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Accomplishment the Renovating Projects of Worn-out Areas, Method of the (BSC) and (AHP) Procedures (Case study : Zeynabieh Dist., Isfahan, Iran)

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Abstract

Many of the plans for the purpose of renovating worn-out areas in urban setting are deficient and whatever accomplished partly have no effective cultural and social advantage, not to mention their negative effect. Without considering time and the relevant cost no prominent opportunities or trends are defined when determining this aspect in urban management, since the related organizations have not fulfilled their obligations. Establishing the renovation plan for Zeinabieh Dist. in the city of Isfahan is on the urban planning agenda. The international and domestic experiences indicate that establishing regional office for this purpose should be considered during the project design and end it with conveyance of the project to public or private executing bodies and facilitating their execution processes. The lowest rate in renovating constructions in recent years in the worn-out areas of this city is allocated to District 14 (the study zone). This district is facing urban decay due to its informal background on settlement thus confronting an intensive shortage of specific urban services. Based on the unique physical fiber and social texture the establishment of renovation and facilitating office in this area and the analysis of the plan execution could be an appropriate approach in generalizing the findings of this study to fit similar areas through comparative analysis of the plan and effective contributions by the district office. Within the past three years, the accomplishment level of each policy is determined. The level of project accomplishment in social and confidence building is promising with a high percentage in inhabitants' point of view regarding the plan. The first question of this study is based on acceptability approve the possibility to fulfill these actions. Also, the 2nd question of the research about lack of accomplishment of the proposals for the renovation project of the worn-out area of Zeinabieh was approved by 25% in other aspects, especially for the physical proposals. Moreover, in response to the research question, the rate of fulfilling economic proposals, traffic proposals, urban views, spatial organization and housing were determined to be 10%, 18.75%, 31.25%, 18.33% and 33.33%, respectively. Identifying the effective factors at comprehensive, intermediate and micro levels and finding their correlations and coordination with the district renovating office could prominently effects the success of the operations by their office. Informing, introducing and considering inhabitants participation role are among the main factors and essential conditions for promoting economic, social and physical conditions of the worn-out urban areas. This alone would not suffice. State, provincial and municipal authorities should support these offices in this humanistic endeavor. Here, the (BSC) and (AHP) procedures are applied. An excuse indicating the inhabitants' unwillingness in participation causes inefficiency in drawing policies in this respect. Despite the fact of what has been going on so far, this office has to a certain degree, accomplished some awareness regarding the social aspects of the issue by determining the strategic plans with respect to their quantitative weights.

Keywords

Accomplishment, Renovation, Worn-out areas, Zeynabieh Dist.

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Introduction

Capacitance and social capital constitute the two major key conceptions in modern urban planning perspective, while a decrease in social capital would lead to many deficiencies in the decision making process, policies and implementing the proposed programs. The local institutions and NGOs are the main components in this regards, that is, through them the grounds must be proposed based on which the urban management would run. Accomplishing the social justice and providing equal opportunities with respect to having appropriate living and functioning environment for the citizens, in addition to the need to reinforce and renovate the worn-out areas against seismic phenomenon subject to the documental national mega perspective, is an obligation, which must be undertaken by the city authorities. Here, assessing the level of findings due to conducted studies regarding such projects for the purpose of review and renovation process modification is a must, if on time achievement is of concern. The selected district for this purpose is the Zeinabieh Dist. the 14th, in the mega city of Isfahan for which there exist a completely scientific plan. Here a collating management method is adopted to assess the functionality and the efficiency at its full and detailed scale.

