

BEYOND  
BIG  
PLANS

11-15 MARCH 2015 **SEOUL**

# URBAN EXPERTS'

# WORK BOOK

**ISOCARP** (International Society of City and Regional Planners)  
**Urban Action Network**

Let's reinvent planning! | **BEYOND BIG PLANS**



11 March 2015



**INTERNATIONAL PLANNING CONFERENCE**

Host: ISOCARP (International Society of City and Regional Planners)

Urban Action Network

Initiators & organizers: Soran Park, Hyeri Park, Vitnarae Kang

국제도시계획컨퍼런스

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기획: 박소란, 박혜리, 강빛나래



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# CHALLENGE

## **Unrealized plans in the middle of Seoul**

During the last decade, many ambitious plans were put forward for major sites in Seoul. Most of them have not been realized, leaving behind unfulfilled expectations and their spectacular blueprints. The 50ha Yongsan site now stands idle in the middle of Seoul, a city famous for its high land prices. The massive Sewoon Arcade -a modernist masterpiece- along with its surrounding century-old urban fabric, now stand dilapidated as if time stopped. Thousands of New Town projects are stalled and looking for alternative methods of development. In light of these examples, people are increasingly doubting failing urban megaprojects and their conventional approaches. What changes is Seoul currently going through?

### **'Miracle on the Han river'**

Seoul is known as the 'Miracle on the Han river'. South Korea emerged from the ashes of the Korean War (1950) with rapid economic growth, and now ranks 14th in the world in terms of size of nominal GDP (World Bank, 2014). In the post-war era, many urban redevelopment and new town projects were intended to provide urban facilities efficiently for an exploding population. Most projects were financed by increasing densities. They generated huge profits without significant risks due to continued buoyant demand. The era of super-fast growth, however, is over now: population is shrinking in the long-term; high house price-to-income ratios significantly limit the access of many households to house purchases; household disposable income is diminishing, while total household debt is increasing; and the office supply in Seoul is saturated. Strong demand for ready-to-buy units and strong financial feasibility of development projects with abundant credit cannot be taken for granted anymore. This is therefore the time to think about more than just offering urban facilities, but generating values that we have long forgotten, such as environmental sustainability, residents' rights, a sense of community and social equity. This is the time to find a way and take an action together to realise those values and to increase the quality of life, moving beyond the past practice of Big Plans.



Yong-San development project  
unrealized plan and now



### 세계가 놀란 ‘한강의 기적’

1950년 한국전쟁으로 폐허가 된 곳, 대한민국. 그로부터 30여년 뒤 대한민국은 ‘한강의 기적’이라 불리는 급격한 경제성장을 이루어냈다. 서울을 중심으로 물량공급을 중시한 대규모 도시개발과 신도시 건설이 시작됐고 이러한 현상은 전후 열악한 여건 속에서 도시 기반시설 구축과 주택보급, 고용창출에 일정부분 기여했다. 서울이 다시 일어서는 경제고성장 시대에는 사업자가 개발비용 회수는 물론 막대한 이익을 누릴 수 있었다. 하지만 시간이 흐르면서 이제 경제의 흐름이 바뀌었다. 인구는 장기 감소 추세이며 가계 부채 증가 및 소득 감소로 고가의 주택을 구매할 수 있는 수요가 줄어들었고, 서울시 내 오피스 공급도 포화상태이다. 분양 대기 수요도, 서업성도 예전처럼 당연하지 않게 되었다. 그간 서울에서는 어떤 일이 일어나고 있었을까?

### 실현되지 못한 프로젝트들

지난 10여 년간 서울에서는 야심찬 대규모 도시개발 사업들이 다수 시도되었다. 하지만 이들 대부분은 기대와 달리 화려한 조감도만 남긴 채 실현되지 못했다. 땅값이 높기로 유명한 서울 도심 한가운데 텅 비어있는 50헥타르의 땅(용산업무지구개발사업 취소, 2013), 시간이 멈춘 듯 낙후된 모습 그대로인 세운상가 지역(세운재개발촉진지구 변경, 2013), 출구전략이 보이지 않는 뉴타운 사업(뉴타운 재개발 수습방안 발표 및 7개 구역 해제, 2012)이나 미분양된 아파트 단지 등을 보노라면 최근 연이어 실패하는 대규모 개발방식에 의문을 던지게 된다.

고도의 경제성장 그 이후에 벌어진 새로운 국면을 맞이한 시대, 효율적인 물량공급을 넘어 지속가능한 개발, 주민 권리와 삶의 터전에 대한 존중, 사회 형평성과 공동 이익의 달성 등 이전에 간과했던 가치를 회복하고자 하는 노력들이 곳곳에서 일어나고 있다. 이제는 그 노력에 동참하여 더 성숙하고 단단한 개발계획으로 새로운 흐름을 키워갈 때이다.

## Beyond Big Plans

As a case site for the BBP expert workshop, Seoul Metropolitan Government selected the Sewoon Area, a site which embodies the complexity of the city. The stimulation of learning and deliberation in clear steps, from visioning to planning and from planning to implementing, are increasingly recognized as important project success factors. This allows constantly changing environments to be reflected and timely solutions to be sought for the success of urban development projects. 'Beyond Big Plans' is intended to be a catalyst for such a planning environment. In 'Beyond Big Plans', local and international professionals in the field of urban planning and development will collaborate to explore alternative approaches to the Sewoon Area's renewal and will develop creative yet concrete strategies.

How should we reinvent our development model in the face of new conditions after the hyper-growth era? How can we empower social and economic actors, who have been neglected in the supply-oriented development process? What place should the Sewoon Area be for Koreans today and in the future? These discussions are valid not only for Seoul but also for other cities stepping out of the hyper-growth era and seeking a better way to create real value for their inhabitants.

대규모 계획, 그 이상

이번 행사의 주제로 선택된 세운상가와 그 일대는 서울의 복잡한 경제적, 사회적 변화상을 함축하여 보여주고 있다. 일제강점기 당시 소개공지 조성을 위해 기존 옛 도시 조직을 무시하고 무단 철거되어 만들어진 대지, 그 이후 산업화 시대의 근대건축의 상징으로서 건립되었던 세운상가, 그리고 낙후된 세운상가지역을 철거하기 위해 나왔던 청사진들 등, 세운상가는 당시 기초와 가치에 맞추기 위해 노력되었던 대규모 도시계획의 시대상을 뚜렷하게 보여준다. 이제 사업 청사진을 제시해놓고 그대로 추진하고자 하는 일방향적인 접근은 현대 도시들의 복잡한 요구를 제대로 반영해내기 어렵다. 비전으로부터 계획, 계획에서 사업 시행까지의 과정 가운데 끊임없이 변화하는 현실을 대면하고 해결책을 찾을 수 있도록 상호 소통의 방향으로 개발 계획 환경을 조성하는 것이 더욱 중요해지고 있다.

'Beyond Big Plans'는 이러한 목소리를 반영하여 대안적 개발방식을 찾고자 하는 노력에 촉매역할을 하기 위해 기획되었다. 국내외 도시계획 및 개발 관련 전문가들이 모여 세운상가 일대를 대상으로 이 지역의 개발이 나아갈 방향과 그 이행 전략들을 다양한 각도에서 탐색하고 조명하고자 한다.

고도의 경제성장 이후 새로운 국면을 맞이한 서울의 개발방식을 어떻게 수정할 것인가, 공급자 중심의 개발 과정에서 소외되어 온 시민들의 참여를 어떻게 이끌어낼 수 있을까, 그리고 2015년과 앞으로 미래를 살아갈 서울시민들에게 세운상가는 어떤 공간이 되어야 하는가?

이번 행사를 통해 논의되는 세운상가의 이야기는 서울뿐만 아니라 저성장 시대에 들어서는 우리의 현대 도시들에 의미 있는 내용이 될 것으로 기대한다.

# PROGRAM

11 WED	15:00 - 18:00	Discover Seoul! 서울 투어
	18:00 - 19:00	Opening Reception 리셉션
12 THU	09:30 - 10:00	Registration 심포지엄 등록
	10:00 - 10:25	Opening 개회행사
	10:25 - 10:55	Keynote speech 기조연설
	10:55 - 12:20	Session 1: 'Let's reinvent planning' 세션1:도시계획의 재구성
	12:20 - 14:00	Lunch break 점심
	14:00 - 15:30	Session 2: 'The story of Sewoon' 세션2: 세운 이야기
	15:30 - 15:50	Break 휴식
	15:50 - 17:20	Session 3: 'Learning from cities' 세션3: 다른도시에서 배우다
	17:20 - 17:40	Closing 폐회사
	18:00 - 18:30	Exhibition Opening\ 전시회 오프닝 'Aging Dragons: HongKong, Seoul, Singapore, Taipei and Tokyo'
13 FRI	09:00 - 10:00	Expert Workshop Orientation\ 전체 워크숍 오리엔테이션
	10:00 - 14:00	Site Visit & Lunch\ 그룹별 프로젝트 대지 답사 및 점심
	14:00 - 18:00	Workshop part (1)\ 주제별 워크숍 (1)
14 SAT	09:00 - 18:00	Workshop part (2)&(3)\ 주제별 워크숍 (2)(3)
	19:30 - 22:00	Social meeting\ 소셜 미팅
15 SUN	09:00 - 12:00	Preperation for presentation\ 프리젠테이션 준비
	12:00 - 13:00	Lunch break\ 점심
	13:00 - 16:00	Final presentation & review \ 최종 발표

11  
WED

# DAY 1

09:00

## ARRIVAL

Incheon airport - Seoul

외국인 참가자 도착



15:00

## DISCOVER SEOUL!

Departure from Seoul Youth Hostel / Seoul Partners House

서울도시 탐험 및 사이트 답사

서울 유스호스텔/ 서울 파트너스하우스 출발



To familiarize yourself with the city and the workshop site, you will be given a guided tour from the congress accommodation, through the Sewoon area and to Seoul City Hall. It starts at 15.00.

Route : Seoul Youth Hostel/Partnershouse - Sewoon area - Cheonggyecheon – Sewoon Green Choroktti Park - Sewoon Square - Jongmyo - Insadong - Anguk metro station (Line 3) - Gwanghwamun - Sejong Boulevard - Seoul City Hall (Seoul Plaza)

18:00

18:00

## RECEPTION

Seoul City Hall 6F

리셉션

서울시청 6층 영상회의실

**RECEIVE  
YOUR  
ASSIGNMENT**

Vitnae Kang will host you at Seoul City Hall. You will receive the assignment from Seoul Metropolitan Government during the event.

Host: Vitnae KANG

Welcome speech: Kun Ki LEE, Seoul vice mayor

Introduction1: Ji Yon SHIN, Seoul Metropolitan Government

Introduction 2: Sang Seob Park, DA Group Urban Design & Architecture / Executive Director

Orientation: Vitnae KANG

19:30

## WELCOME DINNER

Swiss Residence

환영만찬

스위스 대사 관저



Switzerland Embassy will welcome you in the Residence of the Ambassador of Switzerland. Participants get to know each other over Swiss traditional foods. Find your workshop group members to warm-up before the Expert Workshop.

Host: Vitnae KANG

Welcome speech: Ambassador Jörg Al. Reding

Congratulatory speech: Kees CHRISTIAANSE

21:30

12  
THU

## DAY 2

09:00

18:00

### SYMPOSIUM

Seoul City Hall 8F

국제 심포지엄  
서울시청 8층 다목적홀

SESSION 1  
**LET'S REINVENT  
PLANNING!**

SESSION 2  
**SEWOON  
STORY**

SESSION 3  
**LEARNING  
FROM CITIES**

Soran Park will host the symposium. It will start with the welcome speech of Mayor Park. H-Sang Seung and Milica Bajic Brkovic will then give a keynote speech. 15 speakers will give an inspiring lecture in three sessions and Prof. Kim will wrap up the symposium.

**BUS** 08:20 Seoul Partners House → 08:50 Seoul Youth Hostel → 09:10 Seoul City Hall

Host:Soran Park

Welcome speech: Mayor WonSoon PARK, Milica BAJIC BRKOVIC

Keynote speech: H-Sang SEUNG, Milica BAJIC BRKOVIC

Speakers session1: Zef HEMEL, Kees CHRISTIAANSE, Joerg STOLLMANN, Kiho KIM

Speakers session2: Changmo AHN, Blaž KRIŽNIK, Chungkee LEE, Dong Yeun LEE

Speakers session3: Andries GEERSE, Willem KORTHALS ALTES, Sheng-Ming WU , Pat CONATY

18:00

## OPENING AGING DRAGONS

Seoul City Hall B1F

전시회 AGING DRAGONS 오프닝  
서울시청 B1F 시민청 갤러리



Hyeri Park, chief curator of the 'Aging Dragons', will open the exhibition with the congratulatory speech of Prof. Jörg Stollmann. 'Aging Dragons' is intended to be an inspiration blast to workshop-participants.

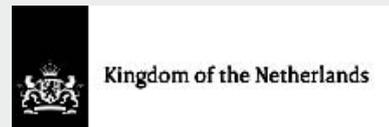
Curator & host: Hyeri PARK  
Sub curators: Charlotte MALTERRE-BARTHES,  
Yashin CHEN, Noboru KAWAGISHI, Christiane  
LANGE

19:00

## CONGRATULATORY DINNER

The Netherlands Residence

저녁만찬  
네덜란드 대사 관저



The Netherlands Embassy will welcome symposium speakers & workshop leaders in the Residence of the Ambassador of the Netherlands.

**BUS** 19:00 Seoul City Hall → 19:20 Netherlands  
Embassy

Host: Vitnarae KANG  
Welcome speech: Ambassador Lody EMBRECHTS  
Congratulatory speech: Zef HEMEL, Maarten VAN  
POELGEEST, Kun Ki LEE

21:00

13  
FRI

## DAY 3

09:00

### WORKSHOP ORIENTATION

Cheong-gye Sangga 811 (8F)

워크숍 오리엔테이션  
소통방 청계상가 811호

Practical information concerning the expert workshop will then be provided. Following this, prof. Ahn will deliver a lecture on the history of the Sewoon area.

09:00 -09:40 Lecture: Changmo AHN

10:00

### FIELD EXPLORATION

Sewoon area

현장 답사  
세운상가 지역



A Korean co-moderator of each theme group will give a site tour to the group. Lunch will be in a restaurant on the site.

Field exploration leaders:

- Group 1 : Yeunkum KIM
- Group 2+4: HongRyong SUH
- Group 3+7: Min Cheol PARK
- Group 5+6: Jeongseok MOON

14:00

14:00

18:00

## EXPERTS' WORKSHOP PART 1

Seoul City Hall 8F

워크숍 파트 1

서울시청 8층 다목적홀



Gathering around the table, members of each theme group will actively work on the theme challenges and questions to produce deliverables.

14:00-15:15 Pecha kucha presentation

15:30-16:00 Theme presentation to initiate the discussion

16:00-18:00 Challenge setting, discussion

14  
SAT

# DAY 4

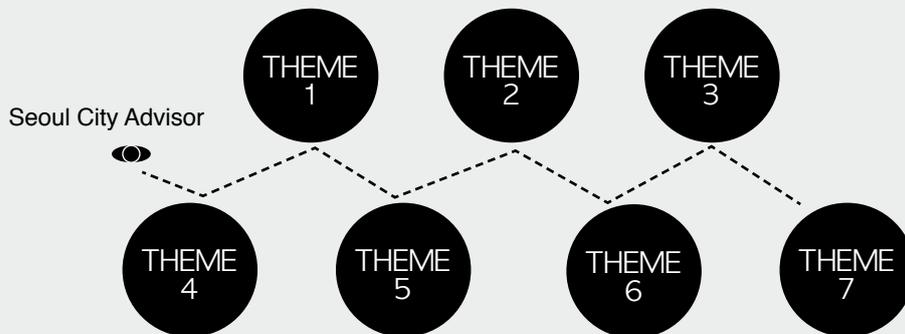
09:00

18:00

## EXPERTS' WORKSHOP PART 2/ 3

Seoul City Hall 8F

워크숍 파트 1  
서울시청 8층 다목적홀



The second workshop day will start with the presentation of the General Rapporteur. He will summarize the working progress of the seven theme groups. Each group will continue to work intensively to make a concrete outcome. Seoul City Advisors will walk around the groups to answer any questions that arise.

**BUS** 08:00 Seoul Partners House → 08:30 Seoul Youth Hostel → 09:00 City hall

09:00-09:30 Presentation of General Rapporteur: Jorick BEIJER

09:30-12:00 First work session

Seoul City Advisors: Chungkee LEE, Kiho KIM

13:00-14:00 Lunch

14:00-18:00 Second work session

19:00

22:00

## **SOCIAL MEETING**

Mallijae-ro 178, 2F

소셜미팅

고가산책단 만리재로 178, 2층



Have a good time and meet nice people in a special cultural place in Seoul.

19:00 - 19:30 Move from Seoul City Hall to Mallijae-ro 178

Host: Jeongseok Moon, Urban Action Network

Welcome speech: Kiho Kim

Music & dinner

15  
SUN

# DAY 5

09:00

13:00

## PREPERATION FOR THE FINAL REVIEW

Seoul Youth Hostel / Seoul Partners House

조별 최종 발표 준비

서울유스호스텔 / 서울파트너스하우스



Wrap up the two days of production. Choose one of the group members to give a presentation for the final review.

09:00-11:00 Preperation for the final presentation

11:00-12:00 **Bus** Partners House → Seoul Youth Hostel → City hall

11:30-13:00 Lunch at Seoul Youth Hostel

13:00

16:00

## **PRESENTATION & REVIEW**

Seoul City Hall 8F

조별 최종 발표

서울시청 8층 다목적홀



Hyeri Park will preside over the final presentation and review. Seven final presenters will give presentations on the workshop outcome in the presence of international & local urban experts and ordinary citizens. Beyond Big Plans will close with the General Rapporteur's final summary and a closing address.

Host: Hyeri PARK

13:10- 15:30 Final presentation (15 minute presentation per theme+ 5 minute Q&A)

15:20- 15:45 Q&A

15:45- 15:55 General Rapporteur's final summary : Jorick BEIJER

15:55- 16:00 Closing address: Ric STEPHENS, President-Elect ISOCARP

# WORKSHOP SITE

## The inception of Sewoon Arcade

An account of the Sewoon Arcade begins in the dark and distressing period of Japanese colonial rule (1910-1945). Most structures in Seoul were built of wooden and were prone to fire. Having seen the total destruction of their wooden city, Tokyo, by the firebombing raid of the Allied Force in March 1945, the Japanese colonial administration started to clear several sites in Seoul for fire containment. A 50m-wide and 1km-long empty site between Jongno and Toegyero was thus created just before Korea's Liberation. After the Korean War, the long rectangular site across the city's historic centre soon became a magnet for refugees, orphans and the homeless. Following this, the government of Chung-hee Park ordered the demolition of the informal settlement and initiated a new development intended to be an icon of the country's modernisation. A mega arcade of mixed land use was planned and designed by architect Swoogeun Kim, who was influenced by Le Corbusier. Built by different construction companies, the design was a bold initiative comprising four mega-blocks. These are located between two historic boulevards and are connected with 1km-long open-air decks. The design embodied the most contemporary notions of urban mixed-use programming by building a 3-story high commercial retail base with 4 stories of residential on top.



Informal settlement on the fire-containment gap 1945- 1966



Sewoon Arcade in 1967

## 세운상가의 시작

세운상가의 이야기는 어둡고 고통스러웠던 일제 강점기(1910-1945), 그 마지막 해로 거슬러 올라간다. 그 당시 서울의 건축 구조물은 대부분 화재에 취약한 목조였다. 일본은 1945년 3월 연합군의 도쿄 대공습으로 목조 도시가 완전히 파괴되는 것을 경험한 후, 서울 곳곳에 소개공지, 즉 한 지역에서 다른 지역으로 화재가 옮겨가는 것을 방지하고자 인위적으로 빈 땅을 만들었다. 종로에서 퇴계로까지 남북으로 이어지는 폭 50m, 길이 1km의 공지는 해방과 한국전쟁을 거쳐 난민과 고아, 노숙자들의 안식처가 되었다. 이후 박정희 정부는 조국근대화의 상징으로 이 곳 무허가판자촌 철거와 개발을 지시했다. 대규모 상가 건물의 기획 및 설계는, 건축가 르 코르뷔지에에 영향을 받은 건축가 김수근이 맡았다. 두 개의 역사적인 거리를 양 쪽에 두고 네 개의 메가 블록을 1km의 공중데크로 연결하는 대담한 구상이었다. 하부 3층 높이의 상업시설과 상부 4층 주거로 구성된 거대 건물군은 그 당시 주상복합의 가장 현대적인 개념을 구현했다.

## **Big plans**

From 1967 to 1977, the Sewoon Arcade was a social and commercial success. It held luxuries and services that catered to the new emerging working and middle class. The 13-story multi-purpose residential and commercial blocks were one of Seoul's first high-rise developments, featuring some of the city's first elevators. However, the rapid economic and technological growth of Korea catalysed the expansion of Seoul's urban fabrics, sprouting new and more sophisticated districts of commerce and living across the city. The Sewoon Arcade quickly became outdated with a rapid decline in its use and relevance. After repeated attempts to revitalize this mega-structure (including re-zoning it for high-rises), the government decided to demolish the Sewoon Arcade and replace it with a new green corridor between Jongmyo Shrine and Namsan Mountain, the physical and symbolic heart of the city.

## **Beyond Big Plans**

The previous big plans engendered numerous conflicts but failed to properly address them. Aside from the preservation of the modern architecture heritage, the following issues remain to be tackled: the isolation of local communities, the increase in total development costs due to a complex land ownership situation and the dismantling of existing industrial clusters, which have retained and developed unique specialties in printing, jewellery, electronics and metal-working process over the decades. In 2013, the last big plan, which proposed to finance the green corridor by increasing density at the edges, was eventually dismissed as impractical due to the stagnation of the real estate market and the tightened building height control for the historic city centre. Since then, incremental renewal in phases was adopted as an official approach to the area, instead of total demolition and redevelopment. This was based on a series of consultation with experts and citizens. The new approach aims to invigorate the existing small & medium enterprises as an innovation hub, to strengthen the capabilities of the local communities and to integrate architectural layers into the historic urban tissues.



Sewoon Arcade in 2000

## 대규모 계획

1967년에서 1977년까지 세운상가는 사회적, 상업적으로 크게 성공하였다. 상인들은 세운상가에서 신흥 노동자 및 중산층들을 위한 사치품과 서비스를 판매하기 시작하였다. 13층으로 된 다목적 주상복합 블록은 최초의 고층 개발 프로젝트이었다. 그러나 한국의 급격한 경제 및 기술 성장은 상업공간에 대한 새로운 욕구를 불러 일으켰고 이에 따라 세운상가는 급격하게 퇴락하였다. 세운상가를 다시 활성화하려는 몇 번의 시도 끝에 시정부는 세운상가를 철거하고 그 공간에 녹지를 조성하기로 결정하였다. 이 제안은 도시의 물리적, 상징적 중심인 남산으로부터 종묘를 녹지축으로 연결하는 것이었다.

## 대규모 계획, 그 이상

그러나 이제까지 제안된 계획들은 이로 인해 발생하는 수많은 갈등의 해결책을 제시하지 못하였다. 근대 건축 유산의 보존 문제는 차치하더라도 지역 커뮤니티 소외, 복잡한 토지 소유 문제로 인한 개발 비용 증가, 기존 산업 클러스터의 파괴 등의 문제는 피할 수 없는 과제로 남겨져 있다. 남산과 종묘를 연결하는 녹지를 조성하고 그 주변 지역의 밀도를 높이는 계획안은 부동산 시장 침체와 역사 도심 관리를 위한 건축물 높이 규정 강화로 인해 2013년 결국 폐기되었다. 그 이후에 전문가 및 시민이 참여한 회의를 통해 전면 철거후 재개발이 아닌 점진적인 개발 방식을 채택하였고 중소규모 상가들의 경쟁력 강화, 지역 커뮤니티 역량 강화, 기존 도시조직과의 조화를 목표로 새로운 접근을 시도하고자 한다.

