

A Vision Development of the Creative City of Kermanshah – Iran in Line with the Process of City Development Strategy (CDS) through the Adoption of OREGON Model

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ABSTRACT

City Development Strategy is a tool into which collaborative techniques are incorporated and employed with the aim of providing a sustainable urban development through social capability building to develop a collaborative vision together with a collective action. The present study was undertaken through studying the status quo based on the criteria for a creative city with the aim of developing a collaborative vision of the creative city for Kermanshah-Iran together with taking the interest groups' perspectives into account. The present study is an application-orientated kind of research entailing a descriptive-analytical methodology. Given the presented results of diverse studies and through the integration of ideas attained from them, the five visions selected by participating groups were as follows: (1) A city with many hubs and science & research- orientated centers, (2) A city with many diverse landmarks and panoramas, (3) A city with many diverse green spaces and public places, (4) An absorbing and lively city and (5) A city with many ancient and historical heritages. Accordingly, some scenarios and strategies have been designed for the year 2036 to come to develop a vision of the creative city for Kermanshah.

KEYWORDS: City development strategy, Vision development of the creative city, Oregon model.

1. INTRODUCTION

Cities are lively, complex and dynamic places which are always subject to physical, social, economic and even cultural and political transformations with the passing of time. An increase in the number of mass departures from rural regions to cities as well as the increasing trend of urbanization and impoverishment in many countries on the face of the earth have resulted in such diverse problems that new methods are required for urban management and planning. One of the new approaches to the plans of urban development is the plan of city development strategy. The 21th century is entitled "The urbanization century" and cities of the global village compete aggressively with each other as the networks' nodes within the framework of world economy endeavoring to move upwards and progress in this hierarchical structure with the aim of attracting more opportunities. Additionally, in line with such progresses, movement towards a creative economy and eventually, earning the position of a creative city could provide urban regions with prominent opportunities regarding urban transactions, especially in international arenas [16].

The creative city has been introduced as a strategic method in the field of thinking, planning and implementation of urban schemes. Considering the dramatic changes taking place in cities, the authorities, employers and the residents' creativity feature play a vital role in view of solving great deals of problems which cities are faced with. Kermanshah features lots of potentials which should be put into effect through the agency of appropriate strategies and planning with the aim of achieving the desired objectives of the creative city. One of the main factors which necessitates undertaking the present study is the position which Kermanshah holds as one of the most significant hubs nationwide and the influential roles which it could play in relation to advancing the economic, social and cultural objectives on a national and transnational scale, provided that its present capacities be enforced and be provided with some special conditions so as to turn into a city in close proximity to other modern cities worldwide. Therefore, the present study aims to figure out answers to the following questions:

- To develop a vision of Kermanshah "within the framework of a creative city", what foundations and options should be considered to provide it with the preliminary preparations for its formulation?
- Given the process of city development strategy and vision development as well as the factors of a creative city, what are the strengths and weaknesses of Kermanshah in terms of the indices of a creative city in the eyes of interest groups?

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So, the main objective of the present study is to delve into the status quo of the town of Kermanshah by taking into consideration the perspectives of its residents, elites, urban authority's and interest groups as well as specifying its strengths and weaknesses to develop a vision of the creative city for Kermanshah.

2. LITERATURE REVIEW

2.1. City Development Strategic (CDS) Planning

One of the consequences of systematic thinking was the emergence of the Strategic planning in the U.S. This type of planning's utilization through using the perspectives incorporated in systematic planning and organizational management and decision-making accumulated and became prevalent by the new title of Strategic planning and additionally, it was first applied in the private sector and then became popular in the public planning [13]. Strategic planning could provide the transformation of cities and their futures with a systematic form, and should this type of planning be accompanied by participation and open decision making with the aim of stabilizing the connective actions, it will bring about desirable results [15]. Such major differences as 1) performance and the manner of handling, 2) taking into consideration a diverse and extensive set of interest groups, 3) paying attention to the external opportunities and threats as well as internal strengths and weaknesses and 4) paying attention to potential rivals differentiate the strategic planning approach from urban planning approaches (The comprehensive urban plans) [4]. The World Bank and the Organization of the Union of cities which mainly deal with underdeveloped countries, have proposed a certain pattern in the form of a CDS model for the process of vision development requiring a series of activities for cities and their neighborhoods (Figure 1).



Figure 1: An overview of the CDS process and the position of vision development in it

2.2. The definition of City Development Strategy (CDS)

City Development Strategy (CDS) is a process through which the long-term vision of development and urban planning is purveyed in such a manner that some short-term practical measures are developed with the aim of attaining the vision. City Development Strategy is a tool into which collaborative techniques are incorporated and

employed with the aim of providing a sustainable urban development through social capability building to develop a collaborative vision together with a collective action. In addition, CDS endeavors to advance the social justice in urban regions through the agency of widespread partnership and cooperation of the society in order to improve all citizens' quality of life[1].

