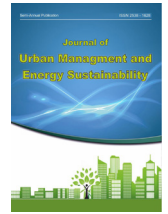


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CASE STUDY RESEARCH PAPER

Presenting the Model of Social Sustainability in New-Foundation Neighborhoods

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ABSTRACT

With the rapid growth of urban populations, city expansion, and the emergence of informal settlements, the need for intelligent and context-sensitive management strategies specific to the unique characteristics of each settlement has become evident within urban planning. Strategies tailored to the environmental and social contexts of informal settlements not only improve residents' quality of life but also enhance the economic, social, and environmental performance of neighborhoods. This study introduces an urban planning model for the Simorgh informal settlement in Khorzouq City. Utilizing in-depth interviews and content analysis, the research examines urban management strategies for informal settlements, focusing on Simorgh. Eight urban management experts with experience in the Simorgh area were interviewed, with the number of respondents determined by theoretical saturation. The findings suggest that bottom-up planning, advocacy, neighborhood-based planning, neighborhood-centric budgeting, capital attraction, and the creation of unified management significantly influence neighborhood improvement and sustainable development. Neighborhood-centered budgeting, which allocates financial resources and credits based on local needs and priorities, boosts capital attraction and investment within the area. An effective urban planning model for the Simorgh neighborhood must feature active citizen participation, advocacy analysis, needs-focused budget allocation, capital attraction, and coordinated management. Such a model will enhance service demand quality, living standards, and citizen satisfaction, while driving economic growth and improving overall neighborhood quality of life. These elements represent core dimensions of the proposed urban planning framework for the Simorgh informal settlement.

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INTRODUCTION

Recent urbanization trends have reshaped the concepts of urban living, leading to city expansion and population growth, which in turn has exacerbated physical and social problems, such as disarray and instability within urban environments. These changes have significantly influenced the evolution of urban planning, with an increasing focus on improving citizens' living conditions through diverse strategies and tools. The rise of new public lifestyles and the pervasive impact of communication technologies have altered residents' preferences, fragmented the environmental fabric of urban areas and introduced fresh challenges, functions, and social hierarchies (Heydari & Azar, 2020).

Neighborhoods, as the primary living spaces for residents, play a critical role in bridging their social and physical environments, affecting their well-being. However, many contemporary urban neighborhoods do not sufficiently align with the physical and psychological needs of their residents. Challenges such as limited green spaces, inadequate housing quality, pollution, ineffective waste management, and noise are prevalent and pose health threats. Moreover, shifts in lifestyle and economic pressures have lessened the significance of neighborhoods, increasing reliance on cars, virtual communities, and reducing in-person interactions, contributing to social instability (Azadeh et al., 2020). Although initial attempts at systematic urban organization based on a single spatial unit in the years following have been criticized from various perspectives, new urban planning approaches consider the neighborhood as the basic spatial organizational unit with a defined physical size, clear boundaries, and a specific center to facilitate meeting daily needs (Pozoukidou & Chatziyiannaki, 2021). Nevertheless, informal settlements have emerged over the years as a response to the challenges of urban development needs. New urban neighborhoods are a significant concept in urban planning, with their development accelerating with urbanization (Zhuang et al., 2019). Governments typical-

ly have a plethora of organizational, planning, and policy tools that are key factors affecting informal settlements (Li & Shin, 2012). Abubakar & Duane (2017) argue that urban expansion and informal settlements face challenges like segregation and environmental degradation due to mismatched planning goals. They call for a tailored urban planning model that promotes democracy, equity, sustainability, and quality of life, while addressing local governance needs. Models should be adapted to local contexts rather than copied from other countries.

In the field of urban planning in informal settlements and new cities, the following points can be mentioned: Mirmasoudi & Ziari (2022) in their article by aims to feasibility strategies of integrated urban management in Tehran as a metropolis city and to apply the present research the used method is descriptive and analytical. They used the AHP technique for ranked the factors and strategies affecting the integrated management of the Tehran metropolis. Based on the results the diversity of government and management areas of Tehran metropolis are the most crucial factor in Tehran metropolis. Arian et al. (2021) conducted a case study on the physical-spatial factors influencing residential land value in Tehran's Zaferanieh neighborhood. Through a literature review and interviews with experts, investors, and residents, the study utilized components derived from the Analytic Network Process (ANP) method to prioritize and weigh these factors. Key findings highlighted elements such as land visibility, access to facilities and urban activities, plot structure, comfort, image, and residents' security. The resulting model offers a valuable tool for estimating and managing urban land prices and developing a real estate tax map.

Hatami Golzari & Soltani (2021) in their investigated the key factors influencing the sense of place in informal neighborhoods, using Yakhchiyan in Tabriz as a case study. The research adopted an applied, descriptive-analytical approach, employing Partial Least Squares (PLS) path modeling via Warp-PLS software for data

analysis. The study focused on residents of Yakhchiyan (approximately 150,000 people), with a sample size of 340 individuals derived from Cochran's formula. The findings revealed that the main components influencing the sense of place were: 1) Functional belonging, including flexibility, comfort, and attractiveness (values of 0.65, 0.59, and 0.44, respectively); 2) Emotional belonging, including visual identity and sociability (values of 0.41 and 0.38, respectively); and 3) Conceptual belonging, encompassing place identity, personality, legibility, and perceptibility (values of 0.32, 0.27, and 0.22, respectively).