The necessity of the study

The count of the worn-out areas in urban settings is on a constant rise and its negative aspect is a major concern in developing countries. The issues involved in these urban textures are multi dimensional with their roots embodied in the socio-economic civil-cultural and managerial concepts. Most of the specific renovating and improving designed projects regarding urban worn-out texture, nationwide, have not been accomplished due to lack of knowledge on the volume and the strength of the said textures. Having merely a perspective on the physical aspect of the plan has led to the dissatisfaction of the inhabitants indicating an incomplete success on the authorities' part. A total of 2157 acres of worn-out area exist in the city of Isfahan. The only facilitating office established in Isfahan by the efforts of Isfahan Urban Renovation and Improvement Department in 2011 is that of the Zeinabieh Dist.. Due to non-cooperation of other beneficial organizations no success is registered in this endeavor. As to renovation, in the recent years the least of improvement is recorded in this worn-out texture. This Dist. consists of many non-officially constructed buildings, hence lack of appropriate infrastructure and municipal facilities and services. Here, municipal service quota per-person is about 0.1% of the standard rate with a high population concentration of more than 200 per acre. The experiences gained from renovation project of this Dist., one of the pioneer projects based on collating management methods in Isfahan mega city, with whatever the success rate is being assessed at all scales.

Literature review

By assessing the urban renovation evolution in Iran, it can be deduced that the number of plans introduced by different related organizations, lack of coordination, inconsistency in objectives and most important, inhabitants' participation have led to inefficiencies and disorganization in the worn-out area (Aminzadeh and Beigi Sani, 2012). The necessity and efficiency of establishing renovation offices has been and is being emphasized in many articles (Shafie, Dastjerdi, 2008, 2013 and 2015). Assessment consists of weighing the success limits in performing the predicted duties and accomplishing tasks in a comparative manner. The procedure is to weigh organization performance with the objectives through a package of measures and means in a designated time range (Ter bogt, 2003). According to (Sarkis, 2003) assessment is the difference between the existing state and the optimized state of issue at hand. Weighing the inefficiency factors of renovation plans in all dimension and different perspectives are subject to ongoing studies worldwide. To (Guzy, 2009) in assessing life cycle of city as an entity, like that of the Ankara, Turkey, the presence of economic

of economic opportunities, training the public, transparency of key political agents' obligations and group cooperation constitute the vital elements in urban restoration plans. In their study (Dixon et al, 2011), on urban renovation in the cities of Manchester and Ozaka, state that prioritization of strong cooperation at big scale, infrastructure, market development and long term perspective are considered as the vital factors and opportunities.

In a study run in China, (BaeJ. et al, 2014) on urban renovation, they found that scheduled follow up regarding public and private sectors' interests in long term operations constitute the success elements in this endeavor. The experiments regarding renovation and improvement of Shahid Khoob Bakht Dist. Tehran is assessed by (Agha Safiri et al, 2010) who found that the existence of inter-organizational, socio-cultural values and repetitious operations' avoidance are the necessary objectives of the design. According to (Niloufar Khalili et al, 2011) there exist 34 essential effective factors like team work and team leadership, policy and strategy, managing the beneficences, financial resources, related regulations etc.. The experiences of renovating offices in 5 districts of Tehran is assessed where the capacitating of the effective organizations like the government, municipalities are essential factors in accomplishing such projects are focused on. The renovation office of the Julan Dist. Hamedan city is assessed by (Mohammad Aini, 2011) and it is found that modifying the renovation standards, an increase in building space congestion and inhabitants' trust contribute to the projects implemented by this office. The role of social capital involved in the renovation strategy regarding renovation plan in Tayeb Dist., Tehran, Iran is analyzed by (Hassan Khodabakhsh, 2010) where it is found that an increase in the Social capital in such projects and collective cooperation directly effect the project in a positive manner. The necessity of qualitative assessment of the success level based on necessities by announcing possible methods is addressed by (Kendall, 2003 and Kerzner, 2004). Assessment of project success criteria and weighing them through the concept of Balanced Scoreland (BSC) is assessed.

The addressed questions

What is the level of accomplishment in renovation project of Zeinabieh Dist. and in which aspect?

What is the efficiency rate of the proposed measures and the aspect regarding Zeinabieh Dist. renovation project?

Method

Here, the applied-development research method is applied to determine the efficiency of the local renovation office and the subject perspectives thereof, with respect to the four-fold perspectives by reviewing the available findings in the related literature, interviews and questionnaires.

The three major measures here consist of:

Extraction of the local office performance indexes by the assistance of experts

Applying the obtained indexes in the four-fold perspectives of (BSC)

Determining the priority and the importance weigh of the perspectives and assessing the office efficiency through hierarchical analysis method (AHP)

The weak point of measurement in traditional management ratings were lack of multi dimensional efficiency, inability to adopt newly introduced methods, using modern tools and applying measuring means. The (BSC) method, as an answer to this need is at the disposal of the experts and managers. According to the experts of this field, applying the multi dimensional (BSC) with the measuring capability has become one of the most effective tools in efficiency management, which is considered as a perquisite in strategic management.