2.3. The CDS's objectives

Given the national and local conditions, the actual approach of urban development strategy is variable. However, given the national differences, most city development strategies, as a collaborative process, follow three main objectives: 1) improving the urban management, 2) the economic growth and 3) reducing the urban poverty. In addition to the aforementioned, the city development strategy with the aim of sustainable development of cities has been founded on four general principles as follows:

- Well governance and well management
- Being bankable
- Being competitive
- Being livable [1].

2.4. The process of CDS development and implementation

- evaluation of the current position of the city
- formulation of the vision development to reach a favorable position
- adjusting the strategy in line with the manner of achieving the desired position
- prioritizing the objectives, plans, projects and required measures
- Conclusion, implementation, revisions and precision [3].
- formulation and implementation of the generic document of CDS

2.5. Vision Developments

Vision development plan was born as a planning technique in the United States of America and Canada in the early 1980th [6]. Vision development constitutes the heart of CDS process. A vision is an intellectual journey from the known towards the unknown, creating a picture of the future based on the available facts, dreams, hopes, dangers and opportunities [23]. In other words, Vision development is the process of picturing a future that a society would desire and then planning how to reach it [8].

The vision of the future of a city should be a collaborative one, i.e. it ought to be mutually perceived and supported by its diverse urban beneficiaries. Therefore, vision development enjoys two essential foundations: 1) the vision development's reliance on the comprehensive evaluation of the status and 2) being collaborative [7]

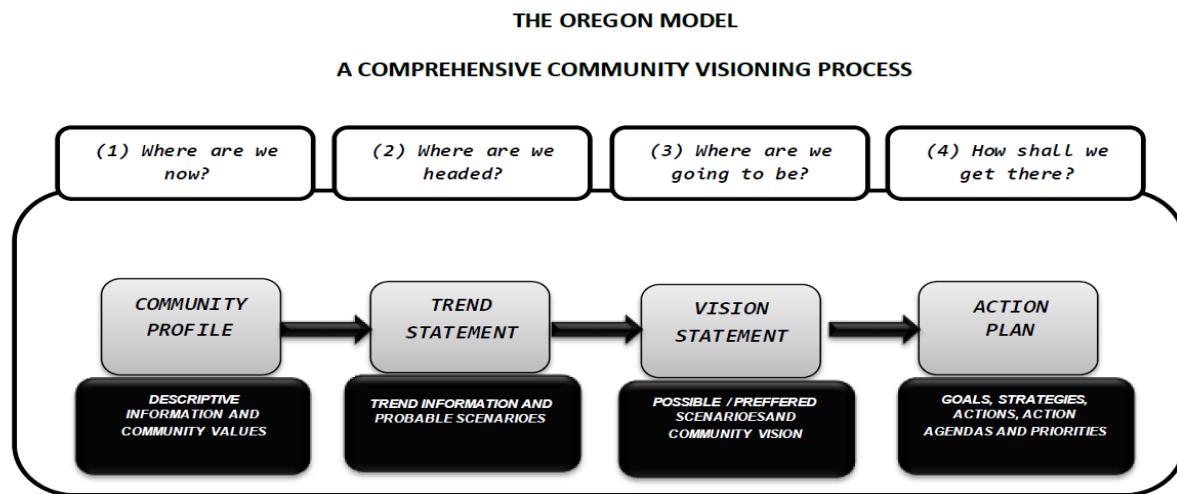


Figure (2): The vision Developing Model of OREGON

2.6 The OREGON Model:

The vision developing model of OREGON is a model which was formulated and introduced by a branch of the state of Oregon (America's planning association) with the aim of promoting and supporting the long-term urban planning. This model consists of four steps, each being based on a simple question: 1) Where are we now? , 2) Where are we headed? , 3) where are we going to be? , 4) how shall we get there?

1. Where are we now? (The existing conditions): This step is devoted to drawing the profile of the existing conditions of the city and deals with describing the significant characteristics of the cities, evaluating their strengths and weaknesses, defining the current issues and concerns as well as classifying the common social values in the form of a "Manifesto of values".
2. Where are we headed? (The procedure of movement): Assuming the current directions, the second step deals with determining the society's target and a "plausible scenario" is formulated based on the mentioned analyses and then displays the appearance of the future city as the continuity of the current conditions without any significant changes in the directions.
3. Where are we going to be? (Scenarios or alternatives of high priority): The third step is the core of vision development process aiming at formulation of a vision which cities wish to be changed into. In this step, a "reference scenario" is formulated based on a "likely scenario".
4. How shall we get there? (Selecting a model or planning process): In this step, the city's planning is required to achieve the desired vision. This step is regarded as an independent and complete process of strategic or executive planning which formulates short-term strategies and the required measures for directing the city towards the long-term vision. The vision developing model of OREGON incorporates some principles which are as follows:
 - The necessity to build frameworks in vision development process,
 - The number of scenarios in the OREGON model,
 - The main foundations of vision development process,
 - The process of creating and developing a vision [10].