Nazari et al. (2023) in their study evaluated the factors influencing environmental quality in the informal neighborhoods of Manzariyeh and Barm Pahneh in Shahrekord. Data were collected from 315 households, using methods like multiple regression, structural equation modeling, and fuzzy multi-criteria analysis. The study found that Manzariyeh had low environmental quality, while Barm Pahneh had high quality. In both neighborhoods, physical-environmental indicators were prioritized, followed by social, environmental, and economic factors, with the physical dimension being the most significant. Altrock (2022) in their article titled "New Urbanism? - How German Cities Try to Create "Urban" Neighborhoods on Their Outskirts as a Solution to Their Recent Housing Crises," analyzes the governance aspects surrounding four major greenfield development projects that are currently underway. Key principles outlined in this research provide a framework for analyzing the greenfield development of the square projects. The research method was qualitative and involved deep observation and interviews with urban managers. The results indicate that new neighborhoods cannot be seen as appendages to existing suburban settlements, nor will they ever be able to act as independent "new towns." Given space constraints, the analysis looks at six vital aspects: (1) the autonomy of new neighborhoods with the help of strong and vibrant sub-centers and the intention to reduce dependence on the central city and consequent-

ly reduce traffic volume; (2) a relatively compact and dense urban form to limit land consumption for new neighborhoods while considering urban diversity; (3) a functional mix to minimize traffic between residential areas, jobs, and leisure, as well as dependence on private motorized transport; (4) integration of various housing providers to provide access to social diversity of users; (5) diverse and multi-purpose green spaces to contribute to environmental sustainability while increasing recreational value; (6) a transportation system that provides incentives to avoid private motorized transportation. Altrock (2022) examines the governance aspects of four major greenfield development projects. The study employs a qualitative approach, including interviews and observations of urban managers, to analyze the principles guiding these developments. The findings suggest that new neighborhoods should not be viewed as extensions of suburban areas or independent "new towns." Six key aspects were identified: (1) promoting neighborhood autonomy through vibrant sub-centers to reduce dependence on central cities and traffic; (2) maintaining compact, dense urban forms to minimize land use while fostering diversity; (3) creating functional mixes to reduce traffic and dependence on private transport; (4) integrating various housing providers for social diversity; (5) incorporating multi-purpose green spaces for environmental sustainability and recreation; (6) developing transportation systems that discourage private car use.

Loghman et al. (2020), in their research "Explaining the Indigenous Model of Urban Management in Residential Neighborhoods," concluded that social capital can foster economic growth at the city level by creating an environment of trust that facilitates cooperation among diverse groups. The quality of social relationships also impacts the future development of neighborhoods. Poor reputation in metropolitan areas may drive middle and upper classes away, leaving only those with limited resources to endure. The study aimed to identify and localize the components of social capital

in urban neighborhoods. Using an exploratory-documentary approach, they classified the components into two dimensions—objective and subjective—and identified four key components: trust, participation, solidarity, and social relations, with 15 indicators. Nazari et al. (2020) assessed social sustainability using a descriptive-analytic method. They identified key social sustainability variables, including identity, security, community participation, access to public services, education, and poverty. Field data were collected through national documents, interviews, and questionnaires from residents of the Saheb Abad area. The results indicated that identity and security were rated high, community participation was low, and access to public services was poor. Literacy rates were low, and the area experienced high poverty. The study concluded that while Saheb Abad Square shows some social sustainability, greater emphasis on social sustainability is necessary for successful urban regeneration. Stanislav & Chin (2019) examined how design-based development enhances sustainability through New Urbanism and a fringe development in St. Louis. Using surveys, long-term observations, and sustainability tools like LEED-ND and CNU, the study found that the new urban development followed New Urbanism guidelines and that LEED-ND and CNU effectively assess design impacts.

The primary research question and the researcher's concern is to identify a suitable planning model for the newly established Simorgh neighborhood in relation to the core city of Khorzouq. The goal is to determine the most effective strategies to fulfill all the factors and needs of residents for living in these neighborhoods.

MATERIALS AND METHODS

Theoretical Foundations

A neighborhood is a conceptual, social, and physical entity characterized by residential and complementary functions, including amenities like mosques, bakeries, schools, parks, and transportation stops. The Iranian-Islamic

neighborhood pattern emphasizes accessibility, spatial-physical aspects, and urban planning considerations (Molai et al., 2022). Whitick (1974) defines a neighborhood as a cohesive urban area linked to a larger community, including residential, educational, commercial, and religious spaces, along with open areas and possibly industry. Neighborhood planning emerged in response to environmental and social decay following the industrial revolution in the early 1900s. Informal neighborhoods typically refer to newly constructed areas that include residential, commercial, and service buildings, often located on the outskirts of a city. These neighborhoods can attract residents and visitors due to modern amenities, green spaces, parks, and less traffic. However, they may face challenges like a lack of green spaces, congested traffic, and limited access to essential services such as schools, hospitals, and shops. Effective urban planning is necessary to address these issues, ensuring that informal neighborhoods meet the needs of residents and provide a healthy, attractive, and functional living environment. With proper design and management, informal neighborhoods can become desirable and sustainable places to live (Hakimi et al., 2015).

Urban planning is essential for the structured growth and development of urban areas, ensuring that economic and social goals are met efficiently. Typically managed by governments and affiliated organizations, urban planning addresses key issues such as construction, road infrastructure, parks, educational centers, and other facilities. It also promotes environmental health and sanitation, while identifying and addressing the land and service needs of neighborhoods and various city areas.

Urban planning also emphasizes the future development of cities. Its key objectives include organizing and integrating various city components such as residential, commercial, and industrial areas; planning urban transportation; expanding and developing urban spaces; building infrastructure systems; creating leisure, sports, and educational facilities; preserving

historical and cultural heritage; establishing industrial centers; forecasting needs for utilities like water and electricity; and ensuring cleanliness and sanitation. These efforts aim to support the sustainable growth and well-being of the city in the long term.

Although cities and urbanization are considered one of the most important indicators of welfare and social and economic development, their rapid growth can reduce per capita access to many welfare facilities, thereby resulting in reduced satisfaction with the quality of life in various urban areas. Urban areas face significant challenges in population density, environmental pollution, social deprivation, insecurity, unemployment, housing shortages, and more, which severely reduce the quality of urban life.

