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# Analysis of the Scale of Urban Development Strategy`S Effectiveness on Attracting the Religious Tourists of Torbat Heydarieh

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**Abstract:** *Introduction: In this research, it is attempted to use the CDS urban development strategy in the mainframe of the principles of strategic planning, while identifying existing capacities of religious tourism in Torbat-e-Heydarieh, to provide appropriate planning to promote the situation. Objectives: The present research according to the subject is also analyzing the scale of the effectiveness of the urban development strategy on attracting religious tourism in Torbat-e-Heydarieh within the framework of its general and partial principles. Methodology of the research: The type of this paper is applied research and the method is descriptive-analytical based on library and field studies. The statistical population of the study was including of two groups of experts and tourists, 323 for tourists and 7 for experts. The SWOT model has been used to analyze data and information. Results: The results of this study indicated that in total 5 strengths and 6 weaknesses, 7 threats and 7 opportunities in the religious tourism of Torbat-e-Heydarieh; coordination and co-operation between organizations and institutions related to tourism in Torbat-e-Heydarieh in order to promote the present situation with a weight of 0.19, grade of 3/13, and a weight score of 0.59 as the most important strength point; in weaknesses, the lack of suitable camps near the religious sites for the residence of passengers with a weight of 0.12, a grade of 3.15 and the weight score of 0.37 as the most important components, and in the threats, the non-immunization of the cities to the roads leading to the shrines and tombs of Torbat-e-Heydarieh with a weight of 0.093, a grade of 3.74 and an average weight of 3.74 were recognized as the most serious and the most important threat and regarding opportunity components, tourism blossom through the strategic planning with a weight of 0.19, a grade of 3.54 and a weight score of 0.673 as the first opportunity in the religious tourism sector were recognized.*

**Keywords:** *Religious tourism, Torbat-e-Heydarieh, urban development strategy, Tirbat Hetdarieh.*

## INTRODUCTION

Religious tourism is considered as one of the oldest and most popular past and present tourism of the world that despite geographical or climate difficulties is attractive for tourists and it is as old as the history of religious culture. (Zamfir and Corbos, 2015, p. 1272)

In a way that today, with all its various components and different forms, due to its structural and functional features, it has been able to penetrate the context of tourism and its extend of influence has captured all over the world (Roomiani et al., 2012, p. 2). Therefore, based on the UNWTO evaluation, religious tourism has the share of %26 of total flows of world's tourism. (Icep, 1997; Santos, 2004; p.4)

Religious tourism is one of the most dynamic economic activities of the present era, playing an important role in local permanent development. (Roomiani et al., 2012, pp. 2). By combining and simultaneously using domestic and foreign resources, this industry will generate many social, economic, environmental

and cultural interests (Hosseini et al., 2014, p. 42). So, in recent years, it has become one of the main pillars of the national economy and a potential resource of diversification into it, in the pursuit of urban development. In a way that by better planning, the ground for further development in the region of destination in relation to the local community and its inhabitants with the tourists and the tourism industry can be provided (Abaszadeh et el, 2009, p.53). In addition, the profits of this industry are not merely economic ones, but it can be evaluated from different angles, such as the familiarizing of the domestic culture to the other countries (Ebrahimzadeh et al., 2011, p. 116). The feature of the religious tourism structure of any place is influenced by the importance, validity, nature, diversity of the role and religious, cultural, recreational, commercial function of it and, in general, its spatial attractions in one hand, and, on the other hand, it is extracted and influenced of social, cultural (beliefs) and economic characteristics of local residents and tourists (Edwards et al, 2008, p. 125).

Religious centers, on the other hand, enjoy such credit as the main reason for the development of cities and the growth of tourism (Dinari, 2005: 20), so that religious tourism has been introduced as one of the most important pillars in the city's development strategy. In the urban development strategy, religious tourism has been introduced as a strategy for economic, cultural and historical development, and it has been emphasized that in this regard, the prospects, strategies and approaches should be identified, evaluated and selected so that based on limited resources of the city in the direction of realized goals and meet the requirements of the target market, they can be achieved (Farajzadeh Asl, 2005, p. 41).