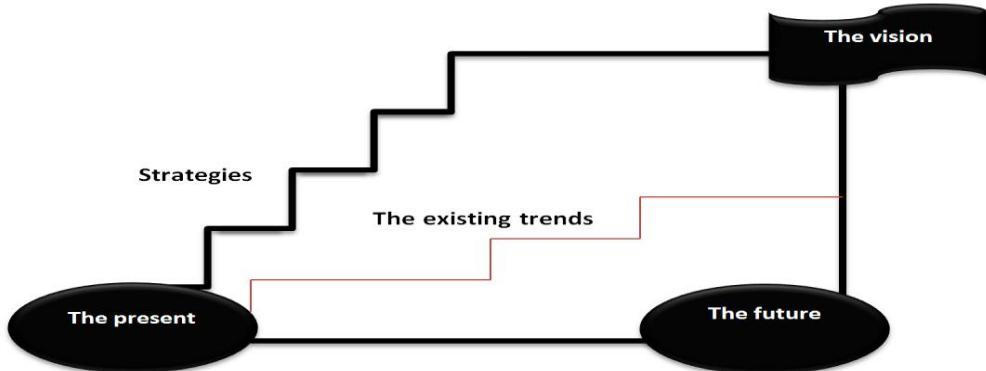


Figure (3): The relationship between vision and strategy

2.7. The concept of the creative city and the necessary prerequisites for its realization

The definition of the creative city is very general. It seems that the creative city is related to artistic sectors which make cities lively and dynamic and add real values to them, such as tourism, artistic events, endeavors for taking the control of the economic effects of art and creating an international reputation for the city, attracting individuals called "The creative class", using art to display diversity and building an understanding among people, developing creative economy and industry, recognition of creativity which serve as a vanguard for innovation and even adopting an approach for solving civil issues [5]. Creativity rids the city of deadlocks concerning management, frameworks and also implements two principles of partnership and efficiency which are deemed the main indicators of city governance. Similarly, the idea of creative city expands the horizon of managers, planners and urbanizers' perspectives and provides them with analyzing the approaches in the face of issues which the city is faced with and respects the diversity of interests and opinions. Eventually, the creative city expands the citizens' thoughts towards a better environment for living and promotion of the quality of life [12]. So, in line with sustaining and amplifying the velocity of the dramatic scientific and technological advancements of Iran in recent years, the necessity of developing the current cities of Iran with an emphasis on creative cities is an imperative and critical must. Possessing creative cities is the wish of any modern society. A creative city is an area in which new activities occur and means creative citizens in the 21st century. In such cities, the authorities provide public services and socio-economic infrastructures in the newest, most efficient, productive and beautiful manner ever possible. Not only is the creative city an area for nurturing creativity, but also its organization and management is designed inventively. Any city which is able to use the skills of collective collaborations creatively with the aim of provision of more services will be considered the most successful in this century [19]. Table (1) shows the indexes of a creative city.

Table (1): The indexes of a creative city

Aspect	A city full of diverse landmarks, symbols and panoramas
Art	Boosting new arts and reinforcing the ancient artistic heritages of the town
Diversity	A city full of diverse races and ethnic groups of the world attracting tourists
Public spaces	The existence of many diverse green spaces and construction and boosting public places
Higher education	The number of universities and the research and science centers in the city

Source:[2].

3. The Research Objectives:

The main objective of the present research is to study the status quo of Kermanshah-Iran according to the criteria and indexes of a creative city with the aim of formulating the vision of the creative city, vision developing for achieving the position of a creative city together with taking into consideration the viewpoints of its citizens, elites and urban authorities (interest groups), identifying the strengths and weaknesses of Kermanshah and eventually establishing the groundwork and preparations for reaching the concepts of the creative city and bottom-up planning with a collaborative approach to it.

4. THE RESEARCH METHODOLOGY

The present study is application-orientated with a descriptive-analytical methodology. As for data collection, library and field studies have been applied. In the library studies, such methods as taking notes of the existing documents and books, using the results from other studies, internet as well as the existing information in statistics and so forth were utilized. As for the Field studies, open questionnaires were distributed among urban authorities and elites and closed questionnaires were distributed among citizens. Continuing through interviews with experts and specialists, the passive aspects of this research in the town of Kermanshah were examined. The Cochrane formula was applied to estimate the sample size ($\text{sig.} = 95\%$). Using this formula, 322 citizens were selected through random sampling and as for authorities and elites, determining and selecting the sample population was performed through non-random sampling. In the end, after collecting the distributed questionnaires, the obtained data were analyzed through SPSS software and then the status quo of Kermanshah as well as its strengths and problems were analyzed in terms of the indices of a creative city from the perspective of different groups. Through final summing and analyzing with the aim of formulating the vision of the creative city of Kermanshah, the plausible scenarios were listed for the future development of the city in terms of the indices of a creative city. The steps of performing the present research have been illustrated as a conceptual model in figure (4).

