

# Strategic planning for spatial development in the historical tissue of Yazd City with a tourism approach

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## Abstract

Due to unplanned interventions to preserve, restore or renovate Yazd historical tissue and / or because of lack of sufficient attention, some adverse effects have damaged physical, social and cultural tissue of Yazd city. Therefore, it cannot attract the Iranian and foreign tourists, as well as it is appropriate to visit and use all valuable spaces in this historical tissue and as a results, it has greatly reduced the attractions of this city specifically tourist attractions.

Strategic planning for spatial development is a kind of planning that has been used in this study to develop touristic spaces in Yazd. This planning creates the best environments for the harmonious development and decentralization of attractions specially tourist attractions by using analytical and descriptive method and by presenting the appropriate strategies. Therefore, data collection was done through using questionnaires and the statistical population was determined by application of Cochran formula and then swot analytic model as well as weighting model was used to analyze the obtained results.

This planning approach analyzed the factors influencing the spatial development of tourism in Yazd in form of internal and external factors which realize the goals such as developing touristic attractions in all valuable areas of historical tissue, distributing and using facilities and services, using external facilities of the area and improving the quantitative and qualitative levels of touristic places.

The most important result of this study is to provide four strategies including; defensive, conservative, aggressive and competitive strategies to develop tourism in Yazd as the first adobe and the second historical city in the world. It has been predicted possible to a high percentage and to create a stable unity in all places of Yazd historical tissue to attract more tourists to Yazd. Besides, by using an appropriate strategic planning and spatial development, and using all available potentials in historical tissue, many shortcomings can be removed to meet the tourists' needs and to optimize Yazd touristic spaces

**Keywords:** Yazd historical tissue, strategic planning, tourism, spatial development

## Introduction

Touristic attractions and primary resources and activities are not the only factors to develop tourism, but planning and management are the most significant issues in this section. Planning is very complicated due to various economic, social, and cultural aspects which are associated with the environment and political factors. Thus, the spatial development of tourism requires knowledge and attention to all aspects of this great activity. It should be considered that the boom in tourism without a thoughtful and long-term planning, not only makes a comprehensive and sustainable

development of area and countries, but also it incrementally erodes resources, activities and dimensions of the human life. Yazd has been studied as a case study since this city is located in connective roads and the transit tourism is common in this city and also as Yazd has abundant natural and historical features and rich cultural heritage, it makes a unique opportunity for the development of touristic space in the historical tissue which has not considered yet.

### **Statement of the problem**

One of the main reasons of the governments attention to the tourism is the economic impact of this industry on national development and growth, so that tourism creates a series of new activities in the society which activate other economic sectors and can have positive effects on the balance of foreign currency. Tourism benefits are not limited just to creating jobs and income, but also because of the multidimensionality of the tourism industry, in case of a correct planning, this industry will be able to create numerous direct and indirect interests in various economic, social, cultural, environmental and political fields. For example tourism can be used as a tool to promote peace and understanding among nations and friendship between different peoples.

Among the important and historical cities of Iran, Yazd is special due to its relative location and also the numerous historical and cultural attractions and since it is famous as the first adobe city and the second historical city in the world, it can create a unique opportunity for the development of tourism. In fact, Yazd historical tissue is a precious monument which benefits from the culture and indigenous urban planning and architecture knowledge. This tissue contains the elegance, beauty and creative spirit of people who made it in many years according to their tradition, culture and livelihood. Therefore, this context has a significant role in tourism development in Yazd. Meanwhile, lack of effective investigation and planning on this valuable tissue has led to loss of urban life in some historical places. Thus, Iranian and foreign tourists are not able to use all available valuable spaces in the historical tissue.

In the planning prospect, one aspect which is less focused on is spatial planning. This method of planning coordinates the spaces of tissue with public participation and considers the qualitative issues and creates the best environment for the harmonious development and decentralization. According to this issue, the present study attempted to do a planning on Yazd historical tissue based on a spatial model. Tourism spatial development requires a systematic approach to all its constituent elements and the interactions between these elements. However, considering the great monuments that attract tourists, the smaller monuments and the relationships between them were taken into account.

