



Urban Land  
Institute

Advisory Services Program



# Sewoon District Urban Regeneration

SEOUL, KOREA

ULI ADVISORY SERVICES

OCTOBER 13-18, 2019



**Urban Land  
Institute**

We are leading the future of  
global urban development.

## OUR MISSION

The Urban Land Institute provides leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

Urban Land Institute의 임무는 전세계적으로 토지의 책임감 있는 이용과 지속가능하고 번창하는 지역사회 형성을 위한 리더십을 제공하는 것입니다.



## ULI – URBAN LAND INSTITUTE

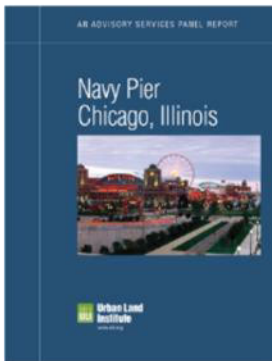
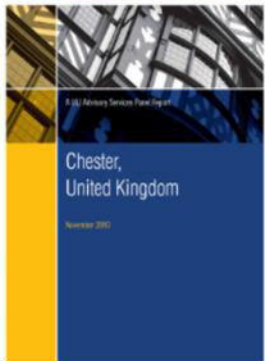
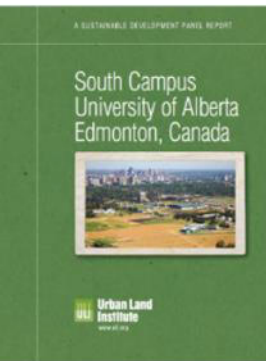
Urban Land Institute의 임무는 전 세계적으로 토지의 책임감 있는 이용과 지속가능하고 번창하는 지역사회 형성을 위한 리더십을 제공하는 것입니다.

- 80개국 40,000명 이상의 회원
- 세계에서 가장 크고 오래된 부동산 및 토지이용 학술 단체

### ULI의 역할:

- 세계 각국의 업계 리더들이 모여 모범 사례 공유
- 도시화, 보존, 재생, 자본형성, 지속가능한 개발에 관한 이슈 탐구
- 교육, 연구, 출판을 통한 정보 공유
- 공동 협력 촉진
- 현재 또는 미래의 과제들을 다루는 지역 관례와 자문 활동 간의 글로벌 네트워크 형성





## 자문 서비스

- 1947년 도입
- 다양한 토지이용 주제에 관한 연평균 15 – 20개의 패널
- 중대한 토지이용 및 부동산 이슈에 관해 독립적이고 객관적인 조언을 제공
- 700개 이상의 패널
- 절차
  - 배경 자료 검토
  - 스폰서 프레젠테이션 및 투어
  - 이해관계자 인터뷰 주선
  - 데이터, 이슈를 고려하여 권고사항 작성
  - 프레젠테이션 진행
  - 최종 보고서 작성

# The Panel and Staff

## **Wayne Ratkovich** (Panel Chair)

Chief Executive  
The Ratkovich Company  
Los Angeles

## **Patrick Phillips**

Former CEO  
Urban Land Institute  
Washington DC

## **Khoo Teng Chye**

Executive Director  
Centre for Liveable Cities  
Singapore

## **Scott Dunn**

Vice President for SE Asia  
AECOM, Singapore

## **Greg Yager**

Founder  
GW Design Consultant Group  
Shanghai

## **Ian Mackie**

Former AsiaPac head of Strategic  
Partnerships, LaSalle Investment  
Management, Singapore

## **Olaf Cunitz**

Former First Deputy Mayor  
Frankfurt

## **Gary Yardley**

Former Managing Director and CIO  
Capital and Counties  
London

## **Kate Bicknell**

Vice President, Development  
Oxford Properties  
New York

## **Marty Borko**

Executive Director  
Urban Land Institute  
Los Angeles

## **ULI STAFF**

### **Paul A. Bernard**

Executive Vice President  
Advisory Services  
Washington DC

### **Ken Rhee**

Executive Director  
Urban Land Institute  
China Mainland  
Shanghai

### **Collin Galloway**

Vice President, Content  
Urban Land Institute  
Asia Pacific  
Hong Kong

### **Sunny Choi**

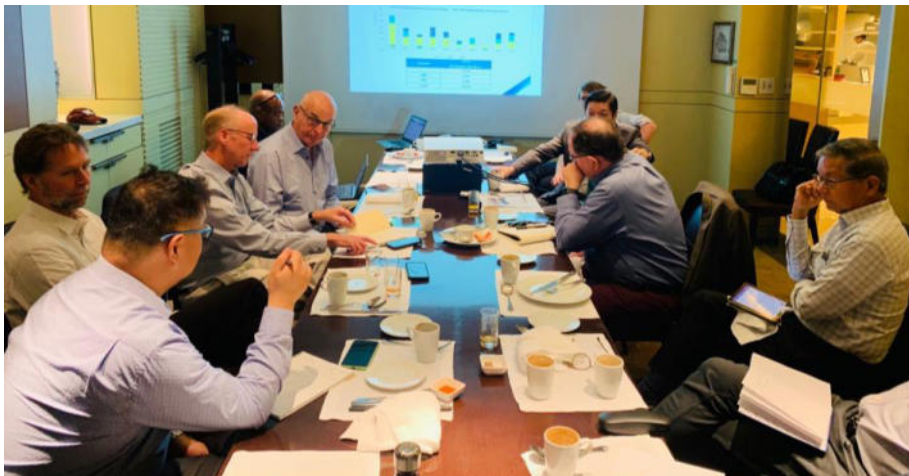
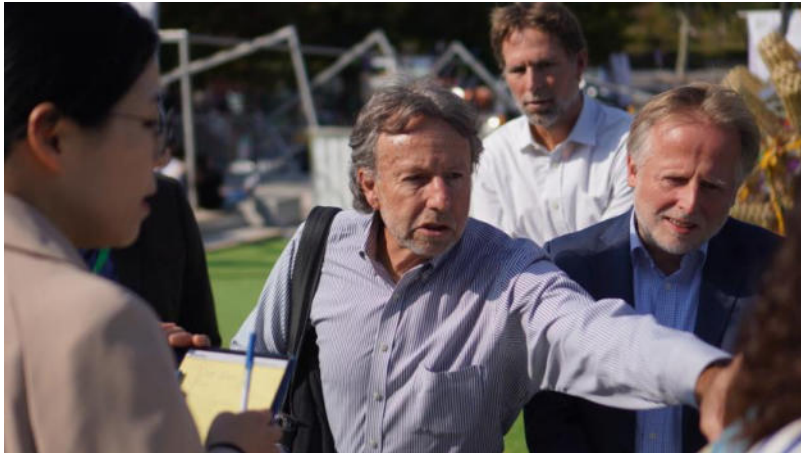
Chief Representative  
Urban Land Institute  
Asia Pacific  
South Korea