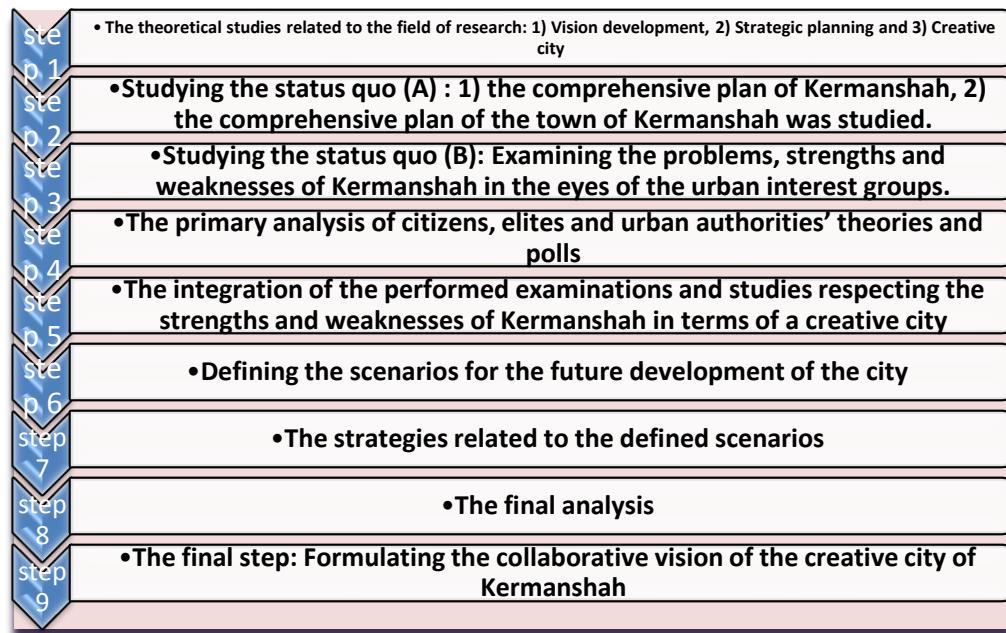
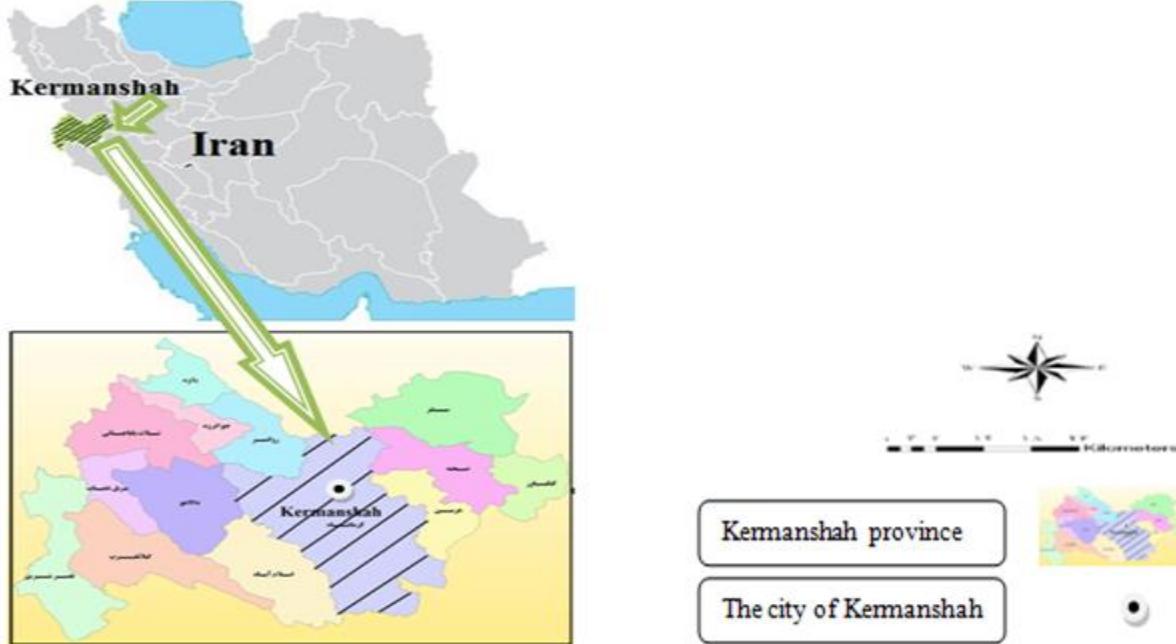


Figure (4): The conceptual model of the components and steps of developing the vision of the creative city of Kermanshah

Source: Authors

5. The introduction of the scope of the study

Kermanshah, with an area of 24500Km² (constituting 1.48% of the whole area of Iran), holds 1945227 people of the country's population. Kermanshah borders such provinces as Kurdistan to the North, Ilam and Lorestan to the South, Hamedan to the East and Iraq to the West [17]. Kermanshah lies at latitude 34° and 19 minutes north of equator and at longitude 47° and 7 minutes east of Greenwich meridian. The geographic location of the town of Kermanshah has been shown in Map (1). The town of Kermanshah, as the center of the province and the center of a much wider area of the province's political borders, has experienced a significant growth. In the North of the town of Kermanshah, there is a vast mountainous system with an area of almost 2000 Km², holding Parao mountain ranges with a 50% slope which is almost 2000 meters high with environmental and climatic constraints [21].