Now the research question is; what approach and policy should be taken to deal with valuable elements of Yazd historical tissue to develop this city as a touristic zone?

### **The significance of the study**

The significance of this issue shows the importance of the study from two perspectives:

*First, why should it be involved in the current situation?*

Yazd historical tissue is a valuable example of architecture and urban design, but since the relationship between man and environment has changed and the urban life of some elements of this tissue are declining, therefore, the Iranian and foreign tourists are not able to take advantage of this area. Therefore, it is important to be involved and study the planning of tourism section.

Relying on potentials of historical tissue of Yazd and making a balanced development in the field of tourism, it is very important in terms of economic incomes and employment which contributed to make living in this area.

*Second, why did the researcher choose this topic?*

During the preparation and implementation of Yazd historical tissue planning, this tissue has been investigated regarding renovation, reform and restructuring. Thus, ambiguity and failure due to lack of historical studies and spatial development on tourism in Yazd tissue, makes it necessary to investigate this issue.

**Objectives of the study**

***General objectives***

The aim of this study is to investigate approaches and intellectual principles, objectives, strategies and results of spatial and tourism development planning for the historical tissue of Yazd

***Specific objectives***

- To determine the current situation of the tourism industry in Yazd
- To set the limitations and possibilities of spatial development of tourism in the studied area
- To guide and develop tourism in all valuable areas in the historical tissue
- To distribute facilities, services and activities, and to use external resources in the regional development
- To improve the quality and quantity of recreational places of historical tissue of Yazd

**Geographical features of the area**

Yazd province is located in the centre of Iran between the Alborz and the Zagros mountains with the coordinates 31°53' N 54°22' E. It is neighbored by Isfahan province from the North-West, and the northeast of it, is Khorasan Province, southwest is Fars province and the southeast of it is Kerman province. Yazd province area is about 72,156 square kilometers, and it covers about 4.37 percent of Iran total area. Yazd province has 10 cities, 20 districts, 24 cities and 51 rural districts (Armanshahr, 2007, p. 24). Yazd historical tissue with an area of about 800 hectares could be regarded as the safest, the most extensive and the most appropriate historical context of Iran. This tissue was registered in index of Iran national historical monuments with number 15000, as the second adobe context of the world and the most intact historical tissue of Iran. Yazd historical tissue include the main old neighborhoods between 10th Farvardin street and Shahid Rejaei street in the south, Dolatabad boulevard and Shahid Saidi street in the West, Basij boulevard and Dahe Fajr street in the East, and Fahadan street, Besat 10th meter and Seraj alley in the north. Therefore, on the basis of the agreement between the Office of Renovation of old tissue of Ministry of Housing and Urban Development, Housing and Urban Development organization of Yazd, the municipality of the historical tissue and Cultural Heritage and Tourism organization in Yazd province due to cultural values and identity, historical tissue named it Old tissue due to cultural values and its specific identity. This tissue has 7 main historical neighborhoods namely Fahadan, Godal Mosala, Sheikhdad, Gazargah, DolatAbbad, Mosala and 6 badgir (six ventilations) which are considered as the historical tissue of Yazd and they have attracted many tourists (Allemzadeh, 2007 p.17).

**Factors affecting tourism**

Many factors can affect this service industry which includes two sets of factors; increasing and decreasing factors

*Increasing factors:* population growth, increasing urbanization and changing age distribution, reducing working hours and increasing holiday, educational factors, education and culture level, social relations, using personal vehicles and promoting activities in tourism industry are key factors to increase the tourism industry.

*Decreasing factors:* Political instability, internal and external wars, riots and assassinations, hijacking and revolutions are considered as the effective factors in reducing the tourists to different places (Tavalae, 2007, p.39).

