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Systematic Enhancement of the Alleyway Housing Redevelopment Project Through Complaint Analysis

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Abstract

Purpose: This study investigates the challenges and conflicts arising from complaints in alleyway housing redevelopment projects, aiming to generate actionable insights for improving project outcomes. The purpose of this research is to explore the nature of these complaints, understand their origins, and propose effective administrative strategies for mitigation. **Research design, data and methodology:** Employing focus group interviews (FGI) as a primary data collection method, this study reviews existing legislative and procedural frameworks to contextualize the complaints within governmental response mechanisms. **Results:** Initial findings indicate that high resident interest and responsiveness in early project stages lead to fewer complaints. However, the formation of steering committees often triggers significant grievances due to asymmetrical information and unclear project planning. Complaints intensify following the establishment of associations, evolving into legal disputes over rights, legitimacy, and financial aspects, eventually decreasing significantly after the management disposition phase. **Conclusions:** The study underscores the need for improved communication strategies and transparent administrative practices in managing alleyway housing redevelopment projects. Implementing centralized control mechanisms similar to those in the USA could provide a structured approach to complaint management, significantly reducing project delays and resident dissatisfaction.

Keywords : Alleyway Redevelopment, Complaint Management, Project Administration, Legal Disputes, Resident Satisfaction

JEL Classification Code: R31, R38, K23, H11, H76

1. Introduction

The alleyway housing redevelopment project aims to enhance the quality of urban residential environments and optimize spatial use. As of 2023, of the 1,023 projects nationwide, only about 56%, or 572 locations, have advanced to stages of project implementation approval, architectural review, and commencement or completion.

Meanwhile, the remaining 451 locations have not established a cooperative and remain inactive (Korea Housing & Urban Guarantee Corporation, 2023; Gyeonggi-do Provincial Government, 2023). These figures suggest that although recognized as an effective alternative to large-scale urban redevelopment projects, the alleyway housing redevelopment faces several obstacles that hinder its progress. Researchers Lee (2022) and Jeon et al. (2021) note that the project's advantages,

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such as faster schedules and policy benefits, are undermined by poor communication between project entities and residents, unilateral project advancement, opaque task management, demands for additional construction costs by construction firms, and residents' complaints.

Persistent complaints from residents pose a significant barrier to the progress of these redevelopment projects. Yu (2014) and Lee et al. (2013) have identified these complaints as major obstacles. This pattern is evident in Suwon City, where, following the "Act on Special Cases Concerning Unoccupied House or Small-Scale Housing Improvement" enacted in 2018, 36 projects were launched. However, by December 2023, only 11 of these projects had received cooperative establishment approval and project authorization.

When looking at street housing maintenance projects in other regions carrying out similar projects, there is no dedicated team and control tower to resolve initial complaints, and reliable information is not provided to residents. There is also no institutional plan in place to notify residents of the project costs, contributions, and migration expenses of the street housing maintenance project with clear evidence. For this reason, street housing maintenance projects in many regions are not progressing without taking advantage of their advantages and face various problems.

This study investigates the profound influence of resident complaints on the success or failure of alleyway housing redevelopment projects, aiming to uncover viable solutions to these challenges. Previous research has primarily focused on the procedural and administrative elements necessary for the progression of alleyway housing redevelopment projects (Hong et al., 2010; Seo et al., 2012; Lee et al., 2018) and on applying large-scale redevelopment project procedures to enhance project viability (Kwon et al., 2013; Jang et al., 2017; Lim et al., 2020). Nevertheless, studies addressing the origins of these complaints and strategies for their resolution are relatively scarce. The government typically regards the complaints and conflicts that emerge during alleyway housing redevelopment as civilian issues, reacting only when residents initiate legal actions or submit petitions and complaints to government agencies, with no proactive or preemptive measures in place. This absence of a formal mechanism to listen to and address resident complaints throughout the redevelopment process exacerbates conflicts between residents and complainants and impedes the smooth execution of projects.

Therefore, this research involves conducting in-depth interviews with residents in areas targeted for alleyway housing redevelopment projects. The study classifies and details the complaints raised by the residents according to

the different stages of project development and analyzes the conflicts and challenges that arise during the complaint resolution process. The results will provide developers, residents, and public officials with institutional and empirical insights for effective complaint management strategies.

The objective of this study is to analyze the complaints and conflicts that arise during the alleyway housing redevelopment process and to identify potential solutions and recommendations for systematic improvements. The research is structured around several specific goals:

Firstly, the study aims to systematically analyze the complaints and conflicts encountered during the alleyway housing redevelopment process. Secondly, the study seeks to understand the varied opinions and requirements of the project's stakeholders, aiming to analyze the core issues that emerge from these discussions. Thirdly, based on the identified problems, the study proposes institutional improvements that are essential for the smooth operation of alleyway housing redevelopment projects. These proposals aim to streamline project procedures, establish mechanisms for mediating between stakeholder views, and devise adequate compensation plans.

This research aims to minimize the complaints and conflicts associated with alleyway housing redevelopment projects, thereby increasing the projects' efficiency. Achieving these goals contributes to the sustainable development of urban areas and the enhancement of local residents' quality of life.

2. Research Background

2.1. Characteristics of the Alleyway Housing Redevelopment Project

The government has undertaken a variety of administrative and policy measures to promote alleyway housing redevelopment projects. In 2003, the "Act on the Improvement of Urban Areas and Residential Environments" was implemented, establishing a framework for the smooth execution of redevelopment, reconstruction, and residential environment improvement projects. In response to challenges such as resident opposition to large-scale redevelopment and the complexity of administrative and legal procedures, the alleyway housing redevelopment project was introduced in 2012. This project maintains existing street layouts and has been advanced as a national project linked with urban regeneration and maintenance initiatives through the "Special Act on Special Cases Concerning Unoccupied House or Small-Scale Housing Improvement" (Lim et al., 2019; Lee et al., 2018; Kim et al., 2018).

This type of redevelopment is aimed at enhancing residential environments in areas where over 75% of the buildings are outdated. The project can proceed within a maximum period of three years, as permitted by the “Act on Special Cases Concerning Unoccupied House or Small-Scale Housing Improvement.” Compliance with various regulations under the “Building Act,” “Road Act,” and “National Land Planning and Utilization Act” is required, setting standards for building coverage ratios, landscaping, parking areas, community facilities, building height restrictions, public space standards, and the installation requirements for playgrounds and senior centers. When projects are undertaken in collaboration with the Korea Housing & Urban Guarantee Corporation (HUG) or local governments, they qualify for fiscal and administrative incentives (Lim et al., 2019). The procedure for executing an alleyway housing redevelopment project is detailed in Figure 1.