The town of Kermanshah as the center of Kermanshah province is the largest city of all and the ninth most populated city nationwide with a population of over 851405 in 2011. According to the statistics of 2011, the population density of the town of Kermanshah was 85.14 people per hectare. The trend of population evolutions of the town of Kermanshah in different decades of Census has been shown in Table (2).

Table (2): The evolution trend and the relative position of the population of the city of Kermanshah versus the town and Province of Kermanshah

The population of Kermanshah Province	The population of the city of Kermanshah	The population of the town of Kermanshah	Year
781136	298938	187930	1966
1045385	422649	290600	1976
1380358	691982	5605124	1986
1632616	764002	624107	1991
1778596	833125	692986	1996
1879385	967196	794893	2006

Source: [20].

6. The steps of formulating the vision of the creative city of Kermanshah

There are two approaches for formulating the vision of any country, city or organization. In the first approach termed "elite-oriented", the vision draft is composed by a small group of experts called "Edition group", and then is exposed to a larger group of experts known as the "Delphi group" to be judged and assessed. The vision document will be finalized after being transmitted many times between Edition and Delphi groups. In the second approach termed "pluralistic or social", the focus is placed upon absorbing the collaboration of each and every one of beneficiaries in the process of formulating the vision. Although, formulating long-term visions through this

approach, needs more time and costs, its costs are justifiable for governments, management of cities and organizations, since it will finally result in developing a vision upon consensus [14].

The vision development process of Kermanshah in the present research is based on a pluralistic approach and the perspectives of different groups have been incorporated in the vision formulation of Kermanshah. Therefore, the status quo was first dealt with and then such a status quo was analyzed in terms of the indexes of the creative city in the eyes of target groups. Finally, through combining the opinions and polls of citizens, elites and urban authorities with the aim of formulating the vision of the creative city for Kermanshah, some scenarios and strategies were formulated up until 2036.

6.1. The evaluation of the status quo:

The economic system of the town of Kermanshah as the most important and effective economic hub in Kermanshah province enjoys some features and limitations which is influenced by the whole of performance and the role of each of sectors and economic activities. The available statistics indicate that in 1996, out of the whole of employed people in the town of Kermanshah there were 3725 individuals in agricultural sector, 38850 individuals in industries and mines sector and 101130 individuals in service sector. Therefore, out of the whole of employed people in the town of Kermanshah, 2.6% were engaged in agricultural sector, 27% were engaged in industries and mines sector and 70.4 % were engaged in service sector, but in 2006, this rate reached 2.7% in agricultural sector, 22.4% in industries and mines sector and 49.7% in service sector. These figures clearly indicate that service activities play a predominant role in the economy of cities. Generally speaking, it could be expressed that the economy of the town of Kermanshah relies on the performance of service activities, especially on that of government services and the structure of its sectors and fields of activity hold such major limitations as the relative trivial significance of workshop industries' activities and the relative titanic shares of trading, transport and construction activities [18].

6.2. How to use the lands based in the town of Kermanshah in the status quo? The applications which are associated with the creative city indicators are as follows:

- 6-2-1) Higher education: the per capita of this application is 2.42 square meters.
- 6-2-2) commercial: the per capita of this application is 0.97 square meters throughout the town of Kermanshah.
- 6-2-3) sports: the whole level of this application is 60 acres.
- 6-2-4) the equipped green space: the per capita of this application is 4.47 square meters.
- 6-2-5) cultural: the per capita of this application is 0.19 square meters.
- 6-2-6) tourism and reception: the per capita of this application is 0.19 square meters.
- 6-2-7) recreational: the per capita of this application is 0.20 square meters.

