Model Design of Active and Sport-Friendly Cities With an Emphasis on Open Policy of Urban Management in Iran

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Abstract

Purpose: The purpose of this research was to design a model for the realization of active and sport-friendly cities with an emphasis on open policy of urban management.

Methods: The current research is based on the nature of exploratory-fundamental research; The manner and method of research, qualitative; The research strategy, foundational data theory and source of data collection include the study of theoretical foundations and interviews. Interviews were conducted in MAXQDA qualitative data analysis software, while open central and selective coding of the realization model of active and sports-friendly cities with an emphasis on open politicization of urban management was drawn and a theory was created.

Results: In the qualitative section, based on the foundation's systematic data plan, three stages of open coding, central coding, and selective coding were performed to analyze the qualitative data. 1290 open coding, 324 core coding and 21 selective coding, which include political infrastructure, effective human resources management, civil infrastructure, optimal urban governance, culture building, social demands, guidelines of upstream institutions, education and communication, campaigns, capacity building economic and financing, increasing organizational agility, social marketing, community-oriented, sports services, partnership development, sustainable urban development, managerial weaknesses, legal obstacles, process obstacles in the organization, environmental changes, operational plan.

Conclusion: Urban management should make more efforts in line with its flexibility and expand the open system, creating an informal atmosphere while observing formality, unity of procedure, low hierarchy, facilitating laws, accountability transparency, social media, participation space, and focus. The creation of dynamic cities can cause social justice in the society and create spaces for the development of the participation of public and popular institutions and organizations for the development of public sports.

Keywords: sport lover, dynamic city, optimal governance

Introduction

Nowadays, life in mega cities has taken on a vast social and complex form, and the geographical identity of cities and the natural facilities that can be changed and diversified to it are considered a concern and responsibility of city managers, and the planners of sports environments, based on management the infrastructures and variables of the sports space are aimed at the growth of technological quality and utilization for the people of the society. The social and cultural perspective for improving people's lives and increasing the level of public participation plays an important role in the branches of urban management for the city administration (Nasseri, 2015). In many cities of the world, these municipalities are responsible for planning and developing public sports. Public sport has the largest audience and everyone is aware of the importance of this sport (Farahani et al, 2017). Public exercise is a form of physical activities or regular presence in physical activities that leads to physical and mental well-being, shapes social relationships and leads to positive results. Municipalities, as legal, local and independent organizations, have been established within the city to meet the public welfare and service needs of the people of the city, which have a local aspect, and one of their duties is to plan the leisure time of the citizens related to their needs and desires. They are.. Municipalities play a central role in the development and inclusion of public sports. According to TAFISA (International Sports for All Organization), municipalities are the main providers and supporters of sports for all and physical activity for their citizens (TAFISA 1, 2016). Dynamic cities are a source of investment in the development of environmental, social, they are economic and humane. The effect of these cities on the dimensions of urban life is very tangible and cannot be easily ignored. An important issue that can be observed in the dynamic city is the attention to different age groups as well as the comprehensive examination of the factors that affect it both directly and indirectly. One of the interventions in the development of physical activity in cities and the creation of an dynamic city is political and policy-making factors. The main goal of public policy related to physical activity is to create supportive environments, infrastructures and programs to empower people to lead active lives (Matsudo 2, 2011).

In the modern urban management system, several models have been presented to solve these problems and challenges in urban life. One of these models, which is considered the dominant model in urban management, is (Meshkini, 2013) the open policy model of urban management open policy is a concept that seeks to use people's (non-governmental) capacities in public policy making and expresses the interaction between It is the government and the people. It can be said that the openness of the government is in line with the openness of policy making and the use of capacities Non-government is in the public decision-making of the government (Ganapaty and Redic, 2012). Open policymaking from the perspective of increasing participation, interaction, self-empowerment and socialization of citizens and policy makers has also been taken into consideration, so far, several theoretical and field approaches for the development of sports such as socio-oriented, elite-oriented, economic, educational-ethical, political, Scientific and religious approaches have been introduced, but none of these approaches have been comprehensive in the matter of open policy making (Mashki, 2013). In fact, the lack of success of the country's sports institution in performing its governance duties forces it to abandon the ideas of open policy making with emphasis on Optimal urban governance was used as a comprehensive solution in a complex, dynamic and diverse urban environment that requires high management capacity for the development of public sports in the country (Salehi, 2012). Good management is the distinguishing feature of an extroverted city with good management compared to a city with unfavorable management or an isolated city. Accordingly, the main move towards good urban governance will be to reach an extroverted city. In

an extroverted city, every person regardless of wealth, gender, religion, race, and age deserves a constructive and positive participation in the opportunities available in the city (Nazak Nobari et al., 2009).

