han, X..(2019). How does the industry mobility affect pollution industry transfer in China: Empirical test on pollution haven hypothesis and porter hypothesis? J. Clean. Prod. 217: 105–115. http://dx.doi.org/10.1016/j.jclepro.2019.01.147

Junior, A. B. B. Martins, F. P. Cezarino, L. O. Liboni, L. B. Tenório, J. A. S. & Espinosa, D. C. R.-(2023). The sustainable development goals, urban mining, and the circular economy. *The Extractive Industries and Society*, 16, 101367. http://dx.doi.org/10.1016/j.exis.2023.101367

Jalili Mehrabani, Mohammad. (2016). Analyzing the role of the economy of participatory projects in the sustainable development of Mashhad metropolis (with emphasis on economic development), PhD thesis in urban planning, supervised by Dr. Ali Shariati, Faculty of Literature and Humanities, Ferdowsi University of Mashhad.

Hanaei, Tektam, Sadegh Eghbali, Parinaz, Daneshvar, Maryam. (2022). Spatial analysis of the relationships between the components of ecology and sustainable urban economy (case study: Noh Darre neighborhood of Mashhad), *Quarterly Journal of Geographical Space*, summer 1401, No. 78: 117-146 http://dorl.net/dor/20.1001.1.1735322.1401.22.78.2.1

Houn, T. (2021). How formalization of urban spatial plan affects marginalized groups and resilience practices in Cambodia secondary town: A case study from Battambang, Reg Sci Policy Pract, 2021, 13(6), 1866-1889. http://dx.doi.org/10.1111/rsp3.12403

Keshavarz, Hadi, Hosseinzadeh, Ramadan. (2023). Investigating the effect of innovation spillovers on economic growth: A case study of D8 countries, *Quarterly Journal of Economics and Regional Development*, Volume 30, Number 26 https://doi.org/10.22067/erd.2023.80375.1159

Li, Z., Wang, J. (2022). The dynamic impact of digital economy on carbon emission reduction: Evidence city-level empirical data in China. J. Clean. Prod. 351, 131570. http://dx.doi.org/10.1016/j.jclepro.2022.131570

Lomba, M. (2014).Constructing ordinary places: Place-making in urban informal settlement In Mexico. *Progress in Planning*. 94: 1-53. https://doi.org/10.1016/j.progress.2013.05.003

Lashkarizadeh, Maryam. (2021). The role of creative economy in the economic growth of selected countries, *Journal of Iranian Social Development Studies*, Volume 13, Number 50: 256-278 https://doi.org/10.30495/jisds.2007.21328 [In Persian].

Mesagan, Ekundayo P. and Ezeji, Amarachi C. (2016).The Role of Social and Economic Infrastructure in Manufacturing Sector Performance in Nigeria. Published in: Babcock Journal of Economics, *Banking and Finance*, 2016. 101-119. https://mpra.ub.uni-muenchen.de/78310/

Movadat, Elias, Valipour, Milad. (2019). Urban Development Management with a Sustainable Economy Approach and LQ Modeling (Case Study: Dezful Urban Texture), *Quarterly Journal of Geography and Environmental Studies*, winter 2019, No. 36:53-68 https://www.ensani.ir/file/download/article/1623671937-10398-99-294.pdf

Nourse, H. O.(1971).Are Regional and Urban Economics Really Different?. *Review of Regional Studies*, 1(2): 25-33. http://dx.doi.org/10.52324/001c.10737

Omidkhah, Sudabeh, Zadahmad, Leila, Norouzi Sakha, Abdullah, Bozhmehrani, Maedeh. (2024). The role of digital marketing and corporate social responsibility on urban economy in small and medium-sized businesses, *Quarterly Journal of Urban Economics and Management*, Spring 2024, No. 46: 159-176 https://ensani.ir/file/download/article/1737880723-6795f493d927c-9973-46-8.pdf

Pahlavanian, Hossein. (2010). A successful experience in the application of strategic management, *Niko Rosh Publications*

Richrdson, H,W.(1979). Regional Economics, Urban: *University of Illinois Press*. https://www.scirp.org/reference/referencespapers?referenceid=2532282

Rasmussen,D,W.(1973). Urban Economics, *New York: Harper & Row.*

Santagata, R. Zaire, A. Viglia, S. Ripa, M. Tian, X. & Ulgiati, S.(2020). Assessing the sustainability of urban eco-systems through Emergy-based circular economy indicators. *Ecological indicators*, 109, 105859. http://dx.doi.org/10.1016/j.ecolind.2019.105859

Seungil Yum.(2016).the Economic Growth of creative industries in the Miami metropolitan area, *Creative Industries Journal*, Volume 9:130-145. http://dx.doi.org/10.1080/17510694.2016.1206358

Saberpour, Maryam. (2023). Investigating and identifying the components of urban economy (case study: Tehran Municipality), *Quarterly Journal of Humanities Horizons*, No. 77: 31-43 https://www.magiran.com/p2637165

Shorecheh, Mahmoud. (2017).Spatial Perspective on Urban Economy, Tehran, *Parham Naghsh Publications*.

Statistical Center of Iran (2016). Detailed results of the 2016 General Population and Housing Census of Rey County (based on country divisions), National Planning and Budget Organization; *Tehran Province Management and Planning Organization*, Deputy for Statistics and Information https://samava.thmporg.ir/information/506cbf74c7ab18b17ecf848affd95e9a.pdf **[In Persian].**

Tehran Region 20 Municipality website, at https://www.tehran.ir/Region20 https://www.tehran.ir/Region20

Xue, Z., & et al. (2021). Economic modeling and analysis of the ride-sourcing market considering labor supply. *Research in Transportation Business & Management*, Vol. 38, 100530. https://doi.org/10.1016/j.rtbm.2020.100530

Yang, F., Shi, B., Xu, M., Feng, C.(2019).Can reducing carbon emissions improve Economic performance–evidence from China. *Econ*. 13 (1), 20190047. https://doi.org/10.5018/economics-ejournal.ja.2019-47%0A

Yin, H. Xiao, R. Fei, X. Zhang, Z. Gao, Z. Wan, Y. ... & Guo, Y.(2025). Analyzing" Economy-Society-Environment" sustainability from the perspective of urban spatial structure: A case study of the Yangtze River Delta Urban Agglomeration. *Sustainable Cities and Society*, 104691. https://doi.org/10.1016/j.ecolind.2024.113071

Zenooz, Hadi. (2009). An Introduction to Urban Economics (Concept and Dimensions of Urban Economics), *Journal of Urban Economics*, Issue 1, spring 2009: 1-15 https://ensani.ir/file/download/article/20101116225641-p0539400010161-NKDRKE.pdf [In Persian].

Zanganeh, Yaqoub. (2009). an Introduction to Urban Economics, *Sabzevar Teacher Training University Publications*, First Edition https://jurbangeo.ut.ac.ir/article_69936_08ed59fc499f092fc0d1834f9adf0e8a.pdf

Similarly, write exactly to your authors group: