



True Smart and Green City?
8th Conference of the
International Forum on Urbanism



Conference Proceedings Paper

Characteristics and Evaluation of the Governance System in Urban Regeneration Projects in Gwangju City

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Received: / Accepted: / Published:

Abstract: Since designated as a hub city of Asian Culture by Korean Government in 2005, Gwangju has witnessed many urban regeneration projects in the last ten years. Those projects vary in terms of not only the size of area and the main character but the entity and the process of initiation and implementation, and the degree of civic participation. This study intends to examine the characteristics of urban regeneration projects in Gwangju initiated from early 2000s by comparison from a perspective of collaborative governance and public-private partnership in order to promote a vision for sustainable and smart urban regeneration. This study focuses on the characteristics and components of local governance that help us better understand the mutual relationships between varying actors related to urban regeneration. It also attempts to propose practical implications regarding the establishment of an urban regeneration governance system by evaluating the three different types of urban regeneration projects (central government led, local government led, and civil society led) that take the perspectives of actors participating in the Gwangju City urban regeneration projects into account. In conclusion, the study proposes the followings: First, a stable and permanent civilian and public sector cooperative body needs to be established. Second, adequate laws and regulations capable of fostering greater governance and establishing reasonable procedural rules need to be put in place. Third, an organization that exclusively handles urban regeneration needs to be established. Fourth, each of the sectors needs to have appropriately trained leadership.

Keywords: collaborative governance, urban regeneration

1. Introduction

After pulling through the abysmal aftermath of the Korean War (1950-1953), South Korea managed to realize modernization and developed its economy through developmental dictatorships that continued into the 1970s and the 1980s. After a series of civilian demonstrations successfully ousted military dictatorships towards the end of the 1980s, democracy began to manifest and the people were instilled with a sense of civic pride.

On the other hand, during the 1960s, most South Korean cities became bases for industrialization, and central government led initiatives were launched to create new cities to meet housing demands and other development related needs. Although such policies improved the quality and supply rate of housing, those who were not in positions to benefit often experienced a loss of their communities and way of life. To deal with these problems, the Korean government promulgated the “Special Act on the Stimulation and Support of Urban Regeneration” in January, 2014.

Urban regeneration refers to a process where new functions are introduced to or created for a city that is suffering from the relative decline that results from urban expansion in the form of the creation of new towns and the initiation of new development projects. The process signifies greater physical/environmental, economic, and cultural stimulation or the coming of an urban renaissance where the projects take place.

In order to support such a comprehensive and complex project, a new, strong-willed government that can provide proper managerial support is needed. In light of this, the significance of collaborative governance that makes it possible to see the emergence of a public sector that can respond to the ever-changing management and urban planning paradigms as well as the participation of varying parties including civil society, is extremely great.

This study focuses on the characteristics and components of local governance that help us better understand the mutual relationships between varying actors related to urban regeneration. It also attempts to propose practical implications regarding the establishment of an urban regeneration governance system by evaluating the three different types of urban regeneration projects (central government led, local government led, and civil society led) that take the perspectives of actors participating in the Gwangju City urban regeneration projects into account.

Individual interview based surveys were carried out to evaluate the awareness the actors have regarding the varying components of governance. One-way analyses of variance and regression analyses were performed on the survey results using SPSS 18.0. The surveys consisted of questions regarding the components of the governance systems in the three projects selected for this research.

Gwangju City, where urban regeneration projects have been most actively pursued among South Korean urban centers, was selected as the focal location of this research. The research covered the years from 2005, when the winning design for the Asian Culture Complex was announced, to 2015, the present, and focused on three major urban regeneration projects differentiated by their main actors during the period above: the Asian Culture Complex Project, the Gwangju Folly Project, and the Green Way Park Project.

2. Conceptual Reviews and Establishment of Measurement Indicators

2.1 *A conceptual review of governance*

In order to analyze the structure of a governance system, one must first establish the major components of governance. Because of a lack of documentation on the governance of urban regeneration, its components were established by examining the characteristics of general governance found in the discussions of international organizations and their academics.

The World Bank proposed five major components which include participation, transparency, accountability, effectiveness, and fairness, while The Urban Governance Institution (TUGI) suggested participation, rule of law, transparency, responsiveness, consensus orientation, fairness, effectiveness, accountability, and strategic visions. Richard C. Box (1998) advocated that the size of the decision making process, democratic principles, accountability, and reasonable procedures and processes were the components of governance. Gerry Stoker(1997) emphasized openness, participation, and continued mutual cooperation as major features of governance. South Korean scholar Soon-tak Seo (2005) considered networks, partnerships, regionality, and system developments to be the components of governance, while Young Kim (2008) emphasized participation, freedom, accountability, and networks as major components.

2.2 *The components of collaborative governance*

Common components that have arisen from previous discussions of governance and the significance of urban regeneration perspectives were taken into account in the selection of twelve components. These twelve components were categorized into the following four base components, depending on their similarities, in order to pursue statistical analyses: participation, accountability, regionality, and sustainability.