A new approach in measuring functionality named the balanced scorocend (BSC) was introduced by Kaplan and Norton, in 1992, where through four organizational financial and non-financial performance perspectives of: financial, customer, internal business process and training by applying all relevant sources are considered in the organizational

perspectives to guarantee the success among comparative organizations. According to (Hansen and Mouritsen, 2005) the BSC system through measuring multi dimensional criteria, can assess organizational operation and project profitability. Operational promotions through methods that improve efficiency constitute the essential initial preventive measures in identifying and removing problems ahead. Here, the sets of criteria provide perspectives for the managers regarding the project efficiency and the results thereof. In a report by (Kaplan and Norton, 2001) on management by this method is adopted in listing the management-measurement tools, which are very productive and effective applied by managers in 22 countries. There exist many studies where the BSC method is adopted in the field of library management, financial operation, IT, organizational operators' assessment and project management. In general, this method is adopted more in Governmental Organizations than in the private sector.

The (AHP) introduced by (Saaty, 1980) is a multi criteria tool used by decision makers and researchers. The (AHP) consist of: determining the hierarchical structure (objective, elements and criteria), calculating weighs (dual-comparisons) and adaptability test. Here, non-adoptability rate less than 0.10 is acceptable.

The (AHP) is applied in many research areas, in urban planning to name one, by (Sadeghi et al, 2005), to assess the areas in the cities with high crime potential.

The renovation facilitating office of the worn-out areas (local office)

According to the published statistics, during the fourth National Expansion Plan about 7% of the 50% predicted worn-out areas were renovated nationwide. Accordingly, it is had to imagine that the problem of worn-out areas' renovation would be accomplished through the traditional measures and the approaches of urban management of the same sector. This fact makes the issue of sector development based on sector orientation mentality together with social capital in accomplishing inhabitants' participation and institutionalization of the concept of renovation is of essence.

The renovation facilitation office is a connecting ring in the chain of communication regarding urban development initiators and the inhabitants. The concept of sector oriented planning is based on social engineering which deals with the matters on a local bases with a determined design at macro scale instead of being concerned with the meta-perspectives at greater scales, the brain child of the decision makers and managers.

In this approaches, the planning follows a bottom-up pattern with an emphasis on human resources, social capital and total inhabitants participation of the given areas. The top-bottom concept has changed into cooperation, (yield) and the emphases concept has changed into manner, (procedure). In the worn-out areas the human socio-economic potentials are subject to lack of confidence, low knowledge and inconsistency, thus an inactive state. The initial steps taken by the area renovation management regarding activity and orientation of these potential forces is inherent. The inhabitants of these areas consist of the deprived social stratum where individuals would hardly commit themselves to renovating activities on their own; therefore, existence of a group, which might facilitate the renovation process, is of essence. The facilitator does not decide for the inhabitants, but assists the initiation of a process. The social and facilitating approaches in the form of "District Service Offices" regarding the implementation of development and construction, supply support and housing by the Governmental directives was first initiated in 2009.

The evolution and formation of worn-out areas in Zeinabieh

The focal points of these areas have evolved in two categories, one as small townships in the outskirts of the city of Isfahan and the other, existence of pilgrimage centers. According to the available data,

District of Zeinabieh, by being engulfed in the city of Isfahan, after 1970s and due to the Iran-Iraq war faced a great influx in specific and gave way to scattered, non-standard construction (Design and Architecture, 2008-5-50);(Table 1,2).

Here most buildings subject to renovation have no façade. The overall district façade becomes worse in the central parts of the worn-out areas. As to the texture, morphology there exists inappropriate diversion. The legibility state is assessed very weak (Design and Architecture, 2008-31-119).

The renovation plan, results and recommendation

According to the findings obtained through analyses of the design, architecture and consulting engineers report, (Fig. 1 and 2) the subject area is ranked as a priority the due to its unique features in this

Table 1. Statistical data of Zeinabieh Dist. (Design and Architecture, 2008-118-90). Source: authors.