Urban planning systems are typically divided into three sections: administration and legislation, and development plans. Whittick (1974) categorizes urban and regional planning systems into these components, focusing on legislative authorities, the approval process of laws and regulations, and the roles of central, regional, and local governments. Peterman and Thornley (2008) argue that the planning system derives its power from a country's legal framework, which influences planning approaches. The legal system's structure, historical development, and ideological sources shape planning methods, while the implementation of planning depends on administrative systems, which vary across countries.

Various Models of Urban Planning Based on Citizen Participation

Technology-Centered Urban Planning Model: This model is based on organizational theories and the principles of functionalism in "modern urban planning" with a combination of comprehensive and detailed planning patterns (Mahdizadeh, 2001). Due to its rational principles and logical analysis, this model tends to lean towards quantitative criteria (measurable criteria). In technology-centered planning, goals and objectives are predetermined by officials

and managers. In this approach, the life of the city depends on a set of activities and spaces that need to be determined in terms of their type, size, and location. Emphasis is placed on expertise and elitism.

Incremental Urban Planning Model: This model is a new approach to urban planning aimed at criticizing the comprehensive and detailed planning model and moving away from authoritarianism, bureaucracy, and expertise in the planning process, thus promoting collective wisdom (Mahdizadeh, 2001).

Supportive Urban Planning Model: Proponents of this model believe that different urban groups have different needs, and each of them requires specific planning. However, urban groups with urban and regional influence have the opportunity to advance their own planning interests. Therefore, planners act as advocates and defenders, representing the rights of ordinary people. The basis of supportive or advocacy planning is to provide services and planning expertise to the benefit of minority groups and those lacking financial resources to acquire such services (Lloyd, 1997).

Gender-Environment-Centered Urban Planning Model: This model emphasizes the following principles: (1) Inclusivity, coordination, oversight of groups and classes, attention to human cultural values with a focus on male gender (2) Ethical dimension, determining a quantitative approach to ethics in decision-making processes and technology (3) Care and respect for the inherent value of nature and other beings (4) Cultural diversity in planning systems and people's participation.

Urban planning pattern with a neighborhood unit approach: In this program, local governments identify issues by understanding the nature of problems. Capacity to respond to issues is created sustainably and effectively. Local democracy with a neighborhood unit approach pursues two objectives: proximity and convergence of local government with the people and regulation in line with the needs of specific geographical areas in preparation, implementation,

and evaluation, and part of the work may be delegated to the local level and people's participation.

Research Method: The present study, considering its applied study objective, was qualitative in nature and in terms of method, it was qualitative content analysis. Qualitative content analysis is used where quantitative analysis reaches limitations. Therefore, qualitative content analysis can be considered as a method of coding, thematic or pattern design (Hsieh & Shannon, 2005). Also, one of the fundamental characteristics of qualitative research is theorizing instead of theory testing (Iman, 2009). Through qualitative analysis, an empirical, systematic, and controlled step-by-step approach can be considered while considering the elements under study (Mayring, 2008). The content analysis method is based on the assumption that by analyzing linguistic messages, meanings, priorities, attitudes, perceptual methods, and organizational structuring of the world can be discovered (Birmingham & Wilkinson, 2003). This method, which is positioned between the objective and subjective poles as an interpretation, guides the researcher toward hidden elements of the subject (Bardin, 1977). In terms of the objective, this research is applied because it is used to meet human needs and improve and optimize tools, methods, patterns, and programs for the development of welfare, comfort, and improvement of the quality of life of citizens in the Simorgh neighborhood. To gather the required information in the field of urban management and urban planning, a structured interview method was used with experts. The total number of interviewees in this study was 8 people, as the minimum sample in qualitative research is 8 individuals. Factors such as education level and work experience in urban management were considered in selecting experts. In this method, questions were designed that were related to the existing weaknesses in the Simorgh neighborhood, and the responses of the interviewees were recorded accurately and completely. The interviews with the experts continued until

sufficient theoretical information was obtained. Then, using the content analysis method, the collected information was analyzed and the urban planning pattern was presented. First, the main and sub-themes were extracted from each interview, and by consolidating the opinions, the final model was formulated.

Methodology

This research, considering its objective, is applied (as it is used to meet human needs and improve and optimize tools, methods, models, and programs to enhance human welfare, comfort, and quality of life). Methodologically, it is qualitative. The qualitative section employs interviews to delve into the subject matter, examining the characteristics and attributes of individuals within the community. It assesses the status of the statistical population across several attributes and variables. Moreover, the research is descriptive as it seeks to provide a detailed account of a phenomenon that is familiar but not fully understood in all its dimensions.

To develop an appropriate study, expert opinions were utilized. For this purpose, after designing interview questions and obtaining approval from academic advisors, interviews were conducted with eight experts until theoretical saturation was achieved. The interviews were then analyzed using content analysis methodology.

DISCUSSION AND FINDINGS

Case study description

The research domain is the Nobonyad-e Simorgh neighborhood in the city of Khorzouq city, located in the central part of Barakhar District in Isfahan Province. Khorzouq city is situated at 51 degrees and 37 minutes east longitude and 32 degrees and 48 minutes north latitude, at an altitude of 1572 meters above sea level. Khorzouq city is located ten kilometers north of Isfahan city and adjacent to the Isfahan-Tehran communication route. According to the census of 1395 (Solar Hijri year), this city has a population of approximately 29,000, including about 9,000