A kind of development emerges through good urban governance, in which the poor have priority, women's affairs are improved, a sustainable created, and employment opportunities and welfare and sports factors appear. In this way, the concept of good governance and sustainable human development are inseparable (Mohammed Moedi, 2013). This model is related to the political and institutional processes that provide the necessary results to achieve the development goals. As a prerequisite for sports, it helps this tool to fully fulfill its role as a means of promoting positive values and thereby helping personal development and social cohesion. They reflect the problems and shortcomings of the country's sports. Indicators such as accountability, political stability, effectiveness, regulatory quality (strengthening the private sector), rule of law and corruption control (Chapel, 2015). Therefore, in 2022, in an article entitled "Active and Green City", Fatati [2] concluded that increasing physical activity and healthy nutrition to improve the health of citizens by changing the city's cultural identity is the path based on optimal urban management, and Gargiulo[3] in 2022 in an article with The title of the role of active citizens on the attractiveness of the city came to the conclusion that the dynamic city improves health conditions, increases urban opportunities, safety and attractiveness of the city. In 2016, in an article titled "Evaluation of Justice and Equity in Physical Activity Policies of Four European Countries", Rita [4] showed that there is strong research evidence on the importance of equality and justice for public health, as well as the positive impact of physical activity as a disease prevention factor, non-contagious diseases are known. However, physical activity is not desirable at the level of society (Eisazadeh, 2016). Increasing the level of physical activity depends not only on individual factors, but also on policies related to sports, health, transportation, and

education. and education depends on social, cultural and environmental factors. The reduction of health inequalities can be benefited by the processes of developing the policy of the amount of physical activity based on the participation and cooperation between different sectors, and Mojgan Ghanbari (2016) in a research titled urban management and The strategic plan of public sports with emphasis on non-governmental organizations came to the conclusion that the change of sports by urban management, improvement in the public attitude towards the importance and impact of public sports in the quality of life of citizens, and also Safari (2016) in a research titled A model of the friendly city of physical activity with an approach dynamic cities, active communities, active citizens, and the result was designed after a detailed examination of the TAFISA dynamic city model and the division of biological models into four general levels. As seen in most of the researches, attention has been paid to the dynamic city model based on the TAFISA model and with urban barriers, but this research has focused on the investigation of the dynamic city on the re-politicization of urban management and attention to the optimal urban governance, and so far no research has been observed in this regard. And it can be a path-breaker in urban management, because despite tof having credits and sports facilities, urban management has not achieved much success in the development of public sports, and the satisfaction of Tehrani citizens is not at the desired level (Savadi, 2016).

Therefore, despite of spending vast resources, the development of physical activity in cities has not been done so far, and several elements have definitely played a role in this situation, one of these elements is the lack of a valid and local framework for improving the physical activity situation in cities, which can be the basis for the actions of practitioners. Also, identifying the factors and indicators of open policymaking can help its acceptance by municipalities and lead to the development of citizen sports in all dimensions. In general, the current research seeks to answer this question, what is the city

management in Iran? and with what model Can it provide the basis for the realization of an active and sports-friendly city by using open policy?