Zeinabieh Dist.	Population	Cross population conjustion p/ acre	Net population	Growth rate 1996-2006	Number of households	Family Dimension	Person in charge of family, Educated
Batan Neighborhood	13285	-	-	2.2	-	3.8	87%
Omman Samani Neighborhood	13051	-	-	0.7	-	4.2	83%
Total Zeinabieh area	26336	288	464	-	6373	-	-

Table 2. The overall outcome of this study from 1996-2006. Source: authors.

Subject	Percentage	Source	Note
Population willing to leave the district	50	(Design and Architecture, 2008-31-119)	
Influx	19		3.5%>>Isfahan city
Households with more than 10 years residence	65		
Ethnic groups: Isfahan Chaharmahal va Bakhtyari Afghan and others	56% 14.5% 16%		
Consent on renovation	62%		
Direct involvement of inhabitants	33%		
Household holding property Deed	67%		
Household holding property Title	33%		
Streets of 4m width, no parking side	46%		
Streets of less than 6m width	67%		
Area covered by construction p/m^2	84.7%		
Residential units	54.7%		
Floor pattern			1-1.5 floors
Rented houses	22%		
Ongoing construction	12%		

Table 3. The existing status of Zeinabieh Dist. (Design and Architecture, 2008-118-90). Source: authors.

Year	2009	2010	2011	2012	2014
Worn-out area correction index	0.5	0.03	0.08	0.6	0.3
Number of licenses issued for this area	54%				
Number of licenses issued for District 14	1:5				

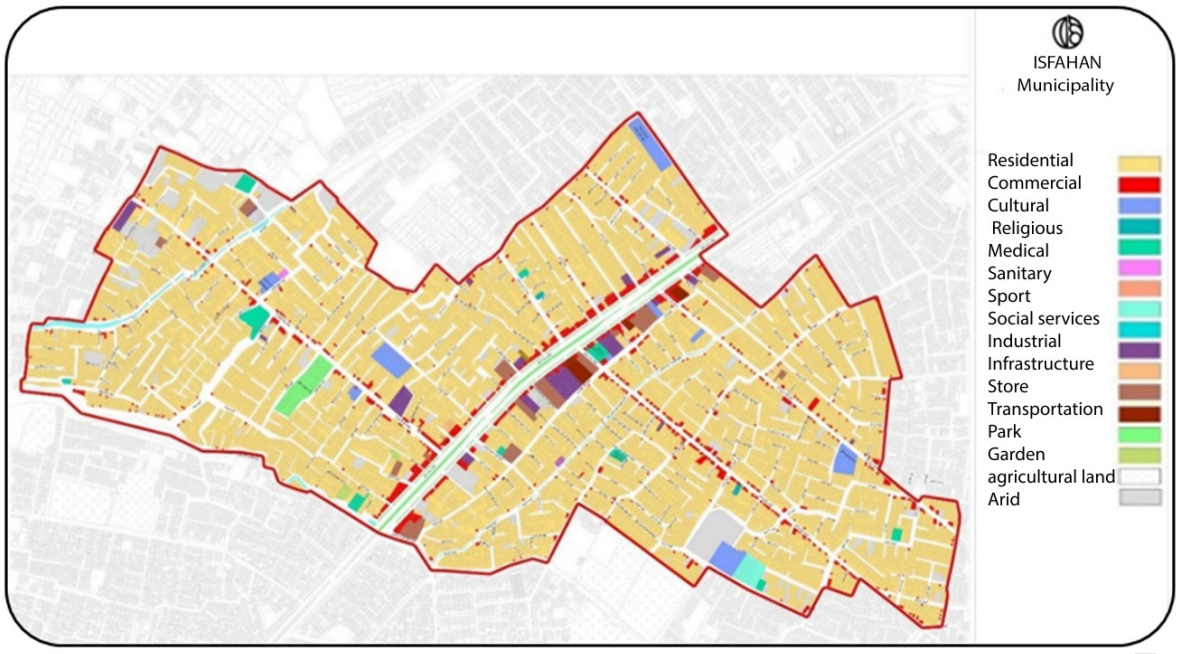


Fig. 1. The explanatory design, specific to Zeinabieh. Source: Isfahan Renovation Improvement Organization.