In fact, the systemic approach regards the tourism as a set of components and related parts as a whole to realize the specific goals. If the system is regarded a set of related and continuous elements which makes a whole unit and pursue a specific purpose, then the understanding of tourism as a system is a comprehensive approach to understand this phenomenon that consists of several components, including businesses, tourists, society and environment (Kazemi, 2006, p.34).

In this study, such an approach was considered for spatial development of tourism in the tissue of the historic city of Yazd.

### Research method

This study is descriptive - analytic and swot analysis model was used for data analysis. The main participants of this study were authorities and organizations involved in urban management and also experts and scholars in the tourism industry, in addition to feedbacks from ordinary people and tourists during conducting the interviews and distributing the questionnaires. Therefore, by weighting the target issues, Swot matrix was completed and the main strategies for the spatial development of tourism in Yazd were taken into account. The sample was determined by using Cochran formula and it includes tourists and local people (150) and tourism officials (30). In order to determine the size of the sample, many methods were used, but in general, these methods can be categorized into four groups: personal atrocities, according to the provided installers, statistical calculations and in the light of the estimated resources (Kelgar, 2005, p.270). Therefore, according to the statistical analysis, Cochran formula was used in this study:

$$n = \frac{\frac{t^2 pq}{d^2}}{1 + \frac{1}{N} \left( \frac{t^2 pq}{d^2} - 1 \right)}$$

n: sample size

N: population

P: percentage of distribution of traits (ie the proportion of people who have the traits).

q: Percentage of the people who loss this trait

d: The difference between actual proportions in the population as estimated by the researchers for that trait in the population while its maximum is 0.05 and sampling accuracy also depends on it.

T: variable size in a normal distribution (Gaussian curve in Normal distribution) that can be extracted from the table at probability level.

$$n = \frac{[(2.81 \times 2.81) \times 0.95 \times 0.05] / 0.0025}{\left[ 1 + \frac{1}{31504} \left( \frac{[(2.81 \times 2.81) \times 0.95 \times 0.05]}{0.0025} - 1 \right) \right]}$$

P=0.95      q = 0.05      d=0.0025

N= 31504      t=2.8      (n=150)

The statistical population (150) is related to the local people and tourists. To specify the number of sample for the experts involved in urban management, and the scientific community

related to tourism in Yazd, a questionnaire was prepared and distributed to almost all of these individuals and groups who were about 50 persons.

For the matrix of threats, opportunities, weaknesses, and strengths, eight steps should be taken:

A list of the significant opportunities in the external environment

A list of major threats in the external environment

A list of major internal strengths of the organization

A list of major internal weaknesses of the organization

Comparison of internal strengths and external opportunities and to put the result in SO group strategies

Comparison of internal weaknesses with external opportunities and to put the result in WO group strategies

