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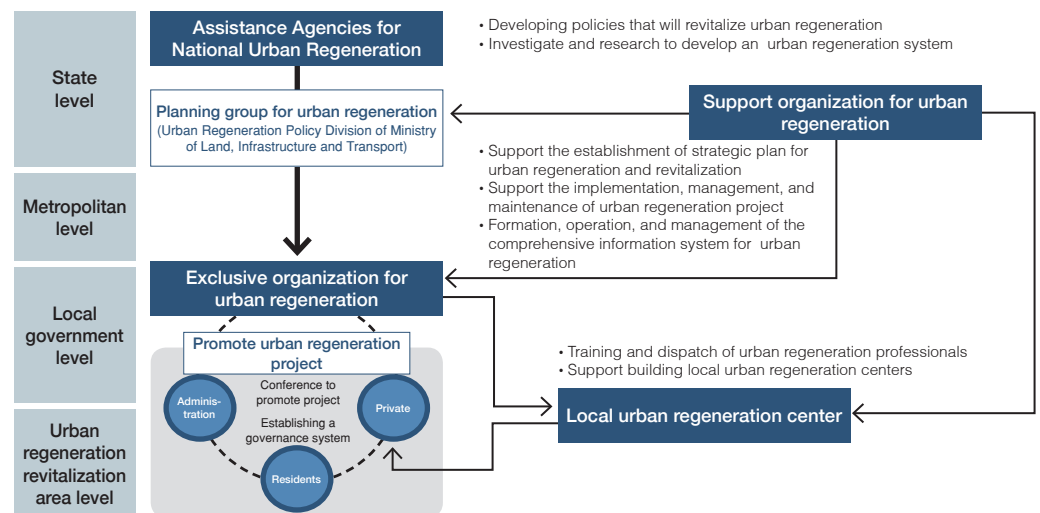
Seo, Soo Jeoung
Senior Research Fellow

Park, Sung Nam
Associate Research Fellow

Lim, Kang Ryoan
Assistant Research Fellow

Operation Strategies for the National Urban Regeneration Assistance Agency

Alongside the legislation of 「Urban Regeneration Law」 in June, 2013, there has been an emerging need to build a supporting system to develop and extend urban regeneration successive models in the Korean context. To support urban regeneration policies and projects, three organizations, including LH, KRIHS, AURI, were designated as National Urban Regeneration Assistance Agencies(hereafter, ‘the Agency’) in February, 2014.



The relationship between organization that support urban regeneration and each urban regeneration subject

This research aims to identify the detailed functions and the roles of the Agency. It also seeks to provide strategies for supporting urban regeneration policies and practical projects, and to suggest operational strategies for the Agency in a long-term perspective. For this research, the analysis of other countries' national urban regeneration assistance agencies, a survey with local authorities' officers, in-depth interviews with urban regeneration professionals were conducted.

As a result of the analysis of other countries' agencies, the following implications for the Korean context were analyzed. First, there is a need to integrate currently separated works and roles, in order to improve the effectiveness of the delivery of regeneration policies. Also, with the identification of the roles of the Agency, authorization and endowment of the responsibility are needed for the effectiveness of supporting activities of the Agency.

Second, there is a need to secure a specialized supporting team, and to provide appropriate supporting consulting services with the consideration of local areas' conditions and local capacity. Without careful consideration of local contexts, most technical supporting activities of the Agency (for example, one-way policy delivery, evaluation, monitoring, and consulting services) would be ineffectively limited.

Third, the Agency's supporting works have a limitation in providing active support. The work scope of the Agency is restricted as passive roles in management or monitoring, which are granted as outsourcing by National Government, in the process of delivery of urban regeneration policies.

Also, a survey with public officers working for local authorities was conducted. The main purpose of the survey is to identify local requirements for improved support from the Agency. As a result of the survey, the most answered need was identified as 'support for building a local urban regeneration centre, and local residents' capacity building'. Both 'support for the management of local capacity building programmes', and 'support for connecting local coordinators' were frequently answered needs. On the other hand, surveyed local authorities' officers suggested a variety of opinions about channels and methods to support local urban regeneration projects.

In-depth interviews with urban regeneration specialists, including four groups (the agencies' staff, project coordinators, local activists, and planning professionals), were also conducted to collect various opinions on the future roles, and on the operational options of the Agency. Interviewed specialists highlighted a partnership among the three current designated agencies, and they agreed that an integrated single agency may be needed for the effectiveness of management, and for integrated decision making.