2.2.1. *Participation*

Participation refers to the proactive involvement of various actors in public or group decision-making processes regarding a future issue. In order to achieve appropriate participation, the local population of the urban regeneration project needs to participate of their own will (spontaneity), and the local population and related actors need to have the opportunity to participate in the urban regeneration project at the planning level (openness). While doing so, an important aspect to keep in mind is that the process needs to be undertaken while maintaining a mutually objective and balanced approach regarding competing influences(fairness) to prevent the unilateral exercise of power.

2.2.2. *Accountability*

Accountability in urban regeneration governance refers to the fact that the participating actors need to have accountability for their respective roles. For example citizens need to be accountable as the owners of the local community while local governments and public institutions need to be accountable as quality of life service providers for the citizens. Such accountability hinges on whether the leaders of each of these actors have the necessary vision and passion (leadership) for urban regeneration.

Furthermore, in order to establish appropriate accountability and effectiveness, the roles as well as the levels of authority and degrees of accountability need to be clearly established between the actors and their interest groups (roles and responsibilities). Matters related to the division of roles, authority, and responsibility need to be supported through the establishment of appropriate laws and systems (regulations) in order to make a system of accountability work.

2.2.3. Regionality

Regionality refers to the inherent values that can only be found in a particular city. This means that a region must possess a distinct value (differentiation) and the local population must be aware of the project currently in progress within the region (awareness). Moreover, even though the local population may be aware of the project, the value and objective of the project need to be deeply shared in order for the project to easily proceed (self-initiation).

2.2.4. Sustainability

The administration of urban regeneration needs to implement consistent policies in order to maintain the trust of the local population (consistency). In order to do this, a stable and established organizational system (networks) that can resolve conflicts and issues that arise during the process of implementing plans within a region needs to be established as a means of urban regeneration governance. In order for the network to actively take on its intended role, the participating actors need to maintain a cooperative approach and mutually acknowledge each other as respected partners pursuing the resolution of public problems (partnership).

Table 1. Urban Regeneration Governance Components

Main Components	Base Components	Explanation of the Base Components
Participation	Spontaneity	Is the local population participating in the project of their own will?
	Openness	Do the local population and the related actors have opportunities to participate in planning-level discussions?
	Fairness	Are the mutual influences of the related actors objective and well balanced?
Accountability	Leadership	Do the leaders of each actor have the vision and passion to undertake the project?
	Roles and responsibilities	Are there clearly established roles (authority and accountability) among the actors?
	Regulations	Are the authority and accountability of each actor established by the appropriate laws and regulations?
Regionality	Differentiation	Is there a distinct this region is known for?
	Awareness	Is the local region aware of the projects currently being undertaken in the region?
	Self-Initiation	Are the values and objectives of the project inspired from a self-initiating point of view?
Sustainability	Consistency	Do administrators take measures to ensure consistent policy making to earn the trust of the local population?
	Network	Is there a permanent and stable organizational system capable of resolving conflicts and issues that arise while pursuing the implementation of plans in the local region?
	Partnership	Do the participating actors recognize each other as respected partners pursuing the resolution of public problems and are they willing to cooperate with each other?

Based on the above explanations, Table 1 provides a holistic view of the twelve base components used to evaluate the perceived levels of importance placed on each governance component by the participating actors. The main components and base components were used as indicators to evaluate their relative importance, and the explanations of the base components were used as question statements to evaluate the components in the questionnaire surveys.

3. Subject Region and Analyses of Projects

Of the many urban regeneration projects of Gwangju City, three projects that have different core implementation actors were selected for study in this research. The projects for analysis include the central government-led Asian Culture Complex Project, the local government-led Gwangju Folly Project, and the citizen-led Green Way Park Project.

3.1 The Asian Culture Complex Project

Gwangju City located in the Southwest region of South Korea has experienced political and economic discrimination for many years. However, when the Roh Moo-hyun administration came to power early in the new millennium (2003-2008), plans were carried out to develop Gwangju City into a hub city of Asian culture as the political atmosphere became conducive to the cause due to the Roh Administration's focus on regionally balanced development.

During this period, the city of Gwangju was beginning to experience the repercussions of the outdated nature of its central city districts as key government institutions such as the Jeonnam Provincial Government Office, were moved out of the city to other locations. Because of this, the Asian Culture Complex Project, which focused on creating a large culture complex within the city, was accepted with great appreciation.

The land and surrounding area where the Jeonnam Provincial Government Office once stood, were considered hallowed grounds, as it was the location where Gwangju's May 18th Democratic Uprising in 1980 took place. In an attempt to subliminally reinstate the spirit of the May 18th Democratic Uprising and establish a world renowned incubator of creative work, the Roh Moo-hyun administration decided to build the Asian Culture Complex on this site.

Modeled on the French Centre Pompidou, the Asian Culture Complex, expected to open in September 2015, provides the most visually overwhelming spectacle of all Asian urban-centered culture development projects. The project is expected to regenerate the inner city districts of Gwangju as the Guggenheim Bilbao Museum had done for the Spanish city of Bilbao. The Asian Culture Complex Project is an ongoing 20-year project planned to be undertaken between the years of 2004 and 2023. Over the last 10 years (2005 to present), much time and effort has been spent on the project dealing with issues regarding the promotion of the complex as a landmark, controversies surrounding the conservation of the Jeonnam Provincial Government Office, and controversies regarding the actors that will operate the complex.