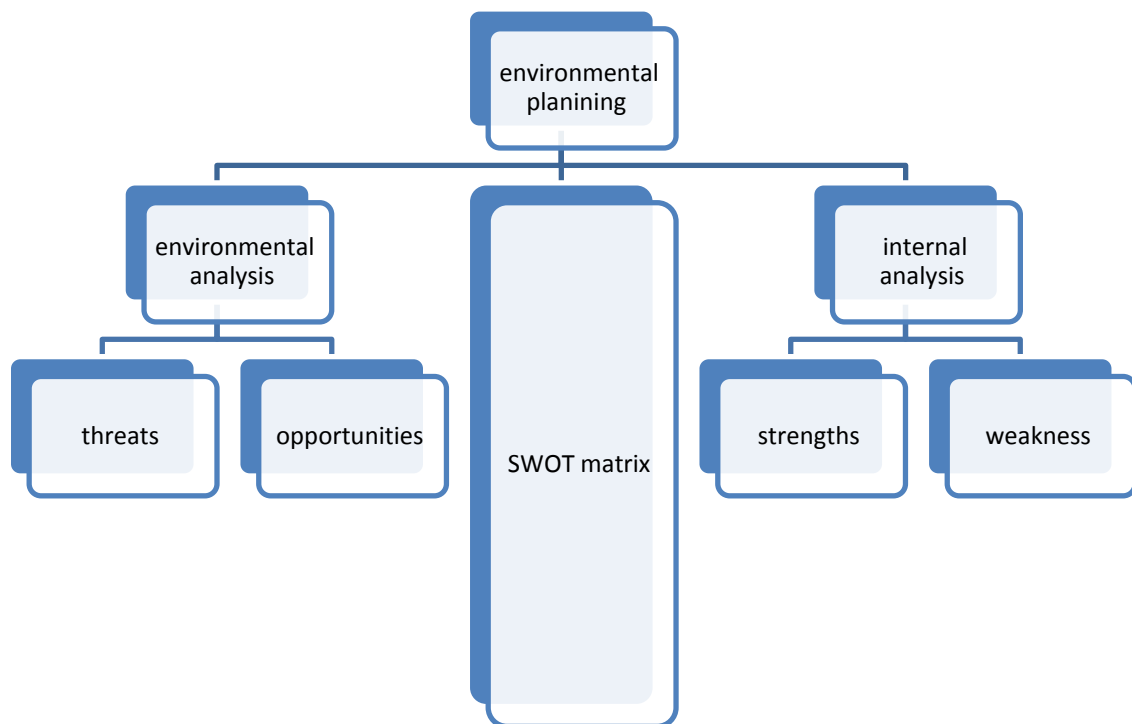
Comparison of Internal strengths with external threats and to put the results in the St group strategies

Comparison of internal weaknesses with external threats and to put the results in Wt group strategies

In fact, data analysis was done based on swot method which is according to the present situations and with regard to seven important factors including; perceptual, sustainability, social, visual, physical, economic and tourism.

### Environmental Assessment

Before an organization can start development phase, the external environment should be reviewed to discover the potential opportunities and threats, and also the internal environment should be explored to determine the strengths and weaknesses (Esty, 200, p.12)). The environmental assessment includes internal analysis and environmental analysis which has been shown in Figure 1.



**Figure 1: SWOT analytic model**

Source: Mahmoudi Dah cheshmeh and Zangiabadi, 2008, p.3

## Strategies

SWOT matrix provides an opportunity for developing four choices and different strategies. However, some strategies overlapped or they work simultaneously and they are coordinated with each other. In fact, in terms of system situation, four different strategies can be formulated:

A. *Aggressive strength-opportunity strategies (SO)*: This is the most desirable and appropriate situation for the organization and it means that the organization makes use of the capabilities and strengths which are appropriate and reliable, and also it deals with valuable opportunities in an interactive environment.

B. *Conservative strength-threat (ST) strategies*: In this case, although the organization benefits from reliable strengths and abilities, in an interactive environment, it faces with different and serious challenges and threats. Therefore, these strategies develop the ways to optimize the utilization of the capacity to deal with the environmental pressures, challenges and threats.

C. *Competitive weakness-opportunity (WO) strategies*: In this case, although there are numerous and valuable opportunities for the organization in the environment, on the other hand, weakness, failure and serious vulnerabilities can be found as well.

D. *Defensive weakness-threat (WT) strategies*: This is the worst, the most difficult and the most dangerous condition for the system. Because, despite the numerous and significant weakness and inability, it faces with various pressures, threats and challenges in the interactive environments (Moradi, 2005, p. 45).

## Swot analysis model and weighting factors

This model is one of the methods used to organize external factors in terms of opportunities and threats, and internal factors including the strengths and weaknesses. The method was used to analyze the factors affect the system (city, region and village ) by using ranking factors, according to the importance given to each of the factors. Therefore, a table of factors and how they affect the tourism functions and their analysis is presented as following:

In the first column ( internal and external factors) the most important strengths, weaknesses, opportunities and threats of the system were presented.