households, 15,000 men, and 14,000 women. On one hand, the Nobonyad-e Simorgh neighborhood requires the expansion of infrastructure and architectural facilities to meet the quantitative and qualitative needs of the residents, and on the other hand, the residents of the main core of Khorzouq city demand the renovation and improvement of inefficient urban structures. This city has two completely distinct structures. The main part of the city includes three neighborhoods: Khorzouq city, Delijan, and Islamabad, and the Nobonyad comprises the Simorgh neighborhood. According to the report of the Barakhar District Health Center in 1400, the population of Khorzouq city neighborhood was about 15,000, Delijan and Islamabad had 8,700 residents, and Simorgh had about 8,500 residents, totaling 31,200 people. After its formal establishment and equipping with urban facilities and amenities, the Simorgh neighborhood has experienced significant growth and has attracted a considerable population from Isfahan city, neighboring cities, as well as native residents of the old structure of Khorzouq city. This neighborhood is still growing and over time, with the increase in land prices and extensive construction compared to the old structure of the city, it has become a major source of income for the municipality of Khorzouq city. This has increased the expectations of the residents of the Simorgh neighborhood for more services, which poses challenges and specific issues in relation to the main core of the city, highlighting the necessity of proper urban planning for city managers. The main issue of this research and the researcher's mental concern is to determine the appropriate planning pattern for the Simorgh neighborhood in relation to the main core of Khorzouq city and to provide solutions that can meet all the factors and needs of the residents for living in these neighborhoods. (Fig. 1)

Results and Discussion

The results obtained from interviews with experts aimed at addressing the weaknesses in the Nobonyad-e Simorgh neighborhood and pre-

senting a model for urban planning are outlined below. Each table indicates the codes extracted from each interview. Subsequently, the final themes are presented, and an appropriate model for the Simorgh neighborhood is described. (Tab. 1)

In Table (2), the results of the analysis are presented in the form of final themes. Subthemes for each main theme are specified. Following this, explanations regarding these themes as one of the dimensions of the urban planning model are provided. (Tab. 2)

Results from the analysis of conducted interviews and content analysis indicated that to address the current problems and weaknesses in the Nobonyad-e Simorgh neighborhood, attention should be paid to the following factors:

Bottom-up Planning

The first dimension of the development and improvement model for the Simorgh neighborhood is bottom-up planning. This entails the need for initial action to be declared by the residents, which will result in increased interaction with the people. After determining the needs through citizen participation, a participatory model can be proposed for addressing needs and enhancing neighborhoods. Bottom-up planning in urban planning and management emphasizes citizen participation in decision-making and urban planning. This approach includes:

Citizen participation in decision-making, which involves inviting citizens to actively participate in the planning process and provide opinions and ideas.

Neighborhood-based planning, which considers the real needs and issues of the neighborhood as priorities and main bases for decision-making.

Declaration of needs by the people, empowering them to declare their needs and problems and present them to city officials.

Holding public meetings to hear needs, providing an opportunity for direct communication between officials and citizens.

Participatory model, which promotes citizen

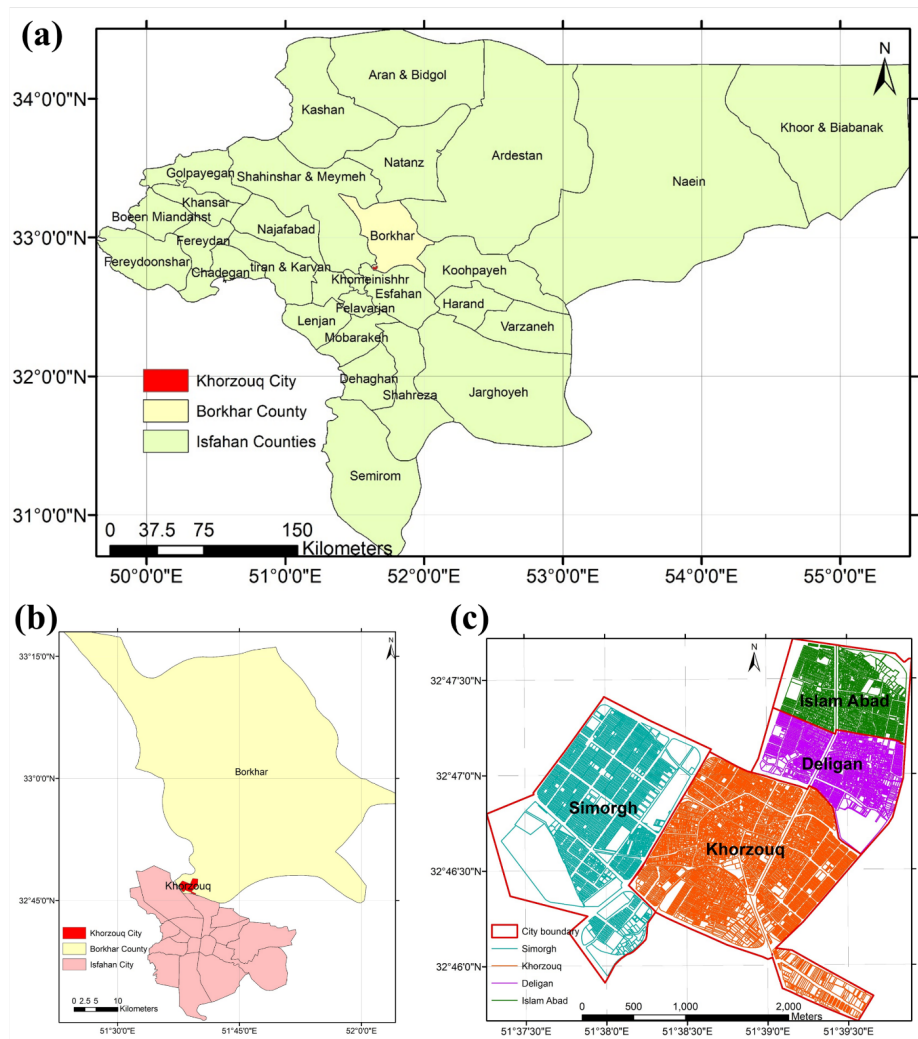


Fig. 1: Khorzouq in Isfahan province; (a) Isfahan province; (b) Khorzouq city, Isfahan city, and Borkhar county; (c) Khorzouq city

