

Assessing Consultative Management in the Formation of Sustainable Urban Neighborhoods(In Terms Of Environmental Aspects)

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ABSTRACT : *The city is a dynamic system that its structures are constantly interacting. To set up these relationships and system stability, coordination and integration is essential in the city management. Nevertheless, the current excessive focal attention to urban management has an important role in the studies of sustainable urban development so that urban management has a key approach in urban development. In this study, the aim is to answer whether there is any coordination and integration between effective centers and organizations in urban management in order of formation and development in residential neighborhoods or not? There is a response from the view of urban planning regarding the environmental sustainable approach of urban areas in which the major aim of the study is investigating the performance of town consultative management in connection with the formation of a stable pattern of urban residential neighborhoods and is the cause of ineffectiveness of them in integrated and strong urban management. The population of the study is consisted of the residential neighbors of Piranshahr. Ultimately, the present study is a survey type. Data from this study has been obtained using the questionnaire. Utilizing random sampling, the population is about 75600 in which 382 have been asked. Data gathered was analyzed using factor analysis and regression. Finally, the results showed that the existing indicators in the research have significant effect in increasing the environmental sustainability urban neighborhoods. Other findings of the research indicate the fact that the citizens believe that they are effective in decision making and urban management needs people participation and has a strong positive effect on Environmental Sustainability. So that the absence of the people in Town Consultative Management effects environmental sustainability in the City and only two areas had environmental sustainability.*

KEYWORDS: *urban management, council, environmental sustainability, City Piranshahr*

I. STATEMENT OF THE PROBLEM

Rapture in urban social relations, urbanization, decrease in cooperation, poor social support programs of urban development for local community, stagnation and poor social security, police investigation, protection and security and also lack of citizen participation in economic and social development planning in many Iranian cities particularly in metropolitan cause wastes in spiritual and material investment and intensify urban problems and anomalies (Shamaei, 2004.118). urban issues and damages have been happened due to imbalance between facilities and population of the urban and these are increased as a result of its relatively low urban development and lack of modern management so that the root of all Iranian urban problems are spotted in two significant issues which are urban management and management system, as well as the concept of citizenship, as its citizens and residents know. So, the problems of modern life are due to urban life in which social needs are embedded to them. They fluctuate considering the intensity of urban growth and economical levels (Sarafi, Esmaeilzadeh, 2004, p.70). In fact, one of the main components of urban management issue is the urban management efficiency in which in addition to preserving urban interest it should also manage programs that result in the improvement in the level of public culture, keeping social and cultural values, moderation in a healthy environment, social and public welfare, health, Preparation and participation in solving housing problems, unemployment, crime, drug abuse, car accidents, traffic, entertainment, and education (Ahmadi, 2000, p.25) while one of the main obstacles facing urban management in small cities is the fragmentation of urban management in the area of policy, decision making, directing and monitoring. Urban is an open system where each of the structures of these systems owns their specific functions. These performances are changing and reproducing in aspects of spatial and temporal coherence. But it must be considered that the total urban system is something beyond all the components, structures, functions and performances, (Mohamad Rezaei, 2003, p.117) it means that if the structures and functions of urban are separated, their re-linking would not appear as an urban system again.

In other words, the urban is a dynamic system that its structural functions are continuously in interaction; to set up these relationships and system stability, cooperation and integration in its management is necessary and we cannot leave the urban functions to separated management and expect development. In other words, in new urban management developing public space gives a significant importance to participation through information exchange and debate (Stacker, 2000, p.208) between urban management organs as a kind of council in which now for solving urbanization problems, residential neighborhood development approach with an emphasis on urban sustainability consultative approach has a special place in urbane management. Now, planning and management has become a widespread activity which should be considered as a basic social authorities and its position in overall management structure should be consolidated (Mehdizadeh et.al. p.14). Considering the significant role that neighborhood stability had in the process of urban development and growth with urban consultative management, planning, desirable projects and also necessary integration and creating sustainable residential urban neighborhoods can reduce costs and increase the efficiency of urban areas.