Therefore, it seems that in terms of the generalities presented in the plan of the urban development strategy, religious tourism is considered as one of the most important dimensions for urban planners. And regarding the thematic studies, it can be said that by adopting strategies for religious tourism with the urban development approach, economic development, cultural development, accident prevention, transportation and traffic, environmental protection and urban management can be achieved (Hosseini et al., 2014: 42).

In this process, some urban environments in the framework of good performance in terms of geographic location have played the role of religious tourism in addition to other functions. Cities that host the tourists usually provide a specific form of tourism, which is usually related to the performance of such cities (Dinari, 2005, p. 20). And because of this, the exploitation of religious tourism abilities and capabilities in each region can provide a dynamic and active ground for the development of the region. Therefore, the analysis of these abilities and capabilities and planning in this field is a special necessity. Therefore, one of the strategies that has been considered in the development of the urban area and used in developed countries is the urban development strategy. Urban development strategy can be considered as one of the most successful execution processes and by emphasizing this approach and in the direction of urban development axes, this strategy with the aim of economic development introduced religious tourism as one of the city's goals for success. In this regard, the perspectives, strategies and approaches should be identified, evaluated and selected so that based on limited resources of the city in the direction of realized goals and meet the requirements of the target market, they can be achieved (Farajzadeh Asl, 2005, p. 41). So today, urban planners have developed an urban planning attitude, according to which planning for each city takes place according to the characteristics of the same city and the surrounding area, and in fact they avoid applying a specific and definite model. In this attitude, the main discussion is that the general public, private sector and civil society strategic interventions in the right time and place will change the path of urban development, and in light of the thematic studies (including the topic of religious tourism) and the composition of strategies in this plan economic development, cultural development, safety from accidents, transportation and traffic, environmental protection and urban management can be achieved (Hosseini et al., 2014, p. 42). The urban development strategy can be considered as successful execution process and emphasizing this approach and in line with four principles of liveliness, competitiveness, banking, good judgment capabilities it can be said that the experts measure the urban development using these criteria. Therefore, the use of urban development strategy in the field of religious tourism planning is considered as one of the most important sub-sectors of the big and diverse world tourism industry and is common in countries such as Italy, India, Russia and others who are facing this

issue. Iran, which is rich in religious places, pilgrimages and tourist attractions, and follows the issue of employment and permanent economic development, requires the urban development strategy to be introduced as a tool appropriate to this category, and develop the necessary frameworks and help us make decisions and implement them. The city of Torbat-e-Heydarieh due to its extraordinary geographical location and its adjacent to the shrine of Imam Reza (AS) and the proximity and vicinity of small and large cities such as Mashhad and Birjand, which are the hubs of religious, historical and cultural tourism, it seems that the adoption of strategies to improve and develop tourism capacity in this city is considered as one of the challenges that current officials are facing and the researcher has been tried to first introduce the potential of the religious tourism of Torbat-e-Heydarieh and then identifies the strengths and weaknesses of the ways to promote religious tourism in the city and ultimately to analyze the effects of urban development strategies on attracting religious tourists in the city of Torbat-e-Heydarieh and seeks to answer these key questions: 1. How much does the urban development strategy effect in attracting religious tourists? 2. How are the strategies for urban development of religious tourism?