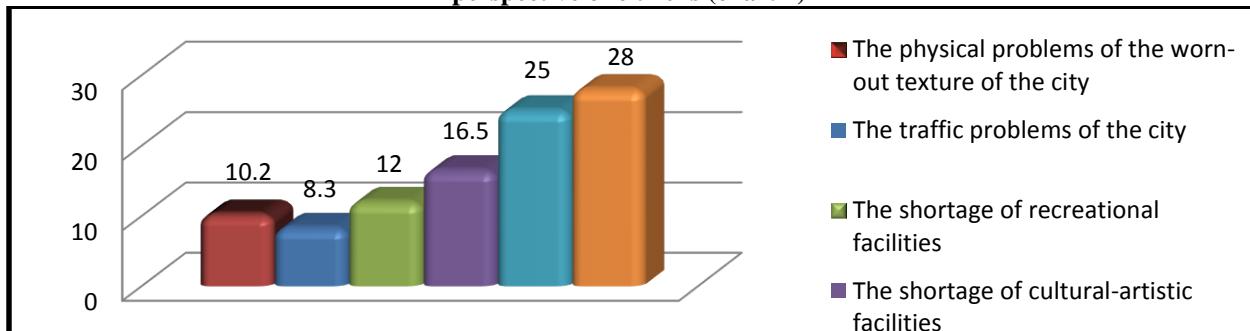
(In the status quo, the area occupied by the higher education institutions of Kermanshah is 2000158 square meters with a per capita of 2.42 square meters and apparently; it does not show any shortages. It is only necessary that the required credits be funded for buildings and necessary equipment in order to develop the higher education activities. As for cultural applications, the physical studies demonstrate that the per capita of this application is 0.19 square meters and this figure indicates that there is a severe shortage in terms of cultural spaces in the town of Kermanshah. As for tourism and reception application, Kermanshah enjoys limited tourism facilities and its per capita is 0.19 square meters. This figure indicates that there is a severe shortage in terms of tourism applications. Similarly, the reception application with a per capita of 0.20 square meters indicates that there is a major shortage in terms of such an application).

6.3. Examining the status quo of the town of Kermanshah (its problems and hassles in terms of the creative city) from the perspective of the public.

The results attained from the questionnaire are as follows:

1. The citizens : A shortage of cultural and recreational centers, not using people's ideas, a rise in the education and unemployment level of the young, lack of financial support of innovations and inventions
- 2- The elites: the lack of suitable groundwork for the participation of the creative force of the city, the lack of using graduates with special expertise in related organizations, the lack of special attention to the cultural issues, the lack of proper use of the economy of tourism, artistic and cultural limitations and shortcomings, the lack of artistic - cultural programs, urban management weaknesses concerning citizens' lack of participation in planning for the city, not dealing with the necessity of the creative city .
- 3- The urban authorities: The lack of coordination between different organizations and institutions, the lack of considering the participation of citizens in the urban issues. Charts (1 & 2) show the strengths and problems in terms of the indexes of the creative city from the citizens' perspective.

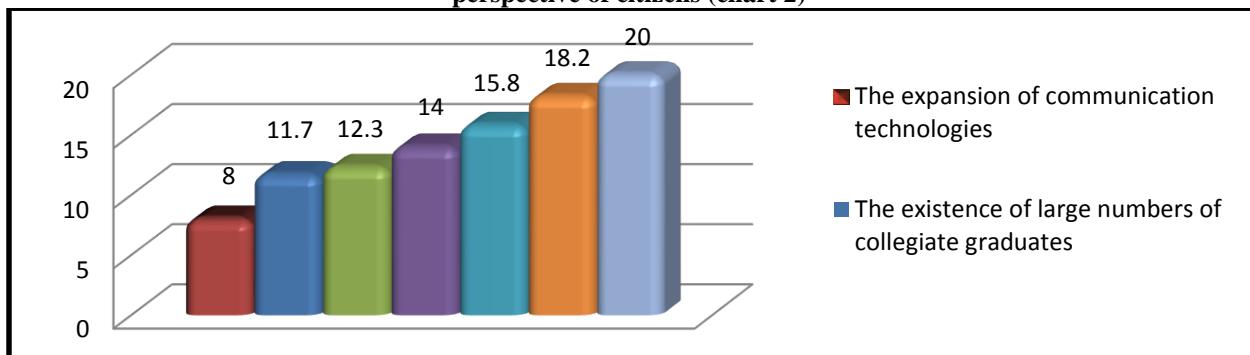
Chart of prioritizing the problems of the town of Kermanshah in terms of the creative city from the perspective of citizens (chart 1)



Source: Authors

The presented results in chart (1) show the most prominent problems of the town of Kermanshah in terms of the indexes of the creative city from the citizens' perspective. 28%, 25%, 16.5%, 12%, 10.2% and 8.3% of citizens regarded the young's unemployment, the lack of proper groundwork for the creative citizen's participation, the shortage of cultural-artistic facilities, the shortage of recreational facilities, the physical problems of the worn-out texture of the city and finally the traffic problems as the most important problems of the city respectively.