Therefore, in urban planning it is important to know the characteristics influenced by environmental conditions and theories of urban management then the residential neighborhoods with awareness of housing indicators of social conditions can make urban architectural space into the desired shape. From civil view, local management is the bridge society and central government. From this view in citizen circuit society the elected municipal management (consisting of urban council and municipal) is one of the most important mediator organizations between individual and government (urban and surroundings: Papy Yazdi). Piranshahr, with a specific geographical position, in the last decades due to immigration from other cities there is a variety of subcultures: therefore, it needs top and bottom (people-oriented participation) supervision. Consultative approach in urban management between people and civil and social institutions with government in urban areas can reduce problems in their neighborhoods in which they must be done considering the resources and potential of each urban neighborhood. Using individual cooperation with urban plan approaches can find an effective way to solve the problems such as crime reduction and security increase, neighborhood stability and resident interactions.

This study investigates the consultative management in neighborhood. In addition, the study investigates factors affecting sustainability at the local level and investigates the most important factors. The study wants to answer the question if the urban consultative management in Piranshahr has been able to achieve the formation of the pattern of residential neighborhoods? The importance of the research is that following the current changes in conditions and effective factors in urban development construction of residential neighborhoods have a special place shaping cities. Sustainable urban management makes a main body of new literature, however due to excessive current focus on urban management in sustainable urban development and housing studies has given dignity to it so that urban management is a key approach to urban development. And it is necessary to work on the urban management adaptation with changes in the paradigm (i.e. changes that are raised by the emergence of sustainable urban development) and Different effects on the formation of stable residential neighborhoods of the urban will be discussed. The methodological and important point in this research is the necessity of investigation and analysis of consultative urban management and effective mechanisms that influence the geographical environment and forming different patterns of residential neighborhoods in the urban without any positive or negative bias about it.

Hypothesis: Urban management organs have failed to be successful in the formation and the establishment of sustainable indices of urban areas in Iran. Functional disturbance of urban management in the process of residential neighborhood formation is caused by Lack of integrity and the lack of urban management strategies and the lack of adopted and implemented strategies.

II. RESEARCH OBJECTIVES:

Assessing the role of urban managers in the formation of different patterns of residential neighborhoods in Piranshahr. Finding the reasons of problems and issues of residential neighborhoods and the sources. Increasing the decision productivity (efficiency, effectiveness) and the functions of urban managers in making sustainable urban residential neighborhoods in Piranshahr. Investigating the amount of sustainable urban development of residential neighborhoods in Piranshahr.

Theoretical Foundations: Urban is the location and scope of the main roles of main a large scale area and in a complex form so that his presence and the completion of his manipulation of materials has strongly influenced natural landscape of urban in a dimensions like land, depth and height of the Earth (Por Mohammadi, .16). Urban management not only is responsible for the equitable distribution of urban facilities but also with physical conduct of urban has a main responsibility in environmental health, healthy living in urban, making a public

situation for communication and citizen interaction, and an entire range of municipal funds. Here the physical structure of the urban is very important both in qualitative and quantitative dimensions because in this case of ideality causes the vitality of urban areas and also results in citizens peace and comfort. The way of formation and citation of important elements and main areas of urban and their relations is influenced by various factors such as economical-social factors, administrative, military as well as characteristics and needs of space or its conjunction with other activities. Building urban from one side represents the harmony of physical spaces of urban with the above mentioned conditions and from the other side indicates the quality of main activities of urban (Soltanzadeh, 2011, p.75). Urban management can also influence the stability of their neighborhoods. Urban management is a broad organization consisting of formal and informal elements in which they are effective in various aspects of social, economic and physical life of the urban that is responsible for controlling the urban and guides the comprehensive development of the urban (Kazemian, pp.52-182). The quality of local management fulfillment is the most appropriate political-social structure of the urban management. In this relationship in the current area several theories and perspectives have been proposed (Latifi, 2005, p.134). In the new perspective of urban management the urban plan must be prepared in a process of complete participatory and people-oriented. In this way, the rehabilitation of private section and public bodies in the urban administration has been considered. The main reason of this process is the achievement of desired objective and subjective quality of citizens because without such qualities it is impossible to have an urban environment where to have positive social interactions (civil ceremony) (Planning and Urban Management Conference Proceedings, Esfand, 2004, p.564).