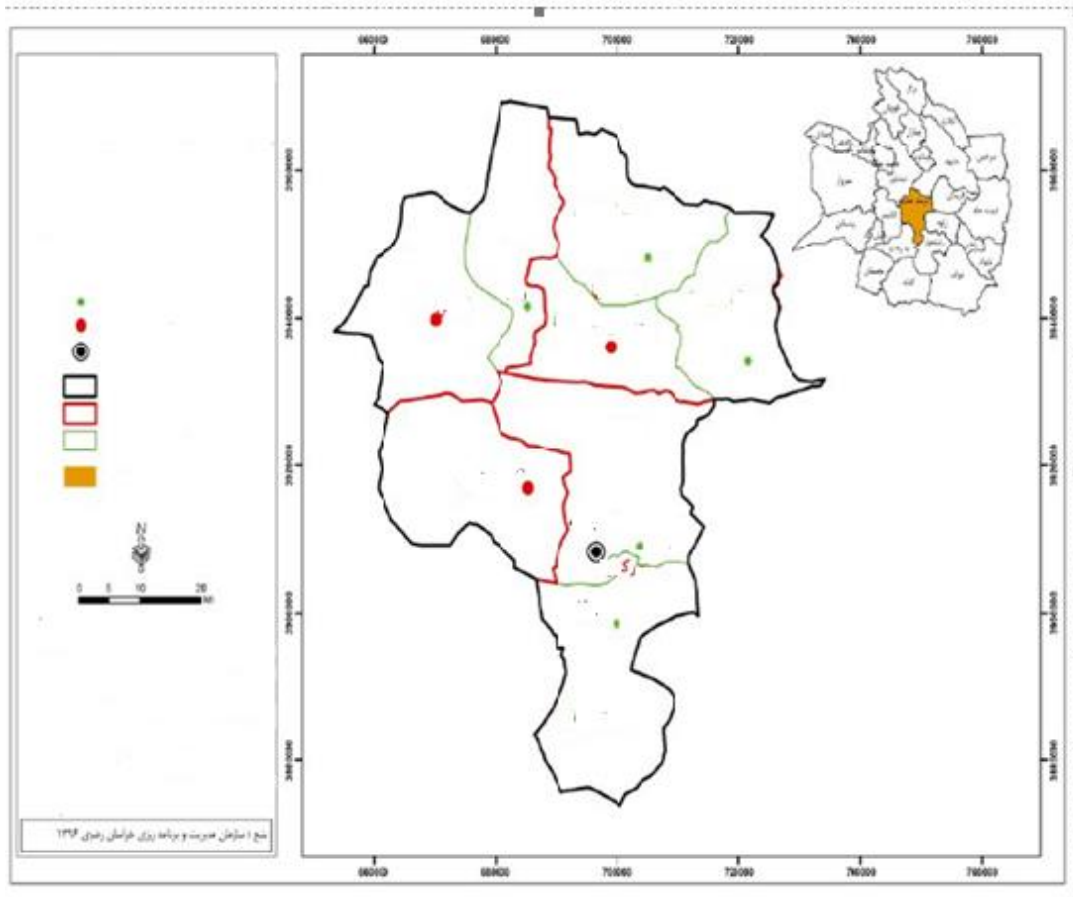
### **Research Method**

This research based on the topic is case study and its content is based on applied research and in terms of the nature is of descriptive-analytical methods. To collect information and data needed, documentary surveys and as well as field studies, observation and preparation of a questionnaire were used. Made questionnaire and closed questions in the form of Likert spectrum with five option items were prepared. Validity and reliability of the questionnaires related to internal and external factors were also calculated using Cronbach's alpha. This alpha for internal and external factors is 0.85, 0.88 respectively, which shows high reliability of the questionnaire. The statistical population of this study included all experts, tourists and informed residents of the strategic urban development plan in Torbat-e-Heydarieh in which 330 individuals (7 experts, 323 tourists) were non-randomly selected and their selection was by reference to the Jersey Morgan table.

In the next step, the SWOT analytical matrix was used to analyze information and presentation of strategies for the development of religious tourism in Torbat-e-Heydarieh.

In fact, SWOT is a common term for identifying internal strengths and weaknesses and identifying external threats and opportunities that each organization, complex or geographical area faces And as a tool for identifying the threats and opportunities in the external environment of a system and recognizing its weaknesses and strengths in order to measure the situation and, ultimately, to formulate a strategy for guidance and control of that environment (Ebrahim Zazadeh et al, 2011, p.149).