As immense amount of national resources were spent on the core culture facility of the Hub City of Asian Culture Project, the development of the Asian Culture Complex was mainly led by the central

government along with the Ministry of Culture, Sports, and Tourism and its related experts. Although Gwangju City, culture and arts organizations, and other experts were given the opportunity to raise their concerns about the project through a series of meetings, participation from the local population was extremely limited as there were little or no means of communication.

3.2 The Gwangju Folly Project

As the old town of Gwangju increasingly became vulnerable to age-related issues, the Gwangju Folly Project was launched as an urban regeneration project to raise the inner city brand value and establish landmarks within the city. The project recruited famous designers and their brands for the purpose of creating renowned points of culture within Gwangju City.

Gwangju Folly 1 was implemented as part of the 2011 Gwangju Biennale. However, Gwangju Folly 2 was transformed into an independent urban regeneration architecture project of the Gwangju Biennale Foundation. The 2011 Gwangju Biennale installed 11 Follies on the remnants of Gwangju's ancient city castle. The installed follies were architectural works not only intended to provide pavilion space and public functionality as street structures but were also intended to play a decorative role and serve as an architectural item contributing to urban regeneration. Although world renowned architects were commissioned to produce works that would serve as cultural stimulants, improve street images, and gain popularity as landmarks, the project was not well received in reality.

Gwangju Folly 2 installed eight follies in public areas in and around the Asian Culture Complex, parks in Gwangju, the Gwangjucheon Stream, Gwangju Station, subway stations, and guesthouses. The second Gwangju Folly Project was so heavily dependent on works produced by foreign architects but was more experimental, more concerned with the installed locations, and invited participation from the local population in providing input on some of the works.

Notably different from Gwangju Folly 1, the second Gwangju Folly was carried out with input from the Gwangju Folly Citizens Association, an association consisting of commercial associations, culture and arts organizations, and leaders of civil society groups. This association discussed the themes of the follies, locations of installations, and further means to stimulate the Gwangju Folly Project.

3.3 The Green Way Park Project

After a railroad that cut through the city center and impeded city functions was redirected elsewhere in 1995, the original tracks remained and were abandoned. The land the tracks were on was originally planned by Gwangju City to be used to create a light railway, construct parking spaces, or be sold. However, civic groups caught on to this issue and began to raise support for the use of the land as a green zone.

Through a public hearing, debates among experts, and public opinion polls, a decision was finally reached to use the abandoned tracks to develop the Green Way Park. This decision marked the first time a linear-shaped park over 10 km in length was created in South Korea.

Park plans and construction processes progressed with the participation of the "Advisory Committee of the Green Way Park," a committee that included citizen representatives, college professors, civic groups, and the city council. Today, an incorporated association known as "Gwangju

Greenway,” organizes citizen participation to assist in efforts to continue developing the park as a place for the people.

The project is considered a successful case of urban regeneration and is benchmarked by other regions due to its bottom-up communications process and collaborative governance between citizens and the municipality.

4. The Configuration of Participating Actors in the Gwangju City Urban Regeneration Governance

The actors that can and need to participate in the urban regeneration governance system are varied and complicated. Although there are a number of ways to categorize these actors, for the purposes of greater convenience, this research categorizes these actors into three major groups.

4.1 Public sector: Ministry of Culture, Sports, and Tourism and Gwangju City

The public sector is responsible for the planning of urban regeneration projects, securing a workable budget, and providing overall supervision regarding the progress of the project. The public sector performs research on urban regeneration, provides information to institutions implementing the project, contracts out parts of the project, promotes the project to the local population and other outside groups, and establishes a public network between the civilian sector (civic groups etc.) and the corporate sector (service providers).

To implement the Hub City of Asian Culture Project, The Ministry of Culture, Sports, and Tourism operates the Office for Hub City Asian Culture, an establishment that employs 70 people. The office forms and executes policies, provides administrative support in the form of personnel and capital for the project, and also manages operations of a private/public cooperative group known as the Presidential Committee for Hub City Asian Culture.

In the case of Gwangju City, items related to the Hub City of Asian Culture Project are handled by the Office of Culture Tourism Policy while matters regarding general urban regeneration are handled by the Bureau of Urban Design. Gwangju City is responsible for establishing the policies and grinding out the details of the Hub City of Asian Culture Project as well as for acting as a communications outlet that keeps civil society to up-to-date on relevant occurrences.

4.2 Corporate sector: Research institutions and private businesses

Although the corporate sector actors would normally only include private businesses that pursue profit, this research includes the research centers and their related companies, experts, and consulting firms that performed the initial legwork and research regarding urban regeneration projects in the category of the corporate sector. In the case of Gwangju City, experts from the Gwangju Development Institute who were capable of handling architecture and urban planning, culture and arts, tourism, and culture industries were included in this category. Should urban regeneration projects arise in the future, these actors would participate in the governance system as corporate sector participants responsible for carrying out the project. As can be understood from this, corporate sector actors are rather temporary

participants as they do not permanently participate in the governance system and only participate should specific urban regeneration projects be carried out.