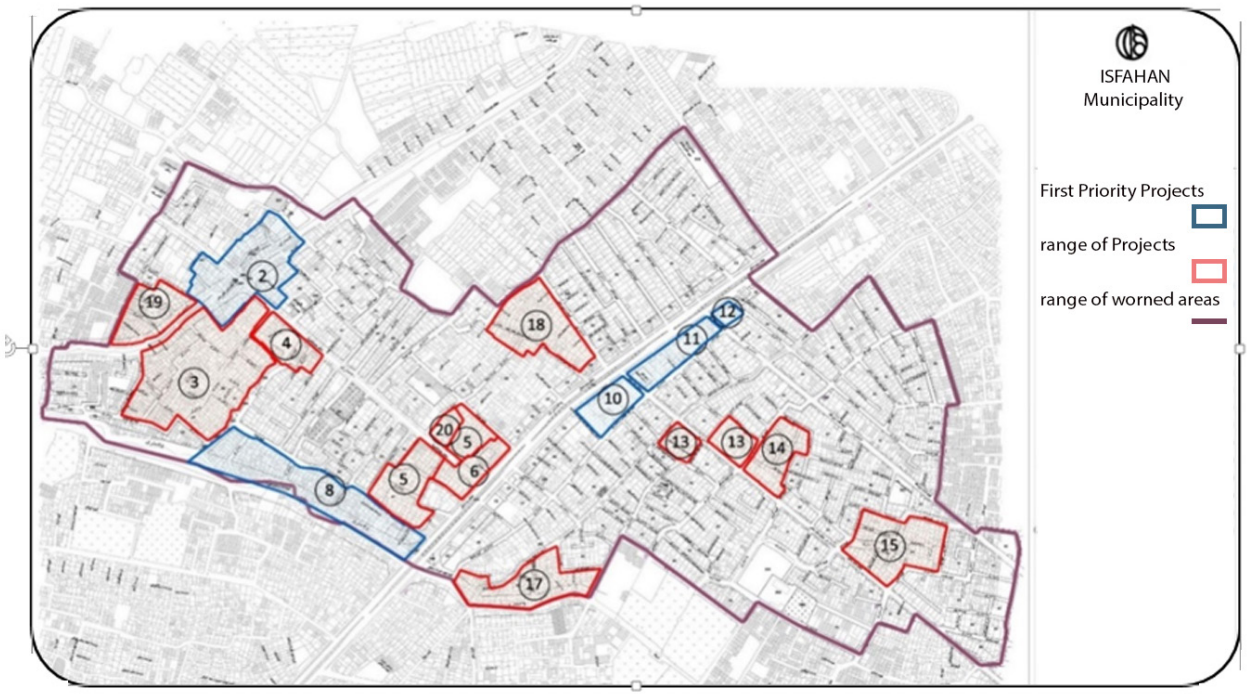


Fig. 2 . The pin-pointed areas suggested for renovation in Zeinabieh. Source: Isfahan Renovation Improvement Organization.

renovation plan (Table 3).

Zeinabieh worn-out area renovation office status

The issue of establishing the office for its known purpose is on the agenda as a sub-program in the set of relatively new measures regarding Urban set up and management. The overwhelming view in this context is the actualization of worn-out area renovation. Of course, the international and domestic experiences indicate that during the design and development of such comprehensive projects establishing such offices must be a part of the general plan; therefore, the project can be delivered to the state or private constructors for implementation.

Establishment of Zeinabieh office is the result of systemizing the renovating objectives in a sense to measure inhabitants' capabilities, promoting the project and seeking towards the proposed projects' actualization. In addition to updating the previous and existing data, this office is involved in dipper and feasible studies regarding its objectives. The initial assessments reveal the existence of social complexities and variety of mentalities among the inhabitants of the given areas. Diversion in view pointes of the researchers regarding the inhabitants the mentality, complexity of the issue and their introverted nature makes accurate identification of the area and data extraction through the questionnaire as the only tool is impossible. It is necessary to penetrate the inhabitants' inner world and reveal the held back desires and motivations on this issue through quality measuring methods and influencing features. The results of the recommendations and measures taken by the area office according to the consultants and researchers analyses are tabulated in Table 4.