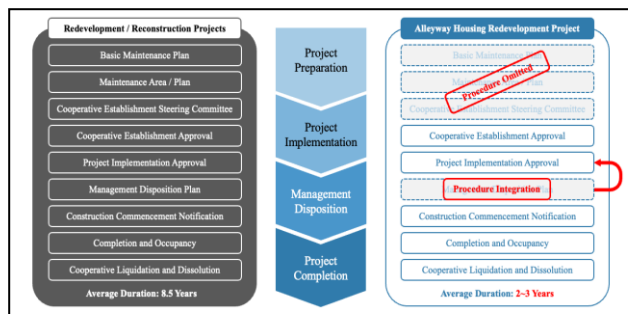


Figure 1: Alleyway Housing Redevelopment Project Process (Source: Gyeonggi-do Provincial Government, 2021)

Successful implementation of the alleyway housing redevelopment project requires adherence to several critical criteria and procedures. One primary criterion is that the area of the street block be less than 10,000 square meters and surrounded by roads at least 6 meters wide. The area must also meet specific requirements regarding the proportion of outdated or substandard buildings and the number of households, and it should not include any urban planning roads that traverse the street block.

Alleyway housing redevelopment projects differ from large-scale redevelopment projects because they can be initiated without a designated district procedure and typically involve approximately 100 members, facilitating relatively swift project progression. The primary entity responsible for these projects, the cooperative, is obligated to disclose all financial information related to the project transparently to its members. This information includes estimated costs, proportional rates, construction costs, land compensation fees, survey expenses, marketing expenses, project expenses, taxes and public charges, financial costs, and market conditions.

The period for subscription applications must last at least 30 days and no more than 60 days from the notification date, during which each cooperative member receives precise information about the estimated value of their assets and the amount they need to contribute. Any landowner is eligible to become a member of the cooperative, and the project executor must supply at least as many housing units as there are existing households.

The number of floors of the buildings to be constructed is regulated under Article 76 of the “National Land Planning and Utilization Act” and Article 71 of its implementation decree. In Type 2 General Residential Zones, the building height is restricted to 15 floors or fewer. Municipal or provincial ordinances set specific floor limits considering the size of the street block and the width of the roads. Residents who do not agree with the project have the right to demand a sale, which acts as a crucial legal mechanism to ensure the smooth progression of the project.

2.2. Current Status of Alleyway Housing Redevelopment Projects in Suwon City

As of 2024, Suwon City is recognized for actively advancing its alleyway housing redevelopment projects. Following ordinance amendments, buildings within these projects that have passed architectural reviews are expected to exceed 15 floors. Particularly in the Yeonmu-dong area, redevelopment efforts are progressing swiftly, with projections indicating that this locality will evolve into new residential districts in the near future. The projects at Yeonmu-dong 219-39 and 220-4, currently under architectural review, cover areas of 4,755 square meters and 4,591 square meters respectively. In addition, the Yeonmu-dong 21 project is planned for a site measuring 2,283 square meters.

Enhancements to the transportation network are also underway in the Suwon region, especially in Yeonmu-dong. Developments such as the extension of the Shinbundang Line to Homae-sil, construction of the Dongtan~Indeokwon Line, commencement of the GTX-C line, and plans for the GTX-D, E, and F lines are set to provide Suwon with an extensive metropolitan transportation network, enhancing connectivity throughout the capital region. These factors are contributing to an increase in the perceived value of alleyway housing redevelopment projects in Suwon City, not only for their potential to improve residential environments but also due to the significant developmental benefits they offer.

The implementation status of alleyway housing redevelopment projects in Suwon City is detailed in Table 1.

Table 1: Current Implementation Status of Alleyway Housing Redevelopment Projects in Suwon City

No.	Project Name	Project Status	Location	Current No. of Households	Zone Area (m ²)
1	Alleyway Housing Redevelopment Project in 459-11 Jowon-dong Area	Architectural Review	Area around 459-11, Jowon-dong	105	5,259
2	Rose Apt. Complex 5 Alleyway Housing Redevelopment Project	Architectural Review	Area around 163-2, Yuljeon-dong	126	5,248
3	Yeongdong Villa Alleyway Housing Redevelopment Project	Architectural Review	Area around 993-7, Gwonseon-dong	30	1,545
4	Halla Villa Alleyway Housing Redevelopment Project at 240-3 Yeonmu-dong	Architectural Review	240-3, Yeonmu-dong	22	1,406
5	Alleyway Housing Redevelopment Project in 219-39 Yeonmu-dong Area	Architectural Review	Area around 219-39, Yeonmu-dong	89	4,755
6	Alleyway Housing Redevelopment Project in Kyungil Apartment Area	Architectural Review	Area around 208, Hwaseo-dong	66	4,093
7	Alleyway Housing Redevelopment Project in 220-4 Yeonmu-dong Area	Approval for Cooperative Establishment	Area around 220-4, Yeonmu-dong	120	4,591
8	Alleyway Housing Redevelopment Project in 668-4 Jowon-dong Area	Approval for Cooperative Establishment	Area around 668-4, Jowon-dong	108	6,432
9	Alleyway Housing Redevelopment Project in 21 Yeonmu-dong	Approval for Cooperative Establishment	21, Yeonmu-dong	66	2,283
10	Alleyway Housing Redevelopment Project in 212 Yeonmu-dong Area	Approval for Cooperative Establishment	Area around 212-2, Yeonmu-dong	42	2,230
11	Alleyway Housing Redevelopment Project in 24-5 Yeonmu-dong Area	Approval for Cooperative Establishment	Area around 24-5, Yeonmu-dong	20	1,143

Source: Suwon City Homepage

3. Analytical Framework

3.1. Research Procedure

This study systematically classifies complaints arising during the implementation phases of alleyway housing redevelopment projects and examines the conflicts and challenges encountered during the complaint resolution process through in-depth interviews. Participant observation and in-depth interviews were the primary methodologies employed. A comprehensive explanation of

the study’s objectives, procedures, and processes were provided before securing both written and verbal consent from participants. Subsequent to this, in-depth interviews were conducted with residents of the alleyway housing redevelopment areas in Suwon City. Figure 2 visually outlines the research process.

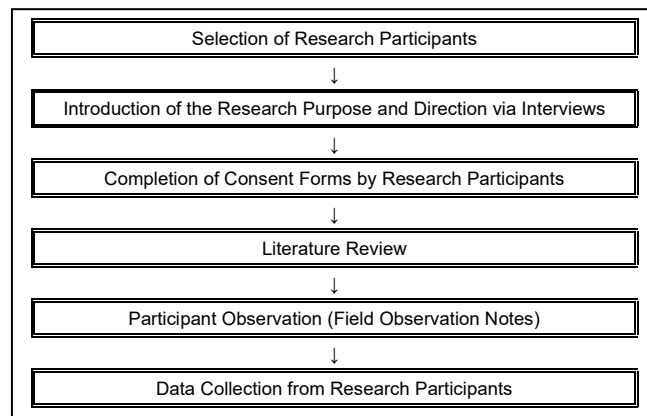


Figure 2: Research Procedure

3.2. Research Subjects

Residents living in the designated areas of alleyway housing redevelopment projects in Suwon City served as survey participants. The data from interviews with these participants were methodically organized in the sequence A, B, and C. A detailed list of the participants engaged in this research is shown in Table 2.