# We thank the following interviewees

Seoul Municipal Government		Civic groups and businesses in Sewoon District	
CHO Nam Jun		CHO Seung-Sub	LEE Gil-Jung
JIN Hee Sun		CHOI Dae-Hyuck	LEE In-Sik
KANG Maeng Hoon		CHOI Doin	LEE Ran
KIL Hyun-Gi		CHOI Youngsoo	OH SunTaEK
LEE Jae-Hoon		IM Young-Geun	SEO Ji-Hye
LEE Kiwon		JEONG Seungho	SIM Mansub
OH Seung Jae		KIM Chul	SONG Dalsuk
YANG Keum Nan		Ko Su-Gil	SONG hoyoon
YI Chang		LEE Bunnam	
Academia		Consultants	
HWANG Jie-Eun	University of Seoul	CHANG Chaehun	JLL
JEONG Suk	University of Seoul	CHOI Minsung	Delco
KIM Taehwan		CHOI Young-Soo	KTS Urban Planning
LEE Chung Kee	University of Seoul	JUNG Kichoon	Colliers International
LEE David	KAIST		
LEE Jae Seung	Hongik University		

# On site this week

Sewoon engaged



A grayscale background image showing several pairs of hands holding pens, poised over a table covered with various documents and papers. The scene suggests a collaborative meeting or a professional consultation.

# Sewoon



**Urban Land  
Institute**

Advisory Services Program

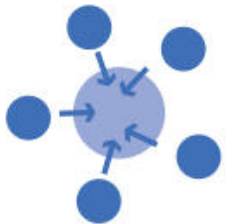
# Sewoon - 12 Big Ideas

## Key Recommendations



### 비전

Set a vision which creates a globally recognized destination and an example of urban regeneration.



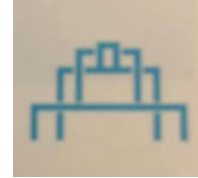
### 공공기관 설립

Establish a public agency that is responsible for delivering the vision of all stakeholders.



### 합의 계획 과정

Establish by consensus a mixed-use master plan capable of evolution.



### 상가 보존 및 정비

Keep, celebrate and improve the arcades.



### 세운 DNA 보존

Provide space for select industrial users to serve existing operations and maintain the DNA of the District.



### 명확, 투명, 신속한 정책

Create an environment that invites and incentivizes the private sector— clear, transparent and quick policies.

# Sewoon - 12 Big Ideas

## Key Recommendations



### 자금조달구조 수립

Establish a funding structure that builds major infrastructure with public funding and a payback mechanism.



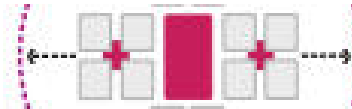
### 단기, 중기, 장기 성공 정의

Define success in the short, medium and long term.



### 주거 용도 도입

Introduce residential living as a principal use.



### 동서축의 연결성 증진

Improve an east-west corridor between CBD and Dongdaemun Area.



### 소매 및 요식업을 통한 활력 증진

Invite retail, food, beverage and leisure to enhance vitality.



### 도심 캠퍼스 설립

Create an urban campus by inviting universities to establish on-site campus



Sewoon district offers an opportunity to create **a new kind of urban sustainable development** that revitalises the district with good planning and urban design, and a coordinated development strategy and governance that involves all stakeholders.

새롭고 지속가능한 도심의 발전 기회



## Build on existing Success

기존의 성공을 발판으로

- 2014 Sewoon masterplan has achieved some success:
  - Preservation of Sewoon arcades
  - Building the pedestrian deck
  - University of Seoul - urban campus
  - Incubator spaces
  - Site assembly for Block 4
  - Small scale redevelopment within the district
  - Attraction of new small business
  - Retention of some existing small industries and shops
  - Enhanced connection to the shrine
- Neighbourhood vibe