The procedures

Promoting the operation through improving productive manners like initial prevention and planning to diagnose, solve or eliminate the principle problems.

To assess the office efficiency (the strategic functionality) in a determined time range, first, the objectives should be defined in a rational framework as the basis for accomplishment by combining (BSC) and (AHP). This project is of efficiency development with the objective to determine the efficiency level of the local office and the perspectives which constitute its sub elements in a four-fold framework, Fig. 3 extracted through reviewing articles, interviews and questionnaires (descriptive-survey method).

The three main steps are:

Extracting office operation indexes by the experts' assistance

Applying these indexes in the BSC four-fold perspectives

Determining the priority and importance of the perspectives' weighs and assess the office efficiency through (AHP)

The questions are designed by studying the thematic principles and are reviewed by the experts in this field. These questions are answered by the experts involved in this project, as municipal specialist and consultants, with their related academic degrees (Table5).

The correlations among the perspectives is extracted from this questionnaires, Fig. 4 The statistical population here consist of 18 individuals. The variables are extracted based on the objective of the local office and are modified subject to the experts' opinions. The questionnaires of the beneficences and customers summarized by Lichret Spectrum and the questionnaires of the experts and customers is summarized by dual comparisons.

Stability of the questionnaires of the experts is obtained by calculating the adoptive coefficient that is 0.06, which is less than 0.1 and is adaptive stability of the beneficences and customers is obtained by calculating the Chronbakh Alpha, which is 0.76.

The (AHP) is applied to determine the importance of every aspect. The dual-comparative questionnaire is adjusted among four aspects and completed by 18 experts. The matrix here is extracted through geometric elements' average of dual-comparative matrixes in an Expert choice software environment. The (BSC) of every aspect is calculated by the related

Table 4. Analysis of the assessment level regarding advances made through the area office source: outcome of researchers' interviews with the office staff. Source: authors.

The measures observed by the office staff	Work advance assessment	The four-fold perspectives			
		Growth and learning	Internal processes	Beneficially and customers	Financial
Identification, awareness and databank preparation	100%	*	*		
Make reference to investor and constructor groups	100%				*
Testimonial through Notary office, file preparation and obtaining licenses	25%		*	*	
Preparation and design ratification	73%		*		
Letter of agreement with the land lords	8%	*		*	
Municipal approval	63%		*		
The initial budget	52%				*
Improvement activities by the land lords	48%	*			
Rules and regulations (approvals)	87%		*		
Set of projects subject to Article 5	31.5%		*	*	
Registration works regarding Article 9 in one of the projects	7%		*	*	
An increase in building licenses issued	25%	*		*	

variables value average.

The final ranking of a perspective is the scores of every perspective multiplied by its proportional importance weighs. The ranking of four-fold perspective is obtained by combining (BSC) and (AHP),Table 5.

To apply (AHP) and considering the experts' views regarding priorities of the elements according to Satties Table (non-selective) the initial dual-comparative matrix drawing takes place and the efficiency of the opinions is extracted. The adaptation rate for dual-comparatives less than 0.1 is acceptable. The degree of importance of BSC four-fold aspects, its indexes and the matrix analysis are obtained in a Super Decision Software environment, Table 6.

The results regarding objective accomplishment of the four-fold, the growth and learning, internal process,

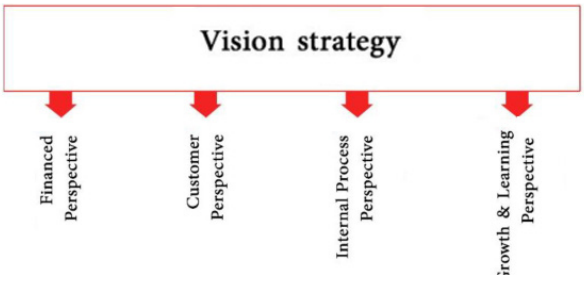
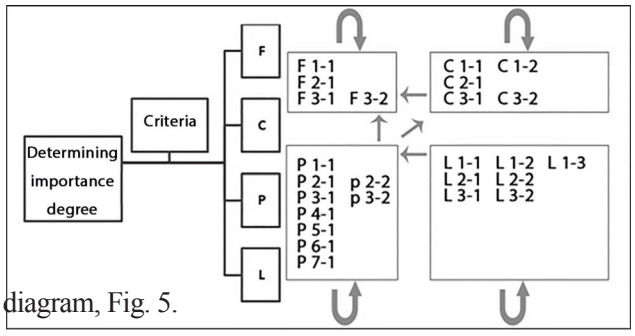