Thus, according to an examination of the internal and external environment of the study area, a list of strengths, weaknesses, opportunities and threats has been identified and, finally, by interviewing tourists, officials and experts of the organizations and institutions associated with tourism affairs of Torbat-e-Heydarieh, weighing on domestic and foreign factors, and the SWOT matrix was extracted. Based on the SWOT matrix, the strategies and priorities of the development of religious tourism have been identified and presented as solution based strategies. In this research, the study area is Torbat-e-Heydarieh one of the cities of Khorasan Razavi province, which of north is limited to Mashhad, northwest to Neyshabur, south and southwest to Mahvelat, west to Kashmar, and east to Zaveh And Rashtkhar. The city is 140 km from Mashhad. The area of this city is 24000 square kilometers and its population is 140019 according to the census of 2016 that the population is inhabited in 4 cities of Torbat-e-Heydarieh, Bayag, Rabat Sang and Kodkan and also, in 152 villages, divided into four central parts: Bayag, Rokh and Kodkan (Azad Khani, et al, 2017, p.16).



**Figure 1:** administrative divisions of Torbat-e-Heydarieh  
Reference: cultural heritage dept. of Torbat-e-Heydarieh

**Research Findings:**

**Domestic factors effecting on religious tourism of TorbatHeydarieh**

The goal of this step is to identify and evaluation of internal weakness and strength points of the studying area. It refers to aspects which are considered helping or preventing in achieving planning goals. So, in this part of the research, the weakness and strength points of the religious tourism of Torbat-e-Heydarieh are assessed in Table 1.

**Table 1 – SWOT analysis matrix (ranking of weaknesses and strengths)**

Internal factors SWOT analysis			
strengths	Weight	Rank	Weight score
Existence of local traditions and ceremonies in Torbat Heidarieh	0.19	3.13	0.59
urban elements and religious symbols in the city of Torbat-e-Heydarieh	0.095	2.80	0.26
existence of special handicrafts of Torbat-e-Heydarieh	0.085	2.75	0.23
Coordination and vibration between organizations and institutions related to tourism in Torbat-e-Heydarieh to promote the current situation.	0.075	2.34	0.17
Improving social relations between citizens and tourists	0.058	2.12	0.12
weaknesses			
The lack of suitable camps near religious places to accommodate travelers	0.12	3.15	0.37
lack of street lighting in the passages and streets leading to religious places	0.093	2.91	0.27
Lack of appropriate services and amenities in religious places of Torbat-e-Heydarieh	0.081	2.93	0.23
Lack of therapeutic facilities and dissatisfaction of healthcare levels	0.075	2.56	0.19
Lack of dedicated domestic urban transportation system in the religious places	0.066	3.22	0.21

Lack of poverty reduction due to the development of religious tourism in Torbat-e-Heidarieh	0.062	1.56	0.09
sum	1	-	2.71

Reference: researcher`s findings

The results of Table 1 show that from the total of 5 strengths in the religious tourism of Torbat-e-Heidarieh, coordination and vibration between organizations and institutions related to tourism in Torbat-e-Heidarieh, in order to promote the present situation with the present weight of 0.19, grade of 3/13 and weight score of 0.59 is considered as the most important strength in this field according to the experts, tourists and local people. It should be noted that experts in this field, as well as tourists and local people, have been aware of the fact that the relationship between organizations involved with religious tourism as well as addressing the problems in this regard is one of the most important concerns of the organizations and institutions. In addition, the basic component of urban elements and religious symbols in the city of Torbat Heydarie with a weight of 0.095, grade of 2.80 and a weight score of 0.59, have been considered as the second most important strength. Urban elements and religious symbols of urban elements are of great importance to citizens and tourists because they represent the identity and character of the city in a visible structure. The existence of special handicrafts for Torbat-e-Heidarieh also with a weight of 0.085, grade of 2.75 and a weight score of 0.23, and the existence of local traditions and ceremonies with a weight of 0.075, a rating of 2.34 and a weight score of 0.17, and finally optimized social relations between citizens and tourists with a weight of 0.058, a rating of 2.12 and a weight score of 12.2 are other under study factors of importance. In this regard, it can be said that given that some of the tourist incentives of individuals are to acquaint themselves with the culture, customs, and art of nations and tribes and historical works, it seems that experience in this field is paid attention, however, by less importance.