Comparison of each professional group's opinions on the ways to develop detailed roles for the urban regeneration support organization

Section	The agencies' staff	Project coordinators	Local activists	Planning professionals
Developing policy to revitalize urban regeneration	<ul style="list-style-type: none"> • Differentiating access strategy is needed depending on the capacity of each local authority • Educational support for professional & public employees • Supporting project by connecting local professionals 	<ul style="list-style-type: none"> • Discovering and connecting various support projects by central offices and departments related to urban regeneration • Forming local coordinating system and supporting plan for development • Supporting and marketing each project which promotes urban generation by each of their goal 		<ul style="list-style-type: none"> • Defining the characteristic, significance and the link between urban management system and urban regeneration • A need for resolving the interdepartmental partitioning to propel the collaborative framework • Providing collaborative business manual and list of contest projects supported by governmental institutions • Setting up guidelines of the direction when the planning stage moves onto the promotion stage of the project
Investigating and researching for urban regeneration system development	<ul style="list-style-type: none"> • Simultaneous investigation and research for the evaluation of project progress and problem-solving • Enhancing the ability to instantly answer questions through monitoring 		<ul style="list-style-type: none"> • Setting up a frame work for national system development • Implementing substantial investigation and research to grant authorization and autonomy, and to set a framework for the local government 	<ul style="list-style-type: none"> • A need for establishing a role with the city-related projects, securing hierarchical consistency in related laws, and supplementing the system • Supplementation centering on the application of urban regeneration support regulations on real case projects

Section	The person in charge of the urban regeneration support organization	Chief coordinator of project	Local activist	Planning expert
Establishing strategic and revitalization plan	<ul style="list-style-type: none"> • A need for settling the confusion while supporting the implement of plan • Education and consultation for the planning agents(professional service agency) • A comprehensive planning of central, local government, and related projects • A need for the authority to intervene through consultation 	<ul style="list-style-type: none"> • A supportive role that draws out the potential of the local activists and residents • A need for support based on the concern for the lack of consultation, the support of manpower, and the capacity for implementing the plan of the local government • There is a need to modify the approval rights of the strategic plan for metropolitan city of the pilot trial region 	<ul style="list-style-type: none"> • Granting local autonomy and jurisdiction • Support organizations are to only consult upon request • A need for continual support of the pilot trial region and strengthening their capacity • Indirectly offer support by suggesting guideline and standard planning proposal • A need for prepared standard plan proposal, detailed manual, information, and list of specialists 	<ul style="list-style-type: none"> • Concern for passing down the same plans on every situation due to lack of time and understanding • Consult local, project, human resource, and organization related projects based on data • Select chief coordinator for project • A need to provide persistent education to the office in charge
Implementation, operation, and management of project	<ul style="list-style-type: none"> • Reinforce authority and group operation of the support organization • A need for acting authority for the urban regeneration support organization to constantly monitor and support the management of implementation 		<ul style="list-style-type: none"> • Form local cooperation network and provide information • Grant authority to the support organization • Provide the center manager with network, education, and experience 	<ul style="list-style-type: none"> • A need to secure potential for the project in the long-term • Securing consistency with 「Urban and Residential Renewal Act」, 「Urban Renewal Promotion Law」, and other related plans • A need for announcing a firm support for a project by the central government • The pilot trial region supporting network and sharing ideas
Formation, operation, and management of the comprehensive information system for urban regeneration	<ul style="list-style-type: none"> • Securing budget for continuous supplementation and management • Request for local government cooperation (provision of incentive, etc.) • A need for forming an information system that is systematically recognizable by policy makers and civilians 	<ul style="list-style-type: none"> • A need for increased accessibility and convenience of the data • Letting good examples be known, improving the propagating role of the new system & education program 		<ul style="list-style-type: none"> • Use the increased accessibility on the management and maintenance project of city • Construct data on urban regeneration policy • Provide and supplement information on preliminary phase to help assign a revitalization area • Form qualitative data • Supplement the unit setting application of the informational region