Table 2: List of Research Participants

No.	Name	Position	Gender	Age	Key Features
1	A	Chairperson	Male	48	Although a former chairman of the steering committee, he has not lived in the project area for an extended period.
2	B	Executive	Male	62	A long-term resident of the project area and a former neighborhood representative.
3	C	Executive	Female	62	Operated a business in the project area for 20 years.
4	D	Executive	Female	53	Holds a minority position regarding the project.
5	E	Resident	Female	57	Holds a negative view of the project and has actively led protests against it.
6	F	Resident	Female	51	Along with individual E, has led opposition protests and filed numerous complaints.
7	G	Resident	Female	73	Resides in the same complex as individuals E and F, monitors their activities closely, and submits counter-complaints.

3.3. Analysis Stages

The analytical stages for examining in-depth interviews

about complaints related to alleyway housing redevelopment projects are outlined in Table 3. This structured analysis aims to identify specific institutional challenges and improvement needs within these projects and to develop policy recommendations based on the findings.

Table 3: Analysis Stages

Stage	Objective	Analysis Content
Project Preparation Phase	<ul style="list-style-type: none"> - Analysis of the types of complaints and their causes during the initial preparation phase. - Identification of systemic issues at the outset. 	<ul style="list-style-type: none"> - Exploration of grievances due to insufficient project-related information during the preparation phase and their causes. - Examination of complaints resulting from communication challenges between key stakeholders and residents. - Assessment of the complexities related to legal and administrative procedures during project setup.
Steering Committee Formation Phase	<ul style="list-style-type: none"> - Evaluation of complaints and issues related to the operation of the steering committee. 	<ul style="list-style-type: none"> - Investigation of residents' grievances and their causes during the committee's formation. - Review of complaints concerning the selection of committee members with a focus on transparency and fairness. - Analysis of systemic and procedural issues emerging during the committee's establishment.
Post-Association Establishment Phase	<ul style="list-style-type: none"> - Analysis of complaints and challenges in operation during the progression of the project after the association's establishment. 	<ul style="list-style-type: none"> - Investigation of grievances due to conflicts and decision-making issues among members of the association. - Examination of complaints about inadequate provision of information or transparency issues in the operations of the association. - Assessment of the absence of institutional support and gaps in regulations governing the operations of the association.
Post-Approval Phase of the Project	<ul style="list-style-type: none"> - Analysis of complaints and critical issues arising during the project execution after approval. 	<ul style="list-style-type: none"> - Investigation into the complaints lodged by residents during the project implementation phase and their underlying causes. - Assessment of deficiencies and flaws in the system for responding to complaints after project approval. - Recommendations for improvements in policy that could guide future projects of a similar nature.

4. Results and Discussion

4.1. Content of In-Depth Interviews

4.1.1. Complaints and Their Resolution During the Preparation Phase of the Alleyway Housing Redevelopment Project

The majority of complaints from residents in areas targeted for alleyway housing redevelopment projects arise during the initial stages. This period is marked by significant uncertainty regarding the project's objectives and progression, compounded by a substantial lack of clear information. Despite these challenges, the level of support and enthusiasm for alleyway housing

redevelopment among residents remains notably high. Those who have lived in aging housing for extended periods express strong anticipation for the potential improvements and the transition to new living environments that redevelopment can provide. This anticipation frequently results in positive reactions to the redevelopment initiatives. Participants in the study expressed considerable expectations for the transformation of their dated residences into modern apartments.

Participant A: *“Everyone initially welcomed the idea of reconstruction when living in an old row house. The elderly were especially supportive and encouraging, saying it was thanks to the younger people that they would get to live in a new house.”*

Participant B: *“Even when I talked about the alleyway housing redevelopment project with the people I am close to in our villa, everyone was in favor of it. So, I suggested to A that we should work hard on it together.”*

Participant C: *“Our house and Villa 00 have decent space and parking, even though they're nearly 40 years old, so it's uncomfortable. That's why everyone had thoughts of reconstruction, and they supported the alleyway housing redevelopment project.”*

Participant D: *“Our apartment is old, and the hot water pipes burst. At that time, an adjacent area approached us saying they were initiating an alleyway housing redevelopment project and asked if we wanted to join. There was no reason to oppose, so I agreed to proceed with the project.”*

Alleyway housing redevelopment projects stand out due to their streamlined procedures for designating redevelopment areas and preparing for project advancement, effectively accelerating project progression. These projects encourage the voluntary participation and proactive engagement of residents, while minimizing interventions by local governments or quasi-governmental organizations. Although this strategy facilitates rapid decision-making and project advancement, it also has its drawbacks, particularly the lack of verified project information or data. This absence of information can hinder informed decision-making by residents and may lead to opposition during later stages of the project. Thus, providing residents with accurate and certified information about alleyway housing redevelopment projects from the beginning is imperative. Moreover, the establishment and operation of institutions that enable the collection of residents' opinions and offer proactive responses to complaints are crucial. Through these institutions, residents can access essential information related to the project, enabling project initiators to anticipate potential complaints and prepare responses

ahead of time.

If a system that integrates residents' voices more comprehensively is established and integrated into the installation and operation contents of these organizations, it can be more efficient.

Accurate information provision and active communication are essential for the successful execution of alleyway housing redevelopment projects. These efforts can enhance residents' understanding of the project and contribute to minimizing potential conflicts during its implementation. As a result, government bodies and project initiators must explore various channels and methods for effective communication with residents, thereby enhancing the transparency and reliability of the project.

4.1.2. Complaints and Resolution Processes Related to the Formation of Steering Committees

Alleyway housing redevelopment projects are initiated based on the will and consent of residents, beginning with the formation of steering committees comprised of residents. These committees are voluntarily formed by residents who wish to engage in the project and provide their insights. The response to the formation of steering committees in alleyway housing redevelopment projects is generally positive. Although perspectives vary depending on factors such as economic circumstances, lifestyle, residency within the project area, and type of property owned, most residents demonstrate a preference for reconstruction.

However, a significant issue arises because many residents lack precise information about the project, and project initiators do not provide detailed plans or comprehensive cost estimations. This situation is especially problematic because it leads residents to support the project without a clear understanding of the financial obligations and total project costs they will incur. Such a lack of transparency can lead to misunderstandings and conflicts among residents as the project progresses, potentially delaying the project's timeline or increasing resident dissatisfaction.

Therefore, providing residents with accurate information from the onset of the project is crucial for its successful execution. Project initiators must clearly communicate the project's objectives, plans, expected costs, and the financial contributions required from residents. Establishing a mechanism that actively solicits and incorporates residents' feedback and supports their decision-making process based on a thorough understanding of the project is essential. Such a support system is key to enhancing residents' trust, securing their support for the project, and ensuring smooth and

successful project completion.

Participant A: *"We put up banners with our phone number in the neighborhood. From that day, the phone started ringing off the hook. Residents were asking, 'How is the reconstruction done?', 'When does it start?', 'I have my circumstances; can I still participate?'"*

Participant C: *"When the steering committee was formed, it felt like 'Now these people are really going to do something.' I also had small hope that it would be great to have the reconstruction."*

Following the establishment of the steering committee and the unveiling of a preliminary blueprint for comprehensive redevelopment, resident interest in alleyway housing redevelopment projects significantly intensified. Concurrently, the number of residents offering conditional support for these projects increased. Economic levels in the study area were generally low, with some residents engaged in collecting recyclables or working as day laborers. Many residents, frequently absent due to economic activities, formed their opinions about the redevelopment from seeing informational banners.