In the weakness points section, from the total of 6 weaknesses, the lack of appropriate camps near religious places for the residence of travelers with a weight of 0.12, a rating of 3.15 and a weight score of 0.37 was ranked as the most important weakness from the viewpoint of tourists and experts. The lack of lighting in the passages and alleys leading to religious places with a weight of 0.093, rating of 2.91 and a weight score of 0.27 were considered as the second component of importance. The lack of appropriate services and facilities in religious places in Torbat-e-Heidarieh with a weight of 0.081, rating 2.93 and a weight score of 0.23 as the third factor, therapeutic facilities and dissatisfaction with the healthcare level with a weight of 0.075, rating of 2.56 and a weight score of 0.19 as the fourth factor, the lack of a specific domestic transport system for religious sites with a weight of 0.66, a rating of 3.22 and a weight score of 21.3 were considered as the fifth factor in terms of importance and the lack of poverty reduction due to the development of religious tourism in the city of Torbat Heydarie with a weight of 0.062, a rating of 1.56 and a weight score of 0.09 were considered as the last component in the weaknesses. Notable point about the weaknesses in Torbat-e-Heidarieh is that most of the weaknesses facing religious tourism in Torbat-e-Heidarieh are the status of the services quality in religious tourism places that are considered to be unfavorable in terms of welfare facilities indexes and the most dissatisfaction is in this regard.

**External factors affecting religious tourism in Torbat-e-Heidarieh**

At this step, the effects of the external environment in the studied area are evaluated in order to recognize the opportunities and threats that the region faces in relation to the expansion of tourism. Therefore, based on the studies carried out and the examination of the environment around Torbat-e-Heidarieh, the set of opportunities and threats existing and effective on religious tourism in Shiraz religious tourism has been studied in the form of Table 2.

**Table 2:** SWOT analysis matrix (ranking of opportunities and weaknesses)

External factors SWOT analysis			
	Mean weight	Proportional weight	ranking
opportunities			
Tourism blossom through a strategic plan in Torbat-e-	0.19	3.54	0.673

Heydarieh			
Participation in the preparation and implementation of important tourism activities	0.086	3.35	0.288
Holding artistic and religious festivals	0.080	2.53	0.202
Creation of security infrastructure	0.076	2.21	0.168
Planning and proper management of religious places	0.063	1.73	0.109
The existence of local tourism organization and tour leaders	0.055	1.64	0.09
The expansion of tourism facilities and amenities through government agencies and organizations	0.042	1.21	0.051
Threads			
The lack of city security on the roads leading to the Shrines and Tombs of Torbat-e-Heydarieh	0.093	3.74	0.34
Increasing household expenditures for local people of Torbat-e-Heydarieh	0.067	3.41	0.22
Cultural conflict between the tourists and local people of Torbat-e-Heydarieh	0.054	3.12	0.16
Destruction of the natural environment and green coverage of the area	0.048	2.89	0.13
Creation of audio and video pollution for local people	0.038	2.64	0.1
Bustle and traffic congestion at the entrance to the city	0.022	1.97	0.04
Non acceptance of local people for the investment of non local people in Torbat-e-Heydarieh	0.017	1.56	0.02
Sum	1	-	2.76