## THEME 1

# Constructive development process

실속있는 개발과정

Currently the city, experts, local residents and people in Seoul are seeking alternative approaches to urban development, leaving behind the past approach of “total demolition and comprehensive redevelopment”.

Following the clearance of an informal settlement, the Sewoon Arcade was built on the vacant land. It was the first urban megaproject of South Korea, intended to promote the post-war national agenda of modernization, development and economic growth. Its reputation soon declined in tandem with the emergence of Gangnam, the area South of the Han River, which is now the most affluent area. The Sewoon’s first redevelopment plan can be traced back to 1979, approximately 10 years after its opening. For the next three decades, actual redevelopment could not gain headway.

The former approach of total demolition and comprehensive redevelopment had been discussed since 1995, and became more concrete around 2006. At that moment, many had high expectation for large-scale urban development such as the “New Town” projects, together with the consequential increase in real estate values. Then, the so-called “Green development” was proposed to demolish the Sewoon Arcade and surrounding buildings in three phases. The total area of 44 hectares would be transformed into a park with new high-rises alongside it. The first step, the demolition of Hyundai Mall in Jongno 3-ga, started in 2008. The “Se-un (Sewoon) Choroktti Park” (3,700 m<sup>2</sup>) was then built. This is the Sewoon Block 1 development. In the process, a large amount of public money was spent on the demolition and relocation of existing enterprises. The entire area was to be developed by 2015 (1st phase 2006~2008 for Block 1 & 4; 2nd phase 2009~2012 for Block 2, 3 & 5; 3rd phase 2013~2015 for Block 6).

However, the existing business owners’ resistance and a dramatic escalation in costs soon dragged down the whole project. The costs of further relocation and compensation were viewed as impractical to finance and the cultural and architectural values of the Sewoon Arcade began to be seen as something to preserve. The Sewoon Renewal Promotion Plan was therefore amended in 2013 to conserve the Sewoon Arcade and redevelop the surrounding area gradually, respecting the existing urban form.

This dualistic approach is the result of public deliberations and consultations with various stakeholders and experts. Differences in development conditions and the consequential difficulties in coordination between the Sewoon Arcade and the surrounding area can now be addressed in a better way: the incremental redevelopment of the surrounding area and the revitalization of the Sewoon Arcade.

The account of the Sewoon Arcade as the first urban megaproject in South Korea offers us valuable lessons. What lessons can we draw from the previous discourses? How can we guide the development process of the Sewoon area in a more fruitful direction? How can we reinvent it in a way that is more conducive to learning from past experiences, thinking strategically based on them and jointly addressing what's really at stake, rather than focusing on financial feasibility and quick results only?

세운상가 지역을 둘러싸고 시와 전문가, 지역주민, 시민들은 이제 '전면 철거 후 재개발'이라는 기존의 기초를 바꾸고 도시개발의 대안적인 방법을 찾고자 한다.

대한민국의 1호 대규모 사업으로 기록되는 세운상가는 1960년대, 한국전쟁 이후 슬럼화된 도심을 정비하고 현대도시의 새로운 틀을 갖추기 위한 재개발사업으로 건립되었다. 20세기 도시개발의 새로운 대안을 모색했던 근대 건축가의 이상을 구현한 프로젝트였지만, 남북분단의 냉전체제 하에서 1968년 1.21사태 이후 강남개발이 급속히 추진되면서 강북개발이 억제되었고, 그 결과 세운상가는 급속한 쇠퇴의 길을 걸었다. 세운상가의 재개발에 대한 논의는 상가 건립 10여 년 뒤인 1979년 서울시의 첫 정비구역지정으로 시작되었지만 지난 30여 년간 개발에 난항을 겪어왔다.

1995년부터 거론되었던 세운상가 전면 철거 후 재개발은 2006년 급물살을 탔다. 이 당시 전국적으로 뉴타운 등 대규모 개발에 대한 사회적 기대가 높아지고 부동산 가치 상승에 대한 전망이 우세하던 시기였다. 2005년 완공된 청계천 복원사업과 연계해 세운상가를 전면 철거하고 공원화하는 이른바 '녹색개발'이 추진되었다. 총 3 단계에 걸친 공원화 사업을 통해 낙후된 세운상가 철거와 동시에 주변 낡은 건물들을 고층빌딩으로 재개발한다는 청사진이 제시되었다. 그 첫걸음으로 2008년 종로3가에 있는 3,700m<sup>2</sup> 규모의 현대상가를 철거하여 '세운초록띠공원'이 만들어졌다. 이를 위해 철거비와 상인이주비 등으로 서울시의 많은 예산이 투입되었고 2012년까지 상가 전체를 철거할 계획이 세워져 있었다.

그러나 철거에 반대하는 주민과의 갈등이 심화되고 사업비용 증가로 사업 진행이 어려워졌다. 주민 및 상인 보상비가 감당하기 어려워지고, 세계유산인 종묘의 보호를 위한 건축물 높이 제한과 세운상가의 건축사적, 사회문화적 가치가 재조명받게 되면서, 세운상가 철거계획은 2013년 세운재정비촉진계획변경(안)으로 수정되었다. 이로써 '세운상가의 존치 및 보전, 기존 도시조직을 고려한 재개발'로 방향을 다시 잡게 되었다.

이는 개발 사업이 어려워지면서 다양한 이해관계자들과 전문가들이 모여 논의한 결과지만, 경제 개발기 이후 세운상가와 주변 지역에 형성된 상공인마을의 도시산업네트워크의 가치가 새롭게 발견된 결과이기도 하다. 세운상가와 그 주변 지역의 사업여건이 달라 사업추진 시 의견 조율이 힘들었던 경험을 바탕으로 앞으로는 세운상가와 그 주변 지역을 분리하여 개발하기로 한 것이다. 주변 지역은 기존 도시조직을 고려하는 점진적 개발을, 세운상가군은 거버넌스를 통한 구체적인 도심 활성화 방안이 모색되고 있다.

대한민국 최초의 대규모 개발 프로젝트였던 세운상가가 우리에게 시사하는 바는 크다. 오랫동안 지속하여왔던 세운상가지역의 재개발 논의과정에서 무엇을 배울 수 있으며, 앞으로의 재개발 과정을 실속있게 진행할 방법은 무엇일까? 어떻게 하면 사업성과 결과만 중시하는 개발과정이 아닌, 여러 이해관계자의 의논 과정이 쌓여 만들어가는 대안적이고 생산적인 개발과정을 설계할 수 있을까?

## WORKING QUESTIONS

During the past half century, South Korea has become accustomed to economic development and growth-oriented policies that favor the logic of big money and big power, while the property rights of small/medium landlords, the housing rights of tenants and the right to livelihood have constantly been set aside. How can we foster the spirit of co-existence, diverse values and different speed in the development process?

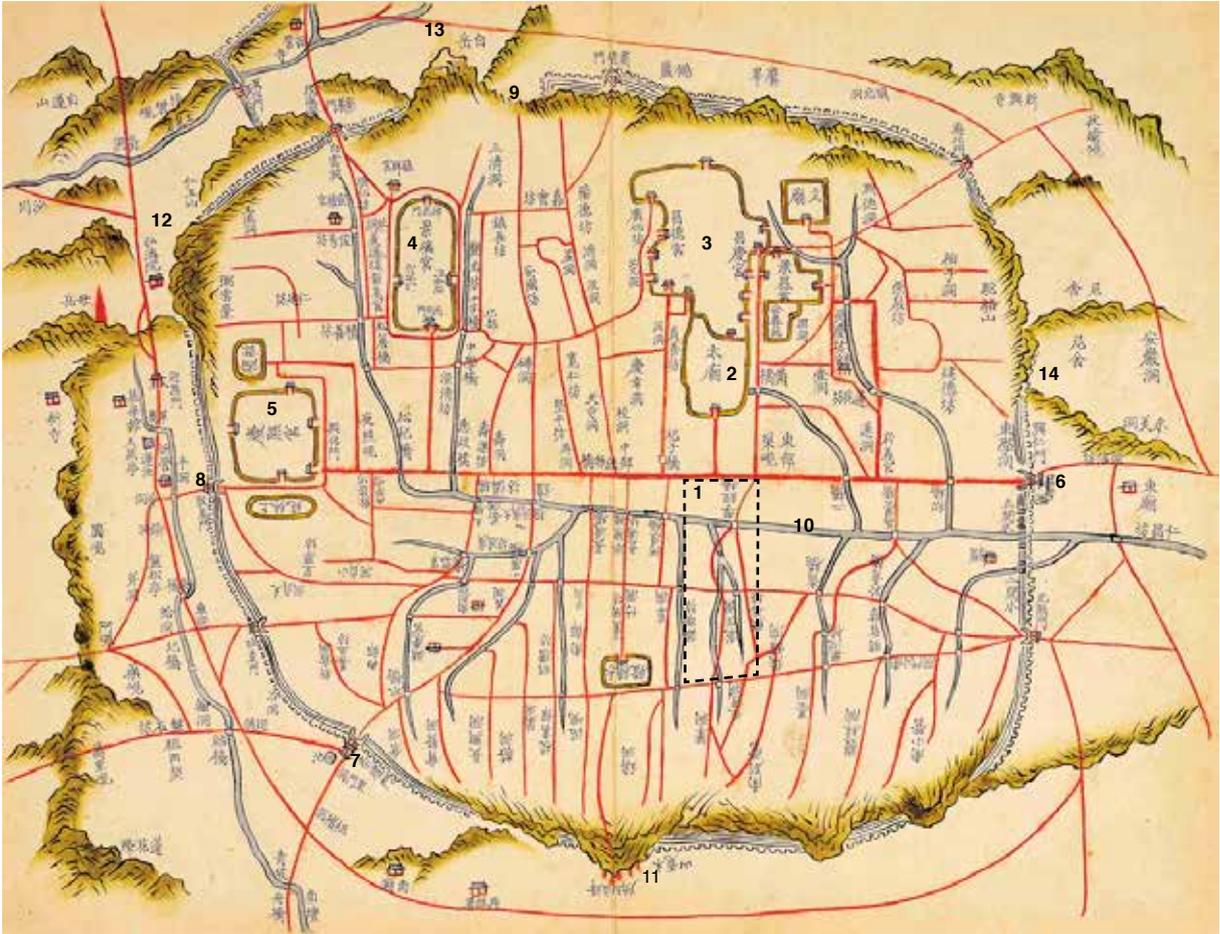
The Sewoon area is a place in which nested webs of diverse actors have a stake. How can we facilitate effective communication between residents, landlords, business-owners, politicians, public organizations and other stakeholders, so that they clarify each other's interests and reflect them in the development?

Civil organizations and residents have actively participated in small-scale developments or other local concerns, whereas such participation was often not sustained effectively in large-scale developments. The city of Seoul is currently making an effort to develop a more active participation program (platform). How can we promote the meaningful participation of residents in the long-term process of urban development?

지난 반세기 동안 대한민국은 개발과 성장이라는 이념 아래 사회적 약자, 즉 영세 상인과 세입자들의 주거권과 생존권이 희생된 경우가 많았다. 개발과 성장논리에 익숙해진 한국사회에 어떻게 하면 공존의 개발 방식을 적용, 정착시킬 수 있을까?

세운상가지역은 다양한 사람들이 활동하는 곳이다. 개발 과정에서 주민, 상인, 전문가, 공공기관 등 서로 다른 주체들의 관심을 어떻게 하면 투명하고 생산적으로 소통할 수 있을까?

민단체 및 주민들이 자발적으로 지역 활성화를 위한 노력을 해왔고 최근 참여형 콘텐츠를 개발하기 위해 서울시와 관련 전문가들이 힘쓰고 있다. 어떻게 하면 주민들이 수동적 입장에서 벗어나 개발과정에 의미 있게 참여할 수 있을까?



1 Sewoon area

동성동 동여도 1800

- 2 Jongmyo shrine
- 3 Changgyoenggung Palace, Changdeok Palace
- 4 Kyungbok Palace
- 5 Kyungheegung Palace

- 6 Heunginjimun Gate
- 7 Sungnyemun Gate
- 8 Donuimun Gate
- 9 Sukjeongmun Gate

- 10 Chunggyecheon Stream
- 11 Namsan Mountain
- 12 Inwangsan Mountain
- 13 Bugak Mountain
- 14 Naksan Mountain

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## THEME 2

# Design for local entrepreneurship

살아나라, 지역 비즈니스!

The Sewoon area contains the history of technological innovations during the growth era of South Korea. Here one could readily find any necessary parts, or turn to a craftsman who is able to transform a customer's idea into reality. Here young entrepreneurs could easily contact existing local business-owners to further develop their business concepts.

However, the business dynamics in this industrial network-hub have weakened, due to the change of industrial structures, the deteriorating qualities of the built environment and the loss of commercial competitiveness to other locations. This led to the emergence of the former redevelopment discourse. Today, the loss of creative potentials of the existing industries in the Sewoon area is increasingly worrying, based on past experiences with economic growth-oriented redevelopment that was to replace the existing social and economic networks. Such an approach often intended to create gentrification, thus causing social turmoil. In addition, it repeatedly lost potential opportunities to create added values in other innovative ways.

The move of the existing businesses has also been taken for granted in the process of urban redevelopment. For example, Sewoon Square, a new shopping mall for the relocation of enterprises, opened in 2009. However it has been difficult for relocated business-owners to reestablish their commercial competitiveness. The Sewoon Square is also slated for demolition at the end of 2015. Therefore, it is doubtful if it's possible to preserve the place-identity of the Sewoon Arcade and sustain the organic interconnectedness and dynamics of the businesses in a newly relocated area.

This leads to a discussion about new strategies for creating added value based on respect for the existing urban industries, as well as their existing social and economic networks that are embedded in the current urban form. In the Sewoon area there are clusters of lighting/electronic appliances, metal processing and machine repairmen, and printing enterprises. Manufacturing and related industries have moved out of the city, but light Industry can be a breeding ground for new values and vibrant urbanity. The industrial elements of the Sewoon area have the potential for generating new added value in the incremental development process. How can the unique potential of the Sewoon area be unlocked? How can this area again be an active centre of entrepreneurialism?

세운상가는 대한민국 성장기 기술 혁신의 역사가 살아 숨 쉬는 공간이다. 세운상가에서는 필요한 부품을 바로 살 수 있고, 아이디어를 제품으로 바로 실현할 수 있는 장인들을 찾을 수 있으며, 기존 소상공인들과 젊은 창업주들이 서로 만날 수 있었다.

하지만 산업구조 변화, 물리적 환경 악화, 상권 이동으로 인해 산업거점의 역할이 약해져 그간 철거 후 재개발 논의가 끊임없이 이어졌다. 최근 재개발과 동시에 세운상가 지역이 가지고 있는 창조산업의 잠재력과 가능성을 잃어버릴지도 모른다는 우려의 소리가 커졌다. 이는 기존 재개발 방식이 본래 있던 사회·경제적 네트워크를 전혀 다른 산업 및 사회질서로 치환해 왔기 때문이다. 이 전략은 지역 고급화(젠트리피케이션, Gentrification)를 의도적으로 진행하여 적잖은 사회적 혼란을 일으켰고, 창의적으로 부가가치를 창출할 기회들을 아깝게 잃어버리곤 했다.

기존 산업이 다른 곳으로 떠나가는 것은 도시재개발 과정에서 어쩔 수 없는 조건으로 오랫동안 여겨져 왔다. 세운상가 역시 이주 상인을 위한 대체상가(세운 스퀘어, 2009)를 마련해 놓긴 했으나 상권형성이 저조하여 이주상인들이 정착에 어려움을 겪고 있다. 이 대체영업장은 세운4구역에 새 건물들이 들어선다는 전제로 2015년 말 철거 조건이 붙어 있다. 기존 상가를 모두 성공적으로 이주시킨다 하더라도 그 후에 세운상가군이 지닌 장소적 의미와 기존의 유기적 산업연관관계를 유지할 수 있을지 의문이다.

이런 문제 인식을 바탕으로 세운상가 지역의 물리적 조직뿐만 아니라 사회·경제적 네트워크를 포함한 기존 도시산업을 존중하고 그로부터 새로운 가치를 창출해내는 전략에 대하여 논의하고자 한다. 세운상가에는 조명·전기기기 용품업, 금속·기계관련 제조·수리업 그리고 인쇄관련업 등 독특한 비즈니스 클러스터와 네트워크가 형성되어 있다. 최근 제조업 및 관련 산업은 도심에서 점차 줄어드는 현상을 보이는데 제조업이야말로 창조적 도시공간의 영양분이 될 수 있다. 세운상가의 이러한 산업 요소는 점진적 개발 과정에서 새로운 부가가치를 창출하는 자원이 될 수 있다. 어떻게 하면 이 장소와 이 지역 사람들이 지닌 고유한 잠재력을 끌어내어 세운상가만의 독특한 산업을 다시금 이 공간 안에 불러넣을 수 있을까?

## WORKING QUESTIONS

Diverse local economic and industrial networks are nested in the Sewoona area. How can the existing enterprises restore commercial competitiveness and how can the Sewoon area be transformed into an attractive place without relocating entrepreneurs?

Some of the business owners seem to prefer moving out with a decent compensation, as opposed to staying and revitalizing the area's commercial competitiveness. This is because the area has weakened significantly during the past years. If the renewal is to be successful, it is crucial that local business owners put their efforts together. What measures can we take for better cooperation between the city of Seoul, local small/medium enterprises and other stakeholders to revive the local businesses?

The Sewoon Arcade is located at the heart of the Seoul's historic city centre and is a connecting point to diverse urban spaces all over Seoul. How can it become a vibrant hub of urban industrial economy, growing in competitiveness and connecting to other industries in its vicinity?

세운상가 지역에는 여러 지역 경제 및 산업이 얽혀있다. 이주 없는 재개발을 위하여 어떻게 하면 현존하는 지역 비즈니스가 경쟁력을 갖추고 주변 시민들이 필요로 하는 열린 도시공간으로 거듭날 수 있을까?

오랫동안 약해진 상권으로 인해 일부 상인들은 기존 상권을 살리려고 노력하기보다는 적당한 재개발 보상을 받고 이주하는 것이 낫겠다고 생각하기도 한다. 세운상가 존치 및 점진 개발을 위해서는 지역 상인들이 힘을 합하는 것이 필수적이다. 지역 비즈니스를 살리기 위한 상인들과 서울시, 여러 이해관계자의 협력 방안은 무엇인가?

세운상가는 지리적으로 서울시 한가운데 위치하여 다양한 도시공간을 연결하고 있다. 어떻게 하면 주변의 산업과 연계하여 경쟁력을 더욱 강화하고 도심 산업경제의 중심축의 역할을 할 수 있을까?

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## THEME 3

# Regeneration through palimpsest

시간을 잇는 도시개발

Our growth-oriented society was quick to erase the past with bulldozers, undervaluing long-standing structures as things to discard and neglecting the social potentials embedded in them. Now a shift in urban planning approaches from “Tabula-rasa” to “Palimpsest” is increasingly visible in Seoul.

The Sewoon area reveals a symbolic narrative of the country’s long-standing approach to urban development. An area of narrow streets and allies, which had been gradually formed by 1930’s, was transformed into a 50m-wide and 1km-long vacant site in 1945 by the Japanese colonial authority to prevent the spread of fire in the city. Informal settlements soon mushroomed in the post-war years. The construction of Sewoon Arcade started in 1966, following the site clearance.

For post-war reconstruction, Western architects designed mega-structures that conveyed images of an ideal city. ‘Streets in the air’, ‘shopping malls’, ‘roof fields’, and ‘roof gardens’ were invented to create “the city in a city”. A megastructure with all those elements together was only realised in Korea: the Sewoon Arcade. It was the result of interaction between developmentalist president Chung-hee Park, mayor Hyun-ok Kim, and architect Swoogeun Kim. What made the Sewoon Arcade special was not only its imposing scale, but also walking decks in the air, which were intended to separate car lanes from pedestrian lanes, and an atrium for ventilation and lighting. However, not all the original architectural concepts could be realized in the process of construction. This was largely because eight different construction companies built block-by-block, each trying to increase their profits. For example, the followings were not realized: the separation of car lanes from pedestrian lanes, open space at the fourth floor as a buffer between residential and commercial uses, an atrium with a glass roof, diverging and converging walking decks in the air, and shops for pedestrians at the second floor level.

The now deteriorating physical conditions of the Sewoon Arcade make it an almost frozen place, as if time stopped. For a long time, the Sewoon area was suspended between demolition and preservation. Now it is called ‘a monstrous mega-structure’ or ‘a dilapidated area’ in Seoul. Until recently, total demolition was repeatedly mentioned.

Historic layers formed in the Sewoon Arcade and its adjacent areas have the potential for other kinds of transition. The still-remaining old alleys connecting the adjacent neighborhoods, the symbolic agony of the Japanese colonial era, the scars of the brutal slum clearance, the mega-structure embodying the concept of an ideal city & the vision of modernization at the time, the neglected parts of isolation and dilapidation behind on-going

redevelopments around the city, and the latest blueprint of the Tabula rasa. If we rediscover all those memories, reflecting them on spatial design strategies and thereby adding value to existing spaces, it would be possible to reinvigorate the Sewoon area into a place of unique qualities that are appreciated by all Seoulites. What urban/architectural design strategies will advance social integration towards a promising future where layers of the Korea's modern history are revealed?

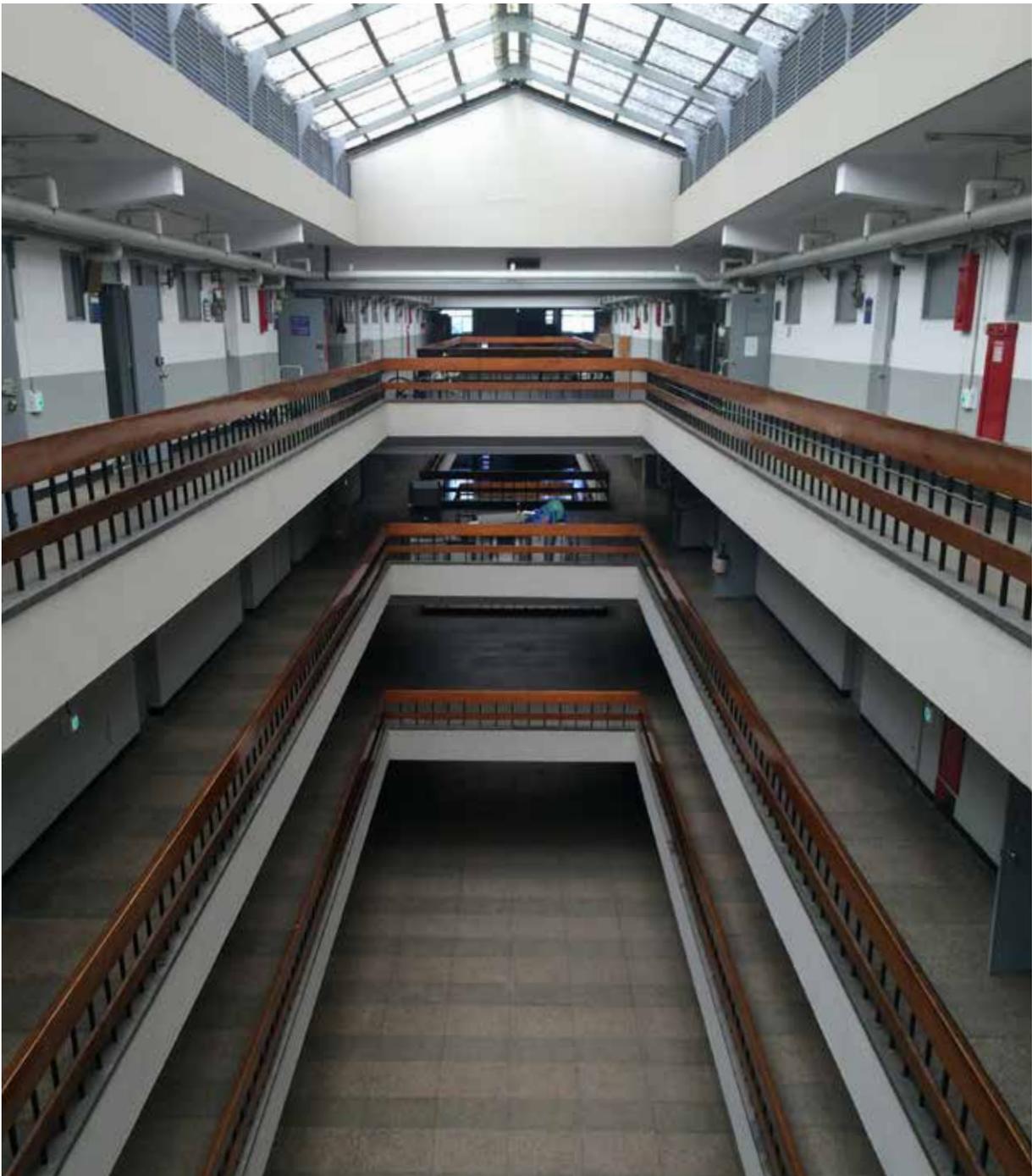
성장을 위주로 달려왔던 우리 사회는 '오래된 것'은 치워버릴 더러운 것으로 치부하고 오랫동안 내재하여 있던 사회적 잠재력을 미미한 가치로 무시한 채 과거를 지우는 데 치중하였다. 그러나 이제는 '지우고 다시 쓰는 도시(백지개발, Tabula-rasa)'로부터 '고치고 겹쳐 쓰는 도시(Palimpsest)'로 서울의 도시재생 패러다임이 바뀌어 가고 있다.