Materials and Methods

The nature of this research is basic exploratory and its approach is qualitative, which uses the grounded theory [1]. The grounded theory is a qualitative research method by which a theory is developed using a series of obtained data. In this study, the systematic plan of Strauss and Corbin's strategy [2] was used to collect and analyze data. This systematic method has three main stages of open coding, central coding and selective coding (Momini et al., 2016). The statistical population of this research were expert professors with a history of research and executive activities in the field of citizen sports, who were selected purposefully. The statistical sample in consultation with the city managers were qualified people, whose number reached 22 until the theoretical saturation stage, in the field of demographic characteristics, it showed that 15 of the subjects of the present study were men and 7 of them were women. Among them, 16 people were in the master's degree and 6 people had a doctorate degree and were students of this degree. To collect data, a semi-structured interview with 15 general and specialized questions in the field of the dynamic city, including the process and effective factors and barriers to the realization of active and sports-friendly cities, with an emphasis on the open policy of urban management, and open policy and good governance It is a city and why it is not implemented in the cities of Iran, which was prepared with the help of several citizen sports experts who have experience in urban management and have experience in evaluating dynamic cities. These interviews were conducted in approximately 40 to 80 minutes and in total about 675 minutes. All materials were recorded and written with the consent of the participants. In order to analyze the data, the foundation data method and MAXQDA software were used until finally a logical paradigm model or an objective

image of the created theory was drawn. In qualitative research, the validity and reliability of the research is mostly based on the accuracy of the data. Based on this, if the interviewees confirm the findings of the research, it is possible to be more confident about the validity of the research (Strauss and Corbin, 1990). It was done in order to increase the internal validity so as not to affect the way they answered. In addition, after conducting each interview, the obtained elements were presented to the interviewee and if they had any points in mind regarding the previous elements, they were discussed. This was done in order to conduct interviews without any preconceptions and biases. In general, the qualitative part of the research was collected using semi-structured interviews and the quantitative part was done with a researcher-made questionnaire. The process of interpretation and analysis of qualitative interviews has been validated by coding method.

Results

In the qualitative part, simultaneously with the data collection stage in the form of interviews, data analysis was also done. Theoretical sampling continued until the categories were theoretically sufficient. Based on the foundation's systematic data plan, three stages of open coding, central coding, and selective coding were performed to analyze the qualitative data. 1290 open coding, 324 axial coding and 21 selective coding, in the open coding stage, key words and expressions related to respondents' opinions were identified. In the next stage, that is axial coding, categories include causal conditions (causes of the main phenomenon), strategies (strategic platform and scope), background conditions (specific background conditions affecting strategies), intervening conditions (general background conditions in strategies) and consequences. (method and platform for using strategies) were theoretically connected. Finally, during the process of selective coding, ruling propositions or issues of the research that refer to the internal relationships of the categories were formed.

Table 1 - Axial coding results

Open Coding	Categories	The main structure
Background factors	Political Substructures	Funds
		Law
		Support and encouragement
		Government and parliament support
		Political pressures
		Coordinated communication between the government and the municipality and the federation

Effective management of human resources	Adapting culture	
	Managing ethnic and national cultural differences	
	Having a specialized strategic committee	
	Approaching the organizational views closer to the dynamic city	
	Expert force	
	Physical education students	
	Sports coaches	
Civil Infrastructure	Improvement development	
	Renovation	
	Make create	
Good urban governance	Enforcement guarantee of laws	
	Approving and amending specific laws and regulations for good urban governance	
	Removing legal obstacles to investment, income generation and municipal financing	
	Resolving ambiguities and multiple legal definitions in good governance	
Culture building	Promote the spread of sports	
	Changing the traditional attitude	
	The culture of using sports equipment	
	Optimum use and generalization	
	A positive look at dynamic cities	
	Use of technology	

Casual conditions	Social demands	Public surveillance
		Public participation
		Social demands
		Social pressures
		Age groups (elderly, young people, teenagers)
		Disadvantaged communities
	Guidelines of upstream institutio	Upstream rules
		Make clear rules
		Participation and cooperation of upstream institutions
		Funding for the implementation of large urban projects
		Approvals of the Islamic Council
	Education and communication	modeling
		Family
		Information and awareness
		Organized training
		Communication network in the city
		University
	Environmental changes	Changes in political conditions
		Information related to changes in technologies in sports
		Synchronization of governance practices with social healt developments

		The speed of synchronizing with environmental developments in the dynamic cities of the world
		Changes in lifestyle
	Operational Planning	Active transport
		Active events
		Active life
		Active life
		Free time