## Setting the Stage: Existing Issues

### 현존하는 이슈

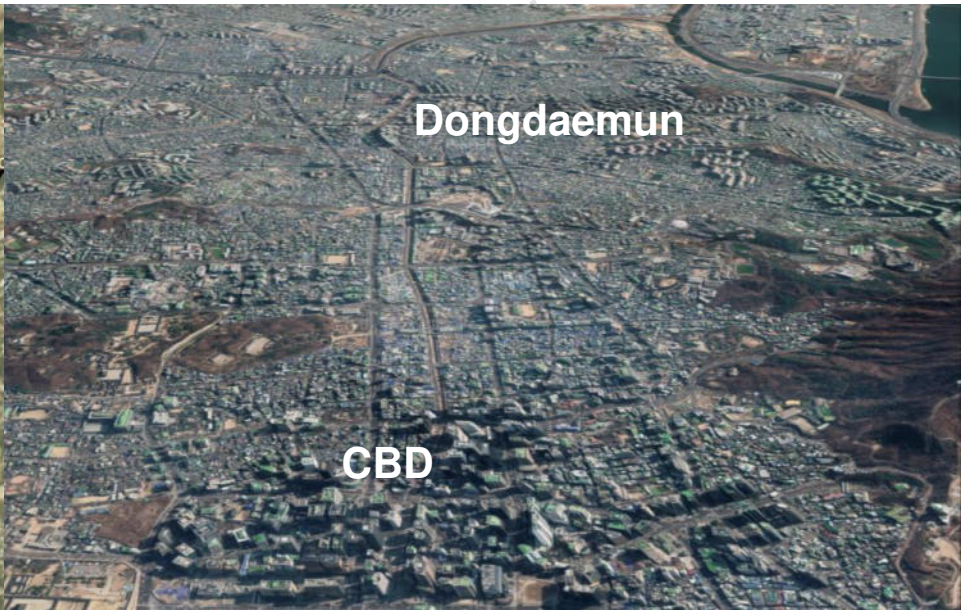
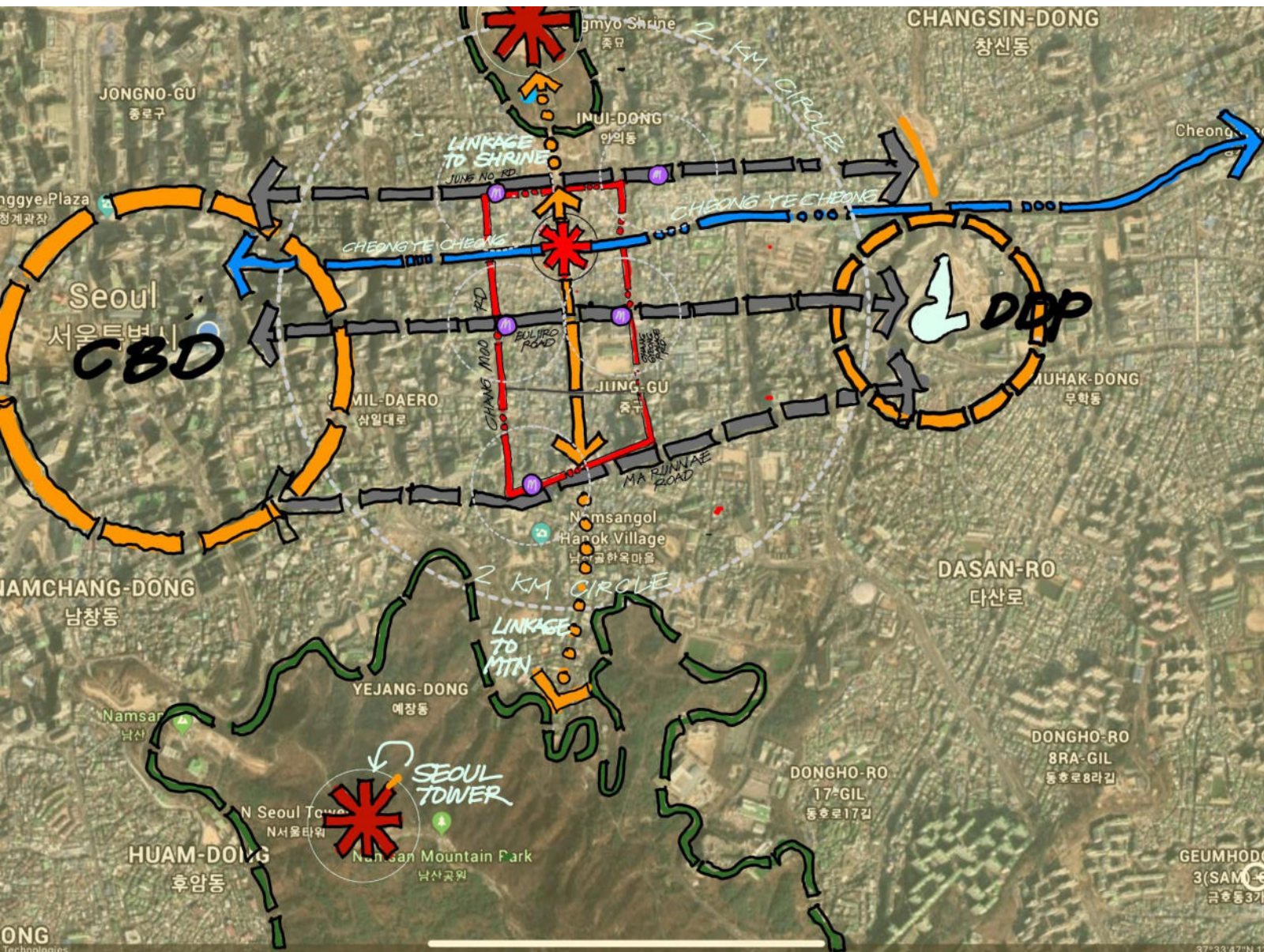
- Uncertainty about future regeneration and development
- Fire hazard, environmental pollution, crime, decline in business, ageing tenants, lack of infrastructure (water, sewage, lighting)
- Limited benefit of *Cheonggyecheon* to date.
- Investment into existing buildings limited
- Lack of housing