4.3 Civilian sector: Citizens, civic groups, experts, and other members of civil society

The civilian sector of Gwangju City's urban regeneration governance system includes citizens and citizen groups, commercial associations, local culture and arts groups, The Advisory Committee on the Green Way Park, and the Gwangju Folly Citizens Association.

Table 2. Details of Gwangju City Urban Regeneration Projects and Participation Levels from Related Actors

Name of Project	Details	Participation Levels		
		Public	Private	Citizens
Asian Culture Complex	The complex was constructed over a period of ten years (2005-2014) as a central government-led project mainly by the Ministry of Culture, Sports, and Tourism and with the cooperation of the city of Gwangju. Issues regarding landmark selection, conservation of provincial office buildings, and the selection of its operating entity became sources of conflict with the local region.	◎	●	○
Gwangju Folly Project	Gwangju Folly 1 (2011) was implemented as part of the Gwangju Biennale Gwangju Folly 2(2013) saw greater participation from citizens during the folly production process than did Gwangju Folly 1 due to the operation of a citizens association and artwork participatory groups.	◎	●	○
Green Way Park Project	A citizens' cooperative group known as "Gwangju Greenway" and an expert advisory group known as the "Advisory Committee of the Green Way Park" led the implementation of this citizen participatory project.	●	●	◎

Participation Levels: ◎Active Participation, ●Normal, ○Passive Participation

5. Survey and Analysis Results Regarding the Importance of Urban Regeneration Governance Components and Differences in Awareness among Actors

5.1 Survey summary

A survey of the participating actors was carried out to better understand the awareness structures among the actors of the three projects regarding cultural urban regeneration that were selected for this research. The evaluation questions of the survey included one question about the level of satisfaction with the project, four questions regarding the main governance components, and twelve questions regarding the base components of the main governance components and questions regarding the

priority the survey respondents assigned these governance components. The respondents were asked to rate them on a 5-point Likert scale.

The survey was conducted for 10 days from April 13, 2015 to April 23, 2015. A total of 90 respondents were individually interviewed for the survey, which included 30 professionals and public officials working on urban regeneration in Gwangju City, 30 civilian group members related to urban regeneration, and 30 members of the public.

The survey analysis entailed frequency analyses, one-way ANOVA, and multiple regression analyses of each urban regeneration related actor. The results were then further analyzed to compare the differences in awareness each actor had about the projects.

5.2 Analysis results of the Gwangju City urban regeneration governance evaluation

The governance evaluation of the three urban regeneration projects selected as subjects for this research, was made possible by surveying three groups of respondents (public officials/professionals, civilian groups, and the general public) about their satisfaction levels with the governance components and by performing a one-way ANOVA of the survey results to compare ratings averages.

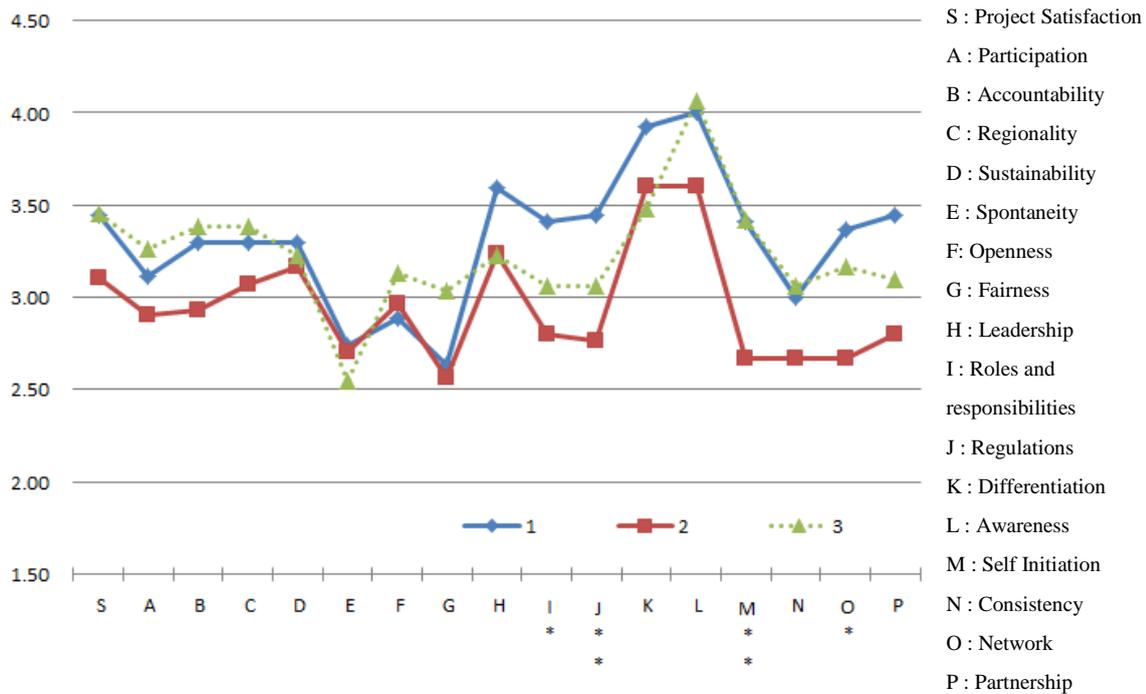
5.2.1 Evaluation of governance components by project