세운상가의 궤적은 우리나라의 '지우고 다시 쓰는 도시' 개발의 역사를 집약적으로 보여준다. 1930년대까지 서울 중심에 형성된 역사도시의 가로체계는 일제에 의해 폭 50m, 길이 1km의 소개공지가 조성되면서 파괴되었고, 전쟁 이후 이 곳에 난립한 무허가 판자촌을 지워버리고 세운상가군이 건립되었다.

제2차 세계대전 후 서구의 건축가들은 도시 재건 과정에서 그들이 꿈꿔왔던 이상적 도시를 형상화한 메가 스트럭처를 기획하였다. 공중 가로와 쇼핑물, 인공대지와 옥상정원을 갖춘 '도시 속의 도시'를 만들고자 하였다. 그러나 놀랍게도 20세기 서구 건축가들의 꿈은 전쟁으로 폐허가 된 국민소득 200불의 한국에서 온전하게 구현되었다. 이것이 바로 세운상가이다. 세운상가가 특별했던 이유는 압도적인 규모뿐만 아니라 차로와 보행로를 분리하는 공중보행데크, 채광과 환기를 위한 아트리움 등 모더니스트가 꿈꾸었던 개념이 구현되었기 때문이다. 그러나 당시 사업주체가 하나가 아니라 8개의 건설사 및 조합체였던 탓에 시공 과정에서 기본 설계의 개념이 완전히 실현되지 못했다. 2~3층 높이의 인공데크를 통한 보행가로, 중간에 합쳐지기도 하고 다시 벌어지기도 하는 공중데크, 유리덮개를 통한 아트리움 공간, 보차분리 개념, 주거와 상업의 완충 영역으로서 5층에 형성코자 했던 인공대지(open space) 등이 그 예다.

이후 시설이 노후화하고 개발이 그 일대를 비껴가면서 세운상가는 시간이 멈춘 듯 낡은 곳이 되었다. 오랫동안 철거와 보존 사이에서 발목 잡힌 채 '도심의 거대홍물' 또는 '낙후지역'이라 불리기도 했다. 이에 따라 세운상가 전면 철거는 최근까지 끊임없이 거론됐으나 최근 서울시가 점진적 개발 방향을 선택하며 보존을 결정하였다.

세운상가와 주변 지역 역사의 커는 변화를 위한 또 다른 가능성을 제시한다. 남아있는 주변의 옛길, 소개공지와 일제의 압박이라는 아픔, 난민촌 철거를 통해 지워진 역사의 상처, 이상 도시의 실현과 도시의 근대화라는 목표로 건립되었던 메가 스트럭처, 개발과 사업성의 이면에 소외되고 낙후된 도심 공간 그리고 또 다시 고개를 들었던 타블라라사식 재개발의 청사진. 이러한 모든 기억이 겹쳐지고 새로운 가치가 더해져 서울시민의 독특한 장소가 될 수 있지 않을까? 대한민국 근현대사의 의미들을 간직한 세운상가가 앞으로 어떠한 도시·건축적 디자인 전략을 통해 사회적 통합과 더불어 역사를 다시 새기는 새로운 패러다임으로 시민들에게 다가갈 수 있을까?



## WORKING QUESTIONS

Now renewed attention is paid to the Sewoon Arcade and its surrounding old urban tissues. What potential does the Sewoon area (the Sewoon Arcade and its surrounding neighbourhoods) have as cultural assets rather than something to erase? What architectural and spatial qualities can we better preserve, reinterpret, improve and continue building on?

Now the Sewoon Arcade is set aside from the rest of the renewal area for preservation. The rest of the renewal area is subject to medium/small-scale redevelopments. Still, wise guidelines and instructions will be required to prevent other types of uncoordinated and incoherent development patterns. What should be included in them? What measures would be needed?

Low-rises, narrow alleys and small sites might hinder lucrative development projects, but at the same time they constitute idiosyncratic spatial qualities and the unique atmosphere of the Sewoon area itself. What measures can improve the qualities of the built environment in the Sewoon area, not erasing its place-identity, but preserving its historical layers?

이제 세운상가와 주변 지역의 오래된 도시조직은 근현대 도시문화자산으로 다시 재조명되고 있다. 도시의 문화적 자산으로서 세운상가 및 주변 지역은 어떠한 잠재력을 지니는가? 건축적, 공간적 요소를 어떻게 보존 및 계승, 재해석하여야 할까?

서울시는 전면 철거하려던 세운상가 지역을 주변 정비구역에서 분리, 존치하여 옛 도시조직을 살리는 다양한 분할개발로 전환한 '수복형 개발'을 유도하고 있다. 또 다른 난개발을 막기 위해서는 현명한 개발 가이드라인이 필요할 것이다. 그 방안은 무엇인가?

낮은 층수의 건물과 좁은 골목길, 작은 필지 등은 발전을 저해하는 부정적인 요소이기도 하지만 세운상가지역만의 특별한 공간적인 특징을 만들기도 하였다. 세운상가지역만의 역사적 가치를 보존하고 정체성을 잃지 않으면서 환경을 개선할 방안은 무엇인가?

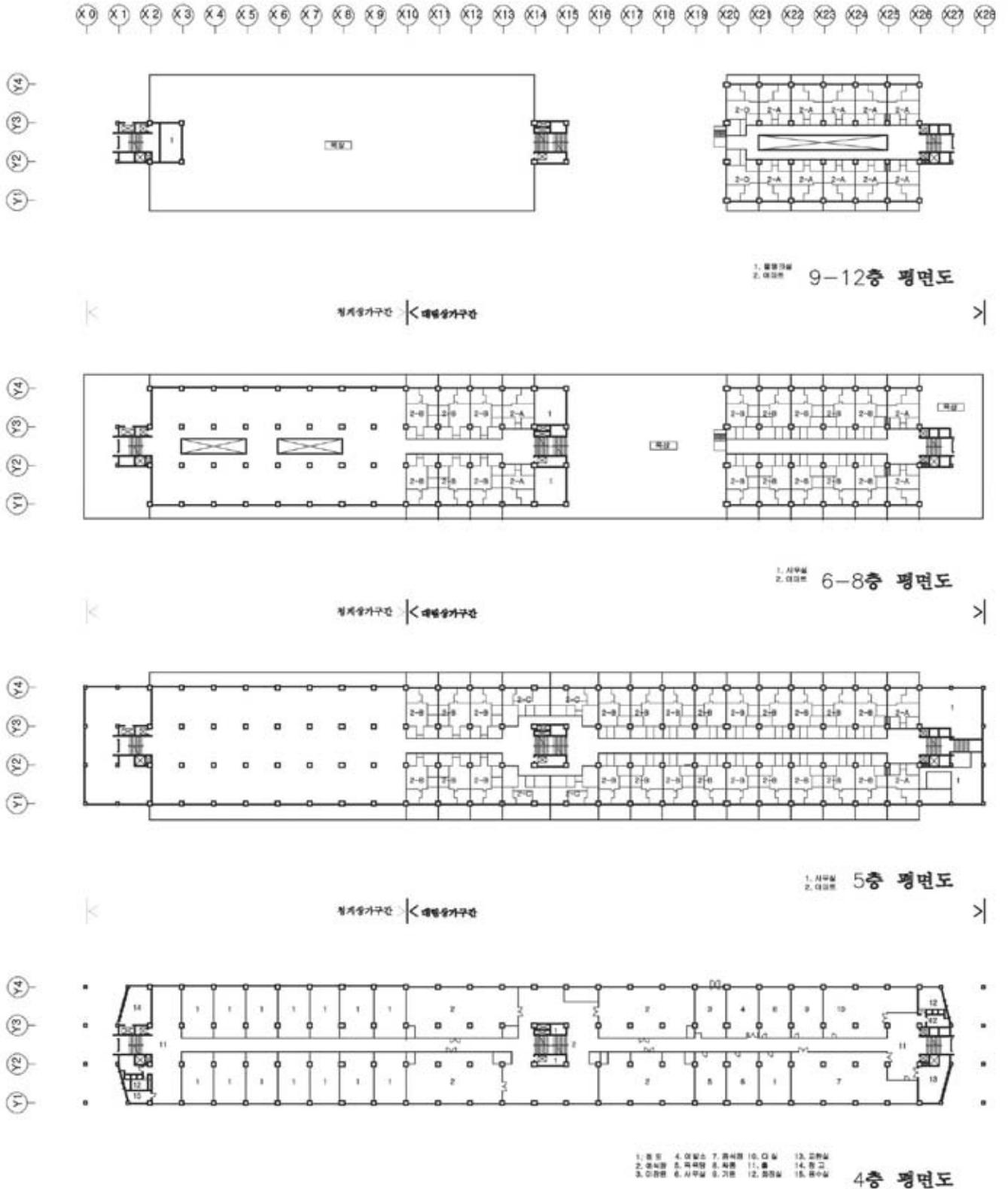
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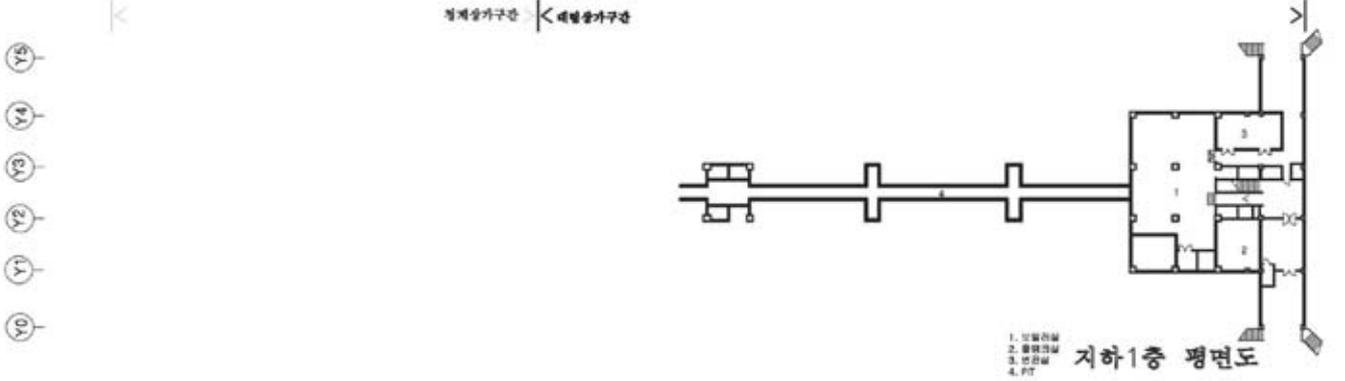
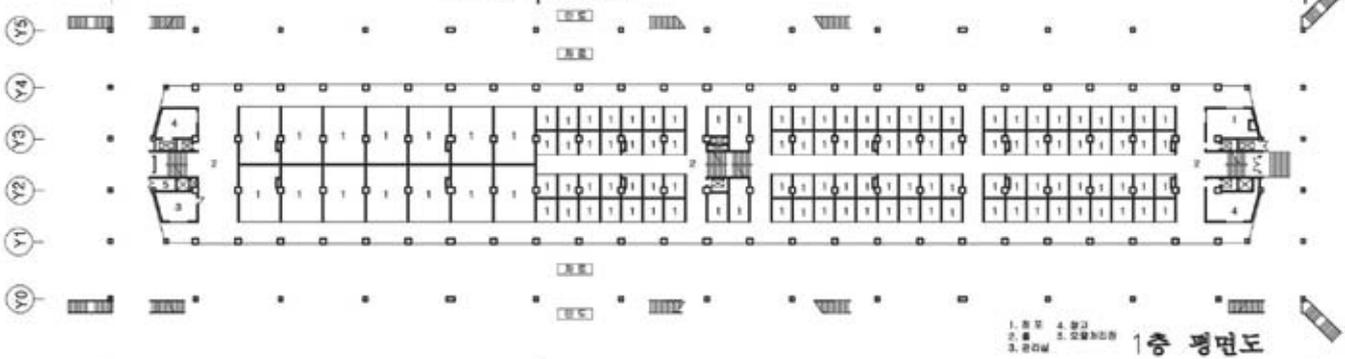
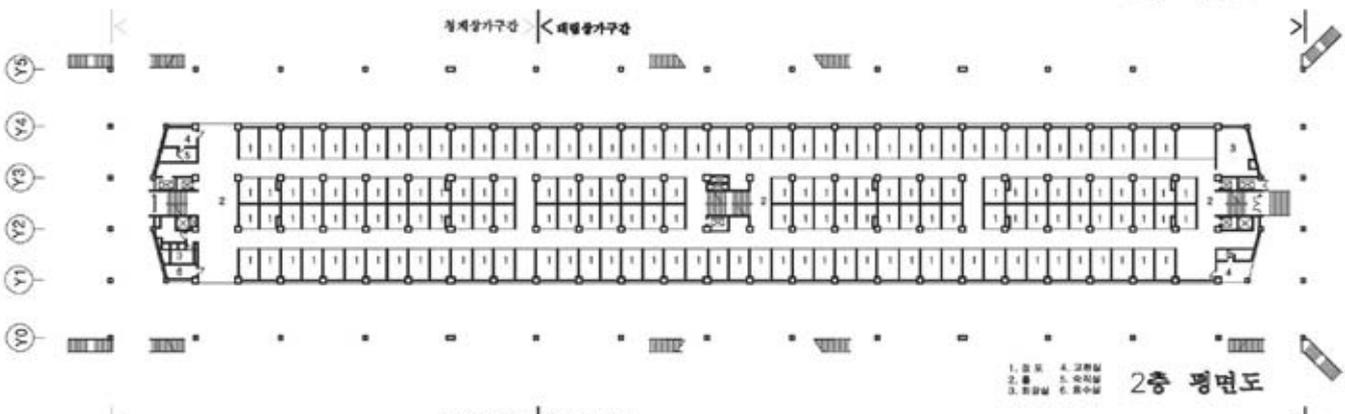
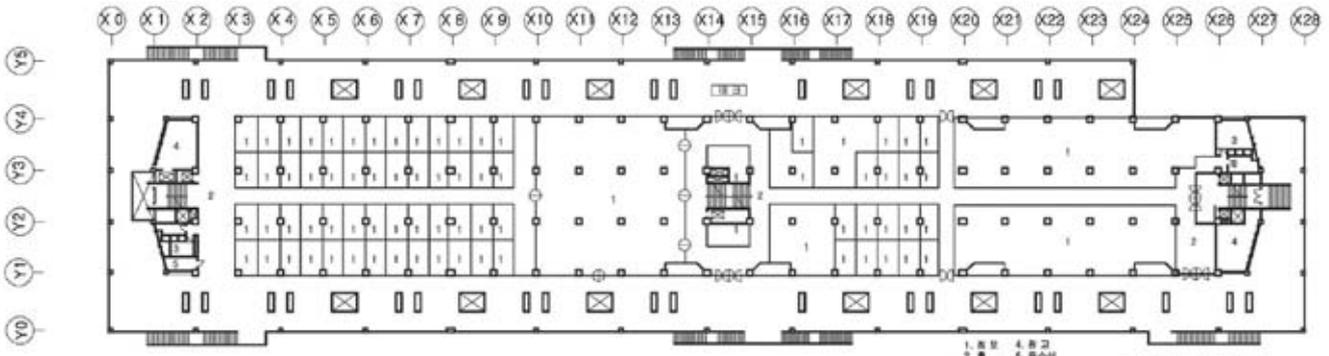
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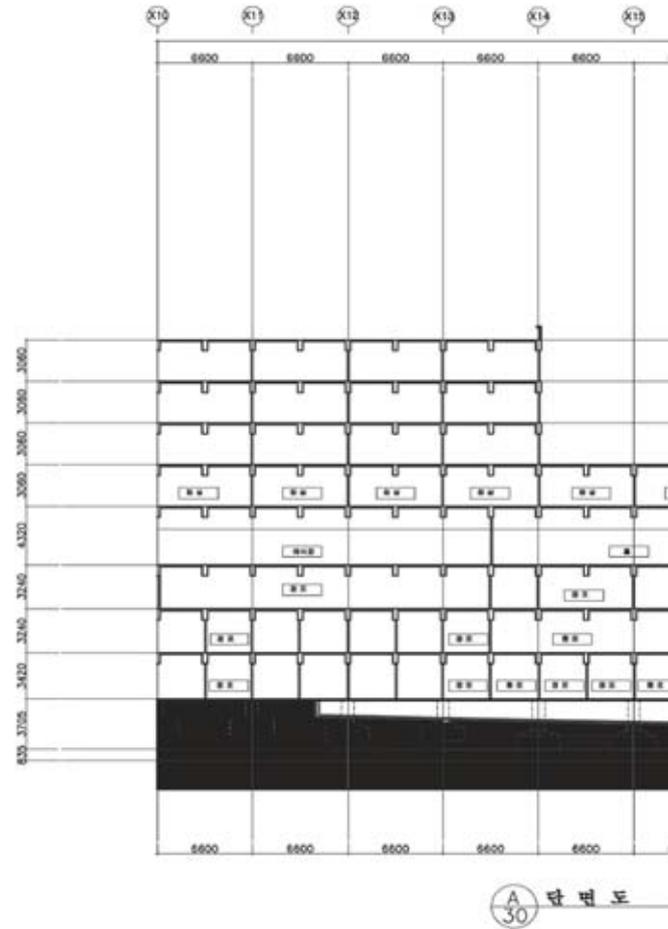
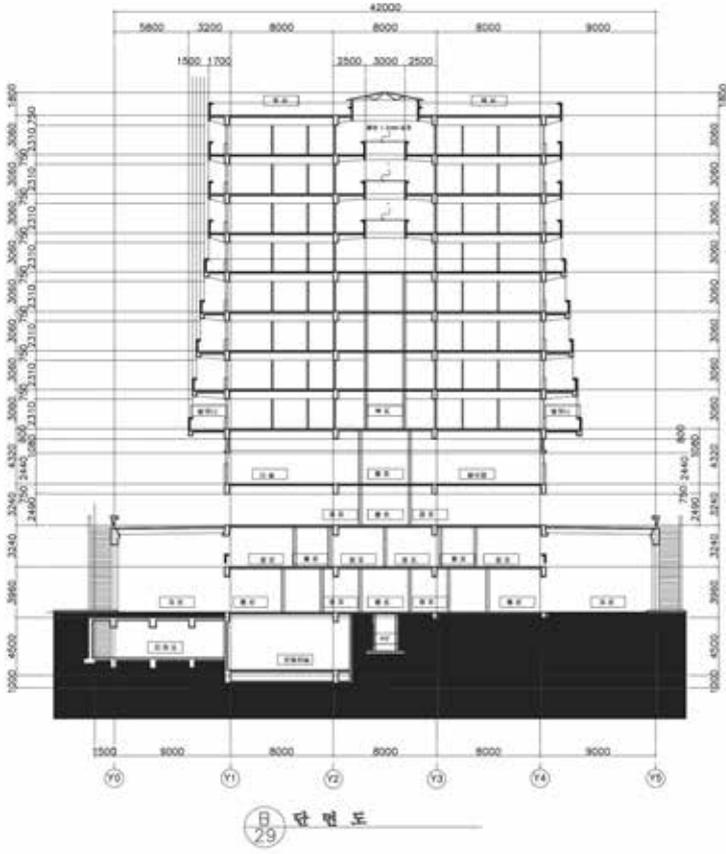
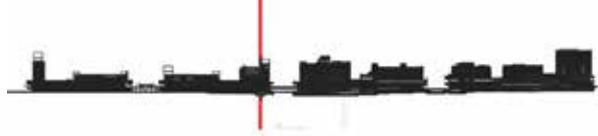
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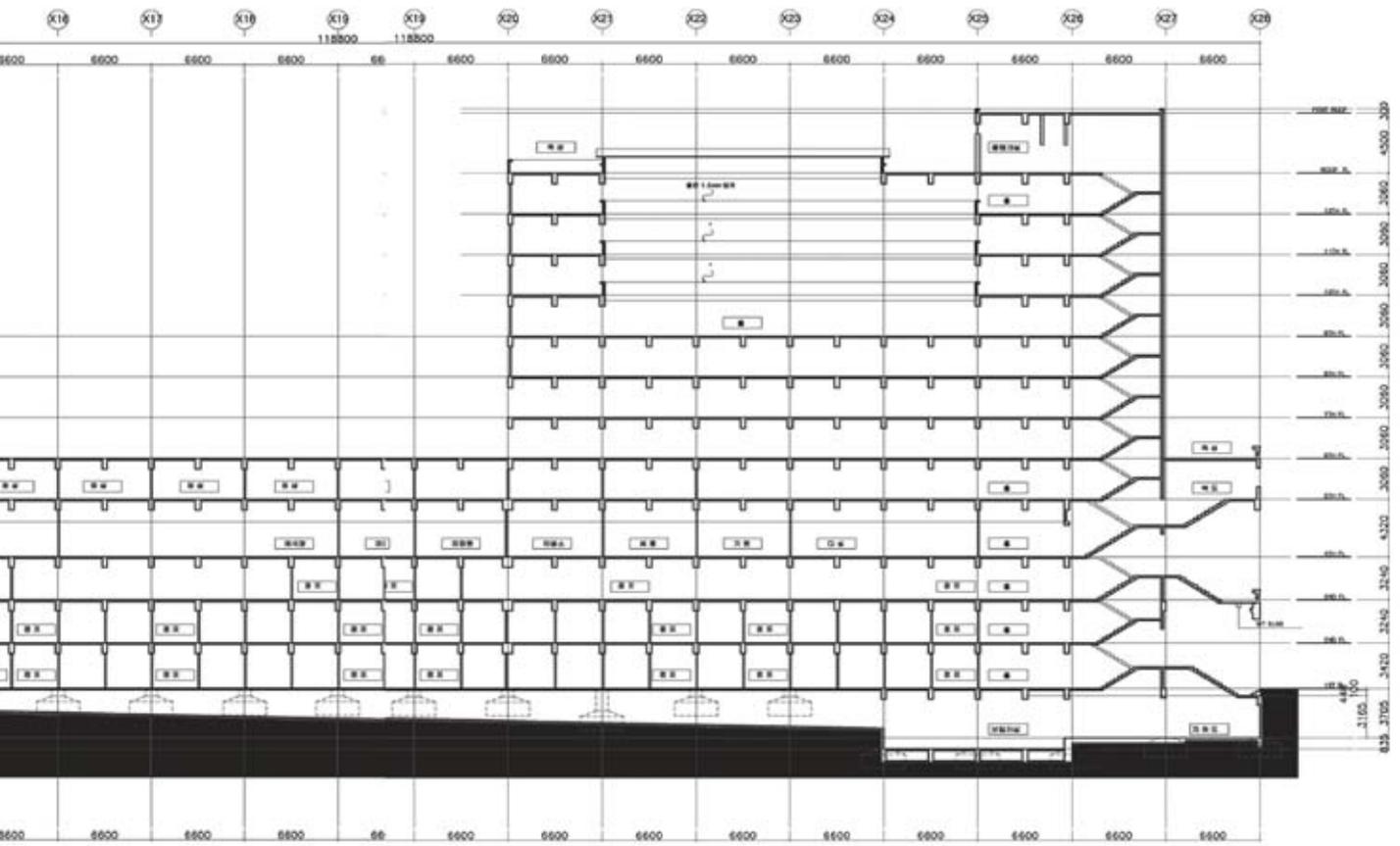
Daerim Sanga floor plans





Daerim Sanga sections





31 단면도

## THEME 4

# Development financing with people

알뜰살뜰 벌어쓰는 개발 파이낸싱

In 2013, the city decided to regenerate the Sewoon area in an incremental way through various medium/small-scale projects, rather than the former plan of total demolition and comprehensive development. The number of blocks (project-units) is now 170. Among them are 20 blocks that are already in the process of redevelopment. After a multi-year impasse with the former approach, property owners are now making headway through urban regeneration. The time is ripe for learning from past experience of big plans and turning to alternative development approaches and realistic financing strategies.

