

도시재생지원기구 운영사례 및 중장기 운영방안

Operation Strategies for the National Urban Regeneration Assistance Agency

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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 contexts. 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.

This research aims to identify the detailed functions, 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 the 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, following implications for the Korean context were analyzed. First, there is a need to integrate current separated works and roles, in order to improve the effectiveness of regeneration policies delivery. 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 a careful consideration of local contexts, most of 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 supports. 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 urban regeneration policies delivery.

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 supports from the Agency. As a result of the survey, the most answered need was identified as 'supports for building local urban regeneration center, and local residents' capacity building'. Both 'supports for the management of local capacity building programmes', and 'supports 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' team staffs, projects coordinators, local activists, and planning professionals), were also conducted to collect various opinions on the future roles, and on the operation 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.

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. Especially, they argued that supports 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 “neighbourhood regeneration type projects”. In addition, it was highlighted that a need to form and develop coworking networks among the agencies’ team staffs, project coordinators network, and local regeneration centre staffs network.

Synthesizing the results of the cases analysis, 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 supports from the Agency was highlighted. It also highlighted the Agency’s supports, including consulting, programmes support, local networks building support. We also suggested a scheme for enhancing the effectiveness of the Agency’s supports 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 supports and indirect supports 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 supports, in the long-term perspective, include the effective distribution of financial sources, and regeneration programme development focusing on inclusive non-area based initiatives.