

# Study on Designated Management of city parks by Joint Venture

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## 1. Introduction

Designated Management System incorporated into city parks in Japan on 2004 can make private organization also manage city parks. Designated management covers a lot of works because designated managers of city parks must meet diverse social needs to parks. So it has been proposed that cooperative management with diverse entities is necessary for designated management. Recently, the number of designated managers who is joint venture, hereinafter called JV, has been increasing in city parks. It is helpful for making partnership in designated management of city parks to find the effectiveness and problems of designated management by JV. However, there is no study focuses on the situation of the designated management. In this study, I clarified the actual situation of designated management of city parks by JV and discussed the effectiveness and problems.

## 2. Object and Method

This study focus on the designated management by JV of Large Scaled Parks and Basic Parks for City Wide Use because it has been proposed in previous research that cooperative management with diverse entities is necessary. [1] I conducted hearing survey to 3 JV designated managers of Large Scaled Parks chosen randomly for making questionnaire. I used the results to interpret the results of questionnaire survey. [2] I conducted questionnaire survey to JV designated managers of Large Scaled Parks and Basic Parks for City Wide Use who has been designated managers since the end of March 2014. The answer of each choice were compared by chi-squared test and Fisher's exact test, and  $p < 0.05$  was considered significant. JVs were classified by the field of JVs' representative and the form, field and number of other members in order to clarify the structure and characters of JV designated managers of city parks. Cluster analysis was conducted in order to clarify the answer pattern of JV and JV designated managers were classified into 2 categories. The answer of each choice of JVs belonging to each category were compared by chi-squared test, Fisher's exact test and t-test, and  $p < 0.05$  was considered significant.

## 3. Result and Discussion

The response rate of questionnaire survey was 62.7% (69answers). As a result of analysis, many JVs (91.0%) were formed in order to manage city parks effectively. At the time when JVs were formed, reinforcement of management practice skills (maintenance skill (71.2%), operation skill (63.6%)) tended to be regarded as more important than that of administration bases (stability of organization (39.4%), stability of finance (28.8%)). The answer rate of "Supplement of know-how" (81.5%) and "reduction of expense" (58.5%) were high among the choices about effects caused by forming JV on designated management of city parks. On the other hand, motivation difference between the members tends to accelerate a hierarchy ( $p=0.03$ ) and decision making to be prolonged ( $p=0.045$ ). It was clarified from the result of cluster analysis that there were the JVs formed not only to manage city parks effectively but also to make a good business through designated management. And it was also clarified from t-test that the JVs has little experience of designated manager in city parks. It was guessed that these JV has little know-how about city park management. So they take long time to make designated management of city park social business that takes effective management into consideration. From the above-mentioned result, city parks tended to be managed effectively and efficiently by supplement of know-how. Designated management by JV has a certain degree of effect on city parks playing role as a public facility. On the other hand, the opportunities at which members discuss the direction of management or contribution of each member are important to prevent motivation difference being made. And also it is guessed important that department in charge with city parks leads the JV whose many members have little experience of designated manager to manage city parks effectively through observance and discussion.