# The Economic Context 경제적 배경

Moderate growth, changing demographics create new opportunities

- Economic outlook—GDP, job growth, demographics--suggests moderate development pace that requires the public to lead a more incremental and granular approach
- The three major commercial submarkets capture most large-scale development; Sewoon should develop its own distinctive identity and establish its competitive position
- Sewoon District strengths:
  - location and accessibility, mix of old and new, authenticity and grit, potential for strong public-private partnership
  - Importance of creating a distinctive market position, clear brand—building on historical identity and authentic sense of place
- Sewoon District opportunities
  - Flexible, adaptable workplaces in true mixed-use environments
  - Residential units geared to smaller, younger households—focus on affordability
  - Dining and entertainment destinations, driven by increasing spending on food and healthy tourism outlook

# Strengthening the Seoul of the City “서울성” 강화



Sewoon represents a unique opportunity to:

- Re-connect the heart of the city
- Capitalize on the mobility network
- Leverage day time CBD workforce
- Support need for central housing
- Connect mountain and shrine



# The Vision



**Urban Land  
Institute**

Advisory Services Program

# Makercity SEWOON

## Sewoon Vision

---

Celebrate the past by  
regenerating the Sewoon District  
into a sustainable, mixed-use  
community reflective of the  
entrepreneurial spirit of the  
Korean people and the evolution  
and transformation of the maker  
industries

A grayscale background image showing several pairs of hands in business attire, holding pens and pointing at documents on a table, suggesting a collaborative meeting or strategy session.

# The Strategy

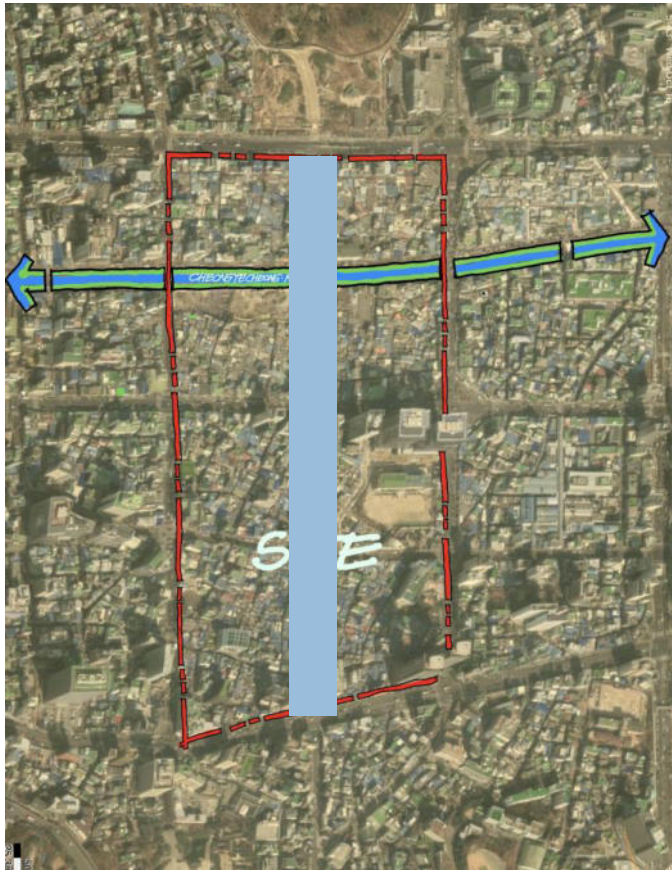


**Urban Land  
Institute**

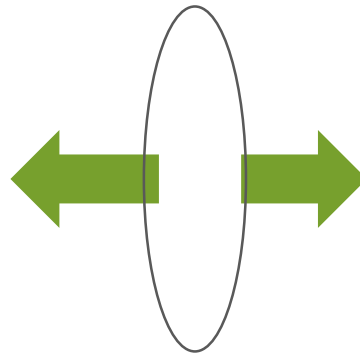
Advisory Services Program

# Sewoon District Elements: 세운지구의 요소

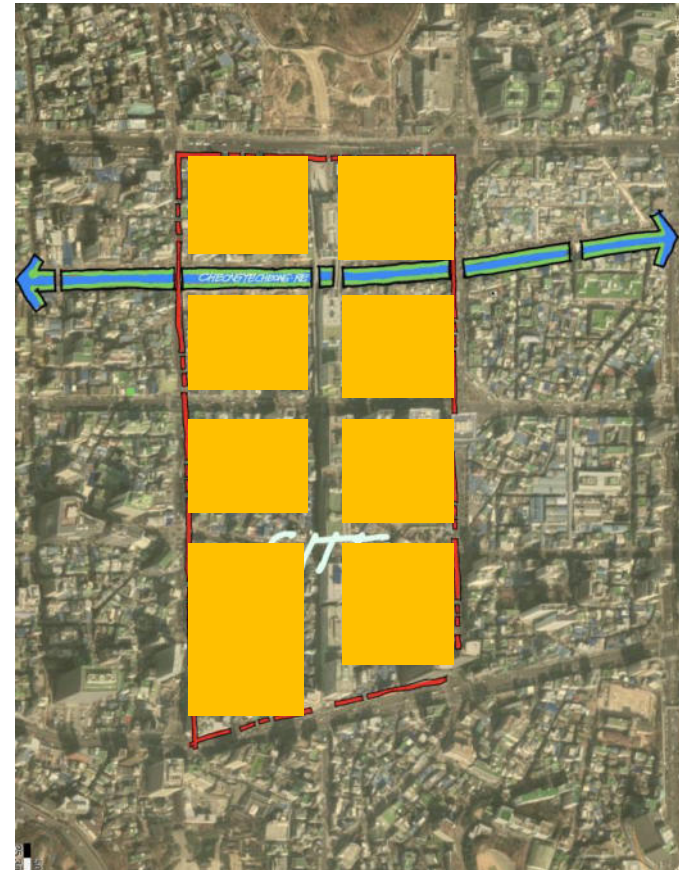
Arcades and Adjacent Blocks must work together