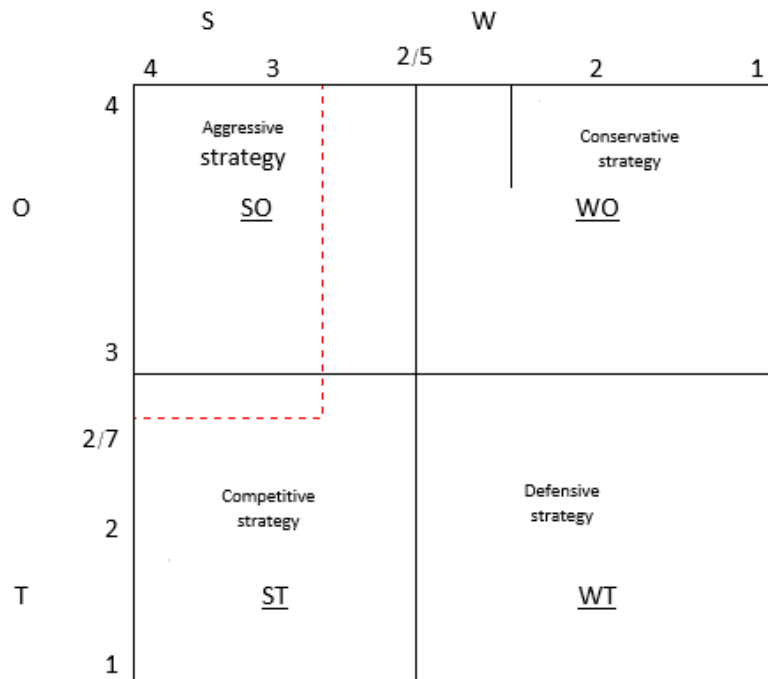
Reference: researcher's findings

The results of Table 2 show that, in total, 7 points of opportunity, the tourism blossom was important as a first opportunity in the religious tourism sector due to a strategic planning with a weight of 0.19, a rating of 3.54 and a weight score of 0.673. Participation in the preparation and implementation of important activities in the field of tourism with a weight of 0.086, rating of 3.35 and a weight score of 0.288 is considered as the second most important component. Holding of religious and artistic festivals with a weight of 0.080, a rating of 2.53 and mean weight of 0.202 as the third component; the creation of security infrastructure with a weight of 0.076, a rating of 2.21 and mean weight of 0.168 in fourth place; proper planning and management of religious places with weight of 0.063, rating of 1.73 and mean weight of 0.109 in the fifth place of opportunities; the existence of local organization of tourism and tour leaders with a weight of 0.055, rating of 1.64 and mean weight of 0.09 in the sixth place of the existing opportunities and, finally, the expansion of tourism facilities and amenities by governmental organizations and agencies with a weight of 0.042, rating of 1.21 and mean weight of 0.051 are identified as an opportunity with the lowest degree of importance. The notable point in this section is that by looking at the opportunities extracted in the field of religious tourism of Torbat-e-Heydarieh, it can be understood that by employment of strategic planning as well as using the potential of organizations and departments in the tourism sector, the opportunities available in the city can be used appropriately.

In the threats section, there were a total of 7 threats of urban insecurity on the roads leading to the Shrines and tombs of Torbat-e-Heydarieh with a weight of 0.093, a rating of 3.74 and mean weight of 0.34 are considered as the most serious and the most important threats. Increasing the household expenditures of Torbat-e-Heydarieh local people with a weight of 0.67, rating of 3.41 and mean weight of 0.22 as the second threat; a cultural conflict between tourists and local people of Torbat-e-Heydarieh, with the weight of 0.054, rating of 3.12 and the mean weight of 0.16 was considered as the third threat of religious tourism in Torbat-e-Heydarieh; destruction of the natural environment and the green coverage with the weight of 0.048, rating of 2.89 and the mean weight of 0.13 was the fourth threat; the creation of audio and video pollution for the local people with a weight of 0.038, rating of 2.64 and the mean weight of 0.1 as the fifth threat; bustle and traffic congestion at the entrance to cities with a weight of 0.022, rating of 1.97

and mean weight of 0.04 as the sixth threat, and finally lack of acceptance of local people to the investment of non-local people with a weight of 0.017, a rating of 1.56 and a mean weight of 0.02 was considered as the least important threat. The notable point is that most of the threats facing religious tourism in this area have been formed by the relations between tourists and the locals, so it is possible to focus on elimination the threats on the implementation of programs that this conflict has created.