Capacity building should be done to improve local communities and the most important tool to achieve this is the consultative management between the citizens and the responsible bodies of the urban. Social capital, community development, capacity building in local communities, and citizen participation are concepts that during last decades have a significant importance in areas of development and social politics. From sustainable development view, social capital along with natural capital, "manmade capital" and human capital are inseparable part of the wealth of any nation. In general, it is one of the factors of community development and it is particularly one of the factors of local development (SharifianSanee, 2002:292). Community development is the process by which increases what social capital is potentially capable to collect in order to improve the quality of public life. During this process new form of social organizations and collective action appears to modify and correct the inequalities in the distribution of power and resources. Therefore, we can say that community development includes all issues related to housing, economic development, citizen participation, social welfare, security, education and environmental growth which there is interaction between all of these elements (Sharpour, 2002:289). Sustainable neighborhood is a district that it is a district in the form of a set of social factors, physical, psychological, intellectual, and political. The existence and fulfillment of criteria such as identity, dynamics, providing equipment and services, and convenient access to a variety of needs can be necessities of a sustainable neighborhood (Azizi, 2004)

But generally, it is possible to say that the theoretical and macro goal of urban management system and municipals is to foster sustainable urban development so that the environment and basis for a comfortable secure and efficient life for citizens according to the characteristics of the citizens and society should be ready (Kazemian&Rezvani, 2000). This should be ready so that sustainability in the neighborhood should kept according to the sustainable potential of environment in order to improve the quality of life and accountability to current generation needs without any restriction to the ability and facilities of future generations (Will, 2006, 111). Community development includes a process based on voluntary and spontaneous participation among residents of a neighborhood in order to improve the physical, social and economic conditions (Chavis&Florin, 1990:18). In the neighborhood based planning view which is based upon local communities, the real meaning of it is the public participation and the motto "Planning by people, not for people" is the aim of this view in the urban planning. Generally the public participation in the management and planning has changed since 1850 at the same time with the change in the role of governments in the extent of their involvement in planning (Figure, 14-3), so that in the current approaches which are planning and management the government has the role of guidance, support, advice and encouraging local authorities and dictates no policy and decision. Osborne and Gaebler emphasized on the importance of the traditional role of government based on providing facilities and mediation between people. They believe that the role of government should define the public problems and to provide facilities to solve these problems. They mainly emphasize on decision making rather than giving facilities, in other words the government should do less and guide more (Osborne&Gaebler, 1993).

Review of literature: There is a great deal of literature in the area of sustainability indicators but the sustainable neighborhood development in Iran is a very new issue. Also in connection with the consultative management among urban management organizations in relation to sustainable urban neighborhood is a new field. According to this article, the researchers tried to use the standard global indicators about environment sustainability. A workshop titled as “sustainable community” was held in at McGill University on the context of developing indicators and criteria of sustainable neighborhood. There is a report on it by Alex Joza a David Brown. In this report the basis and criteria of sustainable environment in neighborhood is mentioned as presented in the following table.

Table(1): criteria of sustainable environment in neighborhood in the McGill University

Jeopardy and Fortuity	Versatility	Quality water	Waste energy	Hysteresis	Human and Environment health	Pollution Air sonic	Air Pollution vision and perspective	Transport	Green Space	Dimension Sustainable neighborhood
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In the present study we tried to investigate every above mentioned dimensions in various forms and to investigate the relationship among the consultative management of organizations of urban management. Indicators can play a number of useful roles in the policy process. Environmental indicators can help to describe issues by reducing complexity in policy relevant ways, and to diagnose problems through the analysis of trends or correlations with other indicators, helping analysts to discover patterns within and across units of analysis. This can help researchers and policy makers to understand underlying processes and identify the best and the worst practices. Indicators also help society to deliberate about desired futures and possible solutions to environmental concerns, grounding debates in empirical reality. Finally, if properly developed and framed indicators can help to drive action, and helping society to navigate to its desired future and holding policy makers and program managers accountable (Shebinin, Reuben, Levy, and Johnson, 2013, 7).