Table 1: Codes extracted from the interviewers

concept	row	Sub theme	Main theme
The people of this neighborhood should consider themselves citizens of this city and participate in decision-making.	1	Participation of citizens in decision-making	Needs assessment from the bottom up
That is, by having a representative from the neighborhood, they should announce their needs and follow up.	2	Demanding by people's representatives	demanding
It is better to pay attention to the needs of the people of the neighborhood in planning new neighborhoods. It means that the people and the neighborhood should be based and planned according to the needs of the neighborhood	3	Planning based on neighborhood needs	Needs assessment from the bottom up

concept	row	Sub theme	Main theme
The implementation of projects should be according to the needs of the neighborhood, the budgets related to the urban environment should be spent in the needed neighborhoods, not in another place, and the per capita should be attributed to the whole city.	4	Failure to allocate costs to the entire city	Neighborhood-oriented budgeting
It is better to plan according to the culture of each neighborhood	5	Planning according to the culture of each neighborhood	Neighborhood planning
Allocation of construction credits in a correct and balanced way	6	Allocation of construction credits in a correct and balanced way	Neighborhood-oriented budgeting
Creating unit management based on correct planning	7		Create unit management
It is possible to pay attention to the social dimension and social needs that the planning model based on the needs of the neighborhood can be effective	8	Attention to social needs	Neighborhood planning
Carrying out projects in a collaborative manner and persuading and encouraging investors to carry out projects	9	Encouraging investors to carry out projects	Fundraising
Going towards projects where proximity to communication routes can be effective in their success	10	Projects suited to the potential of the neighborhood	Neighborhood-oriented budgeting
It is quite clear that no one knows as much as the investors in a different field about which place is good for which investment. Therefore, using investors' opinions and their participation in planning is the best method.	11	Participation of investors in planning	Fundraising

Table 2: Extraction of final themes

Sub theme	Main theme
(1) Participation of citizens in decision-making (2) Planning based on neighborhood needs (3) Declaration of needs by people (4) Holding public meetings to hear needs (5) Participatory model	Bottom-up planning
(1) Demanding by the people's representatives (2) Need for a follow-up representative (3) Having a local council member (4) Having a representative in the city management (5) Following up on the needs of the citizens (6) Following up on the problem of the refinery through the parliament. 7) Informing people about their rights (8) Requesting the relocation of polluting centers (9) Modifying the sewage network (10) Creating a fast and strong transportation system	demanding
(1) planning according to the culture of each neighborhood (2) paying attention to social needs (3) using cultural programs suitable for the people of the same neighborhood (4) planning based on the needs and culture and values of the same residents (5) planning based on study	Neighborhood planning
(1) Non-allocation of costs to the whole city (2) Correct and balanced allocation of construction credits (3) Allocation of credits to the neighborhood (4) Non-allocation of construction costs to the entire city (5) Expenditure for the neighborhood (6) Projects in accordance with Neighborhood potential	Neighborhood-oriented budgeting
(1) Assessing the needs of the people themselves for investment (2) Encouraging investment for extra-local projects (3) Polling people for the way of investment (4) Participation of investors in planning (5) Attracting funds to create uses of the old city in Simorgh neighborhood (6) Supporting investors (7) Encouraging investors to provide services to the citizens of Barkhor (8) People's participation in construction activities (9) Encouraging land owners to build (10) Encouraging housing developers	Fundraising
(1) Clarifying the detailed description of management duties (2) Handing over urban management to the municipality (3) Limiting the role of Havaniroz cooperative (4) Preparation of a 5-year strategic plan (5) Adherence of managers to the implementation of the 5-year strategic plan	Create unit management
(1) The relationship between local residents and residents in old neighborhoods (2) Defining and creating uses	other

participation in decision-making and urban planning.

The bottom-up planning approach increases transparency and citizens' trust in the urban planning and decision-making process. Emphasizing citizen participation, neighborhood-based planning, declaration of needs by the people, holding public meetings, and participatory models aim to improve the quality of planning and urban development. This approach gives decision-making power and resource allocation to the people, helps establish communication and collaboration between people and officials, and strengthens the sense of ownership and social responsibility among citizens. As a result, bottom-up planning leads to improvements in decisions and plans, enhances the quality of life for citizens, and promotes sustainable urban development.

Claiming

Many of the needs and problems in the Simorgh neighborhood have already been identified or are of such magnitude that officials are aware of them. For example, problems arising from the refinery or sewage network improvements are among these issues. These matters should always be pursued through representatives of the people such as councils, representatives, Friday prayer leaders, and others, and sometimes complaints may be filed. Although many of these issues are on the agenda of relevant organizations, they may not always be a priority. This is because other neighborhoods are also constantly addressing issues and improving existing weaknesses. Claiming in urban management is a social process that encompasses various dimensions. Important dimensions include claiming by representatives of the people, the need for a representative to follow up on affairs, having a council member from the area, and having a representative in urban management. People's representatives play a key role in urban management; they are responsible for representing the people and presenting citizens' demands and needs to city officials. This includes requests

for improving public services, infrastructure development, solving local problems, and providing financial resources for urban projects. Furthermore, following up on needs by citizens and addressing refinery-related issues through the parliament are also part of the dimensions of claiming in urban management. Citizens play an active role in this process and seek to improve their city by providing their opinions and suggestions to city officials. Additionally, raising awareness among the people about their rights and effective communication in the claiming process plays an important role. This awareness can empower citizens to properly utilize their rights and capabilities in claiming. Ultimately, requests such as relocating polluting centers, improving the sewage network, and establishing a fast and robust transportation system are also among citizens' demands in the claiming process in urban management. These requests aim to improve urban infrastructure and public services and, with the participation of citizens and people's representatives, can contribute to sustainable development and increase citizen satisfaction.