ARCADES



ADJACENT BLOCKS



# Sewoon District Transformation Strategy: 세운지구 변화전략

## ARCADES 상가군

Use public funds to build on the existing investment into the Sewoon Arcades to act as a catalyst, creating a backbone for a world-renowned creative and industrial Maker Center

- Use public funds to invest in the decks and “connective tissue” at the base of the arcade buildings. Create a place to see and showcase innovation in action.
- Public funding will then attract private investment to upgrade and ideally enlarge commercial and residential uses above.

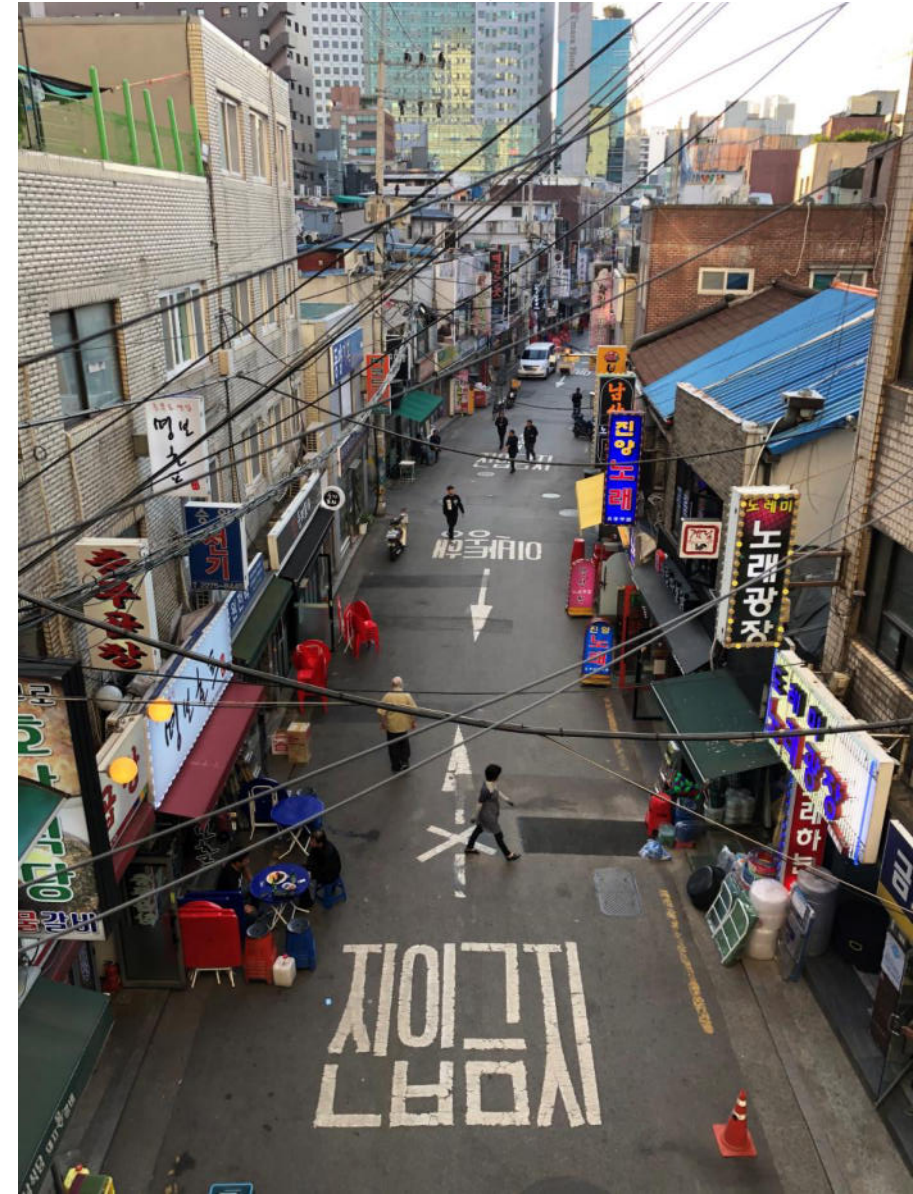


# Sewoon District Transformation Strategy: 세운지구 변화전략

## ADJACENT BLOCKS 인접 블록

Create a planning and development framework to attract private investment to redevelop or regenerate, where appropriate, the wider Sewoon district:

- Public funds should be invested **upfront** to construct public road and infrastructure improvements, and to acquire land, where necessary, to build such infrastructure upgrades
- Establish a Development Masterplan with desired uses, densities and public realm requirements in collaboration with **all** stakeholders.
  - Incentivize Developers to retain existing owners & tenants (commercial/residential/industrial) within the district to enhance its unique character.
  - Encourage significant additional residential development - affordable, student and market rate
  - Enhance the industrial space available for existing users, new start-ups and established creative businesses



# Strategy for Implementation 실행 전략

## ARCADES 상가군

Identify key partners for the public to collaborate with to build interventions that will serve as the catalyst and anchor for the regeneration of the Sewoon Arcades.