III. METHODOLOGY

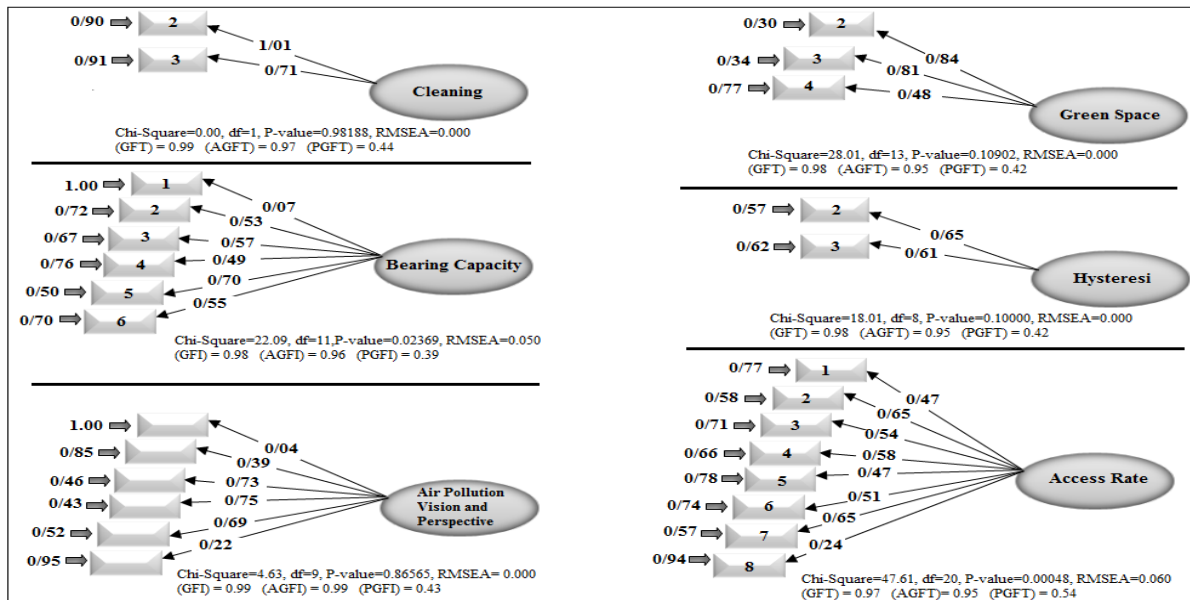
Considering the title and aims of the study, a combination of descriptive-analytic methods are used as the main method of the study. Survey questionnaires were administered for sample selection among 382 samples from a total number of 76500 in urban neighborhoods of Piranshahr. For the analysis of data gathered the SPSS package, LISREL and GIS were utilized and the results are displayed on graphs and GIS maps. The analysis is done on two levels of descriptive and multivariate analysis (path analysis). Urban consultative management dimension has been asked with 13 different items of citizen. Then the relationship among urban management and coordination and consultation between urban management organizations in relation with environmental indicators that are necessary for a sustainable neighborhood are discussed. In order to clarify the underlying factors a phenomenon or a summary of a collection of data factor analysis is used. Primary data is used for factor analysis of the correlation matrix between variables. Factor analysis has no previously set dependent variables. Uses of factor analysis can be divided in two general categories:

In confirmatory factor analysis, the researchers aim is to support the special agent; a hypothesis is stated about the number of agents. The fit of the considered factor structure on hypothesis is tested with the covariance structure of the measured variables. In an ideal factor structure of each variable the high load is on one factor and the low load is on the other factors. In addition, factors with high load and suitable face validity seem that they measure the latent trait. Such a factor structure is rarely occurring (Sarmad et.al. 1997:268-274). Approaches to confirmatory factor analysis are to some extent similar to modeling path. It means that the general models of confirmatory factor analysis are a form of path models and indicate the relations among the observed size and undetermined structures. The difference between models of confirmatory factor analysis with the path model is related to latent variable. This means that in path models it is supposed that latent variables (unmeasured constructs) are related in a casual way while in confirmatory factor analysis models these variables are correlated (Homan, 2002:299).