Neighborhood-Centered Planning

In this regard, the goal is planning that is tailored to the culture, social needs, values, and cultural studies of each neighborhood. It is natural that any plan must also be in line with the culture and nature of the people in that neighborhood; otherwise, it will face failure as it will lose the support and backing of the people. Neighborhood-centered planning is an approach to urban planning that focuses on the development and management of neighborhoods based on their characteristics, needs, and residents' values. Subthemes of neighborhood-centered planning include attention to each neighborhood's culture, social needs, use of neighborhood cultural programs, needs and values-based planning, and study-based planning. These themes primarily aim to improve the lives of neighborhood residents, create social harmony, and develop sustainable neighborhoods. This planning approach

focuses on harmonizing with the culture and identity of the neighborhood, providing services tailored to its needs, strengthening cultural and social activities, and developing precise plans based on appropriate analysis and study.

Neighborhood-Centered Budgeting

If the needs of neighborhoods are identified and a budget is allocated to each neighborhood based on priority, undoubtedly, there will be better growth in neighborhoods compared to a situation where the budget is considered for the entire city. For this purpose, budget allocation can be based on prioritizing neighborhood needs or based on the potential available in the neighborhood. For example, the proximity of the Simorgh neighborhood to the Isfahan-Tehran highway has good potential for introducing this neighborhood in various dimensions and its development and growth. Neighborhood-centered budgeting is a financial management approach that focuses on allocating financial resources to neighborhoods based on their needs and priorities. This approach is highly important for the balanced and sustainable development of neighborhoods. In this regard, subthemes of neighborhood-centered budgeting include not allocating expenses to the entire city, allocating development credits properly and equitably, allocating credits to the neighborhood, neighborhood spending, and projects compatible with the neighborhood's potential. By implementing neighborhood-centered budgeting, a fairer distribution of financial resources in the city is created. By allocating development credits properly and equitably, infrastructure and public services in neighborhoods are strengthened, and the quality of life of residents improves. Also, by allocating credits to the neighborhood and considering their needs and specific conditions, the possibility of independent and sustainable development of neighborhoods is created. Neighborhood spending and projects compatible with the neighborhood's potential also improve neighborhood performance and urbanization and contribute to balanced and transparent

development at the neighborhood level. In summary, neighborhood-centered budgeting, by focusing on allocating financial resources to neighborhoods based on their needs and priorities, helps in the balanced and sustainable development of neighborhoods. This approach improves justice in the distribution of resources and leads to the growth and development of improved neighborhoods.

Capital Attraction

One parameter that can have a significant impact on neighborhood development is attracting investment according to the needs and potentials of the neighborhoods. Naturally, this requires the support of city councils, municipalities, and other relevant organizations to take action regarding attracting capital and investors. If suitable plans are implemented in neighborhoods by municipalities that lead to transformation in neighborhoods, investors will take action proportionate to the future prospects of each neighborhood regarding investment. For example, if large stores are relocated to the Simorgh neighborhood as one of the peripheral areas of Isfahan city, capital attraction and development in the neighborhoods will follow. On the other hand, municipalities, with the participation of other organizations, should provide infrastructures so that some businesses are inclined to operate in these neighborhoods. Additionally, in describing the duties of municipalities, providing basic urban facilities in these neighborhoods proportional to their population is a factor in people's interest in living in these neighborhoods and subsequently attracting capital.

Establishment of Unified Management

Considering the complexity of administrative affairs in Iran and the lack of specialization of organizations in performing all necessary tasks, it is essential that an organization such as the municipality be the decision-maker regarding neighborhood-related issues, and other organizations should support and collaborate in this regard. Therefore, establishing unified management in the Simorgh neighborhood is one

of the fundamental aspects of improving and upgrading this neighborhood. In this regard, it is necessary to define and announce the duties and authorities of managers within a specific scope. This action will make managers exactly understand what their responsibilities are and how much authority they have to carry them out. By transferring urban management to the municipality, the responsibility for city administration and management falls on a central organization. This action reduces congestion and ambiguity in urban management, and decisions and their execution are carried out more systematically and cohesively. By limiting the role of the Hooshangrooz Cooperative as a non-governmental organization alongside the municipality, its role in decision-making and execution will gradually decrease. This makes urban management more independent and advanced. Preparing a 5-year strategic plan is one of the most important tasks of unified management. In this plan, clear goals and strategies for the development and improvement of the city over the next 5 years are determined. This plan will act as a comprehensive guide for decision-making and implementation during this period. One of the important factors in the success of the strategic plan is the commitment of managers to its implementation. Managers must continuously and consistently follow up on the plan and ensure that actions and decisions are in line with the goals and strategies of the plan. This action leads to the effective and successful implementation of the strategic plan and the achievement of defined goals.

Using the 98 main and sub-themes derived from interviews with 8 experts in the field of the present study, and after importing them into MAXQDA software for coding and quantification, the final model and the relationships between these themes were determined based on the conducted analysis. Fig. 2 illustrates this model.