Fig. 3. Strategic view and the four-fold perspective. Source: authors.

customers and beneficiaries perspectives indicate a descending pattern: 76%, 66%, 54% and 37%, respectively and the district in different zone at optimized state are observable. The efficiency equilibrium of the four-fold perspectives is presented in the polar-spider

Table 5. Developing the local views and perspectives. Source: authors.

Financial	Beneficiaries	Internal process	Growth and learning
Qualitative promotion projects' finances	Residents and beneficiaries satisfaction	Promoting office management manners	Encouraging the residents
Accomplishing projects in accordance with appropriate budget	Being in line with project due dates	Promoting the quality of ongoing projects	Providing training and search activities
Taking new projects	Improving office-resident interactions	Promoting project resources and facilities management	Institutionalizing of the population
		Promoting the consulting special services	
		Accomplishing the predicted approaches	
		Promoting crises	
		Keeping the data updated for better decision making	



diagram, Fig. 5.

Fig. 4. Determining the importance degree of indexes and the BSC zones, the network framework. Source: authors.

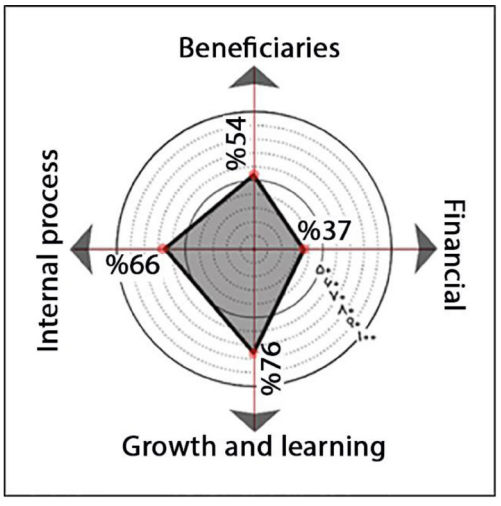


Fig. 5. The polar-spider diagram of project system, equilibrium in the fourfold zone. Source: authors.

Table 6. The assessment process of perspectives through adoptive method. Source: authors.