Participant D: *"When the banners were put up around the neighborhood, it really woke me up, and thoughts of money, moving, and demolition came to mind."*

As the steering committee began its active phase, a faction of residents started to express opposition, citing economic constraints that might hinder their feasible participation.

Participant A: *"With too many hands, the ship began to veer off course."*

Participant B: *"As the saying goes, 'knowledge is power,' and as people became more informed, they seemed to gain the confidence to speak up, and various discussions began to emerge."*

Residents E and D, who emerged as leaders among the opponents of redevelopment, described their motivations for resistance.

Participant E: *"We had just managed to buy our row house here, with a considerable amount of debt. But at the meeting, the representative from the project executor said that reconstruction was definitely a good thing and that those worried about additional contributions should ask their children for help. After hearing that, I started to oppose the alleyway housing redevelopment project."*

Participant D: *"We had only just managed to purchase our home here, under a significant debt burden. At one meeting, a representative from the project execution team insisted that reconstruction was beneficial and suggested that those concerned about additional contributions seek help from their children. This suggestion led me to oppose*

the alleyway housing redevelopment project.”

Lee (2014) reported that 88% of complaints arising during the implementation phases of alleyway housing redevelopment projects are concentrated in the initial stages. Similarly, in the project areas of Suwon, a substantial number of complaints were recorded during these early phases. The complainants were typically residents opposed to the project, while steering committee members often became the targets of these grievances. According to Participant B, who compiled the complaints from this period, the district office received 12 complaints about banners, the police station dealt with 7 complaints relating to home invasion and fraud, the city hall managed 6 general complaints about the project, and a Christian organization addressed 4 complaints regarding the demolition of a church. The responsibility to address these issues was shouldered by the steering committee members, including Participant B.

Participant A: *“Of all the complaints filed, none resulted in formal charges, actions taken as per the complaints, or fines. The underlying message was simply, ‘All of you, just leave.’ A government official involved with the banners pleaded, ‘Can you please stop putting up these banners?’ They lamented that they received so many complaints about removing the banners that they couldn’t perform other duties.”*

Participant B: *“A resident who had been friendly until yesterday became curt when greeting me. They told me, ‘Stop this (alleyway housing redevelopment project) and just leave the poor elderly alone.’”*

Participant C: *“At the Suwon Southern Police Station, there was a genuine complaint filed against us claiming, ‘The ambiguity of the contributions suggests fraud.’ Even though the detectives knew the contents well, they seemed frustrated having to conduct the investigation.”*

An important observation from this phase is that not all complaints were negative. Many residents from areas adjacent to the project sites expressed a desire for their neighborhoods to be included in the alleyway housing redevelopment projects. As alleyway housing redevelopment is driven by resident consensus, progression is feasible with sufficient agreement. However, the project’s execution can be challenging unless it encompasses a contiguous area bounded by streets. Despite these constraints, residents of standalone apartments and small rowhouse complexes submitted requests to be included in the project.

Participant D: *“Residents from the 00 apartment next door even posted complaints on the city hall’s bulletin board asking to be included. They also reached out to city council members.”*

Participant A: *“Residents from the row houses across our area also wanted to join. So, we met with them and said, ‘We have come this far already; if you want to join, you need to do as much as we have done... Those people were insistent on joining, saying they too wanted to be involved. They suggested, ‘Run around as much as we have in your area,’ but how can that be reconciled?”*

At the same time, a flurry of complaints was lodged with city and district offices calling for the cancellation of the designated project area. The complaints argued that the project should be canceled due to a lack of legal compliance. As there were no actual legal breaches, these complaints were routinely dismissed or overlooked.

Participant E: *“Many residents opposed the alleyway housing redevelopment project, yet the steering committee pushed forward with it. They said, ‘Many residents do not want reconstruction; they just want to continue living here. If we leave now, we will have neither a place to live nor money, so you must step up and stop this (alleyway housing redevelopment project).’”*

Participant E: *“The most common point I made when filing a complaint to cancel the redevelopment was that there is a regulation stating ‘residents must be sufficiently informed’ when pushing forward with redevelopment. I used the violation of this regulation as the basis for my complaints to the city or district offices.”*

Participant E, a vehement opponent of the alleyway housing redevelopment project, acknowledged submitting complaints to the district office, city hall, and police station. Nonetheless, E denied involvement in distributing opposition posters and flyers that appeared frequently during the project. Contrary to E’s assertions, G, who knows E well, confirmed that E was indeed responsible for these actions. It is likely that E denied this involvement to avoid potential legal repercussions, such as charges of obstruction of business or defamation.

Participant G: *“If you went to E’s house, you would find boxes full of flyers written in bold red ink. It looked like they had been delivered by courier.”*

Participant D: *“One night, posters appeared on our house and flyers were left in our mailbox claiming, ‘The redevelopment project is a scam, and it will lead to ruin. You will end up destitute.’ Not only is it problematic to do this secretly at night, but using bold red letters to write such intimidating messages is particularly distressing.”*

Resident G noted that those opposing the redevelopment project had approached churches with stark warnings that reconstruction would lead to their displacement and the demolition of their buildings. They encouraged Christian organizations to file complaints.

Within the project area, all but one of the seven churches, which rented a commercial space for worship, were promised legitimate compensation in commercial spaces and apartments. Nevertheless, two churches continued to demand the reconstruction of standalone buildings and opposed the project. The complaints lodged by church authorities with Christian organizations were similar to those made by E, who claimed the similarity was merely coincidental.

Participant E: *“The churches would not act only on my suggestion. It just so happened that their opposition to the reconstruction coincided with my views.”*

In response to a researcher’s inquiry regarding how complaints were managed by city hall, the district office, the police station, and Christian organizations, all entities reported that although complaints were received and addressed, the majority of the issues raised did not involve illegal activities nor were they directly related to their assigned responsibilities. Complaints filed by residents against the steering committee of the alleyway housing redevelopment project primarily aimed to express opposition and attempt to thwart the redevelopment efforts. Participants F and G provided their perspectives on this matter:

Participant F: *“The main goal, in fact, is to halt the progression of the project. By continuously presenting opposing views, we ensure that the public becomes aware of the project.”*

Participant G: *“Most residents are in a gray area concerning the reconstruction project. When people protest and express opposition, it causes fear. They start thinking, ‘If this happens, I will lose my home and end up living on the streets.’”*

The conflicts arising from complaints during the steering committee’s formation process underscore several issues: The formal initiation of the alleyway housing redevelopment project is typically recognized with the establishment of a cooperative, and the relevant laws emphasize the creation of cooperatives over the designation of redevelopment areas. This legislative focus reveals that the legal status of the steering committee is not clearly defined. In practice, it is challenging to identify comprehensive legislation governing the establishment and operation of the steering committee, leading to a lack of formal mechanisms to manage internal conflicts and disputes. This gap complicates the formal handling of complaints during the steering committee phase, adding to the challenges faced by the project.

To resolve these issues effectively, it is essential to precisely define the roles and responsibilities of the steering committee and to strengthen its operational connection with the cooperative. Furthermore, supplying

materials and information relevant to the project at the steering committee stage, along with establishing a consultation service for residents who file complaints, is crucial. Considering that the majority of complaints at this stage stem from asymmetrical information, accurate information provision is vital for resolving these issues.