Section	The person in charge of the urban regeneration support organization	Chief coordinator of project	Local activist	Planning expert
Training and dispatching of urban regeneration professionals	<ul style="list-style-type: none"> • Training local professionals • A need to provide personnel expenses, etc. for the development of steady job position • Improving the condition and treatment of the support center staff • A need to examine the training program • A need to help the private sector by dispatching public officials to the center • A need for an education on urban regeneration for the general public to popularize urban regeneration 	<ul style="list-style-type: none"> • When dispatching a professional there could be lack of the local region, therefore the balanced relationship between the central, site, local office is important • Support organization educates local officials and chief coordinators while local government and service agency educates residents 	<ul style="list-style-type: none"> • Set the goal for professional training from the long-term perspective • Propose a national certificate program for the urban regeneration professionals • A need to access with the sentiment of the local community • Cooperation by short-term dispatch of related professionals such as socio-economic, local economic, welfare professionals • A need for a long-term settlement of the dispatched professional • Setting a goal to make it possible for the community to operate after dispatch 	<ul style="list-style-type: none"> • Reflect local characteristic when training and dispatching professionals • The central office produces universal curriculum and the local characterizes it and provides comprehensive education on it • After certificate education, dispatch to center and formation of network is made • To resolve the lack of local professionals provide coordinator training and education based on the pool of local professionals
Support the operation of support center for urban regeneration	<ul style="list-style-type: none"> • Presently, support through providing consultations on how to establish a center and form a network • A need for cooperation with the local professionals 	<ul style="list-style-type: none"> • Concentrate the support of project management by providing local government training, project goal, education, and publicity • There is no need to support the operation of the support center for urban regeneration 	<ul style="list-style-type: none"> • Provide support to encourage communication with the residents 	<ul style="list-style-type: none"> • A need for differentiating the support range by local financial status and each of their capacity • Form network between each center

Therefore, we suggested an option for the integrated single agency in the long-term perspective, and building partnerships with project coordinators of local urban regeneration projects. In condition of sustaining the current three agencies' operation system, a need to clearly separate the roles and the responsibility of each agency was emphasized. Also, most interviewees highlighted a need for supporting schemes, in accordance with local capacity and local needs. In particular, they argued that support from the Agency should be focused on local authorities which have a lack of local capacity for urban regeneration.

The significance of education and training on residents and on public officers was highlighted in the interviews. Interviewees dominantly agreed that there is a need to differentiate assistance strategies between “cities’ economy-based regeneration projects”, and “neighborhood regeneration type projects”. In addition, it was highlighted that a need to form and develop coworking networks among the agencies’ staff, project coordinator network, and network of local regeneration centre staff.

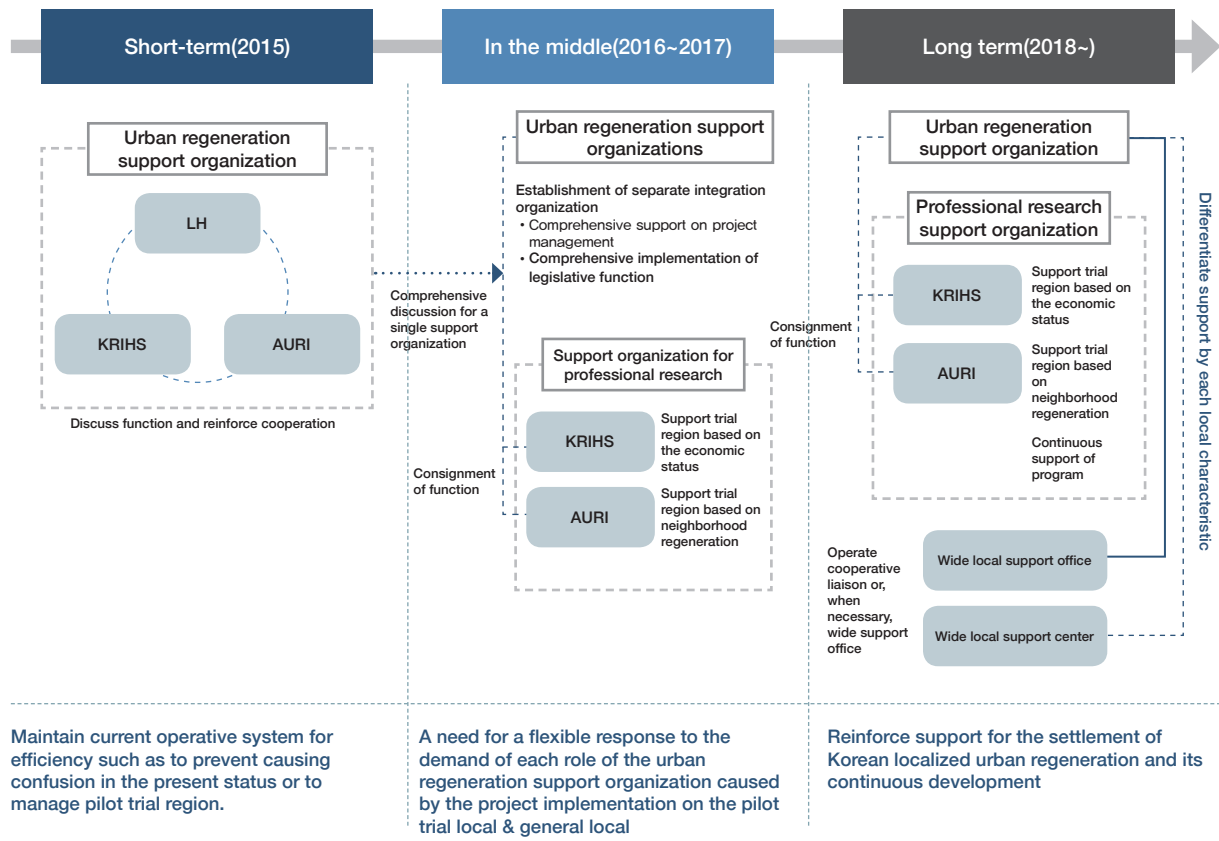
Synthesizing the results of the analysis of cases, the survey, and the interviews, we suggested a development scheme which guides the functions of the agencies. For the development scheme, we highlighted that the Agency needs to build the Agency’s professional specialty, to strengthen authorities and capacity, to respond to future changes appropriately, and to develop policies continuously related to urban regeneration practices. Detailed roles and activities were also identified with the suggestions of key supporting considerations and supporting channels.