This framework emphasizes a multi-dimensional approach to planning, addressing key

components such as capital attraction, neighborhood-based budgeting and planning, unified management systems, and participatory governance. The model underscores the importance of aligning development efforts with the specific needs, cultural values, and potentials of individual neighborhoods. Capital attraction serves as a foundational element, involving strategies such as encouraging public and investor participation, conducting needs assessments directly from citizens, and ensuring that resources are allocated efficiently to stimulate local development. A strong interconnection exists between capital attraction and neighborhood-based budgeting, reflecting the critical role of financial resources in enabling tailored urban planning efforts. The neighborhood-based approach further emphasizes culturally appropriate planning, participatory decision-making, and aligning projects with the socio-economic and cultural characteristics of local communities. This ensures that development initiatives are not only functional but also resonate with the identity and aspirations of the residents. Unified management systems play a central role in the model, addressing challenges such as overlapping responsibilities, inefficient coordination among organizations, and unclear delegation of urban management tasks. By streamlining these processes, the model seeks to establish a cohesive framework that integrates various stakeholders while maintaining clarity in management responsibilities. A core element of the model is its participatory focus, which advocates for active citizen involvement in decision-making processes, neighborhood needs assessments, and urban management. The inclusion of mechanisms such as local representation, public meetings to gather feedback, and leveraging the intellectual and cultural capacities of residents highlights the commitment to empowering communities in shaping their urban environments. Additionally, the model emphasizes the need to avoid misallocation of resources by aligning projects with neighborhood potentials, prioritizing functionality, and

limiting expenditures on initiatives that do not directly benefit the community. By integrating participatory governance, efficient resource allocation, and unified management systems, it seeks to create urban spaces that are not only connected to the core of the city but are also responsive to the unique needs, culture, and values of the neighborhoods they serve. (Fig. 2)

Urban Planning in the Simorgh Neighborhood, as a comprehensive process, is related to creating connections and relationships between various variables. The variables of urban planning from bottom to top belong to citizen participation in decision-making and urban planning processes. This approach allows citizens to participate in determining the priorities, needs, and problems of their neighborhood and to use their opinions and ideas in decisions related to the development and improvement of the neighborhood. Advocacy means the needs and expectations of the community are taken into account in the decision-making process.

tations of citizens from their living environment. Neighborhood-centered planning, considering advocacy, analyzes the needs and problems of the neighborhood and provides solutions based on them. This approach increases citizen satisfaction and improves living conditions in the neighborhood. Neighborhood-centered budgeting deals with allocating financial resources and credits to neighborhoods based on their needs and priorities. This approach, by combining public and private financial resources, helps attract capital and promote investment in the neighborhood. Establishing a unified management for better planning and more coordinated decision-making in the neighborhood is important. This unit takes on management responsibilities and, through coordination between institutions and the provision of optimal services to the neighborhood, facilitates the improvement of urban management performance.

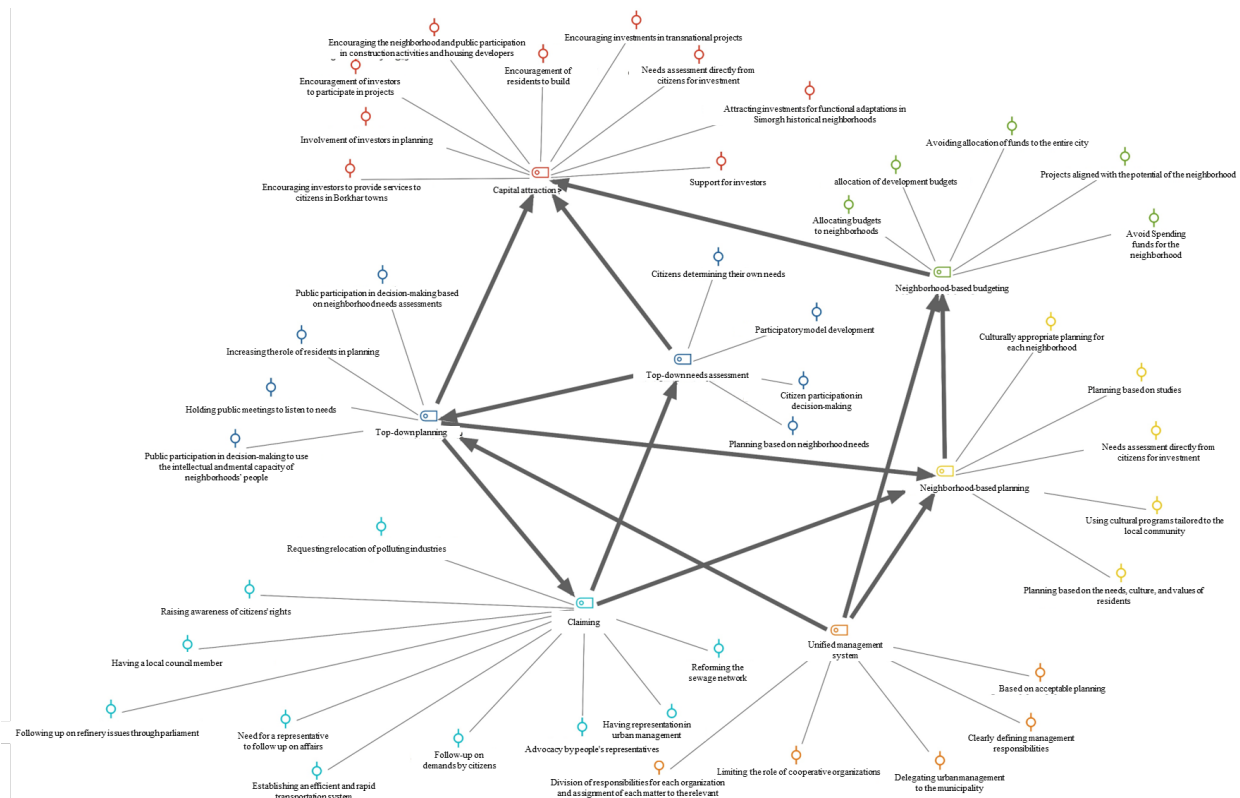


Fig. 2: Conceptual model based on thematic analysis using MAXQDA software.

RESULTS AND CONCLUSION

In this article, we examined and presented a model of urban planning in the Simorgh neighborhood. The results of the content analysis led to the identification of bottom-up planning variables, advocacy, neighborhood-centered planning, neighborhood-centered budgeting, capital attraction, and the establishment of unified management, which in some way influence the model of planning in the Simorgh neighborhood. In other words, these variables facilitate coordination and integration between planning and neighborhood development actions. Bottom-up planning, with citizen participation in decision-making and urban planning processes, allows citizens to express their needs and problems and to intervene in the development and improvement of their neighborhood. This approach increases citizen satisfaction and improves living conditions in the neighborhood.