Moreover, appointing government officials or experts to the steering committee to undertake related tasks should be considered. This approach is recommended because the majority of steering committee members are ordinary residents, who may lack the necessary expertise for professional complaint handling and resolution. The deployment of experts would enhance the operational efficiency of the steering committee and ensure professionalism in the complaint management process.

In summary, to effectively manage and resolve complaints that may arise during the initial stages of the alleyway housing redevelopment project, clarifying the legal status and roles of the steering committee is imperative. Reinforcing the resident consultation system through accurate information provision and expert support is also essential. Implementing these measures is expected to facilitate the smooth progression of the alleyway housing redevelopment project and enhance resident satisfaction.

4.1.3. Complaints and Resolution Process Following the Establishment of the Cooperative

Once a cooperative is established in an alleyway housing redevelopment project, the subsequent project phases usually proceed smoothly unless they encounter significant legal challenges. Knowing the procedural implications, residents opposed to the alleyway housing redevelopment project often escalate their complaints to legal actions after the cooperative’s formation. The initial lawsuit challenged the legality of the construction contract with the building contractor, alleging that the contract should be voided due to compromised project safety and transparency, purportedly due to the vested interests of the cooperative’s executives. This lawsuit was formally submitted to the court as a petition. In response, the cooperative’s chairperson, A, expressed perplexity, stating, “The dispute over a contract that was concluded through lawful procedures is incomprehensible.”

Participant A also described as ludicrous the situation when a complaint was filed seeking the cancellation of the construction contract, which had been secured through a competitive bidding process on the government procurement portal.

Furthermore, Participant A discussed discouraging the project executor’s proposal to file charges for obstruction of work and false accusations, questioning, “What

advantage is there in suing someone from the same neighborhood?”

Following the filing of the complaint, Participant A reportedly faced baseless rumors alleging personal financial gain from the construction company. Rumors also circulated that A had accepted payments from a snack bar owner and a demolition contractor, falsely suggesting unethical profit from passive involvement. Participant A expressed frustration over these unfounded rumors.

Participant A: *“Contrary to allegations of receiving millions, substantial personal funds have been invested in the project. It is disheartening that such malicious rumors are spread by those harboring animosity.”*

Participant D: *“From the beginning, I pointed out various issues within the steering committee and the cooperative. Yet, I was also targeted by rumors such as ‘he received a substantial sum,’ ‘he enjoyed hospitality,’ and ‘he was promised something.’”*

Participant A criticized the outdated mentality of such accusations.

Participant A: *“We are not living in the 60s or 70s. Those who claim ‘that person received something’ would benefit from a closer examination of the situation. They would then realize that such allegations are unfounded.”*

Currently, redevelopment cooperatives are regarded as quasi-official entities and undergo audits as rigorous as those for public institutions. All financial transactions, even minor ones such as purchasing office coffee, must be thoroughly recorded and subjected to audits by relevant authorities. Moreover, the involvement of the cooperative’s chairperson and other executives in financial aspects related to demolition and construction is explicitly forbidden. Nevertheless, residents opposing the project express suspicions about the chairperson and executives, suspecting them of exploiting cooperative operations for personal gain.

Participant E: *“Yet, if you look elsewhere, you see chairpersons of cooperatives being arrested. Everyone assumes there’s something to gain from holding such positions. What would make these individuals any different?”*

Participant G: *“Whenever I see news about someone going to jail, I wonder if we might end up the same. Hearing such stories does make one question if those in the cooperative might really be involved in wrongdoing.”*

The second complaint during the cooperative formation stage involved the alleged invalidity of the consent forms for establishing the cooperative. The issue arose because some residents reportedly had their children sign on their behalf, or the forms contained inaccuracies.

This case was referred to the police by the courts, resulting in decisions of ‘no suspicion’ and ‘no prosecution.’ The investigating officer verified that all required procedures had been followed and found no evidence of the chairperson’s involvement in any vested interests. The investigation was mainly conducted via telephone inquiries.

Participant A: *“The consent form of an elderly lady who hardly understands Korean was signed by her daughter. Such actions are seized upon to stir trouble, unnecessarily causing disturbances in the community.”*

The implications of complaint conflicts arising after the establishment of a cooperative underscore that most complaints often escalate into legal issues, highlighting the necessity for the complaint resolution process to adhere to legal and official protocols. Therefore, the guidelines for establishing a cooperative should include provisions mandating the availability of attorneys or legal professionals. It is critical that these legal professionals occupy a neutral position, ideally appointed by the state, rather than appearing as if they are aligned with the cooperative. This arrangement is crucial because if residents perceive the in-house legal professional as biased towards the cooperative, they may be deterred from seeking legal advice.

In-house legal professionals should not only provide legal advice to complainants but also offer legal counsel to other residents, assisting in the resolution of complaints and the development of alternative solutions. These professionals must handle coordination with supervisory government agencies, the police, and the prosecution, and possess the capability to manage any legal disputes that emerge after the cooperative is formed. Implementing this approach can reduce the incidence of legal disputes and establish a framework capable of effectively addressing any disputes that do occur.

By ensuring that the complaint handling process after the cooperative’s establishment is conducted in a legal and formal manner, the escalation of conflicts when complaints arise can be prevented, thus contributing to building trust between the cooperative and the residents. In addition, the presence of neutral legal professionals can significantly enhance the transparency and fairness of the complaint handling process, expanding to financial counseling for residents suffering financial difficulties in parallel with legal advice will ultimately contribute to the smooth progress and successful completion of the street housing maintenance project.

4.1.4. Complaints and Their Resolution After the Management Disposition Stage

After the management disposition stage in the alleyway housing redevelopment process, there were hardly any complaints. This lack was due to the absence of significant issues to contest and the realization among the residents that supporting the project was the only viable option. Following this phase, the inquiries directed to the cooperative related not to complaints but exclusively to property valuations and questions about apportionment charges.

Participant A: *“After the management disposition was received, there really weren’t many complaints. There was nothing to complain about. Those who opposed the redevelopment had either sold their properties or moved out, so there was no one left to lodge complaints.”*

Participant A further explained that the residents who could have filed complaints had either disposed of their properties or departed the area, resulting in no further grievances. In addition, it was noted that residents who had not moved also refrained from making complaints. Notably, even Participant E, who had been active in lodging complaints, stopped at one point. When asked by the researcher about ongoing opposition to the redevelopment project, E confirmed that the opposition to the project itself remained unchanged.

Participant E: *“My reason for filing complaints was to stop the project, but now that the project is proceeding, there is nothing I can do about it...”*

Residents holding executive roles within the cooperative mentioned that most inquiries from other residents concerned the valuation of their properties, with subsequent questions often related to loans for apportionment charges.