An examination of the governance component evaluation results of the Asian Culture Complex Project reveals that two base components of the participation component, spontaneity and fairness, have negative evaluations with rating averages of less than 3.0. It was interesting to note that the civilian group showed more negative evaluations overall than the other groups. The components that carried statistical significance among the groups included regulations, self-initiation, division of roles and responsibilities, and network. The civilian group was shown to evaluate these components with relatively lower ratings than other groups. In addition to this, the analysis showed that most of the remaining components had above-average ratings.

The Gwangju Green Way Park Project governance evaluation results show all surveyed groups to have an average satisfaction rating that is above 3.0 and all three surveyed groups show similar ratings distributions. However, regarding the differentiation base component in the locality component, a statistically significant difference was shown to exist. The likely cause of this difference is the fact that the general public group had relatively higher satisfaction ratings than the public officials/professionals group and civilian group when it came to evaluating the differentiation and locality components of the Gwangju Green Way Park Project.

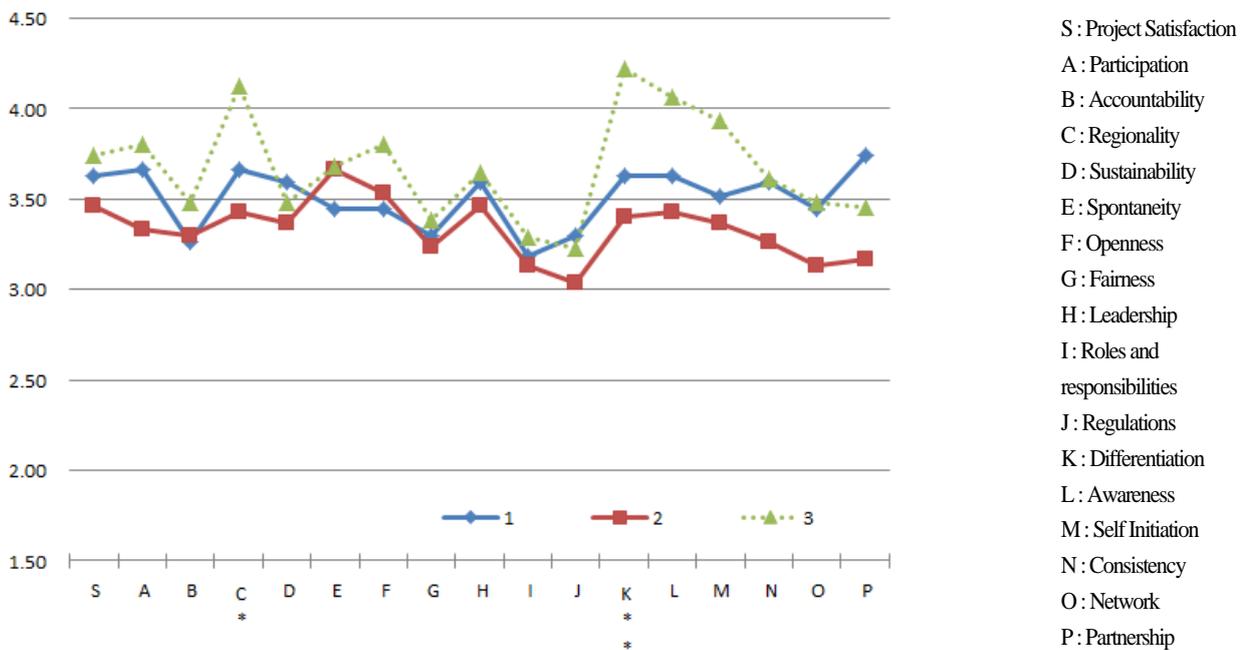
The Gwangju Folly Project governance components evaluation results show strong negative distributions with ratings averages that are below 3.0. All three surveyed groups showed similar ratings distributions across the components. There are no statistically significant differences among the three surveyed groups across all components. This particular project showed relatively lower evaluation ratings regarding the spontaneity, division of roles and responsibilities, regulations, and consistency components.