When the Sewoon area was designated as the Renewal Promotion Area in 2006, the plan intended to increase densities, pay the costs of demolition & a new green corridor, and capture development profits. In subsequent years, however, the maximum building height had to be lowered from 122.3m to 71.9m for the protection of historic landscape around Jongmyo Shrine, a UNESCO World Heritage site. Therefore the financial feasibility of the entire plan also had to be reconsidered. This implies that administrative and procedural risks were not sufficiently considered at the moment of the former plan's establishment. In other big plans, risks have often been ill defined. As a result, many big developments were brought to a standstill or their plans revoked just before implementation. The city recognizes the need for alternative project models and investment strategies.

The current Sewoon Renewal Promotion (Amended) Plan opens up possibilities for property owners to decide themselves whether to assemble land, renovate or redevelop. The current number of projects underway is likely to grow in the coming years. The small and medium scale of projects makes it easier for property owners and local residents to hold the administrative body, developers and builders more accountable for the operation of the project—including budgetary management of expenses and incomes. In addition, there is the possibility for more flexibility in resource deployment and coordination. Authoritarian public-led approach or profit-only private-led approaches do not provide an answer. Research must be elaborated on how to facilitate the meaningful participation of local residents, enterprises, property owners and tenants as stakeholders in development financing.

The social-minded private sector may set up new business models that generate profits as well as public values. This is in line with the recent development of and the city's support for the social economy sector, for example, co-operatives and community enterprises. The city expects that the integration of the social economy sector into urban renewal would lead to the self-organized and sustained refurbishment of the built environment as well as the economic resilience of local economies. What would make people more involved in investing, reaping profits and cross-financing for social benefits as stakeholders? How can the public and the private sector better facilitate such transitions to revitalize the area?

2013년 서울시가 세운상가 일대 사업방식을 소규모 분할개발로 결정하면서 이 지역의 활성화 및 재개발이 다시 활로를 찾게 되었다. 이를 계기로 이전 대규모 개발방식을 뒤돌아보고 우리가 살고 있는 시대와 환경에 어떠한 개발방식과 재정조달전략이 맞을지 점검해보는 전환기를 맞이하였다.

2006년 세운재정비촉진지구 지정 당시 계획안은 당시 다른 대규모 개발 계획들처럼 용적률을 대폭 상향, 그 개발이익으로 철거 및 녹지축 조성비용을 조달하고자 했다. 그러나 인접해있는 세계유산인 종묘의 역사적 경관을 고려하여 건물 최고 높이를 애초 안보다 낮추고 사업성을 새롭게 검토해야 했다. 대규모 투자가 필요한 다른 개발 계획들도 이처럼 최근 사업성 저하로 한계점에 부딪혀 대안적 개발 및 투자 방식이 필요하다는 공감대가 커지는 중이다.

현 세운재정비촉진계획 변경안은 사업구역을 약 170개의 중·소규모 형태로 나눴고, 주민들의 의견에 따라 리모델링 또는 합필재건축을 진행할 가능성을 열어두었다. 현재 약 20여 개 구역의 개발이 진행 중이며 이 숫자는 점차 늘어날 전망이다. 사업구역을 중·소규모로 나눔으로써 행정 및 시행사, 건설사 중심의 사업 추진보다는 지역 주민들과 지역 경제주체에 의한 사업비 집행이 더 쉬워졌다. 아울러 구역별로 재정조달전략을 유연하게 구성할 수 있는 여지도 넓어졌다. 하지만 지역 주민과 상인, 토지주, 건물주, 임차인들이 공동 투자자로서 공공 및 민간 사업자와 함께 개발 사업을 이끌어 갈 수 있기까지는 더 많은 연구와 노력이 필요할 것이다.

민간이 사회적 가치를 추구하여 공공의 이익과 수익성을 함께 창출해내는 사업을 구상해볼 수도 있다. 이는 시가 ‘마을 기업’ 같은 사회적 기업을 지원하고 이를 통해 지역경제 활성화와 물리적인 생활환경의 정비가 지속해서 일어나길 기대하는 흐름과도 맞닿아 있다. 어떻게 하면 주민이 적극적인 사업의 주체로서 공공과 민간의 도움을 받아 이익을 창출하고 재투자하여 더 활기찬 지역을 만들어갈 수 있을까?

## WORKING QUESTIONS

The conventional method of large pre-investment, with profits recouped in later stages, involves various risks—and even more so in the current stagnant real estate market. It becomes increasingly important to move away from excessive indebtedness and focus on targeting niche markets, identifying potential buyers, satisfying users' needs and establishing lower financial risks. What business model would lower the cost of financing and ensure the recoupment of investment?

대규모 선투자 후 비용 회수의 모델은 여러 가지 위험부담을 안고 있다. 금융비용을 낮추면서 투자비 회수의 가능성을 더 확실시하는 사업 모델에는 무엇이 있을까?

With the current approach of incremental redevelopment through medium/small-scale projects, it becomes increasingly important for property owners, residents and enterprises to voluntarily take collective decisions based on sound reasoning. Information asymmetry, manipulation and distrust are a few examples of issues to be addressed. In order for the private sector to take investment decisions on a more responsible and reasonable basis, what role could the public and experts play?

점진적 중·소규모 재개발로 방향을 틀면서, 토지·건물주 및 주민, 상인의 자발성과 판단, 집합적 결정이 더욱 중요하게 되었다. 민간사업자가 책임 있는 투자 결정을 내리는 데 도움이 되도록, 공공과 전문가들은 어떤 역할을 할 수 있을까?



The city will spend approx. 3.4 million euros on the creation of a pedestrian network and a multi-faceted green corridor this year. It is also considering types of public infrastructure suitable for different densities and scales implied by the current approach (see Workshop Material #3, the outline of the Amended Sewoon Renewal Promotion Plan). The public investment program is expected to bring more pedestrians to the area, increase the commercial vibrancy, and induce more private redevelopment. Such a process would have both positive and negative effects on different stakeholders in the long term. How can the virtuous circle between public spending, private investment and the participation of people be made and sustained, promoting the co-creation of shared values?

서울시는 본격 보행 네트워크 및 입체적 녹지축 조성사업을 추진해갈 예정이다. 민간 개발 밀도 및 규모에 맞는 여타 기반시설 공급도 더 고려하고 있다. 이를 통해 보행 활성화 및 상가 활성화, 민간 개발 활성화 효과를 기대하는 중이다. 어떻게 하면 공공과 민간, 주민들 사이에 이익 창출과 투자의 선순환을 도모할 수 있을까?

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## THEME 5

# Strong vision and flexible strategy

멀리보는 유연한 도시전략

In 2013, the City of Seoul announced the amended version of the Sewoon Renewal Promotion Plan to develop the area incrementally, rather than comprehensively through demolition. Lessons learned from the past experiences led to this turn. It is increasingly recognized as important to set out a flexible urban framework plan that is robust enough to respond to fluctuating market conditions.

The City of Seoul accordingly decided to modify the previous definition of the South-to-North green corridor into a multi-faceted green corridor that creatively deploys spaces between the existing buildings. To realize this, 8 blocks adjacent to Sewoon Arcade have been divided into 170 sub-blocks as a project unit (1,000 to 6,000m<sup>2</sup> per sub-block) in the amended plan. It aims at preserving the historic urban fabric and promoting the local industry with an incremental revitalization process focused on creative cultural business. It also offers residents opportunities to re-assemble units or further sub-divide for redevelopment. Now Seoul citizens are excited to conclude '35-year of wondering'.

An incremental development strategy needs a fixed & firm vision and a flexible plan that can cope with unpredictable circumstances and uncertain factors during its implementation. As the development direction has changed several times with a lack of social consensus, the Sewoon area has suffered a high and unnecessary social-economic cost. The 'Sewoon Choroktti Park', the first realized part of the green corridor project, is partial evidence for inflexibility. This is because the financing model of the whole project was too risky to expand the park further to create the green corridor, leaving the current park as an undefined place. The Sewoon Block 4 project operated by SH corporation is still proceeding to realize a part of the former high-rise plan, with the new lowered maximum building height.

The substantial amount of blueprint master plans and competition entries brought forward in the course of the past 30 years have remained as unfinished blueprints. Now we need to come up with elaborated strategies to activate incremental development through small-scale plans.

2013년 서울시는 일괄 통합개발 대신 세운상가 일대를 점진적으로 재활성화하는 변경계획안을 발표하였다. 이는 지난 30년간 세운상가 지역의 개발 역사를 돌이켜 보았을 때 도시계획 사업에서 장기적인 비전을 갖되 사업 여건의 변화를 고려하고 이에 유연한 도시전략을 수립하는 것이 중요하다는 것을 습득한 덕분이다.

이에 따라 전면 철거를 수반했던 기존 남북 녹지축 조성안을 변경하여 현존하는 건축물을 활용한 입체적 녹색환경을 조성하기로 했다. 구체적 실현 전략으로 세운상가는 남겨둔 채 주변 지역을 크게 8개 구역으로 나누고 이를 다시 1,000~6,000m<sup>2</sup> 규모의 170여 개 세부구역으로 나눠 개발하도록 하는 '세운재정비촉진지구 변경계획안'을 세웠다. 그 취지에 대해 서울시는 일괄 대규모 통합개발 방식에서 벗어나 주요 도로와 옛길 등 도시조직을 보전하고 구역별 여건을 고려해 소규모로 개별 개발할 수 있도록 했으며 그 구역을 주민들이 다시 나누거나 통합해 사업을 추진하는 가능성도 염두에 두고 있다. 서울시민들은 세운상가가 '35년간의 방향'을 마감할 것이라는 기대를 품고 있다.

점진적 개발전략이란, 확고한 비전 아래 유연한 계획안을 세워 예측 불가능한 상황과 불확정적인 요소에 대처하면서도 연속성 있게 사업을 진행하는 전략이다. 지금까지는 사회적 합의가 다소 약한 계획안을 무리하게 추진함에 따라 불필요한 사회적 비용을 부담하기도 하였다. 한 예로, 현대상가를 철거한 자리에 2009년 개장한 '세운초록띠공원'은 당시 의도한 녹지축 개념이 2013년 세운상가 준치 결정으로 인해 바뀌면서 성격이 애매한 공간으로 남겨져 있다. 또 현재 구체적으로 진행 중인 세운 4구역은 최고높이를 수정하여 당시 마스터플랜의 일부만 실현될 예정이다.

지난 30여 년간 진행됐던 수많은 계획안은 이제 미완성 또는 청사진으로 남겨져 있지만 최근 이를 아우르는 새로운 계획을 수립 중이다. 우리는 이제 소규모 계획과 점진적 개발전략을 구체적으로 완성하는 방안을 구상해야 할 것이다.

## WORKING QUESTIONS

What is the vision we want to achieve through the implementation of the Sewoon Renewal Promotion Plan, which focuses more on the preservation of existing urban form.

옛 도시조직을 보전하는 방식으로 새롭게 마련한 세운상가지역 개발 계획안을 통해 우리가 그리는 세운상가지역의 모습은 무엇인가?

Design for the realization of a long-term vision requires creative methodologies and process. With a focus on the process, what lessons can be drawn from the past planning attempts of the Sewoon area? What process is necessary for successful design and implementation? What are the necessary steps to initiate and enable incremental development?

장기적인 발전을 위한 디자인은 단순히 새로운 마스터플랜을 만들어 내는 것이 아니라 더욱 창의적인 방법과 과정에 대한 깊이 있는 연구를 필요로 한다. 이를 가능하게 하는 실행 전략은 무엇이며 구체적이고 융통성 있는 디자인을 위해 처음 해야 할 것은 무엇인가?

Accessibility is crucial to the regeneration of commercial areas. This needs to be considered in a long-term view and from a regional perspective. What are strategies to improve connectivity between public transportations and pedestrian mobility in the incremental development process of the Sewoon area?

상업지역 재생에 도시민의 접근성 향상은 매우 중요하다. 이는 장기적이고 광역적으로 고려되어야 할 부분이다. 세운상가 지역의 점진적 개발 과정에서 대중교통 및 보행의 연계를 강화하고, 접근성을 향상하는 전략은 무엇인가? TOD (Transit Oriented Development) 관점에서 볼 수 있는 공공교통과 개발방식의 연관관계 및 네트워크의 공공성을 확보하기 위한 전략은 무엇인가?

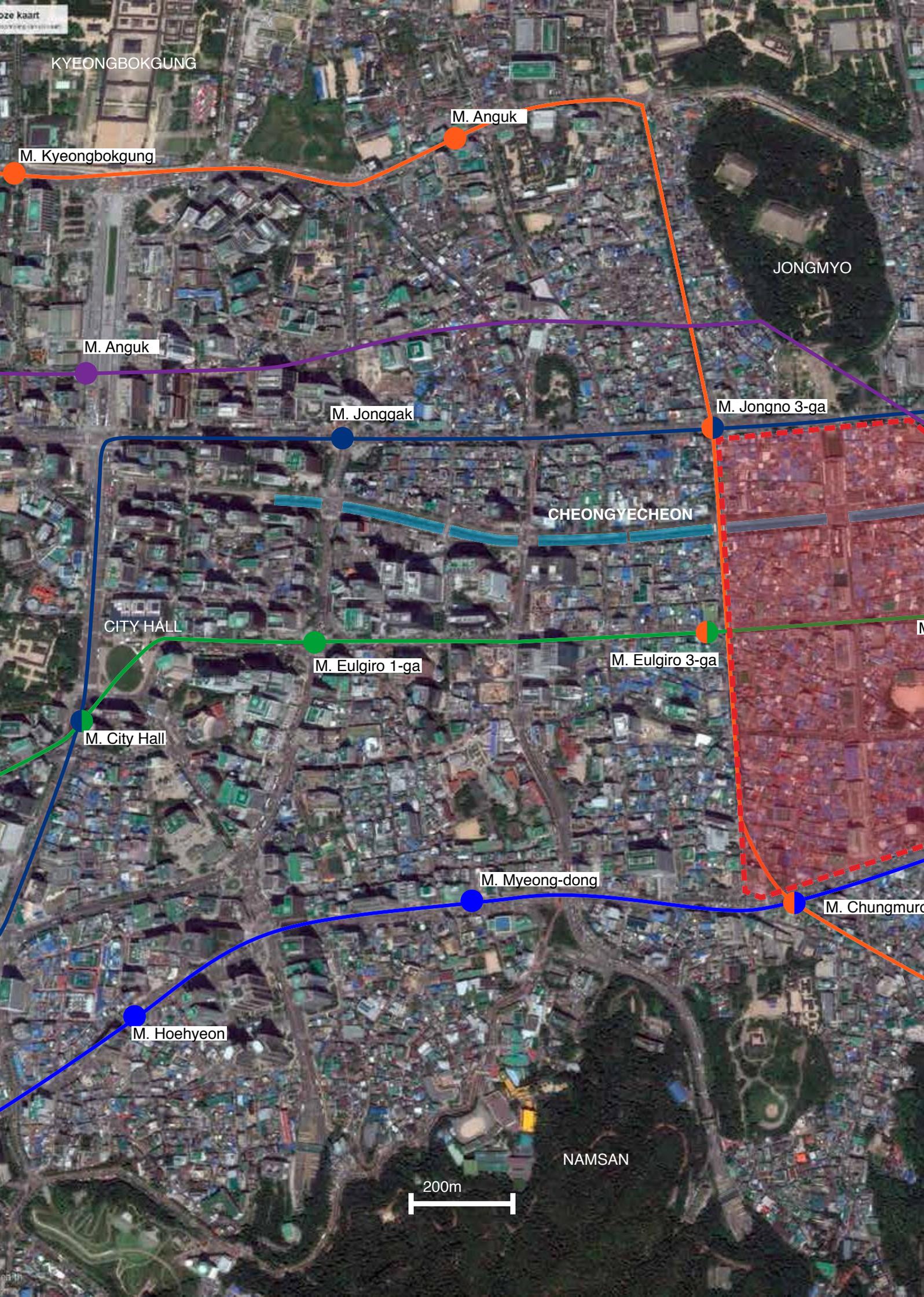


Sewoonkyo, Sewoon Arcade on the right

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KYEONGBOKGUNG

M. Kyeongbokgung

M. Anguk

JONGMYO

M. Anguk

M. Jonggak

M. Jongno 3-ga

CHEONGYECHAEON

CITY HALL

M. Eulgiro 1-ga

M. Eulgiro 3-ga

M. City Hall

M. Myeong-dong

M. Chungmuro

M. Hoehyeon

NAMSAN

200m



M. Jongno 5-ga

M. Dongdaemun

M. Dongmyo

Dongdaemun Design Plaza

M. Dongdaemun  
History & Culture Park

M. Sindang

M. Eulgiro 4-ga

M. Cheonggu

M. Dongguk University

## THEME 6

# Urban development for the many

공익을 지키리!

The Sewoon Arcade means a lot to ordinary people in Seoul, not only to residents and local entrepreneurs who have made a living there for a long time. In the Sewoon area, the modern history of South Korea is engrained, especially the post-war period of fast economic growth. Many people in Seoul cherish the memory of the Sewoon area. Now they pay attention to the preservation of the Sewoon Arcade for its special meaning and their emotional attachment.

In urban renewal projects, history, identity of place, surrounding areas and the right to housing & livelihood need to be considered. However, one can see that was not the case from the history of the Sewoon area's development. What are public interests to pursue in urban development, and how is it possible to find a balance between public and private interests?

As a result of long discussion, the decision to preserve the Sewoon Arcade and develop the surrounding area in an incremental way through medium/small-scale projects was finally ratified in 2014. Now this is a precious opportunity to rethink the desirable direction of development. What should the future of the Sewoon area look like for ordinary people? How can we promote development, not only for the current generation, but for the next generations who would inherit liveable urban space, local communities, historic and cultural memories and assets? What should we take into account as to the existing entrepreneurs who constitute a part of the community, called 'Seoul', in the process of development?

This is not an easy question to address. People have different thoughts on the desirable future of the Sewoon Arcade. Deeper understanding on the Sewoon area, which is still evolving as an organism, is needed. In reality, a complex web of different interests is nested in the Sewoon area. Not only general people in Seoul and local governments without direct economic interests, but also developers, builders, land owners, buildings owners, local entrepreneurs and residents with conflicting interests are living here. Who should take an initiative to find out the desirable development process and how should they do that?

세운상가는 그곳을 삶 터로 삼아온 주민 및 소상공인에게는 물론, 서울시민, 나아가서는 대한민국 국민 모두에게 큰 의미를 지닌다. 세운상가는 대한민국의 근현대사, 특히 전후 경제적으로 어려웠던 시기부터 경제가 고도로 발전하기까지의 시기의 기억이 여전히 살아 있는 의미 있는 장소이기도 하다. 또 수많은 서울시민의 생활 터전이며 기억이 남아있는 추억의 장소이다. 세운상가에 대한 시민들의 특별한 애착과 장소적 의미로 인해 사람들은 전면철거의 위기를 모면한 세운상가에 더욱 많은 관심을 기울이고 있다.

도시재생사업은 역사와 장소적 의미, 지역민의 주거권 및 생계수단, 재개발 지역에 포함되지 않은 주변 지역에 대한 고려까지도 필요로 한다. 세운상가 지역의 내력을 보면 역사와 장소적 의미를 충분히 고려하지 않은 방식으로 개발이 이루어졌고 그 과정에서 지역민의 주거권 및 생계수단은 존중받지 못한 경우도 많았다. 도시개발 시 우리가 추구해야 하는 공익은 무엇이며, 공익과 사익의 균형은 어떻게 찾아야 할까?

오랜 논의의 결과 2014년 개발방식이 세운상가 존치 및 그 주변 구역의 점진적 중·소규모 분할개발로 수정됐다. 이를 계기로 우리는 ‘무엇이 서울시민들에게 진정으로 바람직한 개발’ 방식이 될지에 대해 다시 고민해 볼 수 있게 되었다. 서울시민을 위한 세운상가의 미래는 어떠해야 하는가? 현세대만을 위한 근시안적인 개발이 아닌, 우리의 미래 세대들에게도 살기 좋은 도시 공간과 우리 공동체의 역사적, 문화적 기억과 자산들을 어떻게 하면 잘 물려 줄 수 있을까? 그 과정에서 서울이라는 공동체를 구성하는 기존 상인들에 대해 우리는 어떤 고려를 해야 할까?

이러한 질문에 답하기는 전혀 쉽지 않다. 사람마다 ‘바람직한 세운상가의 미래’에 대해 생각하는 바가 다르고, 또 현재에도 살아 숨 쉬는 세운상가와 그 주변 지역에 대한 이해가 필요하다. 현실에서 세운상가군과 주변 지역은 복잡하고 다양한 이해관계로 얽여 있다. 일반 시민, 지방자치단체 등 직접 경제적 이해가 얽혀있지 않는 사람들뿐 아니라 건설사 및 시행사, 토지 소유주, 건물주, 소상공인과 지역 주민 등 경제적 이해가 직접 그리고 침묵하게 얽혀 있는 사람들도 있다. 누가, 어떤 방식으로 ‘바람직한 개발 방식’을 찾아 나갈 수 있을까?

## WORKING QUESTIONS

What would be the desirable future of the Sewoon area for the current generation and the next generations? Who should define “public interests” and through what process?

현세대와 미래세대의 서울시민들에게 바람직한 세운상가의 미래는 무엇일까? 이러한 ‘공익’은 누가 어떤 과정으로 찾아야 할까?

Ultimately, urban planning should pursue “public interests”. How can we find a balance between public interests and private interests in the development process of the Sewoon area?

궁극적으로 도시 계획이 ‘공익’을 추구하는 방향으로 가야 한다고 한다면, 세운상가 개발 과정에서 ‘공익’과 ‘사익’의 균형은 어떻게 찾아 나가야 할까?

Who should mediate and reconcile different views and conflicts that are created in the process, and how should they do this? What is the role of the government?

이 과정에서 생기는 이견과 갈등은 누가 어떻게 조절해 나가야 할까? 그리고 국가의 역할은 무엇일까?