Because research variables are latent ones and each is measured with several visibility variables so in the first step considering measurement model is necessary therefore we first discuss measuring the reliability and validity of the model. Based on the following charts it is proved that 3 latent variables (homogenous variables, urban management and decision making, accountability, trust) with 27 observable questions are assessed. The value of standard load items indicate that every observable variable to some extent has a role in assessing latent variable. In the following charts the measured models are presented. They indicate that each observable variable is related to which latent one and this observable variable to what extent defines the latent one. In this way the validity is defined through the questionnaire.

Factor validity is a form of construct validity obtained through factor analysis. A factor is a variable hypothesis that places the observed scores in one or more affected variables. When factor analysis is done on a correlation matrix the exams affected by special factors have high factor load in that factor (Sarmad et.al. 1997:173). The test of factor validity questionnaire was done with the help of confirmatory factor analysis using LISERAL. It should be noted that to confirm measurement model or factor analysis first the parameters should have good fit and secondly the amount of t-value should be significant. If the low K2, the K2 ratio to df<3, the RMSE<0.80 (based on Dr. Homan) and GFI and AGFI > 90%, we can say that the model has a good fit. If t>2 or t<-2, it is meaningful.

figure(1): Confirmatory factor analysis of environmental sustainability



The number down with arrow from latent variable to observable variable indicates that what is the role of observable variable in estimating latent variable. The higher the load is the higher the validity. In investigating trust, accountability and urban management has a good fit in each item. In this case, the model is verifiable. In all the above models parameters have good fit. Factors that are selected as indicators of latent variable to some extent determine the latent variable.

Factor analysis model

Galton, scholar of the late nineteenth and twentieth centuries, was the first one who established the basic foundations of factor analysis. Factor analysis is a general name of some multivariate statistical methods that aims at (Kalantari, 2003, p.281) finding underlying variables of a phenomenon or a set of data. (Sarmad et.al 1997, pp. 268-274) one of the main goals of factor technic, is the decrease of data dimensions. The basic hypothesis in utilizing this technic is the existence of an underlying pattern or specific models in defining complex concepts of any relation among variables. This link appears in the form of a factor in atheoretical model (Goldastehet.al,1998, p.417). Utilizing SPSS package, the sum of used parameters in this study is operated. In this research because R factor analysis is utilized therefore the researchers tried to define the share of each factor in development of educational areas. In the present study factor of 27 environmental indicators is calculated and they become 6 superior factors as indicated in the following chart:

Table (2): factors Eigenvalues

Cumulative %	% of Variance	Eigenvalues	Name Factor
55/320	55/320	2/335	Access rate
70/992	15/627	1/354	Hysteresis
79/696	8/704	0/903	Cleaning
87/154	7/458	0/691	Green Space
93/700	6/546	0/488	Bearing capacity
100/00	6/300	0/228	Air Pollution vision and perspective

The above table indicates that first factor access is a significant value of 2.335% capable of calculating 55.32% of variances while the capacity of sixth factor with a value of 0.228 is capable of defining 6.30% of variances. In order to level the urban neighborhoods based on stability according to factor analysis model we set the correlation minus and lower than 0.4 unstable and we set the value of correlation from 0.4 to 0.599 mid-stable and more than 6 is stable. The findings are as followed in charts

Table(3) zoning of the piranshahr neighbourhood in terms of environmental sustainability