Participant A: *“Valuations and apportionment charges all involve money. Money is what members are most sensitive about, and one wrong word could cause serious trouble.”*

The implications for resolving complaint conflicts after the management disposition stage suggest that once project approval is granted and construction begins, the frequency of complaints directly related to the project generally decreases. Nevertheless, during this phase, complaints often emerge from residents living near the project area rather than those within it. These complaints typically relate to construction issues such as noise and dust, which disrupt local residents’ daily lives. Under the current administrative framework, although construction companies are responsible for addressing complaints arising during demolition and construction, their focus is often on merely meeting the minimum standards set by the Building Act. This focus can make it challenging for them

to effectively respond to the concerns of neighboring residents.

A crucial measure to address these issues involves the establishment of a liaison role to facilitate communication between construction companies, cooperatives, and supervisory authorities. This role is aimed at addressing and mitigating the discomforts and complaints of nearby residents, enabling prompt and effective responses to such complaints and minimizing potential conflicts with the surrounding community caused by construction activities. In addition, cooperatives and construction companies must actively engage with local residents, enhancing their understanding of the construction progress and addressing their concerns proactively.

This proactive approach is vital not only for the smooth progression of the alleyway housing redevelopment project but also for minimizing the project’s negative impacts and maintaining a positive relationship with the community. Ultimately, this strategy is crucial for the successful completion of the project and for fostering harmony and development within the community. The summary of the complaints associated with the alleyway housing redevelopment project is detailed in Table 4.

Table 4: Complaints in Alleyway Housing Redevelopment Projects

Phase	Analysis Content
Project Preparation Phase	<ul style="list-style-type: none"> - There are almost no complaints reported. - Residents display a favorable stance towards the Alleyway Housing Redevelopment Project. - Support for the Alleyway Housing Redevelopment Project is evident among residents. - Residents seek comprehensive information about the Alleyway Housing Redevelopment Project. - Residents actively encourage and support project initiators (steering committees, redevelopment companies). - Residents have unconditional and self-centered expectations concerning the project.
Steering Committee Formation Phase	<ul style="list-style-type: none"> - Residents’ attitudes shift from unconditional to conditional approval. - Residents begin calculating the expenses they must incur. - The emergence of residents starting to express opposition is noted. - The frequency of various complaints begins to increase. - Complaints are raised against government agencies regarding project initiators, personal grievances, actions related to the promotion or support of the project, and petitions for cooperation with religious and private organizations.
Post-Association Establishment Phase	<ul style="list-style-type: none"> - Legal actions such as lawsuits, accusations, and indictments are initiated by residents. - Divisions among residents due to legal complaints are observed. - Residents’ perceptions and reactions to the Alleyway Housing Redevelopment Project have changed compared to the past. - Some residents fail to achieve their objectives through legal means. - Project initiators (association executives, implementing companies) face legal investigations. - Legal complaints concerning specific project details (apportionment fees, project costs, operational expenses) are filed.

	<ul style="list-style-type: none"> - Residents attempt to verify their knowledge about the project through complaints. - Complaints seeking influence from politicians and other influential figures are lodged.
Post-Approval Phase of the Project	<ul style="list-style-type: none"> - A rapid decrease in the volume of residents' complaints is observed. - Most residents who cause disturbances depart from the project area. - The remaining residents exhibit cooperative behavior towards the association, implementing, and construction companies. - Complaints predominantly arise from individuals not residing within the project area but living nearby. - Most complaints from neighboring residents concern dust, noise, and safety issues.

4.2. Issues and Institutional Improvement Proposals for Resolving Complaint Conflicts

The alleyway housing redevelopment project encompasses various stages, each with distinctive issues related to complaints, which necessitate proposals for both resolving these issues and improving institutional mechanisms, as detailed in Table 5.

During the preparation phase of the project, complaints are rare, and residents typically display a favorable attitude towards the redevelopment. At this stage, residents seek comprehensive information about the project, which requires the government to establish an official outlet to provide pertinent information and materials. During the committee formation phase, the shift from unconditional to conditional approval among residents leads to an increase in complaints. As a result, the government needs to establish and operate a dedicated channel for preemptive responses to these issues at this phase.

After the cooperative is established, the subsequent phase is marked by divisions among residents and the emergence of legal complaints. This period necessitates the implementation of regulations and administrative structures that can ensure fairness and justice in handling complaints, as well as the arrangement of resources and personnel to address complaints through administrative actions before legal recourse is sought. After project approval, complaints decrease significantly, with remaining issues primarily concerning the life safety of nearby residents. At this phase, government monitoring of all project stages is crucial to effectively manage and resolve complaints, requiring collaboration between public and private sectors, enhancement of expertise, and operation of specialized agencies.

Considering the unique characteristics and challenges of complaints at each stage of the alleyway housing redevelopment project, active involvement and concerted efforts by the government and relevant agencies are vital for the effective management and resolution of complaints. These measures will not only facilitate the smooth progression of the project but also significantly enhance

the satisfaction of all stakeholders involved.

Table 5: Challenges and Institutional Improvements for Resolving Complaint Conflicts

Phase	Challenges	System Improvement Measures
Project Preparation Phase	<ul style="list-style-type: none"> - The government only conducts operations related to project approvals and the issuance of sequential consent forms. - Responsibilities are limited to a small number of civil servants, restricting extensive administrative involvement. 	<ul style="list-style-type: none"> - The government must establish an official channel at the project's outset to provide relevant information and resources. - From the start of the project, the development of a joint public-private service for handling complaints should be considered.
Steering Committee Formation Phase	<ul style="list-style-type: none"> - Government bodies respond exclusively to complaints that are formally lodged. - There is no involvement in the areas or contents of projects once they are finalized. - Requests regarding participation in or withdrawal from projects are not addressed. 	<ul style="list-style-type: none"> - The government needs to set up and maintain a dedicated service that can proactively address complaints. - With the authority to audit all aspects of the project, the government must review and audit ongoing issues to reduce complaints. - Residents living outside the project area must have access to official information and documentation.
Post-Association Establishment Phase	<ul style="list-style-type: none"> - Courts and police departments handle only specific individual cases. - Only complaints made by influential individuals such as politicians are primarily acknowledged. - Establishing regulations and administrative structures is essential to ensure fairness and justice when resolving complaints. 	<ul style="list-style-type: none"> - Efforts should be made to eliminate disparities in information, ensuring objective information is accessible to everyone. - Administrative measures, involving the establishment of an organization equipped with the necessary personnel, should be implemented to resolve complaints before legal actions become necessary.
Post-Approval Phase of the Project	<ul style="list-style-type: none"> - Responses to complaints from nearby residents are handled individually, and queries are directed to appropriate parties. 	<ul style="list-style-type: none"> - The government should monitor every phase of the project to actively manage and resolve complaints. - Strengthened collaboration between the public and private sectors and the operation of specialized units dedicated to these tasks are essential.

5. Conclusions

The alleyway housing redevelopment project substantially streamlines administrative procedures by relying on the voluntary participation of residents, which expedites decision-making and project advancement. However, this approach can also pose disadvantages, as it may lead to participation by residents who lack comprehensive knowledge of essential project information. This asymmetry in information critically impacts residents' willingness to engage, their decisions regarding support or opposition to the project, and the overall project progression. Residents involved in the alleyway housing redevelopment are influenced by their

diverse economic and social situations, affecting their ability to afford share contributions and relocation expenses. The absence of clear information at the initial stages of the project frequently results in complications due to these financial disparities.