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## THEME 7

# Happy place-making

신나는 도시공간 만들기

The Sewoon Arcade, once the most state-of-the-art commercial areas in the 1960's and 70's, is now almost like an old marketplace lagging behind current trends. It is still a concern—even after the development approach shifted from demolition and comprehensive redevelopment with large pre-investment—to incremental phased redevelopment. Except two blocks, i.e., Kukdo-Hotel and Namsan Central Xi apartment, the rest has not been refurbished at all. Thereby, the spatial qualities have been deteriorating further with increasing move-outs and fewer shops. Hope for the area's better future has faded among residents and local businessmen during the last three decades of the renewal debate.

Voluntary initiatives of a civil organization provided a glimpse of hope in this cynical atmosphere. They created Han-pyeong park, a tiny yet creative public space of 3.3m<sup>2</sup>, and also organized small and big artistic events. On the second floor of the Sewoon Arcade, small galleries and art studios are increasingly moving in, as the rent level is affordable and no down payment is required. In 2014, a common work studio also opened for inventors, artists and potential startup founders, reinvigorating the traditional spirit of the area that “you can have anything made in the Sewoon Arcade”.

Now the City of Seoul and the citizens are starting to view this one-kilometer long mega-structure as an organic urban network, rather than a just physical object. Spontaneous initiatives such as the aforementioned Han-pyeong park, indicate new potentials of the Sewoon area. Why don't we expect “the butterfly effect” in social, economic and spatial terms to take place in the Sewoon area, sparked by small inspiring steps, rather than by erasing all the long-standing vestiges?

The many potential values of the Sewoon area have yet to be unfolded. Creative urban planning can reveal and enhance these. Let's think of spatial or social interventions on which we can immediately start working. They might function as an instrument or catalyst to induce a simple idea or residents' participation to grow into a gradual but steady transformation.

대규모 투자가 전제되는 급진적인 개발방식이 아닌 단계별 계획에 대한 방향이 비로소 정립되어 가고 있지만 60~70년대 최첨단 도심 상업공간으로 한 시대를 풍미하였던 세운상가는 현재 시대에 걸맞지 않은 낡은 재래시장과 같은 처지가 되었다. 세운상가를 비롯하여 주변 지역 역시 30여 년간 단 두 지역(국도 호텔과 남산센트럴자이)을 제외하고는 전혀 정비되지 못했다. 이에 따라 노후도도 높고 이주 및 폐업 증가로 공실률도 높아 세운상가와 그 주변 지역은 슬럼화되었으며 지난 시간 동안 해당 없이 지속한 재개발 과정에 주민과 상인들은 많이 지쳐있는 상태다.

하지만 어느 날 시민단체에 의해 세운상가 한쪽에 '한평공원'이 만들어지고 예술가들의 크고 작은 활동이 자발적으로 일어났다. 권리금이 없고 임대료가 저렴한 세운상가 3층에 몇몇 갤러리가 입주하면서 자연스럽게 작가들이 활동할 수 있는 공간이 만들어졌다. 지난해에는 '세운상가에 가면 못 만드는 게 없다'는 전통을 이어받아 발명가와 예술가, 예비창업자들을 위한 공동 작업실이 동지를 들었다.

이제 서울시와 시민들은 세운상가를 하나의 건물 프로젝트로만 보지 않고 유기적으로 연계된 도시조직으로 여긴다. 자생적으로 발생하는 이러한 움직임은 세운상가의 새로운 가능성을 보여준다. 대규모 개발로 인해 흔적도 없이 사라지는 것이 아니라 작은 움직임들이 프로젝트에 영감을 주어 결과적으로 하나의 큰 효과를 바라볼 수 있는 사회·경제·공간적 나비효과를 기대해 본다.

세운상가지역에는 현재 드러나지 않은 잠재적 가치들이 내재하여 있다. 창의적 도시 계획은 이러한 잠재력을 복돋우는 것이다. 우리에게 주어진 이 무궁무진한 잠재력을 가지고 시작할 수 있는 공간적, 사회적 간섭을 함께 생각해봐야 할 때이다. 이는 하나의 단순한 아이디어로 인하여 주민들의 작은 참여를 유도, 점차 큰 변환을 이끌어낼 수 있는 장치가 될 수도 있다.

## WORKING QUESTIONS

Urban development in Korean has so far taken place in favour of profits, but at the expense of the quality of everyday life for people who are actually living there. It has been insensitive to meeting local needs and improving everyday life. What are where residents and citizens can co-create and enjoy, rather than the previous one-sided communication where a blueprint was presented and then the discussion moved directly into consultation to compensation?

이제껏 도시개발은 그곳에 사는 사람들의 실질적인 필요와 삶의 질 향상과는 동떨어진 채 진행됐다. 청사진을 제시하고 보상을 논의하는 일방적인 방식이 아닌 개발 과정에서 함께 만들고 즐길 수 있는 대안은 무엇인가?

What commercial or non-commercial programs can we think of to revitalize this area? What medium/short-term temporary interventions can be made to rejuvenate residents, business-owners, workers and visitors here?

이 지역에 활기와 생명을 줄 상업적, 비상업적 프로그램은 무엇이 있을까? 중·단기 또는 일시적 공간 개입으로 이곳에 사는 주민 및 상인들 또 이곳을 찾는 이들에게 활기를 되찾게 할 수 있을까?

What medium/short-term projects can strengthen local communities? How can we build on those diverse initiatives to ensure that they are not a one-time event, but something to expand, develop and endure?

지역 커뮤니티를 더욱더 단단히 해 줄 중·단기 프로젝트는 무엇이며 어떻게 해야 이러한 계획들이 지속해서 연결되고 확장될 수 있을까?

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### Reference

세운포럼 2015. 꿈틀꿈틀 세운상가군 내 자리잡은 문화예술인들 움직임. 2015년 1월 27일.



FAB LAB in Sewoon Arcade  
tideinstitute.org



Small scale gallery in Sewoon Arcade  
dib.kr

# Workshop materials

## [1] FIGURE & FACTS OF SEWOON AREA

Location: Jongno 3ga-dong 175-4, Jongno-gu

Total Area: 43.9 ha

Population: 2,211 persons

Number of households: 1,229

### Sewoon Area (except Sewoon Arcade)

Total area: 31.9 ha (319,378m<sup>2</sup>)

Year of construction: 72% built before 1970

Structure: 54% built of wood

Redevelopment: Kukdo Hostel (2007), Namsan Central Xi apartment (2009)

Height: low-rise

Land-use: Office, Retail, Residential, Hotel, etc.

Major industries: Publishing, Metal & machinery, lighting & electronics, construction materials, housing, hotels, business offices.

Deterioration degree: 72% (city center average is 60%), wooden structures 54% (city center average is 43%)

Dead-ends: 36% (no accessible for car traffic, city center average is 19%)

Vacancy area: concentrated in 3, 4, 5, 6-3 blocks

Population: 2,162 (914 households)

### Sewoon Arcade

Site Area: 4.3 ha (43,575 m<sup>2</sup>)

Average FAR: 1,100%

Average coverage ratio: 120% (built over the boundary)

Structure: Concrete Rahmen

Four Mega-Blocks and Eight Buildings (Sewoon-sangga Ga-dong, Cheonggye-sangga, Daelimsangga, Sampoong-sangga, PJ Hotel, Inhyun-sangga, Jinyang-sangga, Hyundai-sangga) (Hyungdai-sangga is already demolished. Sangga=Mall.)

1km-long and 50m-wide

Basement 1. Above ground: 6-9 floors. Maximum building height: 17 stories 43m

Redevelopment: PJ Hotel (2007), Sewoon Green Slip Park on the cleared site of Hyundai Mall (2009)

Land use: Ground floor and 3 floors above for retail and commercial. Next 4-9 floors for residential or hotel

### The Sewoon Square

Year of construction: 2010 (renovation)

Size: More than 700 shops with Life division, Jewelry division and Techno division.

위치: 종로구 종로3가동 175-4일대  
세운상가 지역 총 택지면적: 43.9 헥타르 (439,356.4 m<sup>2</sup>)  
세운상가 지역 총 인구: 2,211명  
가구수: 1,229 가구

#### 세운상가 지역 (세운상가군 제외)

총 택지면적: 31.9 헥타르 (319,378m<sup>2</sup> )  
건축연도: 1970년 이전(72%)  
건축구조: 목조건축물 (54%)  
재정비: 국도호텔 (2007), 남산센트럴 자이 (2009)  
층수: 저층 및 소규모 건축물  
주요 용도: 업무, 판매, 주거, 호텔 등  
주요 산업: 인쇄관련업, 금속 및 기계제조 수리업, 조명기구 및 전기용품업, 철물건설자재업, 주거, 호텔, 업무시설 등.  
노후도 : 72% (도심평균 60%), 목조건축물 54%(도심평균 43%)  
맹지 : 36% (차량접근불가, 도심평균 19%)  
주요 공가지역: 3,4,5,6-3 구역 집중  
인구: 2,162명 (914 가구)

#### 세운상가군

총 택지면적: 4.3 헥타르 (43,575 m<sup>2</sup>)  
평균 용적율: 1,100%  
평균 건폐율: 120%  
건축연도: 1967년  
건축구조: 콘크리트 라멘조  
건축규모: 4개 블록  
8개 동(세운상가 가동, 청계상가, 대림상가, 삼풍상가, PJ호텔, 인현상가, 진양상가, 현대상가)중 1개 동(현대상가)철거  
총 1km 길이, 50m 폭  
지하 1층, 지상 8-10층, 최고 높이 17층, 43m  
재개발: PJ호텔 (2007년) 현대상가 철거 후 초록띠 공원 조성 (2009년)  
용도: 하부 4층 상업시설, 상부 4-6층 주거/ 호텔

#### 세운스퀘어

건축연도: 2010년 (리모델링)  
건축규모: 700여 개 점포, 라이프관, 주얼리관, 테크노관 등 총 3개 동

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#### Reference

서울시 도시계획국 (역사도심관리과) 2014. 세운재정비촉진지구 재정비촉진계획 결정변경, 2014.03

# [1] THE OUTLINE OF THE (AMENDED) SEWOON RENEWAL PROMOTION PLAN

Announced by Seoul Metropolitan Government on 25th June 2013

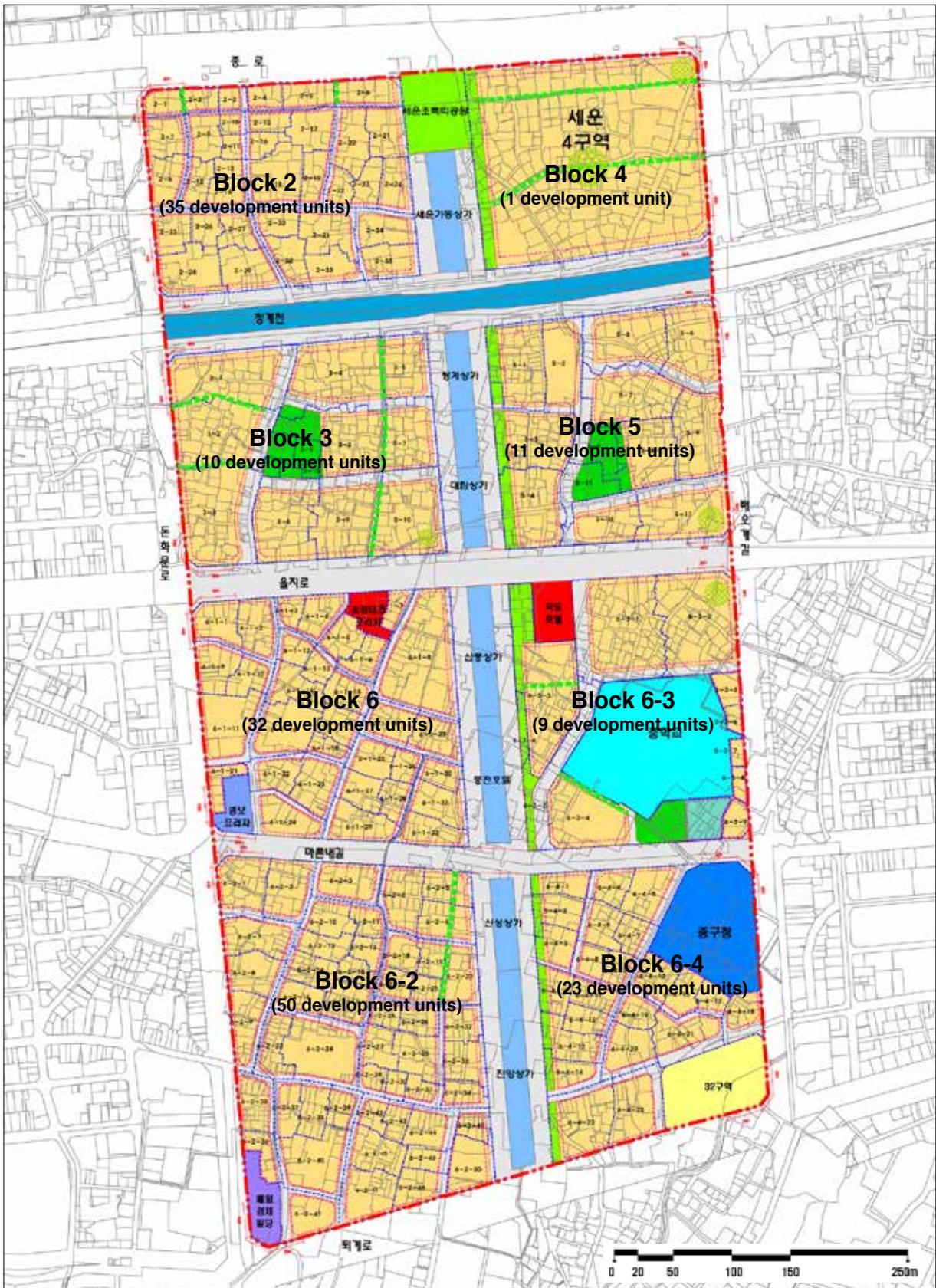
The main points of the (amended) Sewoon Renewal Promotion Plan are:

1. To preserve the Sewoon Arcade. Renovation should allow it to continue its use, based on the willingness of residents.
2. To take an incremental development approach for the adjacent area of the Sewoon Arcade in order to gradually transform the area into a new hub of creative cultural industries.
3. To differentiate building heights per block, taking into account surrounding landscapes and the costs of infrastructure delivery.
4. To increase the building-to-land ratio to 80% from the currently-permitted 60%, when necessary to revitalize the streets or where a development business case demands higher density.

## 세운재정비촉진계획 변경안 2013년 6월 25일 서울시 발표 내용

이번 변경(안)의 핵심은

1. 전면철거 하려던 세운상가를 주변 정비구역에서 분리하여 보존하되 주민의사에 따라 리모델링 등을 통해 계속 사용하고,
2. 주변구역은 대규모 통합개발방식에서 옛 도시조직을 고려한 소규모 분할개발방식으로 변경하여 점진적인 개발을 통해 이 일대를 창조 문화산업중심지로 변모시키는 것이다.
3. 건축물 높이는 주변 경관과의 조화를 고려해 구역별로 차등 적용하고 기반시설계획은 개발밀도 등과 연동한 적정규모 확보 계획을 통해 주민부담을 경감하였다.
4. 또한 가로활성화 용도를 도입하는 경우에는 5층 이하의 저층부에 한하여 건폐율도 60%에서 80%로 완화한다.



- |                                    |                     |                           |
|------------------------------------|---------------------|---------------------------|
| The borderline of the area         | Cultural facilities | Building limit line       |
| The borderline of blocks           | Office              | Public pedestrian passage |
| The number of block                | R&D                 | Car-free zone             |
| Mixed land use                     | Sewoon Arcade       | Public open space         |
| Mixed residential & commercial use | Road                |                           |
| Commercial                         | Water               |                           |
| School                             | Park                |                           |
| Government building (Jung-gu)      | Green space         |                           |

**SEWOON RENEWAL  
PROMOTION AREA**

The Seoul Metropolitan Government announced the (amended) Sewoon Renewal Promotion Plan, which is to stimulate the revitalization of the city centre through the refurbishment of the Sewoon Area.

The adoption of the amended plan was preceded by several rounds of consultation with professionals and residents. This clarified constraints placed by the previous plan (2009) and led to a consensus among the residents about the need for amendment.

In order to transform the area into a new “vibrant hub for creative cultural industries”, the new plan aims at 1) reorganising urban enterprises constructively, 2) promoting the integrated management of the historic city centre in consideration of history and culture, and 3) preserving local communities through incremental renewal.

**[The Sewoon Area, from an area to demolish to an area to preserve, set apart from the adjacent redevelopment area]**

- The Sewoon Arcade, which was to be made a green corridor park after demolition, is now to be preserved and revitalized through resident-led remodelling projects and other measures. These are being facilitated by Seoul Metropolitan Government.
- Strategies and plans to revitalize the Sewoon Arcade will be elaborated further through multi-stakeholder governance in which residents, professionals and public authorities participate. Seoul Metropolitan Government will focus on lending administrative support to make the plans more implementable.
- The initial concept of a south-to-north green corridor will be upheld, but realised in a different way: a multi-faceted green network, using the existing walking-decks and roofs in the entire Sewoon Area.
- The Sewoon Area will be regenerated into a multi-faceted cultural and industrial complex, through transforming it into a “centre of urban vibrant life”. This will be accomplished by mixing land uses for residences, office work, recreation and cultural events, thus creating a “stimulating hub for urban enterprises by hosting IT, culture, and service industries, and an “urban ecological corridor” by building a green walking network.

Seoul Metropolitan Government will develop a vision for the future of the Sewoon Area and elaborate the revitalisation strategies that account for the block-by-block characteristics of the Sewoon Area. They will build consensus with residents by continuous communication via resident workshops.

A remodelling guideline, possible public support, elaborated implementation plans & strategies per block and an implementation schedule will also be formulated through public and resident consultation.

서울시는 이러한 내용을 주요 골자로 하는 「세운 재정비촉진계획 변경(안)」을 25일(화) 발표, 세운 재정비촉진지구 정비를 통해 도심 재활성화를 유도하겠다고 밝혔다.

특히 이번 변경(안)은 전문가 및 주민과의 다양한 논의과정을 통해 2009년 수립된 재정비촉진계획의 한계를 진단하고, 계획 변경에 대한 주민 공감대를 형성하면서 추진됐다. 세운 재정비촉진계획 변경(안)은 전문가 및 주민과의 다양한 논의과정을 통해 2009년 수립된 재정비촉진계획의 한계를 진단하고, 계획 변경에 대한 주민 공감대를 형성하면서 추진됐다.

시는 이번 변경(안)에서 세운지구를 ‘활력 있는 창조문화산업중심지’로 조성한다는 비전 아래 ▲도심산업의 발전적 재편 ▲역사문화와 조화되는 도심관리 ▲점진적 정비를 통한 지역 커뮤니티 보전이라는 세 가지 정비방향을 제시했다.

### 철거하려던 세운상가군, 주변 정비구역에서 분리, 존치관리구역으로 지정

- 전면철거 후 공원으로 조성하려던 세운상가군은 주변구역과 분리하여 보존하되, 주민의사에 따라 리모델링 등을 통해 활성화를 유도한다.
- 존치되는 세운상가군은 주민, 전문가, 공공 등이 참여하는 거버넌스를 통해 구체적인 조성방안을 마련하고, 시는 계획에 실행력이 더해질 수 있도록 행정지원에 집중한다는 계획이다.
- 당초 계획에서 담고 있던 남북 녹지축의 개념은 계속 유지하며 세운상가군 일대 보행데크 및 건축물 옥상 등을 활용, 입체 녹지로 유도한다.
- 세운상가군을 ▲거주·업무·휴식·문화이벤트 등이 활발하게 벌어지는 ‘도심생활의 활력거점’ ▲IT·생활문화산업 및 도심 서비스 산업의 도입으로 ‘도심산업 촉매거점’ ▲입체보행 녹지축 조성을 통해 생태적 네트워크가 이루어지는 ‘도심생태 연결거점’으로 육성해 세운상가군이 입체적 복합문화산업공간으로 재생 되도록 한다.

서울시는 지속적인 주민 워크숍 개최를 통해 주민과의 공감대를 형성하면서 세운상가군의 미래상을 설정해 상가군 별 특성을 고려한 활성화 방안을 수립해 나갈 계획이다. 리모델링 가이드라인, 공공지원 방안 등 구체적 실행계획과 상가군 별 추진전략 및 사업추진 시기도 주민과의 논의를 거쳐 함께 마련한다.

**[Incremental development of the adjacent area on a smaller-scale project-by-project basis that recognizes the existing urban tissues and layers, instead of wholesale development]**

- The former approach of large-scale wholesale development is replaced by incremental development with diverse and smaller-scale projects. These projects should consider the special conditions of each block and the preservation of the existing urban structures, such as roads and alleys.
- The Sewoon Renewal Promotion Area was formerly divided into 8 blocks averaging 30,000 to 40,000m<sup>2</sup>. Blocks with vibrant urban industries will be further divided into sub-areas of 1,000 to 3,000m<sup>2</sup> for phased development. Other blocks with decaying industries and obsolete functions need to be reorganised for new urban industrial dynamism. These will be divided into sub-areas of 3,000 to 6,000m<sup>2</sup>.
- Flexibility in further division or land assembly will be permitted, to the extent that it preserves the existing urban structures or improves them.

**[ Extra 10% offistel allowed and incentives available in the case of more than 30% small housing ]**

- In order to stimulate renewal projects, an extra 10% offistel will be allowed in addition to 50% housing.
- It is now mandatory to set aside 30% of housing as smaller units of maximum 60m<sup>2</sup>, since the number of one/two-person households is growing—for example, office-workers, short-stay business-travellers and senior couples.

**[Infrastructure delivery on a proper scale for development size and density]**

Seoul Metropolitan Government will secure public infrastructure on a proper scale for development size and density so that financial burdens on residents can be eased.

- Seoul Metropolitan Government will preserve the existing road system as much as possible and deliver public infrastructure only if necessary. In case it is necessary to deliver mandatory amenities such as green public space, or to provide business-anchoring facilities for urban vitalization, a discrete development contribution rate will be set. This will take into account development size and density.
- It is now permitted to provide buildings for urban revitalization or to fund infrastructure delivery, in lieu of land provision (the typical method of development contribution).

#### **주변구역 통합개발→옛 도시조직 살려 다양한 분할 개발 전환**

- 개발방식은 기존의 일률적 대규모 통합개발방식에서 주요 도로, 옛 길 등 도시조직의 보전 및 구역별 여건을 고려한 소규모 분할개발 방식으로 변경한다.
- 세운 재정비촉진지구는 기존 8개 구역(평균 3~4만㎡)으로 되어있으나, 도심 산업이 활성화되어 있는 구역은 약1~3천㎡ 규모로 소규모 분할해 점진적 개발을 유도한다. 또, 폐업 등 산업기능 쇠퇴로 도심산업 생태계의 재편 및 육성을 위해 정비가 필요한 구역은 약 3~6천㎡ 규모로 계획하였다.
- 기존 도시조직을 보전하는 범위 내에서 정비구역의 분할 및 통합을 유연하게 조정할 수 있도록 허용하여 도시조직 및 기능의 유지와 개선을 동시에 도모한다.

#### **오피스텔 10% 추가 건립 허용, 소형주거 30%이상일 경우 인센티브**

- 서울시는 정비사업의 촉진을 위해 주거비율 50% 이외에 오피스텔을 10%이내에서 추가로 허용한다.
- 또, 도심 업무종사자, 단기 체류형 비즈니스 방문객, 파워시니어 부부 등 1~2인 가구의 증가에 따른 다양한 도심형 주거 도입을 위해 주거비율의 30%이상을 반드시 소형(60㎡)으로 계획토록 하였다.

