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A Study on Sustainable Operation of Urban Regeneration Facilities

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SUMMARY

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This study seeks the operation method of the Urban Regeneration Facilities(URF) that increase after the completion of the Urban Regeneration Pump Projects. The number of Urban Regeneration Facilities nationwide is close to 2,000 (number based on unit projects of the Urban Revitalization Plan as of November 2022). Because the main objectives of the facilities are revitalization of the region and provision of public services., they have built mostly in declining areas.

However, Urban Regeneration Projects have been focused on construction of facilities and executing budgets, management, and operation after the completion of unit projects have been neglected. This insufficiency of the facilities has recently caused problems such as difficulties in selecting an operating entity and idleness due to a lack of operating expenses. With this research question, we researched for sustainable operation of such facilities and suggest improvements.

In Chapter 2, we reviewed the concept of sustainable operation of Urban Regeneration Facilities and found the requirements for sustainable operation. The main elements are proposed in five categories: 1) operation entity, 2) economic factor, 3) physical

environment, 4) support system, and 5) monitoring.

In chapter 3, we analyzed the current status of the areas where the pump projects were completed and subject to evaluation. In the target areas, the URFs are increasing every year, and most of them are small-scale. The most common uses of the facilities were commercial and public service. Commercial facilities include cafés, restaurants, sales halls, shared kitchens, and accommodations, while public service facilities include community centers, multi-purpose auditoriums, and fitness clubs. The ratio of facilities operated by public and private entities is almost even, however, facilities entrusted to the private sector took a longer period of time to start operation than public operating facilities. Moreover, the operational difficulty level was also higher than that of public operating facilities. Thus, operation plans for private entities are required for sustainable operation.

We conducted the perception survey on the URFs officials as well. The survey revealed the need for early decision-making regarding the operation direction, and the most important factor for sustainable operation was the operating entity. Other key opinions include enhancing support from the intermediate organizations and steady support for operating entities after the completion of the Urban Regeneration Pump Projects.

In Chapter 4, we studied cases of facilities operated by private entities and classified the results into 3 categories which are 1) operating entity, 2) economic factor, and 3) physical environment factor to derive implications. Consistent with the results of the survey in Chapter 3, the operating entity was identified as the most important factor for sustainable operation. Therefore, to strengthen the expertise of the operating entity, professional training programs, and pilot operation has been emphasized. In economic factors, operating systems to secure appropriate operating costs drew attention, so the operation of multiple URFs and the combined operation of profit/non-profit facilities in a mixed manner are suggested as significant alternatives. In physical environmental factors, early participation of the operating entity, for example, from the space design and planning is proposed. Other particular factors were the enactment of municipalities& ordinance, the establishment of a monitoring system, and the expansion and transformation of the role of the Urban Regeneration Center.

Finally, in Chapter 5, we present the direction and plan for sustainable URFs operation. For improvement, it is necessary to consider the stages of construction, operation, and

maintenance comprehensively. In the construction stage, the operating entity needs to participate in the planning and designing process, as well as the pilot period to see the compatibility of the entity and operation program. In the operation stage, an operation direction should be consistent with the use of the facility, and the capacity of the operating entity should be continuously strengthened, also, following projects should continuously be discovered. It is important to review profit and loss and set an appropriate consignment structure to secure operating costs. In the maintenance stage, the operation and management of the facility is meaning maintenance of the completed Urban Regeneration Pump Projects. Lastly, the role and function of the Urban Regeneration Centers, which supervise URFs, should be amended.

In conclusion, the sustainable operation plans proposed by this study are as follows: ① reflecting the demands of residents to Urban Regeneration Facility Plan for organizing a systematic operation program; ② reestablishment of composition standards by improving the procedures and contents of the URFs guidelines; ③ direct and early participation of the operating entity in planning; ④ prior review of operating costs in the planning phase; ⑤ strengthening the capacity of operating entities; ⑥ strategic selection of operating entity; ⑦ various uses of URFs by developing subsequent projects following the Urban Regeneration Pump Projects; ⑧ establishment of governance and monitoring system in URFs management.

For policy and institutional implication, we suggest ① improvement of evaluation indicators for Urban Regeneration Projects to analyze the effect of URFs, ② enactment of Urban Regeneration Ordinance of municipalities and ③ strategic plan for participation of competent private entities.

Keywords :
Urban Regeneration. Anchor Facilities, Urban Regeneration Facilities, Sustainable Operation