With the establishment of the steering committee, complaints in the alleyway housing redevelopment project become prominent. This phase sees a sharp increase in complaints from residents opposed to the project, aiming to nullify it entirely. Opponents file complaints against both private and public organizations, complicating the project's progression. In addition, this period intensifies conflicts among residents, with even those initially neutral toward the project beginning to express opposition. Following the cooperative's establishment, nearly all complaints take the form of legal actions, as the cooperative assumes the role of the project's official agency. Residents opposing the project use official procedures to attempt to halt its progress. After project approval, such complaints significantly decrease, as opposing residents either leave the area or choose to participate in the project. In addition, most complaints in the alleyway housing redevelopment project arise in its early stages. A key issue at this stage is the lack of a unified portal or control center to manage residents' complaints effectively. Many issues raised by residents could be resolved through early explanations and agreements; however, the absence of a dedicated complaint resolution mechanism hinders effective responses. A formal complaint resolution entity is also essential for addressing legal complaints arising after the cooperative's formation. Moreover, such an entity would allow residents to access accurate project-related information, and project organizers could better anticipate and address potential future complaints. To establish such a mechanism, a dedicated organization responsible for handling complaints and disseminating information should be set up from the steering committee phase. This organization should involve redevelopment experts, legal professionals, and public officials working collaboratively to facilitate smooth project progression and enhance stakeholder satisfaction.

The absence of such an organization results in ineffective mediation and resolution of conflicts and disputes among residents. First, this issue stems from the lack of specialized personnel dedicated to complaint resolution and information dissemination. A key factor here is the expertise of personnel in conflict resolution. Addressing this need requires the introduction of a system to train and manage private conflict specialists, similar to the FMCS Institute in the United States. A suitable approach would involve the central government establishing a control tower to oversee the alleyway

housing redevelopment project jointly with the private sector. Under this central body, a training center for conflict resolution personnel could be established, with specialists subsequently dispatched to redevelopment sites.

Second, current steering committees and cooperatives fail to provide residents with objective and reliable information. This issue could be addressed through a policy in which the central government develops a framework for project costs, apportionment charges, relocation expenses, and property valuation that local governments could then adapt for regional use. To support this, the central government's control tower would organize and archive relevant materials, while local governments would tailor and distribute resources for the residents of specific project areas. In certain cases, local governments might also consider directly deploying public officials and experts to project areas to provide on-site education for residents. These measures would ensure that all residents within the project area have easy access to guidelines, case studies, and a platform with resources related to the alleyway housing redevelopment project.

Finally, government oversight of the alleyway housing redevelopment project currently centers on the post-cooperative establishment phase. A shift in policy is needed to address conflicts and challenges among residents in the early stages, prior to cooperative formation, rather than focusing solely on detecting and penalizing corruption, vested interests among cooperative members and executives, or irregularities in the construction process. This approach aligns with the current administration's redevelopment policy, which aims to "expand homeownership opportunities in urban areas and significantly reduce the time required for housing supply." Residents often hesitate or express opposition to participating in the alleyway housing redevelopment project due to a lack of information during the initial stages. To address this issue, institutional measures are needed to provide residents with clear, evidence-based information on project costs, individual apportionment charges, and relocation expenses in advance. This objective could be met through the institutionalization of "Redevelopment Project Consulting," currently promoted by Gyeonggi Province, enabling the government to offer residents objectively calculated, neutral cost estimates based on verified data.

The alleyway housing redevelopment project allows for rapid completion, potentially finishing redevelopment within five years. While this accelerated timeline offers benefits, it also presents limitations. Currently, oversight during the preparation and steering committee stages—where complaints are most likely to arise—is insufficient. Establishing a "Regulation on the Establishment of Alleyway Housing Redevelopment Steering Committees"

could help address this issue. This regulation should clearly outline the role and structure of the steering committee, including its responsibilities for handling and resolving complaints. For instance, similar to the requirement for labor counseling services at large construction sites, a designated complaint counseling service within the steering committee should be institutionalized. Furthermore, requiring the steering committee to provide accurate, comprehensive project information through legal mandate would help reduce information asymmetry and lessen complaints. At present, cooperative members and residents involved in the alleyway housing redevelopment project lack access to legal consultation and advice from a legal professional. This absence indicates that even though complaints following the establishment of the cooperative are official and legal, they cannot be addressed effectively. Moreover, providing legal advice and consultation to residents could potentially reduce the frequency of complaints. Therefore, including a legal advisory body as a requirement in the formation of alleyway housing redevelopment cooperatives is essential. Such a body would also be well-positioned to address complaints related to demolition and construction activities effectively.

This study is meaningful in analyzing complaints and conflict cases arising from the street housing maintenance project process, and seeking problems that can solve or alleviate them and ways to improve the system, but there is a limitation in not integrating overseas case studies that carry out similar projects to provide comparative perspectives and effective complaint management and information distribution strategies. If this is supplemented through follow-up studies in the future, improved solutions can be suggested.

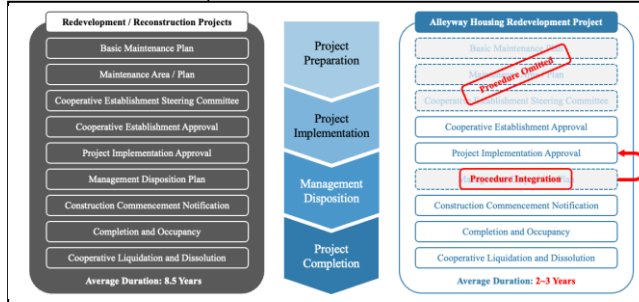
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Appendixes

Appendix 1: Figure 1: Alleyway Housing Redevelopment Project Process (Source: Gyeonggi-do Provincial Government, 2021)



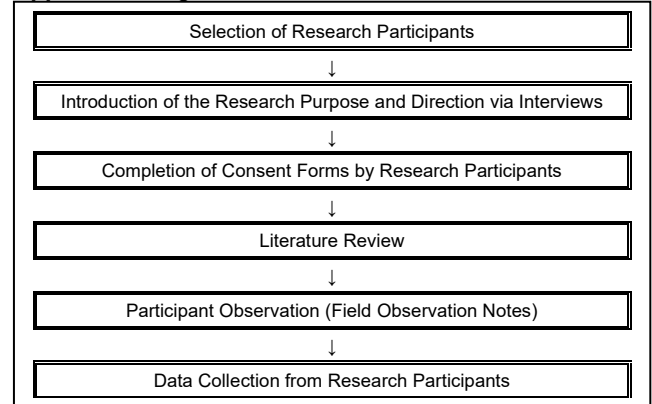
Appendix 2: Table 1: Current Implementation Status of Alleyway Housing Redevelopment Projects in Suwon City