Strategies	Campaigns	Active campaigns
		Supporters
	Increasing economic capacity and financing	Financing projects
		Attracting financial sponsors
		Alignment of laws with municipal goals
		Reducing environmental pollutants
		Increasing municipal powers
	Increasing organizational agility	Reduction of bureaucracy in the organization
		Implementation of decentralization policy
		Reduction of organizational hierarchy
		Speed up things
	social marketing	Social environment
		Creativity
	Community oriented	Life analysis
		Dependence of cycling behavior and urban design interventions
		Racial and socio-economic position

consequences	Sports services	Professional sports services
		Sports specialized health
		General health
		Entertainment, education, tourism services
		Quality products
		Fast customer acquisition
		Reduce costs
	Development of partnership	Awareness building
		Increasing participation in sports
		Increasing society's sensitivity to individual health
		Increase of volunteer activists
	Sustainable urban development	Reduce poverty
		Improving the quality of urban life
		Sustainable urban development
		Citizens' safety and comfort
		Reducing the class gap
		Increasing the trust of citizens
		Increasing social justice

| Intervening conditions	Weakness of management	The oldness of the body of the evaluation team
		Lack of professional competence of managers
		Inability to calculate the risk of removing managers
	Legal and legal obstacles	Legal barriers
		State barriers
		Financial and administrative corruption
		Officials' lawlessness
	Process obstacles in the Organization	Financial Problems
		The world of delocalization of dynamic cities
		Lack of culture of participation in sports
		Municipal resistance to change
		Lack of familiarity between managers and citizens about the benefits of a dynamic city
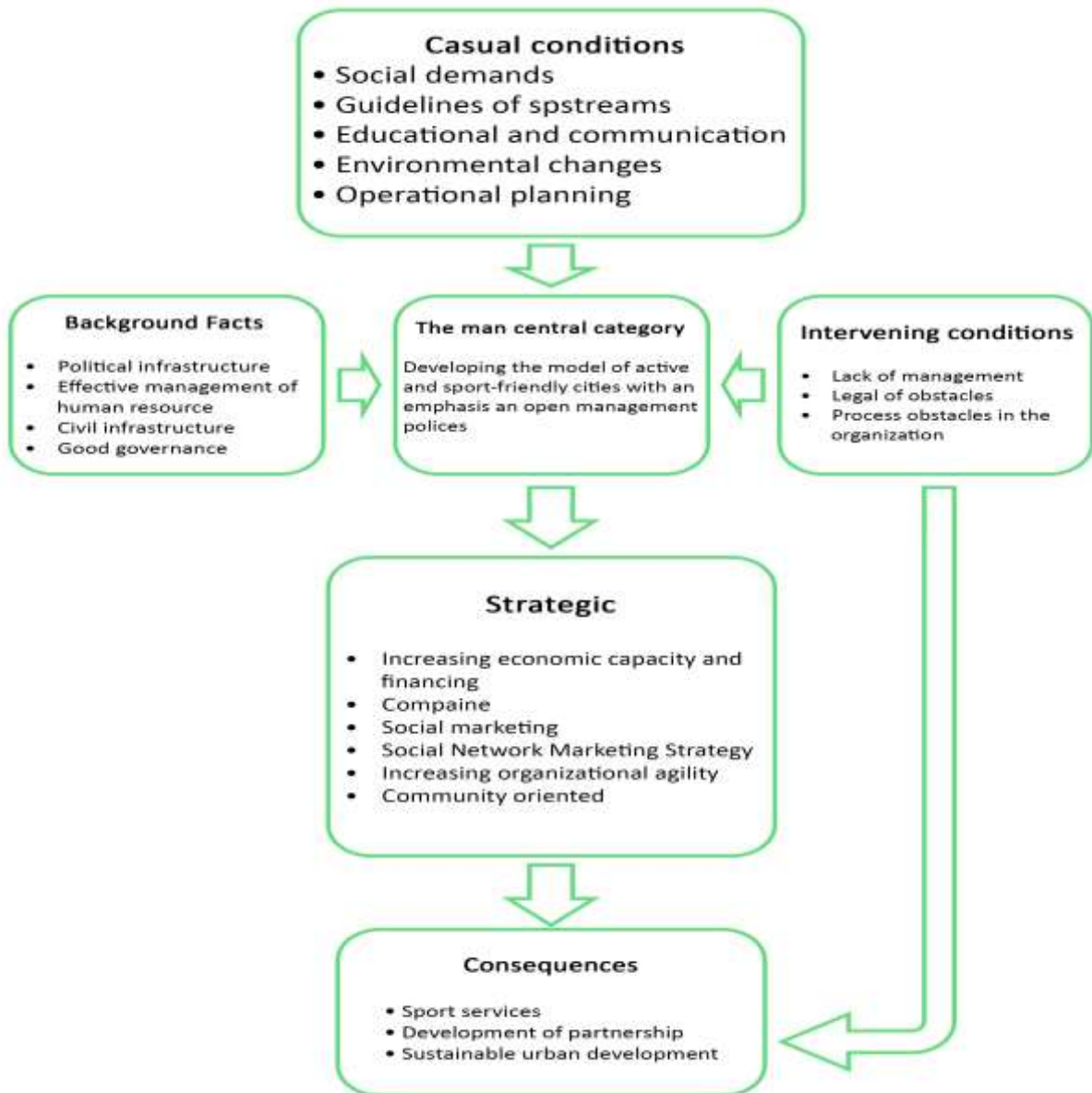
Figure 1: Paradigm model