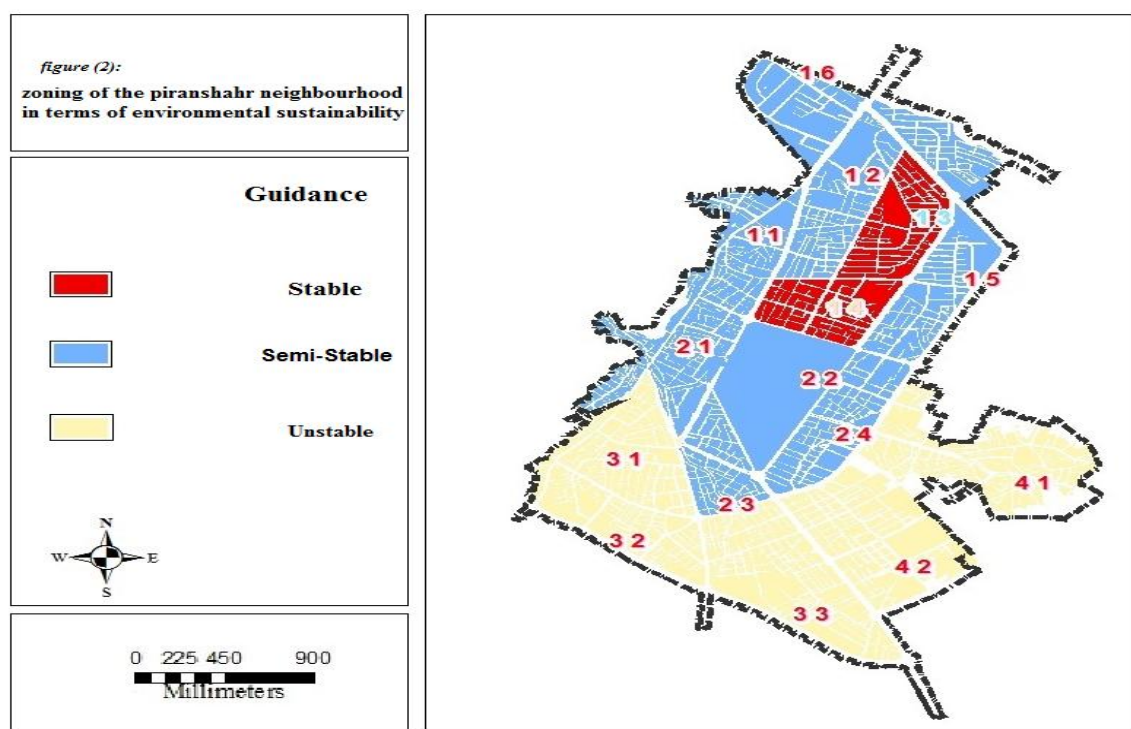
16	13	15	24	41	42	33	32	23	14	12	22	31	21	11	↻Sector
															↻Dimension
0.582	0.847	0.549	0.669	0.186	0.575	0.335	0.218	0.769	0.774	0.489	0.604	0.541	0.778	0.804	Access rate
0.744	0.747	0.346	0.585	0.431	0	0.354	0.534	0.467	0.619	0.493	0.694	0.545	0.626	0.816	Hysteresis
0.803	0.858	0.433	0.531	0.093	0.233	0.570	0.423	0.489	0.610	0.485	0.510	0.558	0.478	0.395	Cleaning
0.597	0.750	0.595	0.585	-0.029	0.294	0.478	0.326	0.535	0.355	0.201	0.707	0.430	0.221	0.799	Green Space
0.775	0.778	0.282	0.705	0.355	0.931	0.491	0.348	0.150	0.764	0.468	0.505	0.321	0.389	0.444	Bearing capacity
-0.701	0.586	0.590	0.549	0.386	0.103	0.228	0.051	0.141	0.827	0.441	0.539	0.241	0.810	0.686	Air Pollution vision and perspective

Table(4):zoning of the piranshahr neighbourhood in terms of environmental sustainability

16	13	15	24	41	42	33	32	23	14	12	22	31	21	11	↻Sector
															↻Dimension
S	S	S	S	U	S	U	U	S	S	S	S	S	S	S	Access rate
S	S	S	S	S	S	U	S	S	S	S	S	S	S	S	Hysteresis
S	S	S	S	U	U	S	S	S	S	S	S	S	S	U	Cleaning
S	S	S	S	U	U	S	U	S	U	S	S	S	U	S	Green Space
S	S	U	S	U	S	S	U	U	S	S	S	U	U	S	Bearing capacity
U	S	S	S	U	U	U	S	U	S	S	S	U	S	S	Air Pollution vision and perspective
S	S	S	S	U	U	U	U	S	S	S	S	U	S	S	StatusunUniversa