No.	Project Name	Project Status	Location	Current No. of Households	Zone Area (m ²)
1	Alleyway Housing Redevelopment Project in 459-11 Jowon-dong Area	Architectural Review	Area around 459-11, Jowon-dong	105	5,259
2	Rose Apt. Complex 5 Alleyway Housing Redevelopment Project	Architectural Review	Area around 163-2, Yuljeon-dong	126	5,248
3	Yeongdong Villa Alleyway Housing Redevelopment Project	Architectural Review	Area around 993-7, Gwonseon-dong	30	1,545
4	Halla Villa Alleyway Housing Redevelopment Project at 240-3 Yeonmu-dong	Architectural Review	240-3, Yeonmu-dong	22	1,406
5	Alleyway Housing Redevelopment Project in 219-39 Yeonmu-dong Area	Architectural Review	Area around 219-39, Yeonmu-dong	89	4,755
6	Alleyway Housing Redevelopment Project in Kyungil Apartment Area	Architectural Review	Area around 208, Hwaseo-dong	66	4,093
7	Alleyway Housing Redevelopment Project in 220-4 Yeonmu-dong Area	Approval for Cooperative Establishment	Area around 220-4, Yeonmu-dong	120	4,591
8	Alleyway Housing Redevelopment Project in 668-4 Jowon-dong Area	Approval for Cooperative Establishment	Area around 668-4, Jowon-dong	108	6,432
9	Alleyway Housing Redevelopment Project in 21 Yeonmu-dong	Approval for Cooperative Establishment	21, Yeonmu-dong	66	2,283
10	Alleyway Housing Redevelopment Project in 212 Yeonmu-dong Area	Approval for Cooperative Establishment	Area around 212-2, Yeonmu-dong	42	2,230

11	Alleyway Housing Redevelopment Project in 24-5 Yeonmu-dong Area	Approval for Cooperative Establishment	Area around 24-5, Yeonmu-dong	20	1,143
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Source: Suwon City Homepage

Appendix 3: Figure 2: Research Procedure



Appendix 4: Table 2: List of Research Participants

No.	Name	Position	Gender	Age	Key Features
1	A	Chairperson	Male	48	Although a former chairman of the steering committee, he has not lived in the project area for an extended period.
2	B	Executive	Male	62	A long-term resident of the project area and a former neighborhood representative.
3	C	Executive	Female	62	Operated a business in the project area for 20 years.
4	D	Executive	Female	53	Holds a minority position regarding the project.
5	E	Resident	Female	57	Holds a negative view of the project and has actively led protests against it.
6	F	Resident	Female	51	Along with individual E, has led opposition protests and filed numerous complaints.
7	G	Resident	Female	73	Resides in the same complex as individuals E and F, monitors their activities closely, and submits counter-complaints.

Appendix 5: Table 3: Analysis Stages

Stage	Objective	Analysis Content
Project Preparation Phase	- Analysis of the types of complaints and their causes during the initial preparation phase. - Identification of systemic issues at the outset.	- Exploration of grievances due to insufficient project-related information during the preparation phase and their causes. - Examination of complaints resulting from communication challenges between key stakeholders and residents. - Assessment of the complexities related to legal and administrative procedures during project setup.
Steering Committee Formation Phase	- Evaluation of complaints and issues related to the operation of the steering committee.	- Investigation of residents' grievances and their causes during the committee's formation. - Review of complaints concerning the selection of committee members with a focus on transparency and fairness.

		- Analysis of systemic and procedural issues emerging during the committee's establishment.
Post-Association Establishment Phase	- Analysis of complaints and challenges in operation during the progression of the project after the association's establishment.	- Investigation of grievances due to conflicts and decision-making issues among members of the association. - Examination of complaints about inadequate provision of information or transparency issues in the operations of the association. - Assessment of the absence of institutional support and gaps in regulations governing the operations of the association.
Post-Approval Phase of the Project	- Analysis of complaints and critical issues arising during the project execution after approval.	- Investigation into the complaints lodged by residents during the project implementation phase and their underlying causes. - Assessment of deficiencies and flaws in the system for responding to complaints after project approval. - Recommendations for improvements in policy that could guide future projects of a similar nature.

	- The remaining residents exhibit cooperative behavior towards the association, implementing, and construction companies. - Complaints predominantly arise from individuals not residing within the project area but living nearby. - Most complaints from neighboring residents concern dust, noise, and safety issues.
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Appendix 7: Table 5: Challenges and Institutional Improvements for Resolving Complaint Conflicts

Phase	Challenges	System Improvement Measures
Project Preparation Phase	- The government only conducts operations related to project approvals and the issuance of sequential consent forms. - Responsibilities are limited to a small number of civil servants, restricting extensive administrative involvement.	- The government must establish an official channel at the project's outset to provide relevant information and resources. - From the start of the project, the development of a joint public-private service for handling complaints should be considered.
Steering Committee Formation Phase	- Government bodies respond exclusively to complaints that are formally lodged. - There is no involvement in the areas or contents of projects once they are finalized. - Requests regarding participation in or withdrawal from projects are not addressed.	- The government needs to set up and maintain a dedicated service that can proactively address complaints. - With the authority to audit all aspects of the project, the government must review and audit ongoing issues to reduce complaints. - Residents living outside the project area must have access to official information and documentation.
Post-Association Establishment Phase	- Courts and police departments handle only specific individual cases. - Only complaints made by influential individuals such as politicians are primarily acknowledged. - Establishing regulations and administrative structures is essential to ensure fairness and justice when resolving complaints.	- Efforts should be made to eliminate disparities in information, ensuring objective information is accessible to everyone. - Administrative measures, involving the establishment of an organization equipped with the necessary personnel, should be implemented to resolve complaints before legal actions become necessary.
Post-Approval Phase of the Project	- Responses to complaints from nearby residents are handled individually, and queries are directed to appropriate parties.	- The government should monitor every phase of the project to actively manage and resolve complaints. - Strengthened collaboration between the public and private sectors and the operation of specialized units dedicated to these tasks are essential.

Appendix 6: Table 4: Complaints in Alleyway Housing Redevelopment Projects

Phase	Analysis Content
Project Preparation Phase	- There are almost no complaints reported. - Residents display a favorable stance towards the Alleyway Housing Redevelopment Project. - Support for the Alleyway Housing Redevelopment Project is evident among residents. - Residents seek comprehensive information about the Alleyway Housing Redevelopment Project. - Residents actively encourage and support project initiators (steering committees, redevelopment companies). - Residents have unconditional and self-centered expectations concerning the project.
Steering Committee Formation Phase	- Residents' attitudes shift from unconditional to conditional approval. - Residents begin calculating the expenses they must incur. - The emergence of residents starting to express opposition is noted. - The frequency of various complaints begins to increase. - Complaints are raised against government agencies regarding project initiators, personal grievances, actions related to the promotion or support of the project, and petitions for cooperation with religious and private organizations.
Post-Association Establishment Phase	- Legal actions such as lawsuits, accusations, and indictments are initiated by residents. - Divisions among residents due to legal complaints are observed. - Residents' perceptions and reactions to the Alleyway Housing Redevelopment Project have changed compared to the past. - Some residents fail to achieve their objectives through legal means. - Project initiators (association executives, implementing companies) face legal investigations. - Legal complaints concerning specific project details (apportionment fees, project costs, operational expenses) are filed. - Residents attempt to verify their knowledge about the project through complaints. - Complaints seeking influence from politicians and other influential figures are lodged.
Post-Approval Phase of the Project	- A rapid decrease in the volume of residents' complaints is observed. - Most residents who cause disturbances depart from the project area.