Discussion

The results of the studies show that governance as a concept specifies that power exists inside and outside of official authority and government institutions. Often governance emphasizes the "process" and makes it clear that decisions are made based on complex relationships between a number of actors with different priorities and preferences. Governance establishes an agreement between competing and conflicting priorities and interests, and this is the basis and foundation of the concept of governance (Veysi, 2010). It will bring physical and mental health away from social anomalies. The use of cars for nearby routes will be minimized and cycling and walking will take its place. In such a society, people with good health and their efficiency in various life activities will increase, and their work efficiency will also increase in the work environment, which will bring beneficial economic effects to the society. On the other hand, treatment costs are reduced, which remove a lot of economic pressure from the government. As mentioned in the following model, the political and civil structure is one of the

background factors in this model. Nowadays, municipalities and public federations need the support of high-level organizations to realize a dynamic city, in these cases, the support of the government and parliament, coordination with licensing organizations providing a dynamic cityor coordinating with specific agencies, it indicates the necessity of inter-organizational cooperation. A part of the support policies make sense in financial and material resources; Of course, it is necessary to combine various measures in different locations to reach the target population. Achieving such a goal will not be possible except through the law. Supporting family sports in documents, drafting laws and regulations at high levels, and increasing the portion and capacity of sports in the market are also indications that can be considered in this section. What can be seen with a simple glance in the country is the lack of space and physical facilities suitable for the purpose of a dynamic city. Perhaps this vessel can be considered more as a flow pump in the dynamic city; Because, leisure time physical activities must naturally end in a place, and the lack of suitable space and place practically means the death of physical activities. In addition, the policy infrastructures in this layer are called umbrella support, which will include the other two infrastructures. Of course, there is usually agreement that physical and visual exposure to the natural environment is good for physiological and psychological health. However, there is a lot of criticism towards the design of urban spaces, which has failed in applying the needs of interested users, and whatever the values and opinions in the society lead people to work, continuous production, creative thinking, learning and acquiring knowledge; In that society, culture is spread and institutionalized within people. The acculturalization of sports is a social link through which a group is identified with sports-related activities. In general, this relationship is between people with different ideologies, political and religious tendencies, and even at different levels of education. When it comes to sports issues, classifications are placed in the background. This