#### **개발규모·개발밀도와 연계한 적정규모의 기반시설 확보계획**

- 서울시는 개발규모·개발밀도와 연계한 적정 규모의 기반시설만을 확보함으로써 주민 부담을 줄여 사업 촉진을 유도한다. 기존 도로 체계를 최대한 유지하면서 꼭 필요한 기반시설 위주로 계획하고, 공원 등 의무시설 설치 및 활성화 유도를 위한 전략용도(산업앵커시설 등) 공급이 필요한 경우에는 개발규모, 개발밀도와 연계하여 부담률도 차등 적용한다.
- 이때 일반적으로 토지로 제공하던 기반시설 부담 방식 이외에도 구역의 여건에 따라 도심 활성화 용도로 쓸 수 있는 건축물을 제공하거나 기반시설 설치비용을 부담하는 방식도 가능하도록 했다.

### **[Discrete maximum building-heights and discrete building-to-land ratios]**

In order to maintain the harmonious landscape of the historic city centre within the Four Gates, Seoul Metropolitan Government applies discrete maximum building heights, taking account of Jongmyo Shrine, Namsan (South Mountain) and site characteristics (whether a site is open to roads or closed).

- The maximum building height in blocks facing Jong-ro and Toegye-ro has been lowered to 70m, out of respect for Jongmyo Shrine and the natural landscape of Namsan. Building heights in the Sewoon Block 2 and the Sewoon Block 4 will reflect the result of impact assessment upon cultural heritage.
- A building-to-land ratio may increase from the former 60% to a maximum of 80%, in case a floor area ratio is not high enough with the lowered building height restrictions, or if street refurbishment is necessary.

### **[A FAR of 100~200% may be granted as an incentive to induce the transformation of urban industrial land-uses, in addition to the norm FAR of 600%]**

The FAR system of “Urban & Neighbourhood Regeneration Benchmark Plan” is applied, which sets the norm FAR for urban commercial centres as 600%. As an incentive, extra FAR of 100% may be granted to blocks set for revitalising urban enterprises, and 200% to blocks with decaying industries and a need for a land use change. Provided that development contributions have been secured, extra FAR can also be granted.

Seoul Metropolitan Government intends to attract anchor land-uses such as R&D industries closer to infrastructure, in order to breed urban industrial dynamism. Businesses as printing, lighting, and jewellery, which have maintained competitiveness, will be upgraded. Other industries as media, film, and culture, which can be well-accommodated with the area’s spatial conditions, will be facilitated further as a new growth engine.

### **건축물 최고 높이 차등적용, 높이하향 조정과 연계한 건폐율 완화**

서울시는 사대문 안 역사도심으로서의 조화로운 경관 유지를 위해 종묘, 남산, 가로특성(간선부, 이면부) 등을 고려해 건축물 높이를 차등 적용한다는 계획이다.

- 종묘 문화재와 남산의 자연 경관을 고려해 종로와 퇴계로 변에 면한 구역은 건축물 최고높이 70m 이하로 하향 조정한다. 종묘에 면하는 세운 2구역과 4구역은 문화재 심의 결과를 반영한 높이를 적용한다.
- 구역 내부에 위치한 이면부는 접도현황 등을 고려해 기준 높이를 간선부와 차등 적용해 조화로운 경관 조성이 가능하도록 했다.
- 더불어, 건폐율은 도심의 가로 활성화가 필요하거나 건축물 높이 하향 조정으로 용적률 확보가 어려운 구역에 대해서 기존 60%에서 구역별로 최고 80%까지 완화한다.

### **용적률 600% 기준으로 100%~200% 인센티브, 도심산업 용도 전환 유도**

용적률은 「도시·주거환경정비기본계획」의 용적률 체계를 적용, 도심부 상업지역 용적률인 600%를 기준으로 하되, 도심산업 활성화구역은 100%, 산업기능 쇠퇴로 용도전환 유도가 필요한 구역은 200%의 용적률 인센티브를 부여하며, 기반시설 기부 채납 시엔 별도의 용적률 인센티브를 부여한다.

또, 서울시는 도심산업 생태계의 발전적 재편을 위해 산업 앵커시설(R&D) 등을 기반시설로 유도하기로 했다. 이를 통해 인쇄, 조명, 귀금속 등 경쟁력을 유지하고 있는 기존 산업은 선별적으로 고도화하고, 영상, 미디어 콘텐츠 등 도심부의 다양한 여건과 조화되는 업종은 신성장 동력산업으로 육성한다는 계획이다.

### [3] SEWOON CURRENT SITUATION

division	Site area	Density (unit/ha)	No. of building	No. of house	Residents	Households			Major programs
						Sum	renter	owner	
<b>2 block</b>	38,962.6㎡	59/ha	227	52	69	48	40(83%)	8	Lighting/electronics 45.7%
<b>3 block</b>	41,127.3㎡	81/ha	336	141	222	144	134 (93%)	10	Metal/machinery production 35.8%, Construction material 23.0%
<b>4 block</b>	33,262.9㎡	62/ha	196	33	60	33	32(97%)	1	Lighting/electronics 41.8% Clock & jewel 36.0%
<b>5 block</b>	38,576.0㎡	75/ha	298	163	140	102	92(90%)	10	Metal/machinery production 39.6%
<b>6 block</b>	167,449.2㎡	64.6/ha	1335	525	1671	868	659 (76%)	209	Publishing industry 65.1%
<b>Total</b>	<b>319,378㎡</b>			<b>914</b>	<b>2162</b>	<b>1195</b>	<b>957(80%)</b>	<b>238</b>	

구분	택지면적	호수 밀도	건물수 (동)	주택수(호)	거주자수(명)	세대수(세대)			주요산업/상업
						소계	세입	소유자	
2구역	38,962.6㎡	59호/ha	227	52	69	48	40(83%)	8	조명 기구 및 전기용품업 45.7%
3구역	41,127.3㎡	81호/ha	336	141	222	144	134 (93%)	10	금속, 기계제조 수리업 35.8%, 철물건설자재업 23.0%
4구역	33,262.9㎡	62호/ha	196	33	60	33	32(97%)	1	조명 기구 및 전기용품업 41.8% 시계 및 귀금속업 36.0%
5구역	38,576.0㎡	75호/ha	298	163	140	102	92(90%)	10	금속, 기계제조수리업 39.6%
6구역	167,449.2㎡	64.6호/ha	1335	525	1671	868	659 (76%)	209	인쇄관련업 65.1%
합계	319,378㎡			914	2162	1195	957(80%)	238	

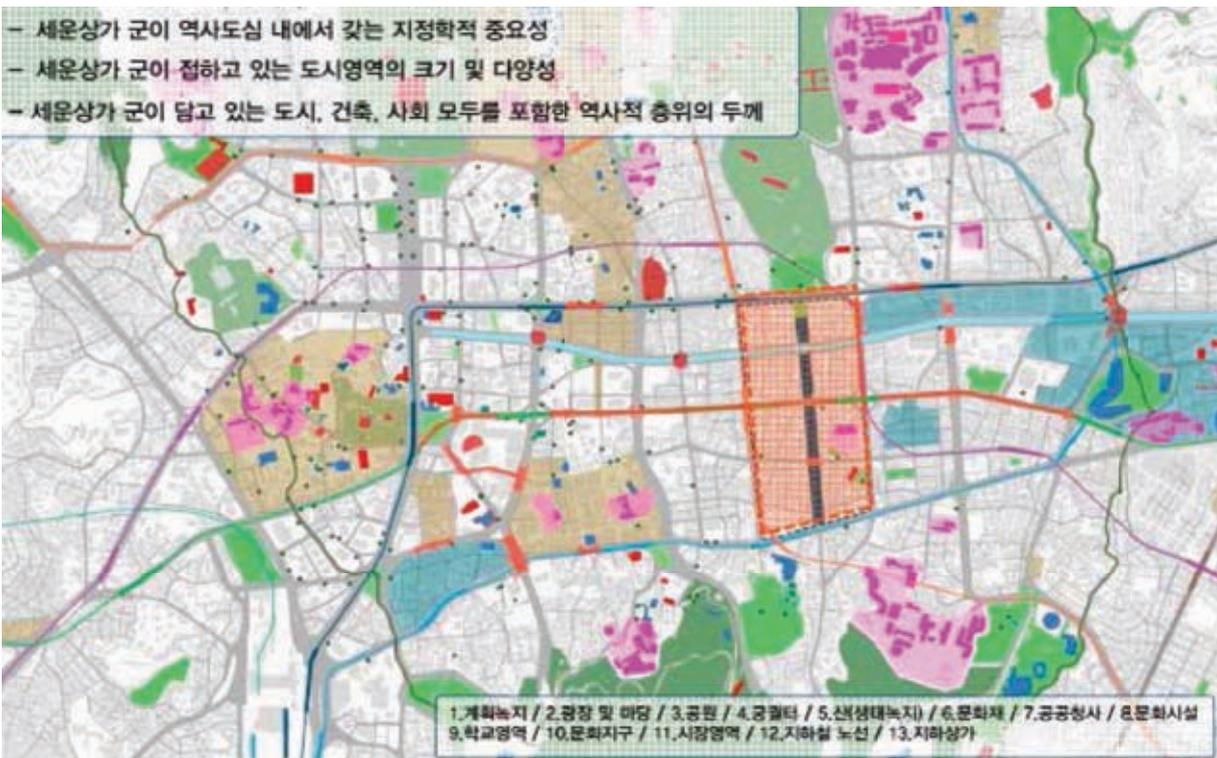


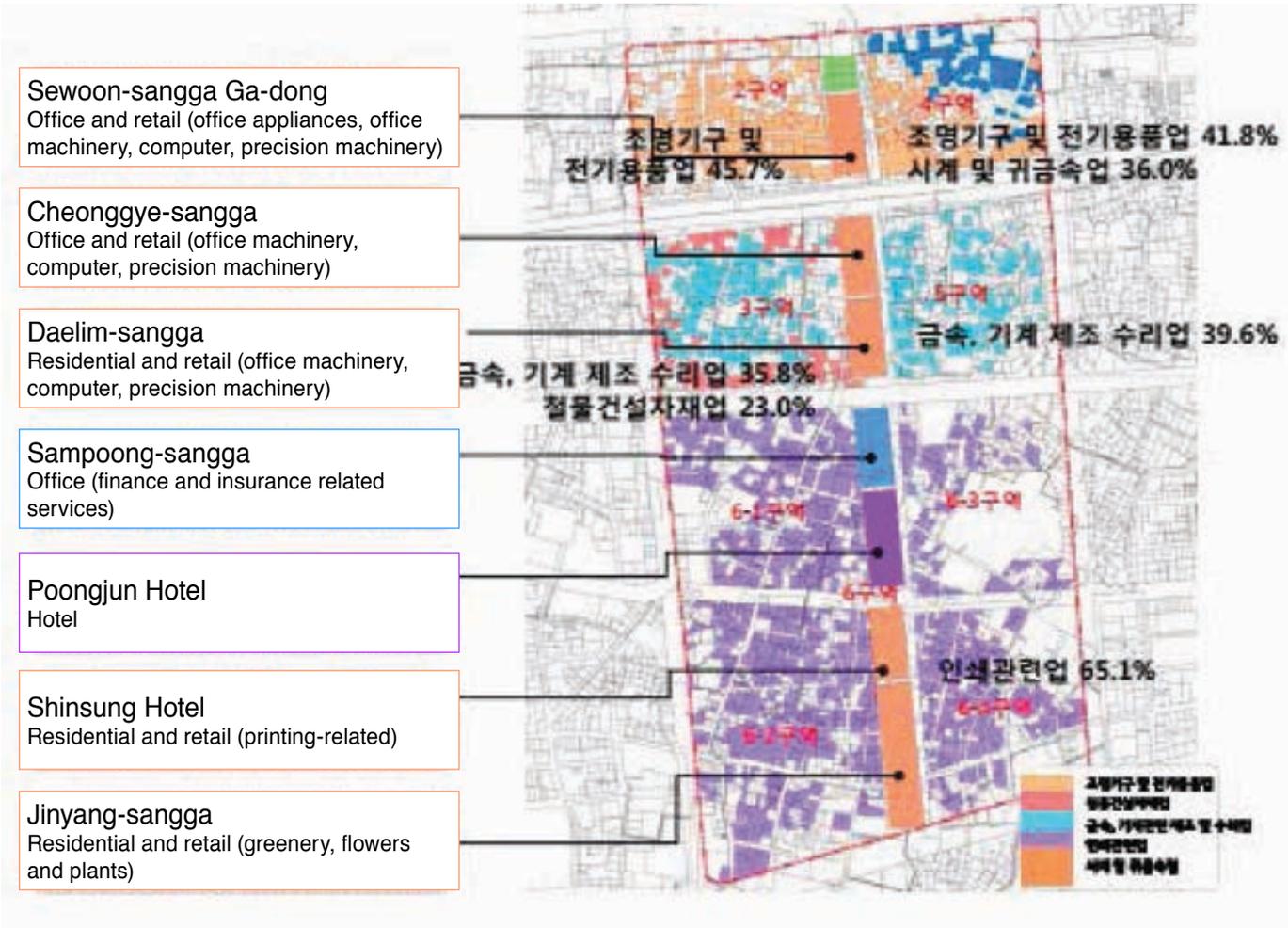


Wooden structures 54%  
 (city center average: 43%)  
 Deterioration degree: 72%  
 (city center average: 60%)

Dead-ends: 36%  
 (no accessible for car traffic, city  
 center average is 19%)

Vacancy area  
 concentrated in 3, 4, 5, 6-3 blocks





Block 2 : Lighting and electrical appliances 45.7%

Block 4 : Lighting and electrical appliances 41.8%, Watch, clocks and jewelry 36.0%

Block 3 : Metal-working process, machine manufacture and repair 35.8%, Ironmongery and construction materials 23.0%

Block 5 : metal work and machine manufacture and repair 39.6%

Block 6-4 : Printing and related services 65.1%

Reference

서울특별시 도시재생본부 역사도심재생과 2015. 세상의 기운 다 모여라! 세운상가 재생프로젝트. 기자설명회 자료. 2015년 2월 24일.

## [4] DEVELOPMENT STORY OF SEWOON AREA 1930- NOW

### BEFORE THE CONSTRUCTION OF THE SEWOON ARCADE

- 1930 : Current road and street network was formed
- 1945: Current form of the site was established through site clearance, which was carried out by the Japanese colonial rule
- After 1950: Informal settlement mushroomed

### THE CONSTRUCTION OF THE SEWOON ARCADE

- 1966: Seoul mayor Kim, Hyunok.  
Site designation for redevelopment  
Groundbreaking ceremony for building the Sewoon Arcade
- 1967-1972: Construction of buildings completed

### THE HISTORY OF THE REDEVELOPMENT OF THE NEIGHBORING AREA

- 1979: Renewal plan was established for the east side of the Sewoon Arcade
- 1987: Renewal plan was established for the west side of the Sewoon Arcade

### THE COMPETING DEVELOPMENTS IN SEOUL

- 1970-1990: Gangnam high-end residential area developed.
- 1987: Yongsan Electronic Mall constructed.



- 1930



Site clearance 1945



Informal settlement 1950-1966



Sewoon Arcade 1966

**세운상가군 건립 전**

- 1930 현재 가로망 형성
- 1945 일본의 소개공지 조성
- 1950 전후 무허가 판자촌 난립

**세운상가군 건립**

- 1966 김현옥 전 서울시장 부임  
세운상가 사업지 도시정비구역 지정  
세운상가 기공식
- 1967-1972 세운상가군 건립

**세운상가군 주변 지역 쇠퇴 및 정비계획 수립**

- 1979 동측 세운상가군 주변지역의 정비계획 수립
- 1987 서측 세운상가군 주변지역의 정비계획 수립

**세운상가군 기능 이전과 쇠퇴**

- 1970-1990 강남 고급 주거지 개발
- 1987 용산전자상가 준공 완료



## THE HISTORY OF THE GREEN CORRIDOR PLAN OF THE SEWOON ARCADE

1995: Seoul Metropolitan Government initiated a plan to transform the site of the Sewoon Arcade into a park (a 90m-wide and 1km-long park)

2004: Urban renewal project zone designated; invited International Design Competition held

2006: Mayoral term of Oh, Se-hoon commenced

(The Green Corridor Plan publicly promised)

Sewoon Renewal Promotion Area designated for creating a new park (a 1km-long green corridor and mixed-use high-rises along the two sides of the corridor with a maximum building height of 122m, 36 floors)

2007: PJ Hotel renovated Kukdo Hotel developed on the former Kukdo theatre site

2008: Hyundai Mall demolished and the first part of the Green Corridor plan implemented

2009: Renewal Promotion Plan established.

Sewoon Choroktti Park created.

Namsan Central Xi developed.

2010: The Sewoon Block 4 development plan reviewed by the Cultural Heritage Committee, which ordered 62m as the maximum building height, almost half of the proposed 122.3m. Sewoon Square completed and opened (to which existing businesses of the Hyundai Mall and Sewoon Block 4 were relocated)



The winning proposal in the international competition in 2004

## 세운상가군 공원화 방안 추진

- 1995 서울시, 세운상가 공원화 방안 추진 (폭 90m 길이 1km 의 공원 조성)
- 2004 도시환경정비사업구역 지정 고시  
국제지명초청현상설계
- 2006 오세훈 전 서울시장 취임 (세운상가 공원화 사업 추진 공약)  
공원화 사업을 위한 세운재정비촉진지구 지정 (1km 길이의 도심녹지축과 최고 122m(36층)높이 주상복합)
- 2007 PJ 호텔 리노베이션  
국도호텔 재정비
- 2008 현대상가 철거 및 세운상가 공원화 1단계 사업 추진
- 2009 촉진계획 수립  
세운초록띠공원 조성  
남산 센트럴 자이 재정비
- 2010 세운4구역 문화재위원회 심의(결과 : 높이 122.3m→62m)  
세운스퀘어 완공 (이주상인 임시상가)



The official development plan in 2009

## THE REVOCATION OF THE FORMER GREEN CORRIDOR PLAN OF THE SEWOON ARCADE AND THE AMENDMENT OF THE SEWOON RENEWAL PROMOTION PLAN

2011: Mayoral term of Park, Won-soon commenced

2012: Amendment procedure of the Sewoon Renewal Plan started

A master plan team formed and begins operation (MP meeting 14 times, professional consultation 6 times, and etc.)

Symposium on the Renewal of the Sewoon Area held

2013: Public hearing held in the Jongno-gu district council

Public hearing held in the Jung-gu district council

Symposium held on possible strategies to revitalize the commercial competitiveness of Sewoon Arcade

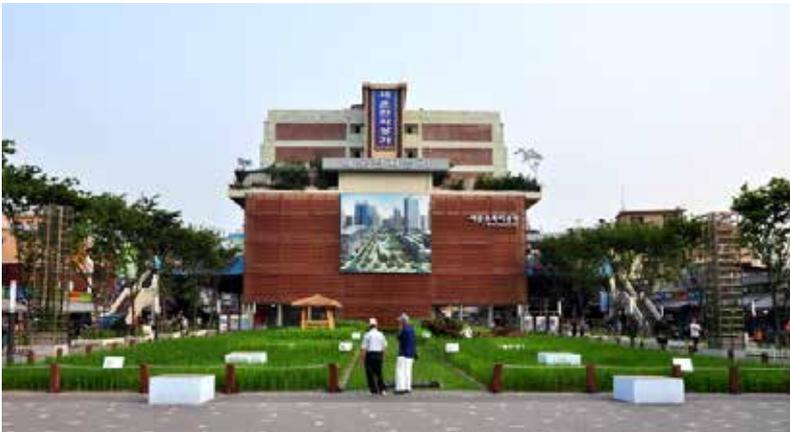
Consultation with residents per block held 15 times

Green Corridor Plan completely revoked

Sewoon Renewal Promotion Plan amended

Public hearing held

2014: Amended plan reviewed by Seoul Metropolitan Government's urban renewal committee (deferred one time and then approved on condition of revision)



Sewoon Choroktti Park 2009



Sewoon square 2009

## 세운상가 공원화 사업 백지화 및 세운재정비촉진계획 변경

- 2011 박원순 서울시장 취임
- 2012 세운상가 재정비촉진계획 변경 착수
  - 총괄계획팀 구성 및 운영(MP회의 14회, 전문가자문 6회 등)
  - 세운지구 재정비방향에 관한 심포지엄
- 2013 종로구의회 의견청취
  - 중구의회 의견청취
  - 세운상가군 활성화 방안 논의를 위한 심포지엄
  - 구역별 주민면담(15회)
  - 세운상가 공원화 사업 전면 백지화
  - 세운 재정비촉진계획 변경 (분할개발 추진)
  - 주민공청회 개최
- 2014 도시재정비위원회 심의 (결과: 보류)
  - 도시재정비위원회 심의 (결과: 수정가결)



Sewoon Renewal Plan 2014

# Participants' Role

\* Listing names in alphabetical order.

## URBAN EXPERT

1

Kyoungwan CHUN  
Naomi C. HANAKATA

Zef HEMEL

Kiho KIM

Yeunkum KIM

Ric STEPHENS

Tom VAN GEEST

2

Florian BÄUMLER

Pat CONATY

Eunho CHUN

Andries GEERSE

Soehwan LIM

Hong Ryong SUH

3

Charlotte M. BARTHES

Jinhong JEON

Hyun Jun KIM

Joonwoo KIM

Jungin KIM

Kyosuk LEE

Min Cheol PARK

Christian SALEWSKI

Jörg STOLLMANN

4

Willem KORTHALS ALTES

Michiel BOESVELD

Sung Chan CHO

Kwangsik JEONG

Sung Hoon KO

Vitnarae KANG

5

Jeroen DIRCKX

Katharina HAGG

Noboru KAWAGISHI

Hoongill LEE

Jieun LEE

Sungwoo KIM

Jeongseok MOON

6

Milica BAJIC-BRKOVIC

Heabo KIM

Blaž KRIŽNIK

Doutsen KROL

Taehee LEE

Daniel OH

Berit ANN ROOS

Maarten VAN POELGEEST

7

Soonbok CHOI

Yunhee CHOI

Shoichiro HASHIMOTO

Sejin KIM

Sang Hyeok LEE

Bart REUSER

Kyuduhk SEO

Jungwon YOON

### Role during the workshop:

The Expert Workshop stands in the centre in BBP. The success of BBP will be determined by the quality of the outcome of Expert Workshop participants taking a solution-oriented approach. Seoul Metropolitan Government made a big step by choosing for an incremental development approach in the Sewoon area. (See workshop material [1] page. 60.) The BBP organizing committee and Seoul Metropolitan Government request workshop participants to focus on the 'HOW' of realizing the plan. You are asked to introduce your expertise related to the theme to your group members in a Pecha Kucha presentation format. One of the participants from each group will be asked to present the final conclusion on March 15 in the presence of Seoul Metropolitan Government, local urban experts and ordinary citizens.

### Deliverables:

February 28

-Prepare a Pecha Kucha presentation in which 20 slides are shown for 20 seconds each (6 minutes 40 seconds in total) to share your expertise and experience related to the workshop theme. Send the presentation file in PDF to the Organising Committee. (beyondbigplans@gmail.com)

### Pre-workshop duties:

-Check the attendees in your workshop group. The profiles of the participants are available at the end of this book.  
-Read workshop descriptions & materials and think of your contribution.  
-It is recommended to bring your laptop computer for yourself and your workshop group.

## WORKSHOP MODERATOR

1 Tom VAN GEEST

### **Role during the workshop:**

2 Andries GEERSE

As a moderator you are responsible for running the working group session by bringing participants together and organizing the workshop sessions.

3 Christian SALEWSKI

4 Michiel BOESVELD

-You will begin by introducing the participants of the workshop. All the workshop participants are asked to prepare a Pecha Kucha presentation to introduce their expertise.

5 Jeroen DIRCKX

-You will ask the Korean Theme Presenter to elaborate the workshop theme to initiate the discussion.

6 Milica BAJIC BRKOVIC

-You will clarify Expert Workshop group session objectives, expected outcomes, working questions, session methods and time structure.