In column two (weight) each of these factors and their potential impact on the strategic position of the current system was presented (based on the results of the analysis of the status quo) the weight is measured from 1 ( the most significant) up to zero( the least significant). The more weight, its effect on the current and future situation will be more systems (Total number of column 2, regardless of the number of factors is 1).

In column three (ranking) to each factor and the current situation of the system, a specific rank is given (from 5; very good to 1; weak) which are according to results of the identification and analysis of the situation. This ranking shows how the system will respond to each of the external factors.

In column four, weight rank multiplies the weight at each factor (column 2 multiplied by column 3) to obtain the weighting rank. Thus, in this way, for each factor, a weighting score from 1 to 5 is obtained, while the mean score is 9. Finally, the weighted scores of all internal and external factors in column 4 were added separately together and the weighting scores were calculated. The total score shows that how a system responds to the factors and existing and potential forces in its external environment. The mean score of the total weight of the system in one area, is 3 (Hunger and Vilin, 2005, p. 29) if it is higher, it is more important and if it is lower, it is less important.



### Analysis of internal and external factors affecting the tourism spatial development in Yazd

Organizing the external factors in terms of opportunities and threats that the system faced by was calculated by using the ranking factors and considering the importance of each of them according to the degree of influence on the functions of the historical tissue of Yazd city and they are presented in the following table:

**Table 1: Results of the analysis of external factors (EFAS)**

Factors	Opportunities	Weight	Ranking	Weighting score
Perceptual	Strengthening the tissue entrances due to location of old tissue in the center of city	0.6	3	1.8
Stability	Enabling development of the tissue through demolition of old buildings, sometimes run-down ones	0.5	3	1.5
Social	Taking the authorities and institutions attentions to protect the historical tissue	0.7	4	2.8
Social	Making the population attractions in the historical tissue	0.4	4	1.6
Visual	Making proper visual elements in the tissue and their characteristics (rhythm, variety, etc.)	0.5	4	2
Physical	Regarding the history of the city and preserving the body of old places	0.3	4	1.2
Economic	Regarding the low economic value of the land in the historical tissue	0.3	3	0.9
Tourism	Providing multiple projects to maintain the identity of the historical tissue	0.6	4	2.4
Tourism	Providing the relative security of Yazd	0.6	3	1.8

**Table 2: Results of the analysis of external factors (EFAS)**

Factors	threat	Weight	Ranking	Weighting score
Perceptual	The loss of historical identity due to lack of attention to the local factors in designing	0.3	2	0.6
Stability	Increase in noise and air pollution due to raise in roadways	0.4	4	1.6
Social	Increase in migration of noble families from the tissue	0.4	3	1.2
Visual	Visual problems and disturbances caused by inflexible rules	0.4	4	1.6
Physical	The loss of a construction model for traditional architecture	0.6	3	1.8
Economic	The unwillingness of private sector to do micro investments in business	0.4	3	1.2
Tourism	Inconsistency of historical tissue with new tissue and modern attitudes in architecture and urban planning	0.5	4	2

According to the above tables, the most important opportunities that Yazd historical tissue faces with in spatial development of tourism from the perspective of the participants (officials and experts, scholars, tourists and residents) are: The attention of different authorities and institutions to protect the historical tissue with weighting score of 2.8 as the first known opportunity. Preparation

of multiple plans to protect the identity of particular historical tissue with a score of 2.4 as the second opportunity for the tourism spatial development is a priority of the historic context of Yazd. Besides, the loss of a model for construction and traditional architecture with a weighting score of 1.8 as the most important threat, increasing noise and air pollution due to increase in the number of roadways and visual problems and disturbances caused by inflexible rules both with a weighting score of 1.6 are regarded as the second factor. And finally, the unwillingness of private sector to do micro investments in business with weighting score of 1.2 is the third threat against the historic tissue of Yazd city in tourism development.

For the organization and classification of internal factors in two categories of strengths and weaknesses, and to evaluate the management method and response of system to these special factors, and according to the expected importance in spatial development of tourism in the historical tissue of Yazd, the investigation and the effect of their coefficients were determined according to the following table.