Figure 1- Religious Tourism Development Strategy of Torbat-e-Heydarieh



Regarding the results of the analysis of internal and external factors based on the importance of the factors affecting Torbat-e-Heydarieh's tourism development process, it is a competitive strategy (ST) that should be the priority of the tourism development programs of the mentioned area. In this kind of strategy, efforts are being made to use internal strengths to prevent negative effects of external threats by taking mechanisms or eliminate the threats. Based on the results of this research, competitive strategies are:

- Establishment of a comprehensive body to executive and coordinating tourism
- Formation of the department of pilgrimage affairs at the Planning and Budget Organization for the allocation of necessary credits.
- Creation of a Strategic Tourism Policy Council

**Table 3:** strategic religious tourism development of Torbat-e-Heydarieh

Opportunities (o)	Aggressive/competitive strategies (SO)	Review strategies (WO)
O1= blossom of tourism due to strategic program in Torbat-e-Heydarieh	SO1= Development of tourism natural resources and attractions around Torbat-e-Heydarieh	WO1= Strengthening and optimization of the performance of tourism facilities and services.
O2= participation to provide and execution of important activities for holding religious and artistic festivals	SO2= Development of resources and creation of special tourism attractions	WO2= Improving the monitoring process of the tourism service providers
O4= creation of security infrastructures	SO3= Development of cultural tourism resources and attractions	WO3= Creation of variety in the provision of tourism services.
O5= coordination and vibration	SO4= Optimization and development of tourism product with emphasis on adjacent natural and special	

<p>between organizations and institutes related to tourism in Torbat-e-Heydarieh</p> <p>O6= correct planning and management of religious places</p> <p>O7= existence of local tourism organizations and tour leaders</p> <p>O8= expansion of tourism facilities and amenities due to governmental organizations and institutes</p>	<p>attractions and relying on handicrafts</p>	<p>WO4= strengthening and improvement of performances</p>
<p>threats</p>	<p>Diversity strategies (ST)</p>	<p>Defensive strategies (WT)</p>
<p>T1= Bustle and traffic congestion at the entrance to the city</p> <p>T2=Increasing household expenditures for local people of Torbat-e-Heydarieh</p> <p>T3= Cultural conflict between the tourists and local people of Torbat-e-Heydarieh</p> <p>T4= Destruction of the natural environment and green coverage of the area</p> <p>T5= Creation of audio and video pollution for local people</p> <p>T5= Audio and video pollution for local people</p> <p>T6= The lack of city security on the roads leading to the Shrines and Tombs of Torbat-e-Heydarieh</p> <p>T7= Non acceptance of local people for the investment of non local people in Torbat-e-Heydarieh</p>	<p>ST1= Establishment of a comprehensive body to executive and coordinating tourism</p> <p>ST2= Formation of the department of pilgrimage affairs at the Planning and Budget Organization for the allocation of necessary credits.</p> <p>ST3= Creation of a Strategic Tourism Policy Council</p>	<p>WT1= ambiguity of tourism development prospect</p> <p>WT2= Lack of tourism society management council</p> <p>WT3= existence of traditional management and carelessness to long-term plans in the city</p> <p>WT4= Low capacity of urban and tourism management of Torbat-e-Heydarieh in high seasons and special occasions.</p>

Reference: authors, 2017

**Conclusion:**

Religious tourism as one of the most important sub-sectors of the big industry and the diversity of world tourism has a special place in the economic growth of the countries. So today, with its various components and different types, due to its structural and functional features, it has been able to fit into the context of global tourism, to the point where its sphere of influence has covered the entire world.