Figure 1. Asian Culture Complex Project Governance Evaluations by Different Actor Groups (** p<.01, * p<.05)



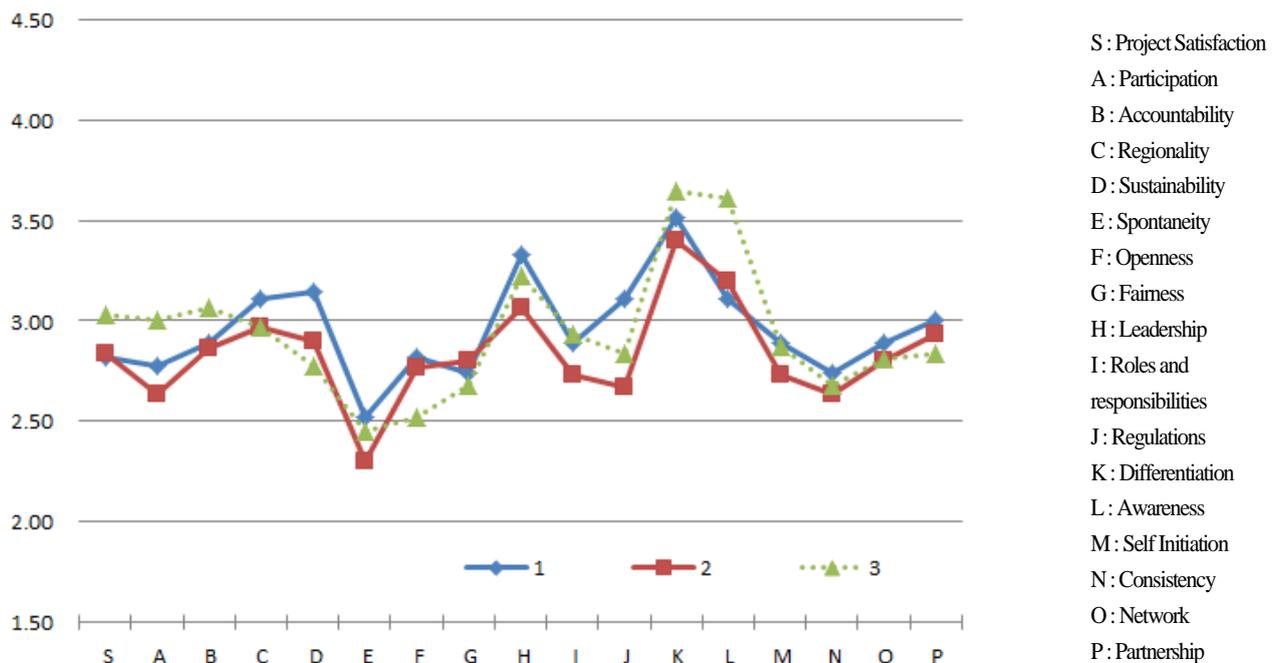
1: professionals and public officials working on urban regeneration in Gwangju City,
 2: civilian group members related to urban regeneration
 3: members of public.

Figure 2. Gwangju Green Way Park Project Governance Evaluations by Different Actor Groups (** p<.01, * p<.05)



1: professionals and public officials working on urban regeneration in Gwangju City,
 2: civilian group members related to urban regeneration
 3: members of public.

Figure 3. Gwangju Folly Project Governance Evaluations by Different Actor Groups (** p<.01, * p<.05)



1: professionals and public officials working on urban regeneration in Gwangju City,

2: civilian group members related to urban regeneration

3: members of public.

When all of the results above were taken into account, it was shown that the governance actors ranked the Gwangju Green Way Park, Asian Culture Complex, and Gwangju Folly Project in order of their satisfaction ratings from highest to lowest respectively.

In the case of the Gwangju Green Way Park Project, cooperation among actors, participation of the general public, and openness of the project have resulted in the use of local resources and assets that were returned to the local population to generate a distinct value in the area. This aspect was highly appreciated among all groups and seems to have resulted in high satisfaction ratings from, most especially, the general public.

In the case of the Asian Culture Complex, all three actors showed positive ratings across components regarding the central government led nature of the project. However, the project was discovered to carry fundamental problems normally found in top-down components related to central government-led projects such as spontaneity and fairness. This aspect led to disarray and confusion regarding the division of roles and responsibilities among related civilian groups, lessened the will to participate, and resulted in the lack of third sector support systems and the establishment of networks. Because of this, its related components were shown to have relatively lower evaluation ratings from the civilian group.