**Table 3: Analysis of internal factors (IFAS)**

Factors	strength	Weight	Ranking	Weighting score
Perceptual	The human scale and proportion in the spatial organization of the city	0.3	3	0.9
Perceptual	The coordination and harmony between the physical form and function	0.6	4	2.4
Stability	Considering the climate in urban design and architecture of the old tissue	0.4	3	1.2
Social	High sense of security in areas of historical tissue	0.7	4	2.8
Social	Considering the private territories and avoid overlooking the adjacent units	0.6	4	2.4
Visual	Suitable face of some parts of historical tissue for tourists' walking	0.4	4	1.6
Physical	Presence of active urban entrances and streets in historical tissue	0.6	3	1.8
Physical	Presence of city landmarks such as the mosque, Amir Chakhmagh set	0.6	5	3
Economic	Benefiting from tourist attractions	0.4	5	2
Tourism	Having special historical elements and monuments Yazd tissue	0.7	4	2.8

Source: The author, 2015

From the perspective of the participants, the most important strengths of historic tissue of Yazd in tourism are having historical elements and monuments of Yazd and high sense of security in the neighborhoods of the historical tissue with a weighting score of 2.8 which takes the first rank.

Afterwards, coordination and harmony between the physical form and function and considering the private territories and avoid overlooking the adjacent units with a weighting score of 2.4 takes the second rank and they are regarded as the strengths in developing the spatial tourism attractions. It can also be said that according to the respondents' opinions, lack of spaces to spend the residents' leisure time in the neighborhood and social interaction with a weighting score of 2.1 is the most well-known weakness and lack of expertise and experience in the tourism sector and the declining of some monuments in the context.



**Table 4: Analysis of internal factors (IFAS)**

Factors	Weakness	Weight	Ranking	Weighting score
Perceptual	Declining to some monuments in the historical tissue	0.6	3	1.8
Stability	Using the materials which are inconsistent with Yazd climate (glass and aluminum) for construction	0.5	2	1
Social	Lack of spaces to spend the residents' leisure time in the neighborhood and to make social interaction	0.7	3	2.1
Visual	Visual abnormalities in the tissue	0.5	3	1.5
Visual	Confusion and visual disturbances in the installed banners at the entrance of the tissue	0.5	4	2
Physical	Inappropriate buildings in the neighborhoods of the historical tissue structure (65% mud and adobe)	0.4	3	1.2
Economic	Getting obsolete of some centers at the tissue	0.4	3	1.2
Tourism	Lack of expertise and experience in the tourism sector	0.6	3	1.8

Source: The author, 2015

Due to the lack of attention to their identity both with a score of 1.8 take the second place, and visual abnormalities in the context with a weighting score of 1.5 takes the next place.

#### Analysis of strategic factors

In this model, using the table of analysis of internal and external factors and their combination.

**Table 5: Analysis of the strategic factors (SFAS)**

Strategic factors	Weighting score	Short-term	Mid-term	Long-term
S1. Having special historical elements and buildings	2.8	•		
S2. Having tourist attraction	2	•		
S3. Having active urban entrances and passages	1.6		•	
S4. Having special urban marks and signs	3		•	
S5. Having appropriate faces in some historical tissue	1.6			
S6. Having high safely feeling	2.8	•		
S7. Paying attention to the private territories and avoiding from reaching to adjacent neighborhood	2.4	•		•
S8. Having human measures and unity in the spatial organization	0.9			•
S9. Coordination and balance between physical and functional forms	2.4			•
S10. Regarding the climate in urban and architectural designing	1.2			
W1. declining some historical buildings available in the tissue	1.8	•		•
w2. Lack of spaces to spend the residents' leisure time	2.1			
w3. having Visual abnormalities in the tissue	1.5			•
w4 . Visual confusions and abnormalities in the tissue entrances	2		•	
w5. Lack of expert and experienced forces in the tourism section	1.8			
O1. Strengthening the tissue entrances	1.8	•		
O2. Enabling the tissue development	1.5			•
O3. The officials attention to preserve the tissue	2.8		•	
O4. Having population attractions in the historical tissue	1.6			