According to the theoretical resources and studies carried out in order to strategic assessment of the tourism capabilities of Torbat-e-Heydarieh using the SWOT technique and utilizing a survey of urban experts and local tourism, the tourism capacities and constraints of the mentioned area and strategies for development were presented in this section. The results of the study showed that among the strengths, the existence of local traditions and ceremonies in the city of Torbat-e-Heidarieh has been recognized as the most important strength point. Accordingly, it can be said that the officials in this field can make a



significant step towards exploiting this point by introducing the traditions and ceremonies of the local people and by providing religious programs rooted in the traditions and ceremonies of the people of this area. In the weak points, from the viewpoint of experts, the lack of suitable camps near religious places for the residence of travelers is known as the most important weakness in the religious tourism of Torbat-e-Heydarieh. In this case, it can be said that the first concern of each passenger during the trip, is a suitable residence and access to basic facilities in a trip, and the highest cost at this time is related to the accommodation of tourists, so by providing these facilities in religious places, tourists can lay down their luggage and camp without worry. In the meantime, setting up a well-equipped travel camps that meets the needs of tourists seems to be necessary. So, it can be said that by attracting public participation and private sector investment in the implementation of tourism projects, the development of these kinds of facilities will be achieved. In the opportunities available in the religious tourism of Torbat-e-Heydarieh, coordination and vibration between organizations and institutions related to tourism in the city of Torbat-e-Heydarieh are known as the most important opportunity. In this regard, it can be said that exploiting the potential of tourism related organizations and aligning their activities, especially in the religious and historical places of Torbat-e-Heydarieh, can be helpful. In external factors, also, the most important threat to the planning of religious tourism in Torbat-e-Heydarieh is the lack of urban security on the roads leading to the Shrines and the tombs of Torbat-e-Heydarieh. Accordingly, it can be said that adopting strategies to eliminate this external threat and improving transport conditions for tourists to these religious sites and securing roads leading to them and reducing the risks, can be considered important. In this context, it is possible to develop measures and expand infrastructures for the transport and traffic including public transportation, road network, safety, traffic culture, etc., in order to promote the welfare and comfortability of tourists.

Also, considering that the city of Torbat-e-Heydarieh in the analysis of the strategic planning related to the city of Torbat-e-Heidarieh, there should be competitive and aggressive (SO) strategies that include the development of natural tourism resources and attractions, the development of resources and the creation of special tourist attractions, the development of resources and cultural-historical tourism attractions and the improvement and development of tourism products with an emphasis on adjacent natural and special attractions; should be paid attention. In this strategy, also, tourism related officials by investing in strengths and eliminating existing threats should take a more positive step in revising the strategic program of religious tourism.

#### **Functional suggestions**

These suggestions in terms of results are some strategies based on four factors: opportunities, threats, strengths and weaknesses as following:

- 1- Expansion of investment and absorption of public and governmental (bank loans) participations in city administration,
- 2- Organization of urban decays and informal residential
- 3- Dispersal of urban development (construction and expanding roads and passages, completing the surface water disposal network, bridges and underpasses, asphalt ...)
- 4- Provide the necessary ground for achieving integrated urban management,
- 5- Development of Iranian-Islamic architecture and urban engineering,
- 6- Development of crisis management infrastructure,
- 7- Improvement of urban appearance and landscape (beautification, facade of buildings, neatness of urban environment ...),
- 8- Development and expansion of parks and urban green spaces.
- 9- Providing the ground for the implementation and development of waste material management,
- 10- Increasing permanent municipal income resources,
- 11- Organization and development of human resource management,
- 12- Reengineering organizational processes (budgeting).
- 13- Promoting the level of citizenship culture,
- 14- Correction of the rules and regulations of urban engineering and architecture.

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