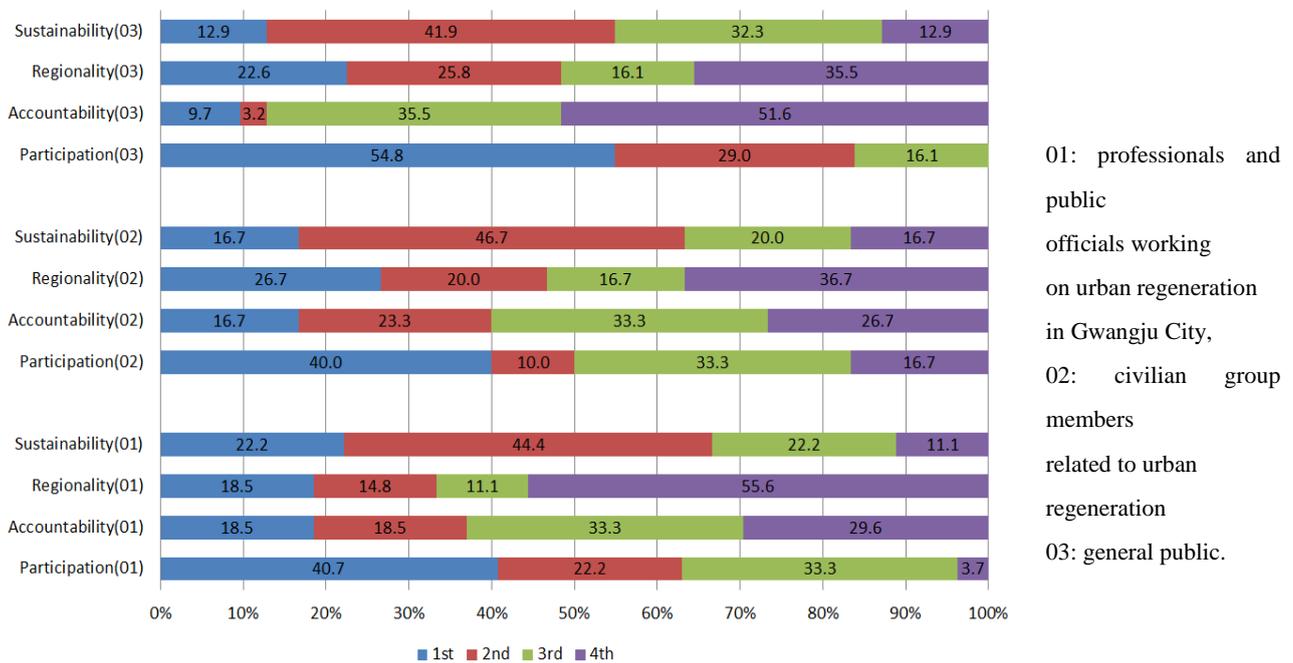
The Gwangju Folly Project was riddled with many problems from the outset because it was led by the local government and targeted professionals. The project was initiated under the auspices that some regional affiliates and local civilians would participate. However, its governing bodies came under suspicion of possible foul play as they were accused of lacking fairness and transparency due to the

opaque nature of how the project had proceeded thus far or the selection of certain individuals to carry out the project. In addition to this, the lack of clearly defined roles for the governing bodies and their inconsistent administration and proceedings resulted in damages to their credibility. Especially, as artists were often selected based on their reputation rather than their understanding of the local region, the Folly Project, despite its original intended purpose of becoming a place for average locals, became overly concerned with formative features and high-end artistry resulting in the alienation of the general public who sought functionality and convenience in the art works.

5.2.2 Priorities of the governance components by different actor groups

The following graph displays the survey results of the governance components that each actor group prioritizes. All three surveyed groups show similarly ranked distributions and rated participation, sustainability, accountability, and regionality as their order of priorities. This finding is in line with the importance placed on satisfaction levels regarding the sincere participation of each actor and the sustainability of projects as shown in the above mentioned governance component satisfaction evaluations.

Figure 4. Prioritized Distribution of Governance Components by Each Actor Group.



01: professionals and public officials working on urban regeneration in Gwangju City,
 02: civilian group members related to urban regeneration
 03: general public.

5.3 Analysis of the influence of each Gwangju City urban regeneration governance actor on governance components

Regarding the three selected projects, two research models were structured. The first model sets the four main governance components as dependent variables and each of the base components as independent variables. The second model sets the overall satisfaction of the projects as dependent variables and the four main governance components as independent variables.

Table 8. Analysis of Each Project According to the Influence of Each Actor Group (** p<.01, * p<.05)

Items		Asian Culture Complex (Standard Coefficient/(P))			Gwangju Green Way Park Project			Gwangju Folly Project		
		Public Officials	Civilian Organizations	General Public	Public Officials	Civilian Organizations	General Public	Public Officials	Civilian Organizations	General Public
Project Satisfaction	Participation	-	-	-	.356(.049)	-	-	.693(.000)	.651(.000)	-
	Accountability	-	.532(.001)	-	.475(.011)	.563(.001)	-	.271(.035)	.299(.022)	.359(.019)
	Regionality	-	-	-	-	-	-	-	-	-
	Sustainability	.499(.008)	.372(.011)	.582(.001)	-	-	.480(.006)	-	-	.522(.001)
		R ² =.249 F=8.294**	R ² =.616 F=21.612**	R ² =.339, F=14.843**	R ² =.559 F=15.217**	R ² =.317 F=12.991**	R ² =.230 F=8.674**	R ² =.709 F=29.101**	R ² =.769 F=44.855**	R ² =.622 F=22.990**
Participation	Spontaneity	-	-	-	-	-	-	-	-	-
	Openness	-	-	-	.739(.000)	-	-	-	-	-
	Fairness	-	-	-	-	-	-	.696(.000)	.513(.004)	-
					R ² =.545, F=30.000**			R ² =.485, F=23.542**	R ² =.264, F=10.018**	
Accountability	Leadership	-	.647(.000)	-	-	-	-	-	.401(.028)	-
	Division of roles and responsibilities	-	.332(.007)	-	.465(.014)	.714(.000)	-	.488(.010)	-	.491(.005)
	Regulations	-	-	-	-	-	-	-	-	-
			R ² =.701 F=31.616**		R ² =.217, F=6.911*	R ² =.509, F=29.006**		R ² =.238, F=7.794*	R ² =.161, F=5.380*	R ² =.241, F=9.225**
Locality	Differentiation	-	-	-	-	-	-	-	-	-
	Awareness	-	-	-	-	-	-	-	-	-
	Self Initiation	-	-	-	-	-	-	-	-	-
Sustainability	Consistency	-	.774(.000)	.421(.007)	-	-	-	-	-	-
	Networks	.464(.015)	-	-	-	-	-	-	-	-
	Partnerships	-	-	.419(.008)	-	-	.467(.005)	-	-	.784(.000)
		R ² =.215, F=6.850*	R ² =.599, F=41.785**	R ² =.449, F=11.421**			R ² =.423, F=10.266**			R ² =.614, F=46.167**