O5. Having appropriate visual elements in the tissue (rhythm and variety)	2	•	•	
O6. Preparing various planning to preserve the identity of the historical tissue	2.4		•	
o7. The relative security of Yazd	1.8	•		•
T1. Raise in noise and air pollution due to increase in number of roadways	1.6	•		•
T2. Losing a construction model and a traditional architecture	1.8			
T3. Inconsistency between the historical context and the modern ones	2	•		
T4. Visual problems caused by inflexible rules	1.6	•		

Now, regarding the effect of each factor on the other, the different aggressive SO, competitive WO, conservative WT and defensive WT strategies were considered.

### Conclusion

Regarding the high status of Yazd city, undoubtedly, portraying the original architectural and urban values of this area is very important. Lack of sufficient attention to the historical tissue of this original city resulted in inefficiency and gradual declining of social, economic, physical and functional life of the central core. Paying special attention to the historical context of different aspects of this context is effective in improving the position of this tissue. One of the most effective aspects in this issue is tourism and tourists. The historic city of Yazd with its natural and historical features and rich cultural heritage makes a unique opportunity for tourism development. In this study, a spatial development planning has been used for tourism development and the use of emerging opportunities around this historical tissue has been taken into account. During the study, stakeholders and authorities' pinions, and internal and external factors prevailing in Yazd tourism (10 internal strengths, 8 internal weaknesses and 9 external opportunities against 7 external threats) were identified and analyzed. Out of these factors, some planning strategies were developed. The method which was used in this study can be applied to planners to develop functional strategies to assist tourism development. Thus, based on the results of this study, there are four categories of strategies including; defensive, conservative, aggressive and competitive strategies to develop tourism spaces in Yazd historical tissue.

#### A. Defensive strategies

- Creating flexible rules in the context and obeying them in order to maintain the identity and the visual face of the tissue
- Educating the public and giving information and advertising to preserve cultural heritage and do appropriate construction in the neighborhoods of the tissue.

#### B. Conservative strategies

- Restricting the traffic on the roadway near the historical tissue and historical and cultural monuments
- Creating appropriate and harmonious buildings and construction physically and functionally and to make continuity in the context. Preparing relevant regulations on construction in historical tissue and preventing from unauthorized construction and demolition of buildings

#### C. Competitive strategies

- Raising per capita of cultural, recreational and sports activities in the tissue by creating various activities in this regard
- Creating visual beauty and reducing the related noise to attract tourists and residents of other tissue

- Creating a specific sign or symbol to attract tourists to enter the tissue
- Defining the appropriate entrances in the intended sections to attract people to areas which were located around
  - Employing experienced and specialized employees in the organizations and institutions related to tourism such as cultural heritage organization

#### *D. Offensive strategies*

- Creating cultural and tourism activities and various services for residents and tourists visiting the historical tissue due to relative safety in the local historical tissue.
- Designing especial tourism routes and incorporate them into the local historical context for the development of tourism in historical tissue
  - Preparing multiple projects to protect the cultural and historical heritage to attract more tourists in tourism development of the historical tissue
  - Marking the appropriate visual elements to attract more tourists to the tissue
  - Creating active tourists and tourism places in the tissue and avoiding from being ruined and abandoned of invaluable building in the historical tissue

The results of this study showed that by relying on the strategic planning and appropriate spatial planning and by employing all available potentials in the historical tissue, many of the current shortcomings to meet the needs of tourists can be removed to optimize Yazd touristic space. Thus, a stable unity is required around the historical tissue to attract more tourists to Yazd as the first adobe city and the second historical city in the world. It is hoped to use the results of this study to optimize their realization.

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