7 Bart REUSER

-It will be necessary for you to ensure that the working group session proceeds in accordance with your specific working group session time schedule.

-You will moderate the discussions, ensuring that working group session questions are addressed comprehensively. This is with the aim of securing conclusions, including all outputs such as identified issues or concrete recommendations of practical actions.

-You will help summarize the presented positions and encourage wide debate on topics.

### **Deliverables:**

12:30 – 15:00 March 15

-You are responsible for choosing the final presenter and to deliver the final presentation of 10 minutes.

### **Pre-workshop duties:**

-Read workshop descriptions & materials. Workshop objectives and working questions are given. Elaborate the session methods through debates, drawings, etc. in advance and structure the time to achieve expected outcomes.

-Although the theme Rapporteur is asked to bring his/ her laptop, it is recommended that you also bring your laptop as well. Basic stationery and materials will be prepared by Organising Committee. If you need any extra materials prepared for your workshop group, please ask Organising Committee via e-mail. (Hyeri Park, beyondbigplans@gmail. com)

-Contact the members in your workshop group by phone or email.

-Provide your members with your contact information (email, cell phone, etc.) so they may contact you with any questions prior to the conference.

## WORKSHOP CO-MODERATOR

1 Yeunkum KIM	<b>Role during the workshop:</b>
2 Florian BÄUMLER	As a co-moderator, you are asked to help the moderator make his/her job more manageable with practical matters as needed.
3 Min Cheol PARK	-Korean co-moderator is asked to lead your group to explore the workshop site from 10 am to 1 pm, on 13 March.
4 Sung Chan CHO	-Korean co-moderator is asked to take care of the lunch on 13 and 14 March. You make an invoice of your expenses and submit it to the Organising Committee by 14 March. The expenses will be paid in 2 days.
5 Jeongseok MOON	-You will receive the Pecha Kucha presentations of your group members and the Theme Presentation file from the Organising Committee by March 10. You are asked to facilitate the presentations.
6 Taehee Lee	
7 Sejin KIM	-Remind group members to start and end each session as scheduled.

### **Pre- Workshop duties**

- Visit Sewoon area beforehand to lead your group for the tour.
- Contact the moderator and discuss about the session methods and time structure.
- Bring a laptop computer to facilitate your workshop group.

## THEME RAPPORTEUR

1 Tom VAN GEEST

2 Florian BÄUMLER

3 Christian SLAWSKI

4 Vitnae KANG

5 Katharina HAGG

6 Doutsen KROL

7 Sejin KIM

### **Role during the workshop:**

As Theme Rapporteur you play an important role in the successful follow up of the working group sessions. Your aim is to ensure that the proceedings and outcomes of the session are clearly recorded so that the discussions can then be of genuine practical value for the meeting outcome.

-You are asked to prepare a written report for delivery during the workshop.

### **Deliverables:**

By 19:00 March 13, 19:00 March 14

-You are asked to capture the working group findings in a written report on each day of workshop for delivery after the sessions. Please send the report to the General Rapporteur and Organising committee via e-mail so that he can prepare the summary. (Jorick Beijer, [contact@blossity.nl](mailto:contact@blossity.nl) , Soran Park, [beyondbigplans@gmail.com](mailto:beyondbigplans@gmail.com))

-The report is to be made in the report form.

By 11:30 March 15

-You are responsible for delivering the final presentation file of your group's final conclusion, in PDF to the Organising Committee. (Soran Park, [beyondbigplans@gmail.com](mailto:beyondbigplans@gmail.com))

By April 15

- One of each group rapporteur is invited to write an article of 2000-3000 words in English based on the outcome of the Expert Workshop group. The Korean Theme Rapporteur can write in one of the languages, English or Korean; however you are kindly asked to write bilingually. You can include your own perspective on the article. Collected articles will be published in a book 'Beyond Big Plans' in Korea and The Netherlands. The first draft of the article should be submitted to the Organising Committee via e-mail by April 15.

### **Pre-workshop duties**

-Contact the moderator beforehand and discuss the session methods and time structure.

## THEME PRESENTER

1 Yeunkum KIM

2 Florian BÄUMLER

3 Min Cheol PARK

4 Vitnarae KANG

5 Jeongseok MOON

6 Taehee LEE

7 Soonbok CHOI

### **Role during the workshop:**

As a Theme Presenter, you are asked to make a presentation about the Sewoon area or general background of Seoul city related to your group theme for 20 minutes. This is intended to initiate debate and discussion in your workshop group. It is important to help foreign participants understand the Korean context in order to start the discussion.

### **Deliverables:**

By February 28

- Send a 10-20 minute presentation file in PDF via email to the moderator, co-moderator of your group and Organising Committee. (beyondbigplans@gmail.com)

March 13

-You are asked to make a 10-20 minute presentation in your Expert Workshop group

### **Pre- Workshop duties:**

-Contact the moderator and help him/her to clarify the working questions.

## GENERAL RAPPORTEUR

Jorick BEIJER

### **Role during the workshop:**

As General Rapporteur, you are responsible for coordinating the essential task of objectively recording the inspiring speeches in the symposium on March 12, Inspiration Blast 'Aging Dragons' and the proceedings & outcome of the Expert Workshop on March 13-15. You are asked to drop by each workshop group to capture the working atmosphere on March 13 and 14. Seven Theme Rapporteurs will deliver the outcome of the Expert Workshop twice, on March 13 and 14.

- You are asked to prepare a written report throughout the event including the symposium, Inspiration Blast 'Aging Dragons' and Expert Workshop.
- During Experts' Workshop session on 13 and 14, you are asked to visit each workshop group for at least one hour.

### **Deliverables:**

09:00- 09:20 March 14

- You are asked to collect the report from each group, and make a review of the first workshop day for 20 minutes to Expert Workshop participants.

March 15

- You are asked to make the final summary of the event for 10 minutes. Describe ground-breaking presentations and major discussions and outcomes throughout the event.
- Send your summary to the Organising Committee via e-mail.

By April 30

- You are invited to write an article of 2000-3000 words in English based on the outcome of the event. You will receive seven articles from the Theme Rapporteurs by April 15. Your article will be published in the book 'Beyond Big Plans' in Korea and The Netherlands. The first draft of the article should be submitted to the Organising Committee via e-mail by April 30.



### **Jorick BEIJER**

#### **BLOSSITY partner, urbanist**

Blossity is a cross boundary think-tank that delivers research and innovative concepts on vital cities. Next to that, he is member of the International Society of City and Regional Planners (ISOCARP) and involved in various advisory boards on the future of urbanism and education. Jorick Beijer is a cum laude graduate from the Technische Universiteit Delft – MSc in in Urban Design and Spatial Planning. Next to his studies he has followed exchange programs in the Universidad de Buenos Aires and Southern California Institute of Architecture, where he conducted the research for his master's thesis. Jorick is 3rd prize winner of Future Ideas European Innovation Competition 2013.

# BBP PARTICIPANTS

\* Listing names in alphabetical order.

## WORKSHOP GROUP 1



**Naomi C. HANAKATA**  
**Research, Urbanist and Architect, PhD candidate at Singepore-ETH Centre**

Naomi Hanakata is a PhD Researcher at the Future Cities Laboratory of the Singapore-ETH Centre for Global Environmental Sustainability. She is part of the research project on Planetary Urbanization in Comparative Perspective under the lead of Christian Schmid, ETHZ. In parallel she has been teaching at the National University of Singapore. Naomi Hanakata has a degree in Architecture and Urban Design (ETH Zurich and University of Tokyo), Japanese Studies and Art History (University Tuebingen, Doshisha University) and has practiced as an architect and planner in Tokyo (Shigeru Ban Architects, Klein Dytham Architecture), New York (ArchPhoto) and Zurich (Baumschlager Eberle). She is currently involved different design and research projects.



**Zef HEMEL**  
**Professor/Planner, University of Amsterdam**

Zef Hemel (1957), born in Emmen new town, The Netherlands, studied human geography at Groningen State University. He wrote his PhD on the history of regional planning in the new IJsselmeerpolders (1942-1967) at the University of Amsterdam. Hemel was policymaker at the Dutch Ministry of Housing, Spatial Planning and the Environment, director of the Rotterdam Academy of Architecture and Urban Design and deputy-managing director of the Urban Planning Department of the City of Amsterdam. Since 2012 he is extraordinary professor Urban and Regional Planning (Wibaut Chair) at the University of Amsterdam.



**Kiho KIM**  
**Professor, Dean of Graduate School, University of Seoul**

Studied Architecture at the Seoul National University. Architecture and Housing Design Studies at the Technische Hochschule in Aachen, Germany.(1980-86). Worked at the 'Space Group of Korea'(1976-77) and 'HPP(Hentrich, Petschnigg & Partners)'in Duesseldorf as an Architect. Teaching Urban Design at the Department of Urban Planning and Design, University of Seoul since 1989. Research and practice interest lie in the Urban Design and Historic Preservation Planning. Currently working on the 'Downtown Area Plan' of the City of Seoul with special concern on the protection of historic urban context and properties. Published 'Essays on the Urban Design in Seoul'(2010), 'Neighborhood Plan in Korea'(2012), and 'Urban Design-6 dimensions in place making'(2009; translation).



**Yeunkum KIM**  
**Wul Landscape Architect, Community designer**

Kim, Yeon-Kum received her Ph.D degree from the University of Seoul. She completed her postdoctoral course from University of Newcastle upon Tyne, England. Currently, she runs her own business “Wul Landscape Architecture Office.” Her work and research focuses on community design, landscape architecture and life world and Landscape of everyday life. She has published several books such as ‘Place Making with Communication’ (2009), ‘There is not coincidental landscape’, and so on.



**Ric STEPHENS**  
**Urban/Regional Planner, President-elect of ISOCARP**

Mr. Stephens is an urban planning consultant with over 35 years experience and expertise in master-planning, sustainable development, urban design, resort and tourism, and international development. Ric is the President-Elect for the International Society of City and Regional Planners (ISOCARP) based in The Hague, The Netherlands.

He is also a adjunct instructor teaching courses on planning and international management for the University of Oregon, Marylhurst University, Portland State University and overseas organizations. He has authored numerous articles and books on urban planning, environmental management and international development.



**Tom VAN GEEST**  
**Urban planner, WeLoveTheCity bv.**

Tom has worked in city building and urban design in the Netherlands, Canada, Mozambique and Kenya. Since joining WeLoveTheCity (Rotterdam) in 2009, Tom has led or worked on projects spanning harbour revitalization, slum upgrading, community centre master plans, neighbourhood designs and city-wide development strategies. Tom’s interest is in taking city building processes from beginning to end together with local people, from entrepreneurs to residents. Not as passive participants, but as designers, investors and co-producers.

## WORKSHOP GROUP 2



**Florian BÄUMLER**  
**Assistant Professor at Hanyang University, Architect & Urban Designer**

Before joining Hanyang University, Florian worked as an architect and urban designer in London, Belgium and Germany. Conceptualising projects in central London raised his interest in exploring the historic, social and urban context of places in order to develop new strategies for the development of neighbourhoods which can adapt to future social and economical changes. Since he started to work and teach in Korea, he is investigating ways of applying these strategies in inner city areas of Seoul. His current research involves manufacturing and creative clusters as well as neighbourhood regeneration and participation.



**Pat CONATY**  
**Research Associate, Co-operatives UK**

Pat Conaty is a Californian working in the UK. He is a Fellow of new economics foundation and a research associate of Co-operatives UK. He specialises in action research and development that focuses on innovative forms of economic democracy including community land trusts and social co-operatives. He has specialized in innovative work on Commons solutions that are covered in his book with Mike Lewis *The Resilience Imperative: Co-operative Transitions to a Steady-state Economy*. The theme of the book is on democratic solutions that co-develop commonwealth in ways to meet basic needs for equitable and co-operative finance, affordable housing, local food and renewable energy.



**Andries GEERSE**  
**Director/ Urban planner, WeLoveTheCity bv.**

Andries Geerse is principal of WeLoveTheCity, a Rotterdam-based firm that focuses on sustainable and innovative urban planning. He started his career at the Municipalidade de São Paulo (Brazil) and he brought the lessons learned to Europe, where his office works in 20 big and medium-sized cities and takes participation to a new level. His focus is on urban regeneration in a public-private setting including environmental, spatial, social and economic components.



**Seohwan LIM**  
**Urbanist**

Seo-hwan Lim, born in September 1947, studied at Seoul National University for BSc in architecture and MSc in urban planning, and at the University College London for Msc and PhD in urban development. He worked for Korea National Housing Corporation(1975~2008) as a researcher/planner in housing policy, site planning for apartment complexes, residential development, urban regeneration, etc. After retired from the Corporation, he worked for an architectural design firm and for the Ministry of Housing, Construction and Sanitation of Peru as advisers until 2014. He is currently a member of a study group of urban theory running a regular seminar.

## WORKSHOP GROUP 3



**Charlotte MALTERRE-BARTHES**  
**Director of Studies, Doctoral Researcher at ETH Zurich**

Charlotte Malterre-Barthes is an architect and urban designer. Currently Director of Studies of the Master of Advanced Studies in Urban Design, investigating formal and informal urban dynamics of Cairo, Charlotte is involved at the chair of Prof. Marc Angelil at the ETHZ since 2011, and is working towards a doctoral degree on Food and Territories, with Egypt as case study. Charlotte studied at the ENSA- Marseille and at the TU Vienna and her diploma 'a Women Social Centre in Baghdad, obtained in 2003 magna cum laude, tackled political and social involvements of architecture. With Noboru Kawagishi, she co-funded OMNIBUS, an urban research laboratory focused on trans-disciplinary metropolitan explorations (since 2009).



**Jinhong JEON**  
**Architect, Founding Principal of B.A.R.E.**

Jinhong Jeon is a founding principal of B.A.R.E., an architecture office based in Seoul, committed to research-based design approach and to produce contextually sensitive proposals. He has graduated from the Architectural Association School of Architecture(UK) and has worked at OMA(NL) and Space Group(KR) where he was involved on a wide range of international projects and competitions. He was also in charge of planning of the exhibitions <Chok Chok Urban Art>, <Crossing Usadanro>, collaborating with artists, architects and urbanists. He currently runs a design studio at the Korea National University of Arts.



**Hyun Jun KIM**  
**Assistant Professor, Kangwon National University**

1996 Architecture, Bsc / Msc Seoul National University  
2005 Diploma, AA School of Architecture, London  
2008 UK Chartered Architect, University of Westminster, London  
2010 Project Architect, TMA (Tony Meadows Associates), London  
2011 Architect, SOM, London  
2012 Vice president, KYWC Associates (경영위차)  
Since 2010 Founding director, advisor, [urban topology], Seoul  
Since 2013 Assistant Professor, Kangwon National University



**Joonwoo KIM**  
**PhD Researcher at KU Leuven**

Joonwoo Kim is a Doctoral Researcher at OSA (Research group Urbanism and Architecture), Catholic University of Leuven, Belgium. He graduated the program of European Postgraduate Masters in Urbanism at KU Leuven and TU Delft. He also has a background of architecture and urban design through a bachelor of architecture at Handong Global University, and a master of urban design at Seoul National University. In addition, he participated urban planning practices in Korea as a researcher at Institute of Construction & Transport, Cheil Engineering. He is now focused on a development-focused urbanism in Asian contexts by historical urban research, and studies deep into the origin of market-oriented urbanism in Korea from post-colonialism to neoliberalism.



**Jung In KIM**  
**Professor at Soongsil University**

Dr. Jung In Kim is a practicing architect and professor at Soongsil University, Seoul Korea. Before coming to Seoul, he also taught at the University of California at Berkeley. He has focused upon the interplay between the built environment and changing constructions of urban conscious in East Asia. His work and theoretical explorations are organized around a series of dominant urban projects in China, Japan, and Korea. He examines the social and political consequences of these projects through close analysis of the popular contestations and how these struggles contributed to debates about urban rights and new forms of citizenship.



**Kyo Suk LEE**  
**Architect , Team Leader at MVRDV**

Kyo Suk Lee, born in Incheon, studied architecture and urban planning at Yonsei University in Seoul and Berlage Institute in Rotterdam. From the slum rehabilitation project in Caracas to the future research for Hutong in Beijing, he has been actively involving in various urban projects.



**Min Cheol PARK**  
**Vice-President, DoCoMoMo-Korea**

Min-Cheol Park, born in Seoul, attained his master's degree in architectural planning and architecture criticism at Chung-Ang University and completed a PhD program at Kwangwoon University. He is a board member of Korean Institute of Architects and a vice president of DOCOMOMO - Korea. He has been working in architectural practices for nearly three decades. Recently he has moved his office to Sewoon Area in Euljiro. He won an award in 2004 for the remodelling of post-war social housing units in Incheon and a presidential award in 2006 for the renovation of Hanyang traditional market.



**Christian SALEWSKI**  
**Architect, Urban Designer, Senior Assistant at ETH Zurich**

Dr. Christian Salewski is architect and urban designer, founder-partner of Christian Salewski & Simon Kretz Architekten GmbH, Zurich. As researcher, he has received grants from the German National Foundation, DAAD, Dutch Science Organisation NWO, ETH Zurich, and EIT Climate-KIC. Co-founder of the research platform Airports and Cities, Christian is an expert on urbanization processes at and around major airports, and an authority on scenarios in planning and design. He wrote "Dutch New Worlds. Scenarios in Physical Planning and Design in the Netherlands, 1970-2000", winning the Medal of ETH Zurich 2012 and the IPHS biennial book price 2014.



**Jörg STOLLMANN,**  
**Architect, Urban Researcher, Professor TU Berlin**

Joerg Stollmann lives and works in Zurich and Berlin. He is co-founder of urbaninform.net with Rainer Hehl and Professor at the Chair for Urban Design and Urbanization at the Technische Universitaet Berlin. His work focuses on cooperative design strategies as well as socially and environmentally sustainable urban development. Among his research projects in the field of education and urban development are the "Akademie einer neuen Gropiusstadt" and "Soko Klima - Stadt gestalten mit Plan." He heads the TU Berlin Dialogue Platform "Smart People & Urban Commoning." From 2002 to 2008, he was principal of INSTANT Architects with Dirk Hebel. He taught at the ETH Zurich in the MAS Landscape Architecture and directed the MAS Urban Design.

## WORKSHOP GROUP 4



**Willem KORTHALS ALTES**  
**Professor in Land Development at TU Delft**

Willem K. Korthals Altes research interest is in Land development, which is about the interaction between planning and property markets, and the possible conflict between the private interests of landowners on the one hand and common societal goals and the interests of larger regions on the other. The present focus is on three interrelated subjects: 1) new legislation governing land development; 2) the authorities as land developers and 3) the European Single Market and land development (What is the impact of the Single European Market on the governance of land development? In what way does Europeanization frame the constellation of actors, and what new modes of operation are emerging?).



**Michiel BOESVELD**  
**Policy advisor at City of Amsterdam**

Michiel Boesveld studied Architecture, Urban Planning and Civil Engineering at the Eindhoven University of Technology. After he started his career at a project promoter, he became an urban economist at the City of Amsterdam in 2003. In his present job he works as policy advisor focussing on land (price) policy. In 2010 he finished the Master of Science in Real Estate with a paper about the financial rate of return of ground lease in Amsterdam. In 2012 he successfully introduced real option contracts in Amsterdam. In a time of economic uncertainty this innovative way of contracting makes project development possible without a concession to the land price. At the moment he is dedicated to the renewal of the leasehold system in Amsterdam.



**Sung Chan CHO**  
**Cheif Researcher at Institute of Land and Liberty**

Chief researcher at the "Centre for Territorial Integration of Korea of the Institute of Land & Liberty. After acquiring MSc in urban and regional planning at Seoul National University, I obtained his PhD in public policy at Renmin University of China in Beijing. My doctoral dissertation is entitled A Study on China's Annual Land Leasing System and its Application Model for North Korea's Economic Special Zones. I also engages actively in public debate and consultation on real estate policies and urban redevelopment projects, including Yongsan.



**Vitnarae KANG**  
**PhD Researcher, TU Delft**

Vitnarae Kang is a young academic researcher in urban and regional development, especially through the lens of land development processes that bridge the gap between spatial planning and implementation. Her current PhD research focuses on the role of Netherlands municipalities in urban development from a cross-country comparative perspective, with the following keywords: public accountability for planning decisions and implementation, flexibility in planning processes & project operation, and financial consequences for different stakeholders.



**Sung Hoon Ko**  
**Senior planner & developer, Hanwha S&C**

Sung Hoon Ko is a senior planner and developer of various smart-city projects which make cities more sustainable through innovative and solution-oriented approaches. He studied major in economics at Korea University and attained MSc in urban planning at University of Seoul. Next to his full time job at Hanwha S&C, he also engages in civic activities, via Jubilee Together, for example, which aim to make land use fairer and more equitable. His interests are sustainable urban management models, cooperative land bank and alternative urban development models.

## WORKSHOP GROUP 5



**Jeroen DIRCKX**  
**Urban Designer, Associate at KCAP Architects&Planners b.v.**

Jeroen Dirckx is associate and senior urban designer at KCAP Architects&Planners. He is fascinated by urban life and how to use the processes shaping our environment in order to achieve a sustainable alternative. He is design lead and project manager of major large scale urban design processes, working closely together with multi-disciplinary teams of experts and complex client and stakeholder groups. He has been involved in the design of the post-Olympic sites of London and Beijing and the world expo site of Brussels; the brownfield waterfronts of the Bay of Pasaia and FredericiaC; the transformation of a large industrial area in Shenzhen and the planning of an airport city in Moscow.



**Katharina HAGG**  
**Research Associate / Assistant Professor Urban Design at TU Berlin**

Since April 2013 Dipl. -Ing. Arch/Urb. Katharina Hagg teaches and researches at the Chair for Urban Design and Urbanisation at the TU Berlin. Her main interest is described by the question: Who is Urban Design? This refers to the various factors and actors that shape the city as well as the question of what impact they actually have and how the different forces can be brought into balance. Since 2011 she works on independent projects related to urban transformation in an international context and different collaborations. Before moving to Berlin she worked as urban designer, project manager and head of urbanism at various offices in the Netherlands, among others at KCAP architects & planners in Rotterdam.



**Noboru KAWAGISHI**  
**Architect at Mitsubishi Jisho Sekkei / Co-founder OMNIBUS-lab**

Noboru Kawagishi is born in Ishikawa, Japan and graduated from Niigata University in Japan and the ETH in Zurich, Switzerland. In collaboration with KCAP/Zurich (Switzerland) and Mitsubishi Jisho Sekkei (Japan), he has been involved in several architecture/urban design projects in Switzerland, Germany, as well as Japan and other Asian countries. In 2009 he has created OMNIBUS-lab with Charlotte Malterre-Barthes and engaged in several urban research projects. Their research works are published in several magazines and also exhibited in several locations such as "Japanese Junction 2010" in Tokyo.



**Hoongill LEE**  
**Urbanist & Architect/ Principat at Studio\_giyeok**

Hoongill Lee, born in Seoul, received a master sdegree from Hangang University(KR) Graduate School of Urban planning & Engineering and the Ph.D. At Soongsil University(KR) for architecture studies. He is an architect(KIRA) and urban designer. At architectural office of various sizes, he was in domestic/foreign masterplan and architectural projects. He had a solo-exhibition of [The Shadow of Life], participated in various group exhibitions such as architectural photography and illustration. Currently, he is the representation of [Studio\_giyeok] and designed the architecture and urban design. He is looking for a niche digging a variety everyday life through urban-architecture. It's a small doorway through you and me, a common language to speak of life.



**Jieun LEE**  
**Architect & Urban Manager/ Partner at D-Werker Architects**

Jieun Lee, an architect and urban manager from Seoul, received Masters of Engineering in Architecture from Soongsil University, Seoul, Korea in 2000 and Masters of Science in Urban Management from Technische Universität Berlin, Germany in 2013. She worked not only as an architect, but also as a lecturer and researcher at several universities. She has keen interest in creative design strategies for sustainable urban environment through collaboration among various stakeholders and civil participation. She is currently working on architectural projects at D-Werker Architects, Seoul with Hwon Yoon.