### Partner examples:

- Universities: Local Korean and International universities
- Industry: Tech & manufacturing companies / institutions / conglomerates
- Users: Graphic designers, digital artists, food & beverage operators
- Funders: Long term or rotating institutional capital partner(s) to provide funding for public interventions
- National government & NGOs

### Intervention examples:

- Create a MIT Media Lab-type facility that brings together students and existing makers
- Create east-west connections through arcade buildings to adjacent blocks
- Ensure zoning accommodates food & beverage users in the arcade's "connective tissue"
- Provide incentives for existing owners to upgrade residential units above the arcades and provide funding for the construction of model units
- Provide public funding to animate the public realm (3<sup>rd</sup> floor decks and roof tops, arts, events etc)



# Strategy for Implementation 실행 전략

## ADJACENT BLOCKS 인접 블록

- Undertake a block-by-block evaluation of existing buildings to create a Masterplan that establishes the desired scale, massing and uses.
- To stimulate private development of adjacent blocks, the public should identify and fund acquisition of key properties to allow for the construction of key infrastructure & public realm improvements
- These public sector investments **should** facilitate and prepare blocks for private sector regeneration or redevelopment
  - If private sector revitalization efforts are blocked by individual owners, after a period of time, government would be authorized to step in to acquire, prepare for development, and bid out to the private sector for execution

Representative Plan of District 5 Public Sector Roadway Acquisition



# Strategy for Implementation

## ADJACENT BLOCKS 인접 블록

- Public investment to include the construction of new, multi-level industrial innovation hub(s)
- Facility will accommodate existing industrial users who commit to remain onsite.
- Flexible, efficient, clean and affordable
- Candidate location
  - Expandable
  - Connect to Arcades
  - Direct connection to major roadway for supply chain efficiency



Representative Plan: candidate locations for innovation hub(s)

# Growing the Industrial Ecosystem 산업 생태계 육성

Arcades and Blocks: Provide for Existing Industrial Users & Plan for Industry Evolution

- Provide for existing owners & tenants:
  - Survey all existing businesses to determine their future demand for space within Sewoon District
    - Commit to provide space **for those who commit** to stay.
      - Government to include within the masterplan space for existing industrial businesses who want to remain and who contribute to the character of the District
    - Provide for shared industrial space in multi-story industrial building(s) within the Sewoon District,
    - This facility is recommended to be publicly owned and operated, but privately funded by developers' contributions in exchange for development rights within the Districts.
      - Based on result of survey of demand, determine whether multiple buildings or one larger building, with expansion capability, is appropriate
- Plan for evolution of industry users onsite
  - Ensure the Masterplan provides for flexible uses and building code requirements to accommodate changing uses
    - Anticipate that space initially occupied by electronics companies could, in the future, be occupied by, for example, drone manufacturers



# Increase Ecosystem Productivity and Value

산업생태계 생산성 및 가치 증진

Programs and services to support industry evolution

## Supply Chain Management

- Tools and systems to manage larger supply chain ecosystem
- Bulk material ordering

## Workforce Development

- Training and Development programs.
- Pre-screening and job placement
- Vocational training
- Business development skills
- Internships and apprenticeships

## Holistic Approach

- Integrated services and holistic, strategic approach.
- Shared common services.
- Administrative and operational support
- Marketing and promotion

## Knowledge Sharing

- Ecosystem links to local and global university and institutions
- Generational crafts and repair apprenticeships



A grayscale background image showing several pairs of hands holding pens, poised over a table covered with various papers and documents, suggesting a collaborative planning or design session.

# Planning and Design Strategy



**Urban Land  
Institute**

Advisory Services Program

# What makes a great place?

## Power of Place



Create a unique development that stems from an understanding of the present history, culture and site with a view towards the future.

PEOPLE AND PLACE

## Catalyst for Change



We are not just building for today. A project should anticipate the future lifestyles of the people and emerging trends in the marketplace.

INCUBATORS  
LIFELONG LEARNING  
GROWTH & CHANGE OVER TIME

## Stewardship of the Land



Create a model of best practices for sustainable design both in terms of how the land is developed and how people live using the full potential of the site and resources available.

SYSTEMS ENGINEERING  
ALTERNATIVE TRANSPORTATION  
GREEN DESIGN

## Quality Experience



Create a quality experience that balances both form & content by blending a unique offering in a great environment.

CHOICE  
TECHNOLOGY  
EXPERIENCE / AUTHENTICITY / TIME

## Integrated Community



Support a variety of land use and create unique opportunities for integration. Through linkages and synergies, the whole should exceed the sum of the parts.

FLEXIBLE  
CHANGE / CHOICE

# What makes a great place?

## Appropriate Mix



Create a program brief that is relevant to the market and users. It should be flexible to change over time.

ALTERNATIVE USERS LEARNING

## Uniqueness of Place



Celebrate the special attributes of place.

THE RELATIONSHIP OF THE SCOPE / CITYSPACE  
NATURE AND LANDSCAPE CLIMATE  
MATERIALS & DETAILS  
DIVERSITY OF PEOPLE

## Innovative & Memorable Design



The design should "WOW" the visitor and tenant.

URBAN DESIGN  
OPERATIONS  
BUILDING ARCHITECTURE  
BRAND AND IDENTITY  
GRAPHICS

## Viable Business Model Lifestyle



The development should be built on a solid business plan and phasing strategy. It should leverage commercial viability with community and civic need.