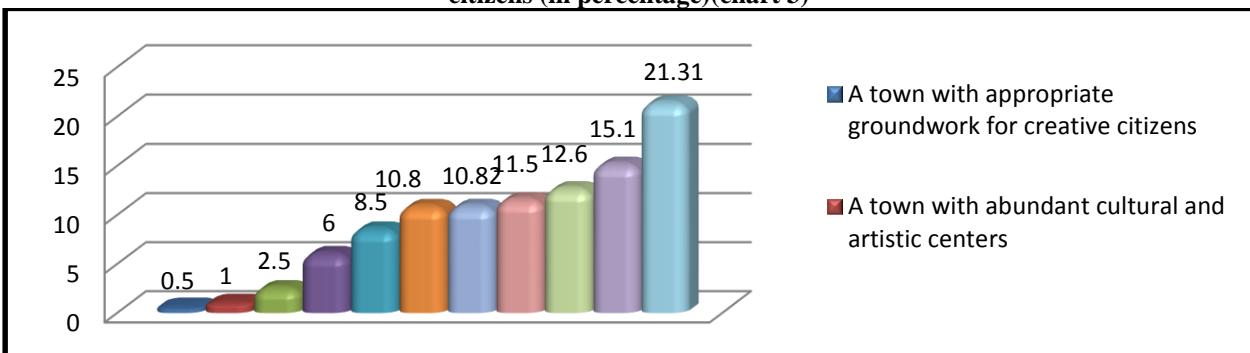
The chart of prioritizing the strengths of the town of Kermanshah in terms of the creative city from the perspective of citizens (chart 2)



Source: Authors

The presented results in chart (2) show the most prominent strengths of the town of Kermanshah in terms of the indexes of the creative city from the citizens' perspective. 20%, 18.2%, 15.8%, 14%, 12.3%, 11.7% and 8% of citizens regarded the existence of universities and science and technology parks, the existence of potential cultural resources, the existence of young forces with new ideas, the interest of citizens to participate in planning for the city, the citizens' potential readiness for the institutionalization of creative city concepts, the existence of large numbers of collegiate graduates and the expansion of communication technologies as the most important strengths of the city respectively.

Prioritizing the selected visions in terms of a creative city from the perspective of citizens (in percentage)(chart 3)



Source: Authors

According to the results presented in chart (3), it could be noticed that in general, 21.3%, 15.10%, 12.6%, 11.5%, 10.82%, 10.8%, 8.5%, 6%, 2.5%, 1% and finally 0.5% of the total sample assessed the town of Kermanshah as a town with many hubs and science & research- orientated centers, with landmarks, with many diverse landmarks and panoramas, with numerous parks and public spaces, with attractiveness and liveliness, with many ancient and historical heritages, with young forces holding creative talents, as knowledge-based, with diverse folks being hospitable towards tourists, as an intelligent city holding high technology, with abundant cultural and artistic centers and with appropriate groundwork for creative citizens respectively.

The selected items in chart (3) are a combination of opinions and polls of interest groups based in the town of Kermanshah including citizens, urban elites and urban authorities. Therefore, the five visions selected by participating groups were as follows: (1) A city with many hubs and science & research- orientated centers, (2) A city with many diverse landmarks and panoramas, (3) A city with many diverse green spaces and public places, (4) An absorbing and lively city and (5) A city with many ancient and historical heritages.

6.4. The position that the town of Kermanshah is going to be changed into in the future in terms of the indexes of a creative city.

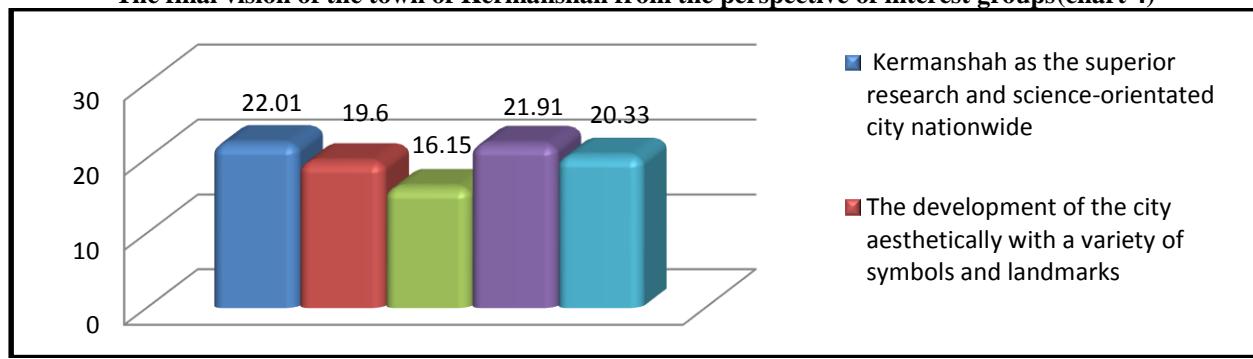
The interest groups of the city suggested the following items for the future development of the city in terms of the indexes of a creative city:

1) The establishment and introduction of a culture & art university, 2) the allocation of sufficient credits in the art & culture sector considering the young population of the city, 3) the promotion of the existing artistic-cultural infrastructures, 4) the establishment a cultural-collaborative center in the neighborhoods based in each division with the aim of exchanging the residents' thoughts and ideas, 5) the promotion of the existing artistic-cultural spaces, 6) quick access of people based in different parts of the city to such spaces, 7) a city with top dynamic tourist facilities, 8) changing the traditional top-down attitudes into the new bottom-up approach and the actual use of the local communities' participation(a model with fundamental emphasis on the role of local communities), 9) the creation of a "group work" by the title of the creative city in organizations related to the city with the aim of achieving the desired goals of the creative city, 10) the creation of an appropriate groundwork for young creative forces with new ideas, 11) searching for individuals with creative skills and supporting them.