**Sungwoo KIM**  
**Architect, N.E.E.D Architecture**

Sungwoo Kim's experience with large scale civic projects in Seoul plays a vital role in running the practice in Korea. He frequently teaches at Seoul National University and Korean National University of Arts with advanced design studios on old urban blocks of central Seoul. He holds a Bachelor/ Master of Science in Architecture from Seoul National University and Master of Architecture from Berlage Institute. He is an appointed Public Architect of Seoul Metropolitan Government.



**Jeongseok MOON**  
**Director of Community Design Center at Urban Action Networks**

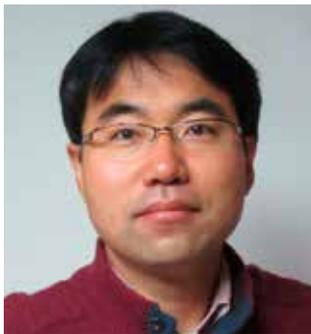
Jeongseok Moon is director of Community Design Center(CDC) in Urban Action Network. He is reorganizing local resources and network making small public space with community participation in CDC. His main concern is finding micro publicness based on difference of each local communities through his works. On the contrary to this, as architect, He is involved with planning of macro multipurpose commercial complex.

## WORKSHOP GROUP 6



**Milica BAJIC-BRKOVIC**  
**Professor, President of ISOCARP**

Educated as an architect and urban planner, Milica Bajic- Brkovic has dedicated her professional life to the built environment. Her expertise relates to sustainable urban development and planning, planning methodology, and comparative planning systems. She is particularly interested in linking planning research and practice to other areas like ICT, climate change issues, culture and heritage conservation. Milica is President of ISOCARP-International Society of City and Regional Planners (2012-2015) and was Secretary General of the same organization 2000-2006. Recently she has been appointed a member of the High-level Advisory Team on Sustainable Transport to the UN Secretary General Ban Ki-moon.



**Haebo KIM**  
**Team leader, Seoul Foundation for Arts and Culture (SFAC)**

Worked as a planner of the Moochon(theater company, directed by Kim, A-Ra) (1999)  
Worked as a staff of the SamulNori Hannullim(traditional percussion troupe, directed by Kim, Duk-Soo) (1999-2000)  
Worked in Korea Science Foundation(KSF) dealing with science promotion programs. Especially, developed Sci-Art projects. (2001-2004)  
MA in Arts Management  
Taught the subject of Cultural Resources Development at the Graduate school of Chugye University of the Arts for 2007 to 2011 as a part-time lecturer.



**Blaž KRIŽNIK**  
**Assistant Professor at Hanyang University**

Blaž Križnik graduated in architecture and finished his doctoral study in sociology of everyday life at the University of Ljubljana. He worked as a research fellow on the Institute for Advanced Architecture of Catalonia and Seoul Development Institute, and as visiting professor for the University of Seoul and Kwangwoon University. Presently he is assistant professor of the Graduate School of Urban Studies on Hanyang University, where he teaches community-based urban planning, urban regeneration approaches, and urban sociology. He is also the co-founder and senior researcher on the Institute for Spatial Policies in Ljubljana. He published a book 'Local responses to global challenges: cultural context of urban change in Barcelona and Seoul'.



**Doutsen KROL**  
**Lecturer at Hanze University of Applied Sciences in Groningen**

Doutsen Krol, studied Physical Geography at the University of Utrecht, The Netherlands, specialization in (geo)hydrology. She combines water aspects to the spatial surrounding using several methods and approaches. She was responsible for spatial plans at different scales where many actors were involved. Currently she lectures subjects concerning her field of expertise at the Hanze University in Groningen, The Netherlands. Furthermore, she is responsible for the specializations Infrastructure and Urban Planning & Engineering, jointly responsible for the redesign of the curriculum of our School and the new Minor Future Environment.



**Teahee Lee**  
**Urban researcher**

Taehee Lee, grew up in Busan, studied at the University of Sheffield (UK) for PhD and MA in Town and Regional Planning, and at Hanyang University (KR) for BA in Urban Planning and Design. He focused on studying urban design and urban history during his BA, and gentrification during his MA. He is now particularly interested in the political aspect of planning, in particular regarding justice, public interest, and participation. For his PhD thesis, he studied justice in planning, and analysed Cheong-gye-cheon river restoration project, Seoul, from a justice perspective.



**Berit ANN ROOS**  
**Architect, Head of the Department Architecture at Hanze University**

Berit Ann Roos, MSc is currently head of the department Architecture and Built Environment at the Hanze University of Applied Science in Groningen, Netherlands. In her architectural office, she designs in co-creation with civilians and is also consultant for companies in need of a long-term vision for their property. She studied architecture in Switzerland and at the Technical University in Delft, cum laude. She worked as an architect in Switzerland, Russia and Netherlands. There she worked for 13 years managing partner at Onix Architects. She won a series of awards amongst them is the Dutch Design Award in 2013.



**Maarten VAN POELGEEST**  
**Advisor/Consultant**

Former vice-mayor of the City of Amsterdam (2006 - 2014).  
Responsible for Urban Development and Planning, Climatechange & Energytransition.  
Advisor/Consultant working for 'Anderson Elffers Felix'.

## WORKSHOP GROUP 7



**Soonbok CHOI**  
**Architect, Architectural design firm DESIGNbok**

Soonbok Choi is an architect and community designer. In 2008 she has created architectural design firm DESIGNbok and co-founder of Public energy platform 00. Since 2008, in the Mulla Artists Village(Seoul) creative and voluntary community activities. Director of guest Platform team in 2013 Dongdaemun youth project, Seoul Youth Hub. Research was the Dongdaemun area, Dongdaemun market activation measures proposed Dongdaemun guest rooftop platform.



**Yunhee CHOI**  
**Director, B.A.R.E. (Bureau of Architecture, Research & Environment)**

Yunhee Choi is a director at B.A.R.E., an architecture office based in Seoul, committed to research-based design approach and to produce contextually sensitive proposals. She is a registered architect(UK) and has studied architecture at Cambridge University and the Architectural Association School of Architecture. She has practiced at Doojin Hwang Architects(KR), Wilkinson Eyre Architects(UK) and Jason Bruges Studio(UK) where she was responsible for a number of public art projects. She is currently teaching a design studio at the Korean National University of Arts and the Korea University.



**Shoichiro HASHIMOTO**  
**urbanist / landscape architect, architect**

Shoichiro Hashimoto, born in Tokyo, studied architecture at Yokohama National University and urban planning and landscape design at Tokyo Institute of Technology in Japan. He previously studied abroad at the ETH Zurich and served as an internship assistant at the Chair of Prof. Christophe Girot at the ETH Zuerich. He starts a job as urban planner in Nikken Sekkei, Tokyo in April 2015 and works for urban development projects in Japan.



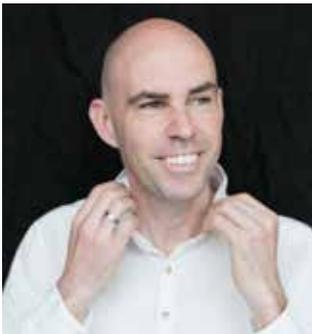
**Sejin KIM**  
**Architect/Founder at skimA**

Sejin Kim is the founding principal of skimA. He previously worked at Foster + Partners, London as an Associate. Sejin Kim experienced on the diverse range of projects across the world, and was responsible for several international projects and competitions for over 8 years. Sejin Kim graduated from the Architectural Association School of Architecture with AA Diploma in London and he also received a Bachelor of Engineering in Architecture from Kyung Hee University in Korea. Sejin Kim is a chartered architect of RIBA (The Royal Institute of British Architects). He is currently teaching Structural Design & Architectural Design Studio at Korea University.



**Sang Hyeok LEE**  
**Architect, DA Group Design & Architecture**

Sanghyeok Lee is the design principal of DA Group. He has undertaken a variety of competition projects for over 5 years. Before DA Group, he worked at Foster + Partners, London and experienced on the several international projects. He previously experienced on the various projects in Heerim Architects & Planners and Aum & Lee Architects Associates. Sanghyeok Lee graduated from the Architectural Association School of Architecture with Landscape Urbanism MA in London and he also received a Master of Engineering in Architecture from Dong-Eui University in Korea.



**Bart REUSER**  
**Architect/Partner at NEXT architects**

If it can't adapt, it will extinct! Bart Reuser (b. 1972) has been a guest professor at the University of Seoul, Korea. In 2011 he published the book *Seoulutions* in which he describes the transformation of the Korean neighborhoods. He graduated from the Delft University of Technology, Faculty of Architecture in 1999. He received the first prize in the national ARCHIPRIX competition for the graduation project *The Layered Land*. In 1999 he founded the Dutch office NEXT architects together with 3 partners which was followed by the a Chinese office in 2004. Since its earliest projects NEXT has explored the boundaries of its own discipline, and searched for areas that overlap with other disciplines. This exploratory attitude has resulted in a highly diverse portfolio.



**Kyuduhk SEO**  
**Professor, Kangwon National University**

B.Arch at Hanyang Univ. in Korea  
M.Arch at UCLA in United States  
Registered Architect in United States (AIA)  
Worked at R2Arch, RTKL, Callison in Los Angeles  
Junglim Architecture in Korea  
Professor in Dept. of Architecture, Kangwon National University



**Jungwon YOON**  
**Assistant professor, University of Seoul**

Jungwon Yoon is an assistant professor of Architecture at the University of Seoul. She received a B.S in Architecture and her M.Sc in Architecture from Seoul National University and M.Arch from School of Architecture, Princeton University. Her current research interests focus on architecture design, with a particular emphasis on the experiment and application of architecture materials as well as multidisciplinary exploration on urban and architectural issues. While working at RMJM New York, Rafael Viñoly Architects PC and OMA in Rotterdam, she participated in a number of design works and projects worldwide.

# BBP initiators & organisers

Soran Park, Hyeri Park and Vitnarae Kang are initiators of an international planning conference 'Beyond Big Plans; Let's reinvent planning' in Seoul. They are architect, urban planner and researcher currently based in the Netherlands and originally from Korea.

They share a common experience, having seen existing urban fabrics in the city of Seoul torn apart and original residents driven out by urban redevelopment. They are all now working in the Netherlands on alternative approaches to urban design and planning that creates value for people's everyday life, respects historic urban layers, balances conflicting interests and pursues a fairer distribution of development benefits. This so-called "social turn" is increasingly becoming visible in urban development approaches in Seoul.

The Beyond Big Plans project is designed as a catalyst for higher quality deliberation on the future of planning, alternative routes and possible actions in Seoul with local and global urban experts.



## **Soran Park**

Architect at WeLoveTheCity bv.

MSc in TU Delft (NL)

BSc in Hongik University (KR)

Soran Park started her career in Seoul and left for Europe to apply her interest in people's desire to develop their living environments in contemporary cities. Currently she is working on urban projects to create healthy communities and new qualities in land use & mobility. She is specialized in bringing hands-on design processes to the public forum. Through practical participatory design methods she helps neighbourhoods come alive in inspiring ways. 'Beyond Big Plans' is an opportunity to return to her roots and share ideas for a place that is special for her and her country.

**Hyeri Park**

Urban Planner/Architect at KCAP bv.

MSc in TU Delft (NL)

MAS in ETH Zurich (CH)

BSc in Soongsil University (KR)

Hyeri Park is an urbanist as well as an architect focusing on forming and transforming cities by social entities and inhabitants' everyday lives through the design processes. As an urban-architect, she has created master plans at many scales, based on a flexible and adaptable approach, in both Europe and Asia. She works for KCAP Architects&Planners in Rotterdam as a senior urban planner after her professional work experience in Korea. In parallel to her practice, she also has been researching for urban discourse in a creative way as well as participating in architectural biennales and exhibitions.

**Vitnarae Kang**

PhD Researcher TU Delft

MSc at Erasmus University (NL)

BA at Hankuk University of Foreign Studies (KR)

Vitnarae Kang is a young academic researcher in urban and regional development, especially through the lens of land development processes that bridge the gap between spatial planning and implementation. Her current PhD research focuses on the role of Netherlands municipalities in urban development from a cross-country comparative perspective, with the following keywords: public accountability for planning decisions and implementation, flexibility in planning processes & project operation, and financial consequences for different stakeholders.

# Venues

## PARTNERS HOUSE



### Address:

#138 Hannamdaero, Hannam-dong,  
Yongsan-gu, Seoul

서울시 용산구 한남대로 138 (한남동)

### Contacts:

phone : + 82-2-791-9000

e-mail : [partners@sba.seoul.kr](mailto:partners@sba.seoul.kr)

[www.seoulpartnershouse.com](http://www.seoulpartnershouse.com)

### How to get to Partners House from Incheon Airport:

#### 1. Take Airport Limousine Bus 6030

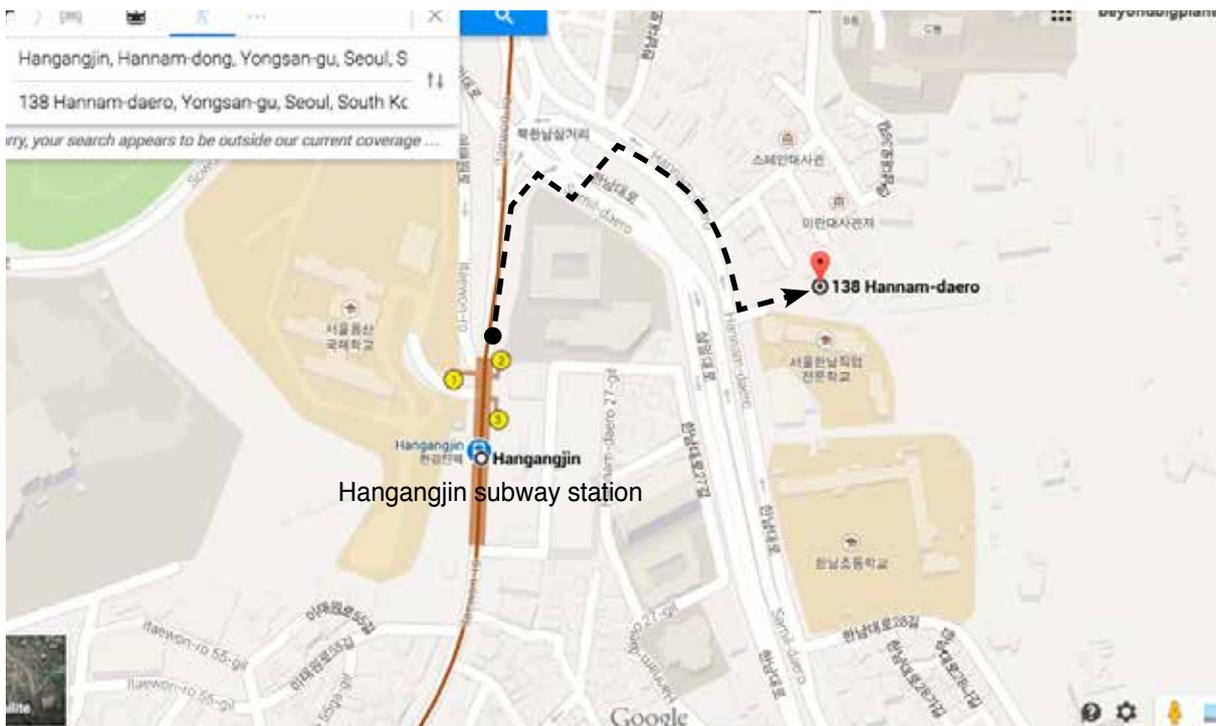
Incheon air port <--> Hangangjin subway station (line number 6)

Running time: 05:45 A.M. ~ 22:25 P.M.

Time required : 90 minutes

Fare : 15,000 KRW

#### 2. minute walk from the bus stop (Hangangjin subway station) to the Partners House



## SEOUL YOUTH HOSTEL



**Address:**

6, Toegye-ro 26ga-gil, Jung-gu, Seoul  
서울시 중구 퇴계로 26가길 6

**Contacts:**

phone : + 82-2-319-1318 (Extension 1)  
e-mail : partners@sba.seoul.kr

[seoulyh.go.kr](http://seoulyh.go.kr)

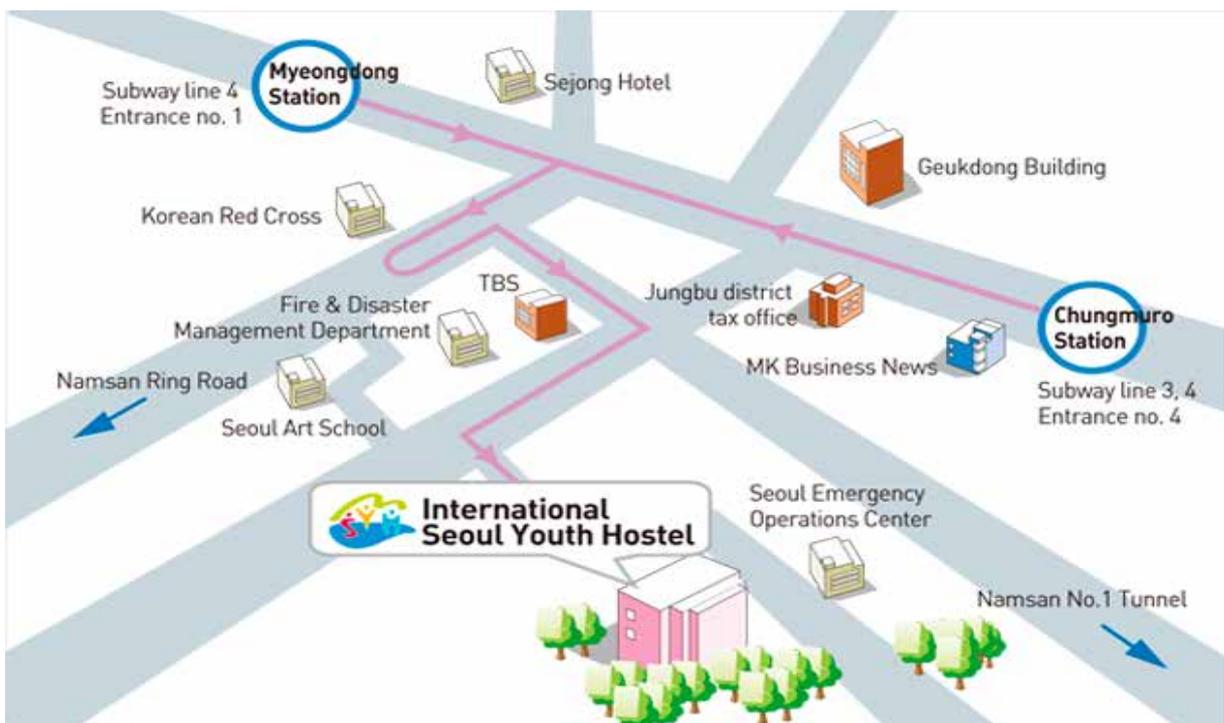
### How to get to Seoul Youth Hostel from Incheon Airport:

1. Take the Airport Limousine Bus **6015** from Incheon International Airport, and get off at Myeong-dong Station.

Incheon air port <--> Myeong-dong station (line number 4)

Running time: 05:40 A.M. ~ 22:50 P.M.

2. Follow the road towards Korean Red Cross, cross the street in front of Korean Red Cross, and it is 5 minute by foot.



## SEOUL CITY HALL



**Address:**

#110 Sejongdaero, Jung-gu , Seoul  
서울시 중구 세종대로 110

**Contacts:**

phone : + 82-2-120  
e-mail : beyondbigplans@gmail.com

### How to get to Seoul city hall from Patners House:

Option 1. Bus Number **402**

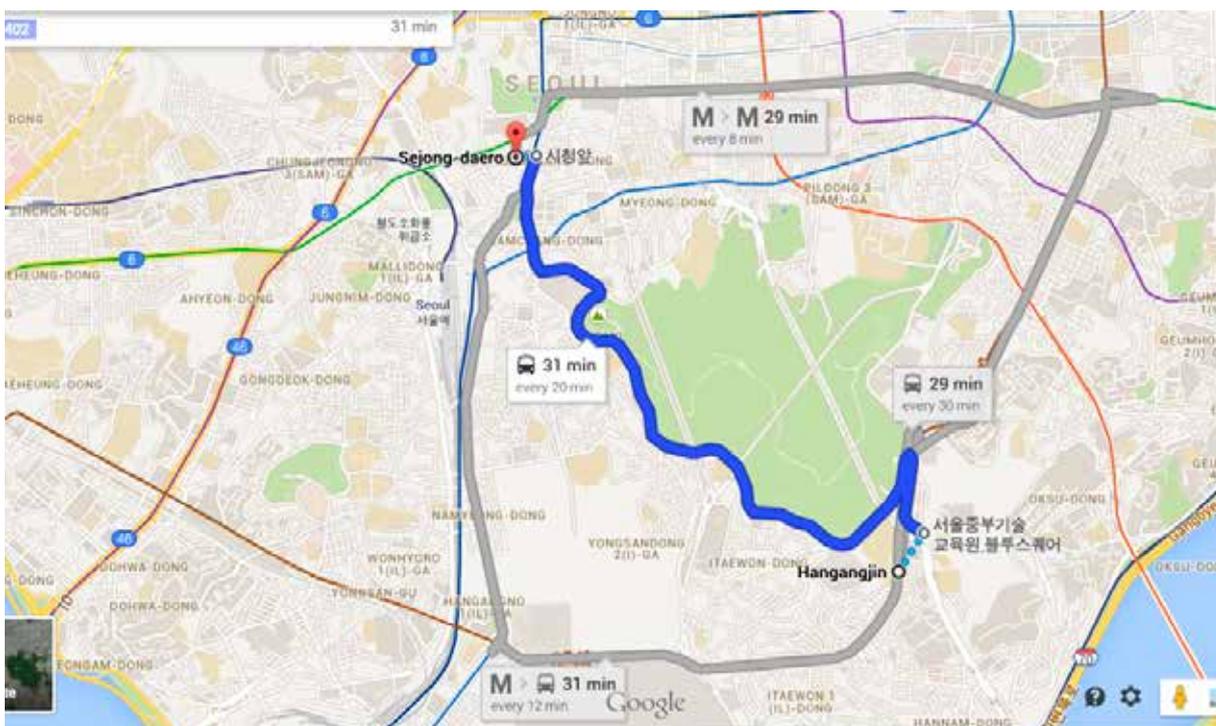
30 minutes, every 20 min, Fare : 1,150 KRW

Option 2. Taxi

10 minutes, Fare : around 5,000 KRW

Option 3. Subway line no. 6 > line no. 2

20 minutes, Hangangjin st(line no.6) -> Sindang st(line no.2) -> City Hall st(line no.2)





Seoul city hall 8F

### How to get to Seoul city hall from Seoul Youth Hostel:

Option 1. 15 minute walk (see the map below)

Option 2. Taxi

5 minutes, Fare : around 4,000 KRW



# BBP Contributors

**Naun KIM**

**Principal Architect, Studio in Loco**

김나운, 스튜디오 인로코 소장/ 건축가

**Seunghyun KANG**

**Principal Architect, Studio in Loco**

강승현, 스튜디오 인로코 소장/ 건축가

**Soyoung PARK**

**Graphic designer, Normal Rhoda Design**

박소영, 그래픽 디자이너, 노말로다디자인

**Yonseul LEE**

**Youth Hub**

이윤슬, 청년허브

creative industries fund NL



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Knowledge for better Cities



Kingdom of the Netherlands  
Netherlands Embassy in Seoul



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Delft University of Technology

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UNIVERSITY OF AMSTERDAM



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Embassy of Switzerland in the Republic of Korea

서울특별시  
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