Celebrate Diversity. Respect Individuality. Create a place that recognizes social and cultural diversity.

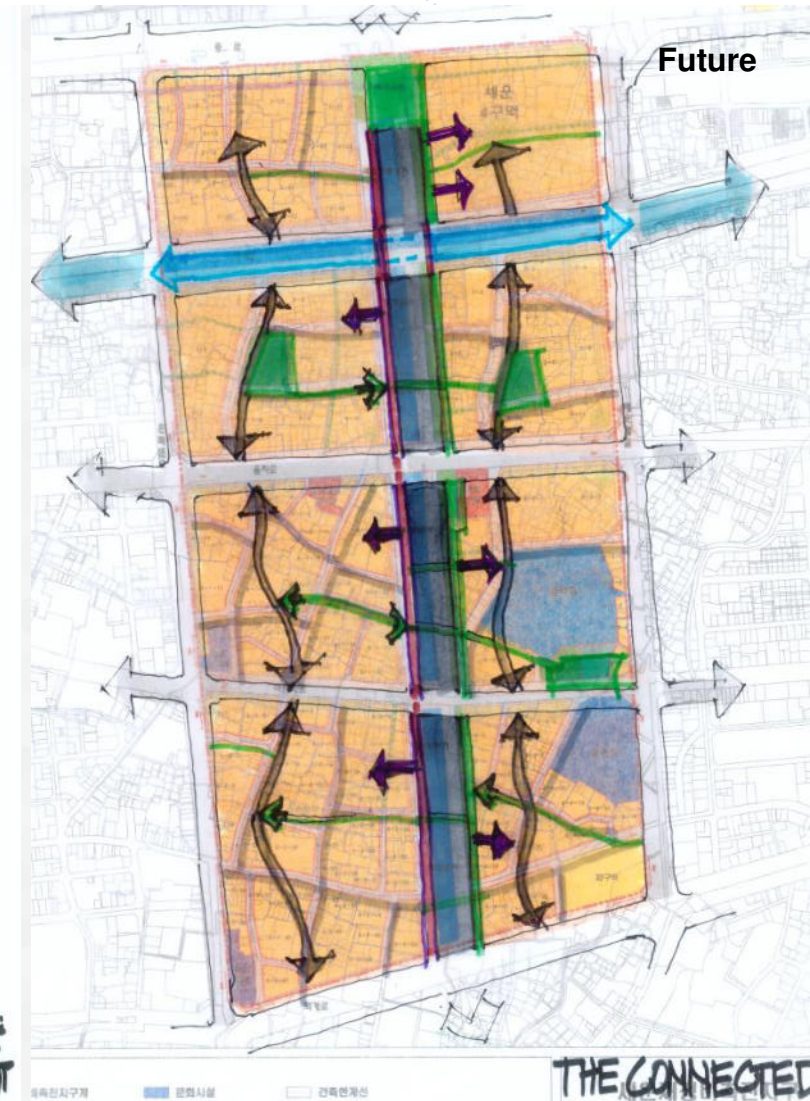
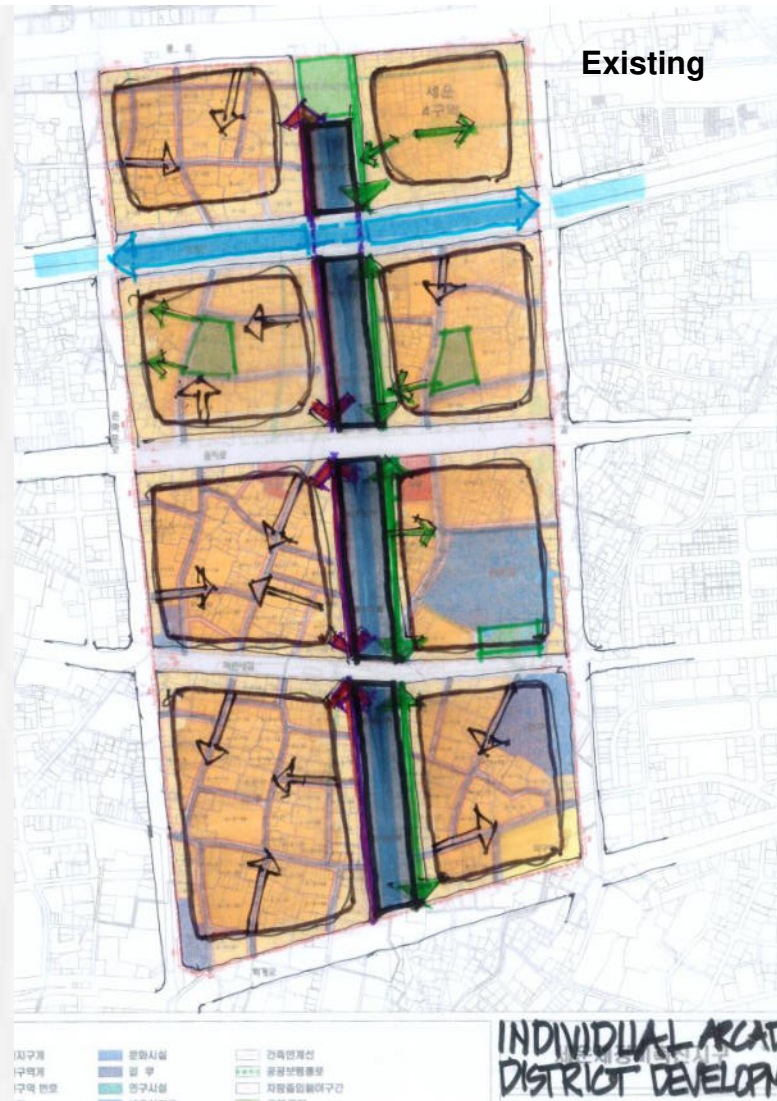
AGE, FAMILY, INCOME, ETHNICITY  
HEALTH, FITNESS, SPORT,  
LEARNING, CULTURE