By combining the creative ideas of interest groups, the creative vision of the town of Kermanshah for 2036 is formulated as following: a city with many diverse landmarks and panoramas, a city with many universities and science & research parks, a city with potential cultural resources, a city with young forces with new ideas and skills, a city with its citizens' high interest in participation in planning for the city, a city with a high percentage of collegiate graduates, a city with diverse absorbing and lively parks and public places, a city with many ancient and historical heritages.

Scenarios: 1) Kermanshah as the superior research and science-orientated city nationwide, 2) The development of the city aesthetically with a variety of symbols and landmarks, 3) Public open spaces and abundant parks with the aim of attracting the creative citizens' participation in urban affairs, 4) a tourist-orientated dynamic city being hospitable towards tourists, 5) a historical-cultural city distinct from others in terms of cultural-artistic development of the country (chart 4).

The final vision of the town of Kermanshah from the perspective of interest groups(chart 4)



Source: Authors

The strategies of the first scenario: 1) Increasing the number of universities, 2) Creating opportunities for top brilliant researchers, 3) Increasing the research facilities, laboratories and workshops, 4)The provision of the required credits and equipment necessary for the higher education constructions and their activities.

The strategies of the second scenario: 1) Increasing the number of statues, symbols and landmarks improving the aesthetic quality of the city 2) Using more colors in public open spaces as well as cultural-recreational spaces with the aim of raising the attractiveness of the city, 3) Adding diverse sports-recreational activities to cultural spaces with the aim of creating special attractiveness 4) Quick access of the residents based in different parts of the city to such spaces.

The strategies of the third scenario: 1) Creating artistic-cultural centers in different parts of the city in proportion to the population, 2) Establishing cultural-collaborative bases across neighborhoods in each division of the city with the aim of exchanging the residents' thoughts and ideas with each other, 3) A change from top-down attitude into a bottom-up approach and the actual use of the participation of local communities, 4) Creation of a "group work" by the title of the creative city in organizations related to the city with the aim of achieving the desired goals of the creative city being of high priority, 5) Dealing with the issue of the creative city and urban authorities' policy making.

The strategies of the fourth scenario: 1) Increasing the attractiveness and liveliness of urban places, 2) Increasing the tourism& reception facilities in view of Kermanshah's historical and ancient capacities, 3) Booming the tourism economy of Kermanshah.

The strategies of the fifth scenario: 1) The establishment and introduction of a culture & art university, 2) the allocation of sufficient credits in the art & culture sector, 3) the promotion of the existing artistic-cultural infrastructures considering the young population, 4) Booming the allocation of credits in the culture and art sector, 5) holding numerous local and indigenous exhibitions, 6) holding local and indigenous festivals.

6.5. The proposed strategies for all scenarios:

The per capita values of multiple applications related to the indexes of the creative city of Kermanshah show major shortcomings. Therefore, it is recommended that the per capita values of such applications be increased:

1. The higher education per capita in the status quo is 2.42 m2. The proposed value is 2.48.
2. The green space per capita in the status quo is 4.47 m2. The proposed value is 8.94.
3. The cultural per capita in the status quo is 0.19 m2. The proposed value is 0.57.
4. The tourism and reception's per capita in the status quo is 0.19 m2. The proposed value is 0.57.
5. The recreational spaces' per capita in the status quo is 0.20 m2. The proposed value is 0.60.

7. Conclusion

Strategic planning is a process which is utilized by most successful cities with the aim of steering and advancing their plans and activities alongside long-term vision horizons towards achieving their goals. Given the changes and developments in cities, each city is in dire need of benefiting from strategic planning in line with the continuation of living, competitiveness and achieving more success. The results of the present research identified the strengths and weaknesses of the town of Kermanshah in terms of the indexes of a creative city from the perspective of interest groups. In the present study, some proposals were presented based on Oregon vision development model. Given the presented results of diverse studies and through the integration of ideas attained from them, the five visions selected by participating groups were as follows: (1) A city with many hubs and science & research- orientated centers, (2) A city with many diverse landmarks and panoramas, (3) A city with many diverse green spaces and public places, (4) An absorbing and lively city and (5) A city with many ancient and historical heritages. Accordingly, some scenarios and strategies have been designed for the year 2036 to come to develop a vision of the creative city of Kermanshah. Considering the historical background as well as its rich civilization, the metropolis of Kermanshah holds such high cultural capabilities that could be introduced to the world as the gateway of Iranians and become flourishing on a transnational scale in terms of competitiveness through the agency of basic and fundamental planning. In the end, our fingers are crossed in order for Kermanshah to achieve its real position as a city with great deals of potentialities through the city's correct planning and management.

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