As an implication from this research, supporting scheme, in accordance with local requests for support from the Agency was highlighted. It also highlighted the Agency’s support, including consulting, program support, and local network building support. We also suggested a scheme for enhancing the effectiveness of the Agency’s support through the diversification of supporting methods.

In this research, the short-term and long-term key aspects of the Agency’s supports were identified as another implications. In the short-term perspective, the activities of the Agency are suggested to focus on retaining supports for the pilot projects, and to provide direct support and indirect support through regular monitoring and requests from local agencies. For these activities, the provision of standardized manuals and guidances should be provided as forms of simplified guidelines, and toolkits for local authorities and citizens.

On the other hand, suggested key priorities of the agent’s support, in the long-term perspective, include the effective distribution of financial sources, and regeneration program development focusing on inclusive non-area based initiatives.

In particular, a need for developing support enhancing the sustainability of urban regeneration projects in the post-period after the end of projects’ funding.



Medium-and long-term operation proposal for the urban regeneration support organization

This research concludes with a discussion of operation directions for the Agency as followings: 1) providing specialized supporting teams for both economic based type regeneration projects and neighborhood regeneration type projects, 2) improving local authorities' discretion with capacity building and providing tailored support in accordance with local characteristics and contexts, 3) properly responding to local demands and 4) enhancing support for the development of partnerships. Conceptualizing the operation scheme for the Agency in the long-term perspective, establishing of a single Agency was suggested for effective policy delivery.

Considerations were also discussed in condition of integrated operation and dispatched operation. In future operations, a flexible operation system responding to demands would be important. Therefore, developing operation system appears to be needed, responding to local needs and changes in political and socio-economic conditions, in relation to regional connection.

The contribution of this research can be found in that it provides comprehensive schemes, in the long-term perspective, on roles, supporting directions, and operation suggestions for the Agency, with reflecting the current operation system and demanding requirements from local authorities. Nevertheless, the research has some limitations. It was not developed to provide enough detailed supporting tools about the process of implementation. Also, it is heavily reliant on interviews with few specialists.

Therefore, future efforts are needed to develop roles of the Agency continuously through monitoring, reviews and evaluation about the operation of the Agency's roles and supporting activities, suggested by this research. There is a calling for reinforce the roles of the Agency through the provision of policies measurements about the Agency's work scope and its management goals. Moreover, further research might be needed for the achievement of sustainable urban regeneration in accordance with the Korean context and future changes in conditions.

Key words : National Urban Regeneration Assistance Agency, Urban Regeneration, Pilot Project, AURI