is confirmed because, whether one is an athlete or a mere spectator, sport is undeniably a huge phenomenon. All the mentioned cases are reflected in the sports shows, or in other words, more people do sports in this society. In addition, considering that culture is the set of values, attitudes, norms and behaviors that make up the identity of a society, the acculturalization of sports can lead people to sports. provide quality human resources, if the necessary training is not provided, one cannot expect the realization of a dynamic city , and one cannot expect the implementation of optimal urban governance on the other hand, optimal urban governance is one of the underlying factors of this model, good governance in citizenship sports and basically Urban management acts as a framework and culture and makes municipalities design and implement their policies in its context, be able to fulfill the strategic goals of the society, participate with stakeholders, monitor their performance and finally to their constituent parts. to report on their activities and progress. (Green 1, 2008) The European Union program for sports in 2014 relied on this issue. One of the important factors that influence decision-making in the direction of good governance is social demands. Urban open policies provide this platform so that public institutions can play a more effective role. have in urban management and these types of demands with public sports policies can make the realization of an active city, municipalities cannot independently legislate for the implementation of urban policies and good governance.

In many cases, high-level institutions such as the parliament establish laws and guidelines for organizations that follow good governance. High-level institutions can realize a dynamic city with this type of support. It is natural that campaigns are designed to increase knowledge, beneficial attitudes and beliefs and change behavior, setting up unorganized centers to be active, "creating campaigns that encourage being active" and using community models to create physical activity behavior are the mission of this campaign. They drive them. (Kan et al., 2002). Operational

planning is the consideration of all programs and interventions that can be presented to citizens to stimulate them to try to be active. "Creation of family sports facilities", "play centers" and "multipurpose use of spaces" are the suggestions that are raised. It should be added that one of the important issues that was also raised by the interviewer was something called sports game cafe. The places where the citizens themselves create their favorite activities are one of the factors that are the lifeblood of a dynamic city . Financial resources are the most important elements of the affairs of all organizations, including municipalities. Forms the organization. The financial management is the owner of the municipal account and has the duty to provide the necessary credit for construction activities, urban services and investment, while complying with the financial rules and regulations, to take care of the financial and accounting workflow of the municipal units. Considering that the structures a static organization such as bureaucracy creates serious obstacles in the way of responding to the sports needs of citizens, and on the other hand, in an environment that is increasingly facing rapid changes, it is necessary that all processes and structures of urban organizations be more flexible and follow That organizational agility should be guided more. Social marketing is the main characteristic of a dynamic city . "Using promotional activities with a sports and leisure approach", "Marketing to acquire ideas and creativity" and identifying gaps in the sports market are solutions that end up in social marketing. The use of the name of social marketing is based on the fact that a look is not a profitable look; Rather, the long-term goals of society are considered. Looking at the society and what the society wants, can accelerate the dynamics of respect; For example, the importance of common forms of active transportation is so great that most of the cities that are members of the European Health Urban Network reported initial measures for the development of active life, emphasizing the targeting of construction measures and social environments to promote

walking and cycling (Arduvar, 2011), to help cover the health-oriented policy and other policies, policymakers and practitioners are looking for a way to increase the use of walking and cycling for their daily trips (Serjit, 2017) while most of the focus of active life is on walking, cycling It has more capacity to replace trips with motorized vehicles due to higher speed and the ability to cover more distances; Therefore, the capacity to change trips (within the city) from driving to cycling is high. The realization of these cities will lead to professional sports services, specialized sports health, general health, recreational, educational, tourism services, quality products, quick customer attraction, and cost reduction. It should be mentioned that the dynamic city pays attention to all aspects of sports in the direction of health. Indicators such as raising awareness, increasing participation in society, increasing the sensitivity of society to the environment, increasing volunteer activists, and expanding in civil society are among the consequences of the development of participation. The implementation of good governance in urban management increases people's trust in sports, strategies such as strengthening effective communication with civil society and popular organizations, justify the development of popular participation in sports, and finally, a dynamic city leads to sustainable development of a city, which is one of the important principles. The management program of urban management is part of increasing economic and social justice, followed by the health and vitality of citizens, and the development of people's trust in urban and sports organizations and such community officials.

Conclusion

From this research, it can be suggested that urban management Must be in line with your flexibility make more efforts and expand the opening system, creating an informal space while respecting formality, procedural unity, low hierarchy, facilitating laws, accountability transparency, social media, participation space, and focusing on creating dynamic cities can cause social justice in

the society and create spaces for the development of the participation of public and popular institutions and organizations for the development of public sports.

Acknowledgment

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