Perspective		Objectives	Index	Object	Weigh index	Quantitative objective	Performance level due to index	Accessibility level	Component effect
Financial	F	F1 project performance qualitative promotion	F1-1 project cost level	⇧	0.17	23%	8.25%	35.87%	0.37
		F2 project accomplishment as to predicted budget	F2-1 project cost-budget difference	⇧	0.1	22%	14.1%	64.09%	
		F3 designing new project	F3-1 new investments' level	⇧	0.13	10%	0.22%	2.24%	
			F3-2 financial assistance and loans	⇧	0.28	10%	8.76%	87.60%	
Beneficiaries	C	C1 inhabitants, beneficiaries satisfaction	C1-1 migration	⇧	0.15	18%	21.2%	117.78%	0.54
			C1-2 non migration rate	⇧	0.15	20%	16.09%	80.45%	
		C2 implementation and plan promises correspondence	C2-1 number of completed projects	⇧	0.11	40%	24.87%	62.18%	
		C3 inhabitants and local office interaction	C1-3 number of projects assessed without inhabitants participation	⇧	0.13	20%	0.35%	1.76%	
			C2-3 time devoted to combined meetings	⇧	0.2	20%	17.4%	87%	
Internal process	P	P1 local office promotion	P1-1 local office management ranking rate	⇧	0.1	50%	43.15%	86.3%	0.66
		P2 project implementation quality promotion	P2-1- number of difficulties in non-predicted delay factors	⇧	0.1	25%	27.86%	111.44%	
			P2-2 project programming level	⇧	0.18	30%	3.33%	11.11%	
		P3 promoting facilities and resources management	P3-1 time necessary to follow initial steps of the project	⇧	0.08	20%	11.92%	59.6%	
			P3-2 resource manipulation	⇧	0.09	35%	30.48%	87.09%	
		P4 promoting specified consultations	P4-1 number of specific difficulties solved	⇧	0.08	50%	41.03%	82.06%	
		P5 actualizing predicted strategies	P5-1 strategic accomplishment level	⇧	0.13	30%	19.20%	64%	
		P6 crises prevention activities	P6-1 ongoing projects Vs. critical times	⇧	0.13	25%	20.15%	80.6%	
		P7 updating interactive data for decision making	P7-1 time interval of reports and providing data	⇧	0.07	40%	36.23%	90.58%	
Growth and learning	L	L1 inhabitants encouragement	L1-1 number of encouraging measures	⇧	0.12	30%	21.48%	71.6%	0.76
			L1-2 number of inhabitants' suggestions	⇧	0.15	25%	18.43%	73.72%	
			L1-3 number of local volunteers	⇧	0.14	50%	29.58%	59.16%	
		L2 training and research activities	L2-1 time devoted to the training specialized team	⇧	0.18	35%	30.93%	88.37%	
			L2-2 budget assigned to training activities	⇧	0.14	20%	17.97%	89.85%	
		L3 inhabitant-area measures culturing	L3-1 level of similar experiments outcome	⇧	0.16	60%	48.2%	80.33%	
			L3-2 level of documenting experiences and precedures	⇧	0.11	45%	29.14%	64.76%	
Total influence				0.56					

Conclusion

The necessity of integrated urban management and the intermediate institutions as a point of interaction and convergence of the involved organization in urban development is of essence. Identifying the influencing institutions at great-intermediate and small scale and establishing their connection with the local renovating office greatly contribute to the renovation plans that are to be implemented in the given worn-out area. Providing information, awareness and concentrating of inhabitants' participation are the main factors necessary in promoting the socioeconomic as well as the status of the same worn-out area. The concept of renovation is not limited to these factors, and capacitating the involved organizations (at state, provincial and municipal lands) at the local area renovation office would promise the actualization of such plans. Overlooking the important issue, by making excuse as the inhabitants' non-participation would disable the policies and measures to be implemented by the area local office. According to the findings, despite the attempts made by the local office in promoting the inhabitants organizations, the recorded success is low.

With respect to the process run by the local office in this respect, it is evident that the strategic management of the texture based on new experiences regarding training and cultivating issues as a self-restoration process, as an intense pattern and adopted procedures is focused on at the most.

The mission of local offices in restoration and re-gaining power in Zeinabieh regarding the systemization of the worn-out area corresponds with positive aspects of comparative factors like organizational learning, knowledge development and ethical capacities. In this realm the last ranking is of the financial aspects as to its return. The perspectives of these factors are shown as: growth and learning 76%, internal process 66%, beneficences and customers 54% and financial 37%.

The influencing factors confronting this local office is non-assembly of the committee of 3 members which must solve the legal aspects of land and property in accordance with Article 9 of Support, Renovate, and Improve the worn-out areas act ratified in 2010. Of course the Dead and Title registers office has prepared the files. Since it took a long time to ratify the project in the commission of Article 5 of establishing urban and architecture high command committee of Iran according to Article 3 of Support, Renovate, and Improve the worn-out areas act this project should have been ratified out off turn. Moreover, lack of encouraging policies, appropriation of budget according to Article 171-Note D of National Development 5th Plan constitute as factors negatively affecting the project. The municipality has not supported this office by giving it the proper authority.

Mega city of Isfahan with 2157 acres of worn-out areas is one facing many challenges. Despite the specific status of this city with all its monumental sections which are to be protected, if the existing pattern follows, no bright perspective is imagined in renovating the subject areas. Despite the implied tasks and the existence of standard management stabilizing the existing status in response to day-to-day implementation it is hard to visualize development measures such as renovating the subject areas, to be taken. Renovation in urban management is a necessity through re-structured urban management system accompanied with related organizations' serious efforts.

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