Once the models were structured, a stepwise multiple regression analysis was then run on them to determine the influence they had on each other.

In the case of the Asian Culture Complex Project, the public officials group showed that sustainability influences the levels of project satisfaction, whereas networks influence sustainability. The civilian group showed that accountability and sustainability influence the levels of project satisfaction, whereas leadership and division of roles and responsibilities influence accountability and consistency influences sustainability. The general public group showed that sustainability influences the levels of project satisfaction, whereas consistency and partnership influence sustainability.

In the case of the Gwangju Green Way Park Project, the public officials group showed that accountability and participation influence levels of project satisfaction, whereas division of roles and responsibilities influences accountability and openness influences participation. The civilian group showed that accountability influences levels of project satisfaction, whereas division of roles and responsibilities influences accountability. The general public group showed that sustainability influences levels of project satisfaction, whereas partnership influences sustainability.

In the case of the Gwangju Folly Project, the public officials group showed that sustainability influences levels of project satisfaction, whereas networks influence sustainability. The civilian group showed that accountability and sustainability influence project satisfaction, whereas leadership and division of roles and responsibilities influences accountability and consistency influences sustainability. The general public group showed that sustainability influences levels of project satisfaction, whereas consistency and partnership influence sustainability.

An examination of the table above shows that in the case of the central government-led Asian Culture Complex Project,

- the public officials group found the establishment of a permanent support team for greater sustainability of the third sector,
- the civilian group found accountable leadership capable of assigning clearly defined roles and responsibilities as well as consistent policy making,
- and the general public group found the maintenance of consistent policies and greater sustainability through recognition and cooperation with other actors as respected partners to be important factors of the project.

In the case of the local government-led Gwangju Green Way Park Project,

- the public officials group found openness through the provision of greater opportunities for actors to participate and strengthened accountability through clearly defined roles and responsibilities,
- the civilian group also found strengthened accountability through clearly defined roles and responsibilities,
- and the general public group found strengthened recognition and cooperation among actors as mutually respected partners to be important factors of project.

In the case of the Gwangju Folly Project,

- the public officials group found more fairness regarding the balance of influences among actors and strengthened accountability through clearly defined roles and responsibilities,
- the civilian group also found more fairness regarding the balance of influence among actors and accountability through strengthened leadership,

- and the general public group found the clear division of roles and responsibilities as well as strengthened recognition and cooperation among actors as mutual respected partners to be the foremost factors that need to be considered during the project.

6. Conclusion

This research examined the purpose of governance in Gwangju City urban regeneration projects and established efficient urban regeneration governance components to investigate the workings of collaborative governance in different types of urban regeneration projects carried out by actors participating in the Gwangju City urban regeneration governance system.

As a result, when considering the opportunities to expand the scope of South Korean urban regeneration projects and the shifts that will occur in the process of such implementations, it is easy to predict that an urban regeneration partnership plan that entails collaborative governance, which includes the daily participation of citizens, will need to replace existing methods of central government or local government-led urban development. To do so, the following policy implications need to be met.

First, a stable and permanent civilian and public sector cooperative body needs to be established. A body that can go beyond a typical cooperative body focused on deliberations and perfunctory performances and is capable of fostering sustainable communication among public, private, and civilian sectors to produce greater interest and participation in urban regeneration is needed.

Second, adequate laws and regulations capable of fostering greater governance and establishing reasonable procedural rules need to be put in place. A system capable of collecting the varying opinions of the civilian sector and making preemptive adjustments to resolve conflicts needs to be planned and guaranteed.

Third, an organization that exclusively handles urban regeneration needs to be established. The implementation of urban regeneration projects that deal with the physical, economic, and social/cultural regeneration of a city not only requires a system capable of effectuating cooperation among the currently scattered administrative departments but also requires a third sector organization that exclusively handles urban regeneration and has participating members from both the civilian and public sectors.

Fourth, each of the sectors needs to have appropriately trained leadership. The encouragement of further citizen participation and greater leadership training needs to be undertaken by creating programs such as an urban regeneration academy.

In conclusion, it is difficult to generalize the findings of this research as being applicable to other cities considering that the policy implications of this research were found by having the participating actors perform self-evaluations of the local governance regarding urban regeneration projects limited to Gwangju City. However, amidst a trend of increasing urban regeneration projects, this research is expected to contribute to the development of a new governance model in the future.

Conflict of Interest

There is no conflict of interest.

References and Notes

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