The results are aligned with several established principles in contemporary urban planning and participatory governance. Studies show that bottom-up planning, which incorporates citizen participation in decision-making processes, is a powerful tool for enhancing community satisfaction and improving living conditions. For example, integrating citizen input helps address local issues and fosters a sense of ownership and responsibility within the community, as highlighted in research on participatory urban development (Semeraro et al. (2020); Costa et al. (2024)).

Neighborhood-centered budgeting, by allocating financial resources and credits to neighborhoods based on their needs and priorities, promotes capital attraction and investment promotion in the neighborhood. This approach uses a combination of public and private financial resources for neighborhood development and improvement. Furthermore, the concept of neighborhood-centered budgeting, where financial resources are allocated based on local needs, has been shown to promote investment and improve urban governance. This approach

combines public and private funding to address community priorities effectively (Costa et al. (2024)).

Establishing a unified management for better planning and more coordinated decision-making in the neighborhood is important. This unit takes on management responsibilities and, through coordination between institutions and the provision of optimal services to the neighborhood, facilitates the improvement of urban management performance. The establishment of unified management systems that coordinate decision-making among various institutions is also crucial for ensuring that urban development is cohesive and efficient. This has been a common recommendation in urban planning literature to improve service delivery and overall governance (Semeraro et al. (2020)). Overall, the focus on citizen engagement, financial resource allocation based on neighborhood needs, and coordinated management aligns with global trends in urban planning that aim for sustainable development and improved quality of life (Semeraro et al. (2020); Costa et al. (2024)).

The appropriate model of urban planning in the Simorgh neighborhood should be characterized by active citizen participation, analysis of advocacy and neighborhood problems, neighborhood-centered budget allocation, capital attraction, and the establishment of coordinated management. This suitable model enhances demand quality, living conditions, and citizen satisfaction, promotes economic development, and improves the quality of life in the neighborhood. In conclusion, the coordination and integration between bottom-up planning variables, advocacy, neighborhood-centered planning, neighborhood-centered budgeting, capital attraction, and the establishment of unified management have a significant impact on improving the conditions of the neighborhood and achieving sustainable development in the Simorgh neighborhood. Therefore, implementing these approaches and planning models can significantly improve neighborhood conditions and citizen life.

Practical Suggestions

It is recommended that the municipality establish a participatory planning structure involving local residents, relevant institutions, and the municipality itself. In this process, neighborhood needs and priorities should be transparently identified and taken into account, and neighborhood development plans should be formulated based on them.

It is suggested to create space for expressing the needs and issues of neighborhood residents and to provide mechanisms for collecting and examining demands. Modern tools such as online platforms and public meetings can be utilized for gathering and presenting demands to the municipality.

It is proposed to adopt a planning approach that clearly addresses the needs and desires of neighborhood residents. This includes considering basic needs such as providing public services, improving infrastructure, green and cultural spaces, and facilitating local employment opportunities.

It is recommended that municipal finances be allocated based on priorities identified by neighborhood residents and in cooperation with the municipality.

It is suggested that the municipality develop plans to attract investment in the neighborhood of Simorgh. This involves creating a conducive environment for investment, providing financial facilities and discounts, offering information and statistics related to neighborhood potentials, and collaborating with the private sector and relevant institutions to attract capital and development projects in the neighborhood.

It is proposed that the municipality establish an independent management unit in the Simorgh neighborhood responsible for managing, coordinating, and monitoring neighborhood development plans. This unit can plan and implement neighborhood programs and projects based on priorities and needs specified by neighborhood residents and in collaboration with other mentioned actors.

It is recommended that the municipality collaborate with other institutions and relevant organizations such as ministries, non-governmental organizations, universities, and local development organizations. This collaboration can include resource utilization and allocation, receiving specialized advice and opinions, and continuous communication for neighborhood development. Theoretical Suggestions:

Study successful experiences from neighborhoods and cities that have performed well in neighborhood development. Evaluate the key success factors, planning and implementation methods, and how different entities collaborate.

Analyze the social and economic aspects of the Simorgh neighborhood, including population, social structure, neighborhood residents' needs and desires, economic activities, jobs, and neighborhood economic vitality. This analysis helps in formulating appropriate development plans based on neighborhood needs and realities.

Examine methods and mechanisms for neighborhood residents' participation in neighborhood development. Study the strengths and weaknesses of participation in other neighborhoods and identify opportunities and challenges for neighborhood residents' participation in the Simorgh neighborhood.

Theoretical suggestions for future studies

1. Cross-country study of urban planning models utilized in comparatively differently designed informal settlements

2. Evaluation of the contribution of bottom-up planners to the imposed growth of urban areas. This encompasses looking at the degree of changes in people's participation, development of physical and social infrastructure, and integration of the local communities into the wider neighborhoods while comparing it to the ideal-top-down approaches scenarios in order to evaluate their efficiency.

- 3- Assessing practical implementation and outcomes of a unified urban management systems in neighborhood development

4- Implication of private investment attraction strategies in informal settlements such as the type of policies, incentives, and partnership models that can encourage investors to contribute to neighborhood growth while ensuring investments align with the community's needs for social equity.

5- Further studies shall be done on how best artificial intelligence and machine learning can be integrated to improve the efficiency of urban planning models for informal settlements. This includes predictive modeling for resource allocation, real-time data analysis for citizen needs, and intelligent automated planning tools that adapt to shifting neighborhood dynamics.

6- Popular participatory digital platforms for neighborhood-based urban planning

7- Development and validation of social sustainability indicators in neighborhood-based budgeting models by identifying metrics that capture community well-being, equity, and social cohesion, and assessing their application to enhance fiscal planning and resource distribution within informal neighborhoods.

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