Guidance: (S = Stable), (SS= Semi-Stable), (US = Unstable)

As stated in the above table, according to correlation value of each superior factor, measured by several different values in Piranshahr neighborhoods, just two neighborhoods (13 and 14) that are new structured ones and mainly include high income citizens have environmental stability. Neighborhoods (11, 21, 22, 12, 23, 24, 15, and 16) are mid-stable while unstable neighborhoods are suburb and poor areas with low attention and discrimination from city managers (31, 32, 33, 42, and 41). These are the suburbs of the city related to neighborhoods 3 and 4 so that number 42 was a village previously and then with the urban growth has become an urban neighborhood. It has developed just physically and in recent years less attention has been paid to its environment.



Consultative Management :As shown in table 2, analysis indicates that whatever T and BETA are higher the smaller is the significance level; this means that independent variable has a great effect on dependent variable. Based on regression results between two variables (sig=0.00) and alpha <0.05 and according to the value of (R2) we can say that dependent variable is affected by independent variable. BETA coefficient also shows the direct relationship between two basic study variables. Therefore through regression analysis it is possible to conclude that with people in urban management the value and level of citizen’s consensus orientation increases.

Table(5) of relationship of each independent variable with the dependent variable indices

Sig	d	F	R ²	Sig	Sig(T)	T	(BETA)	(B)	
					0/001	3/335	0/168	0/829	Necessity of council management consultative in city
0/000	3	30/761	0/294	0/440	0/000	4/472	0/238	1/065	Management consultative managerial organs Together
					0/000	3/879	0/193	1/416	consultative performance management institutions with citizens

According to the study aims and hypothesis, in order to define the relationship between independent variable (consultative management) and dependent variable (environmental sustainability of neighborhoods) in the city under study, and to define the effect scale of these variables on each other, the bivariate regression analysis model was used and to determine the contribution of each dependent variable parameter on independent variable the multivariate regression was used. The results of analysis, as presented in the above table, indicate that the two variables have a significant relationship and the alpha value is lower than 0.05, this means that the independent variable affects the dependent variable and defines the changes in dependent variable. The value of f at the level of P<0.05 is significant which shows that the relationship between the dependent and independent variables in the regression equation is linear.

The respondents have a high tend to participatory and consensus works. They showed the higher levels of approval to more interactions among the citizens and authorities. While citizens believe that their voice is heard by public managers, this is an important component of people’s perception about the fairness of decision-making process. People have value to the decision-makers for their opportunities in order to express their ideas even if their opinions have no effect on decisions.

In other words, it can be said that urban authorities should have more sensitivity to the issues and despite high pledge to use the public opinion in civil affairs; they must commit their selves to the equality approach and participatory work in every aspects of the urban in order to achieve a pluralist and democratic society. Explaining the analysis confirms that consultative management of management organizations together and with citizens has an important role in the area of urban management. It is based on the lack of geographical and regional limitations in the light of other important concepts that it can higher its effects on the urban neighborhood sustainability. However to do this by urban management will be due to the issue that urban management structure can get at such a level in a process and approach toward a democratic society and building a community approach with coordination among urban management authorities.

IV. CONCLUSIONS

Urban management authorities based on their services in neighborhoods can be effective in neighborhood sustainability by performing their duty in the best ways. Although the existence of consultative approach among urban management authorities and the neighborhood based approach in the urban have made the urban sustainability necessary; in the investigations related to environmental sustainability of neighborhoods the results indicate the fact that Piranshahr neighborhoods during development and transformation in recent decades, the environmental sustainability development in each neighborhood has been different. A kind of discrimination has been in services due to lack of consultative management among authorities and the people. Although the urban management in order to advance its aims needs people participation but it is necessary instead individual ruling, it's better to have consultation with other urban management authorities in all the geographical levels, and it is better to accompany people in order to achieve neighborhood sustainability, consultative and community approach and focus on a centralized and unilateral planning system.

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