# Sewoon District

## Connecting the city 도시를 연결하다

Create a strategy that moves away from segregated inward focused development blocks to a district that provides:

- Transparency and linkages between blocks
- Connects to and through the arcade
- East-west from the CBD to DDP

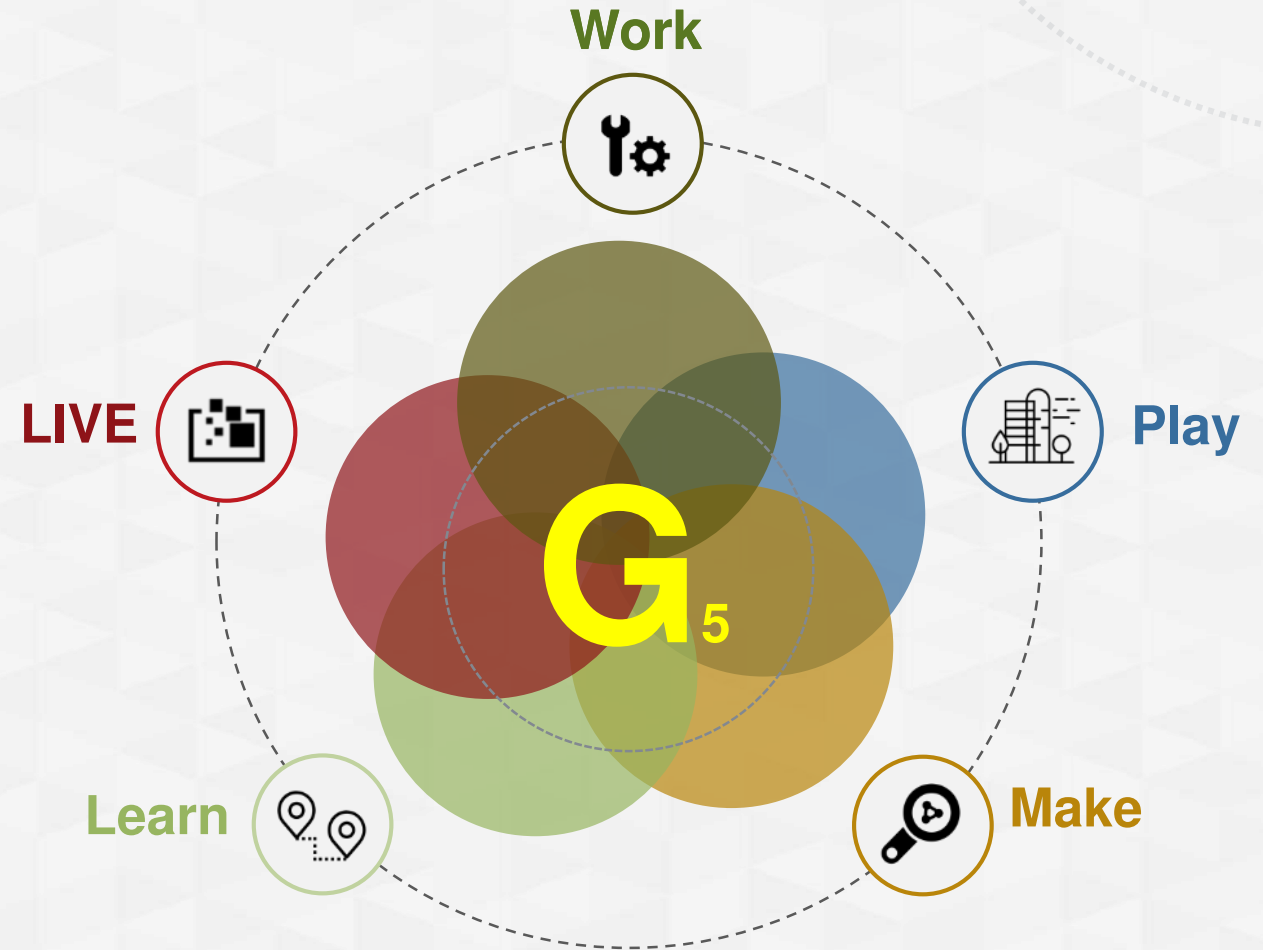


# Sewoon District

**Goal: Next Generation of Mixed-Use Development** 다음 세대를 위한 복합 개발

Planning and Design Recommendations:

- Enhance the public realm
- Prepare the adjacent blocks for development
- Leverage the existing investment in public infrastructure
- Blend New and Old
- Enhance Brand and Identity



# Urban Design and Public Realm 도시 계획과 공공의 영역

## Planning & Design Recommendations

### Enhance the public realm

- Appreciate the scale and history of the Sewoon District and adapt to the new development strategy,
- Respect the urban fabric and adapt for the future,
- Integrate new buildings with respect to the history and texture of the district, reuse existing buildings wherever possible
- Design streets and public spaces with the 'SEWOON' scale,
- Create Public realm that is 'People' oriented yet accommodates vehicle,
- Use 'Green and Blue' best sustainability practices



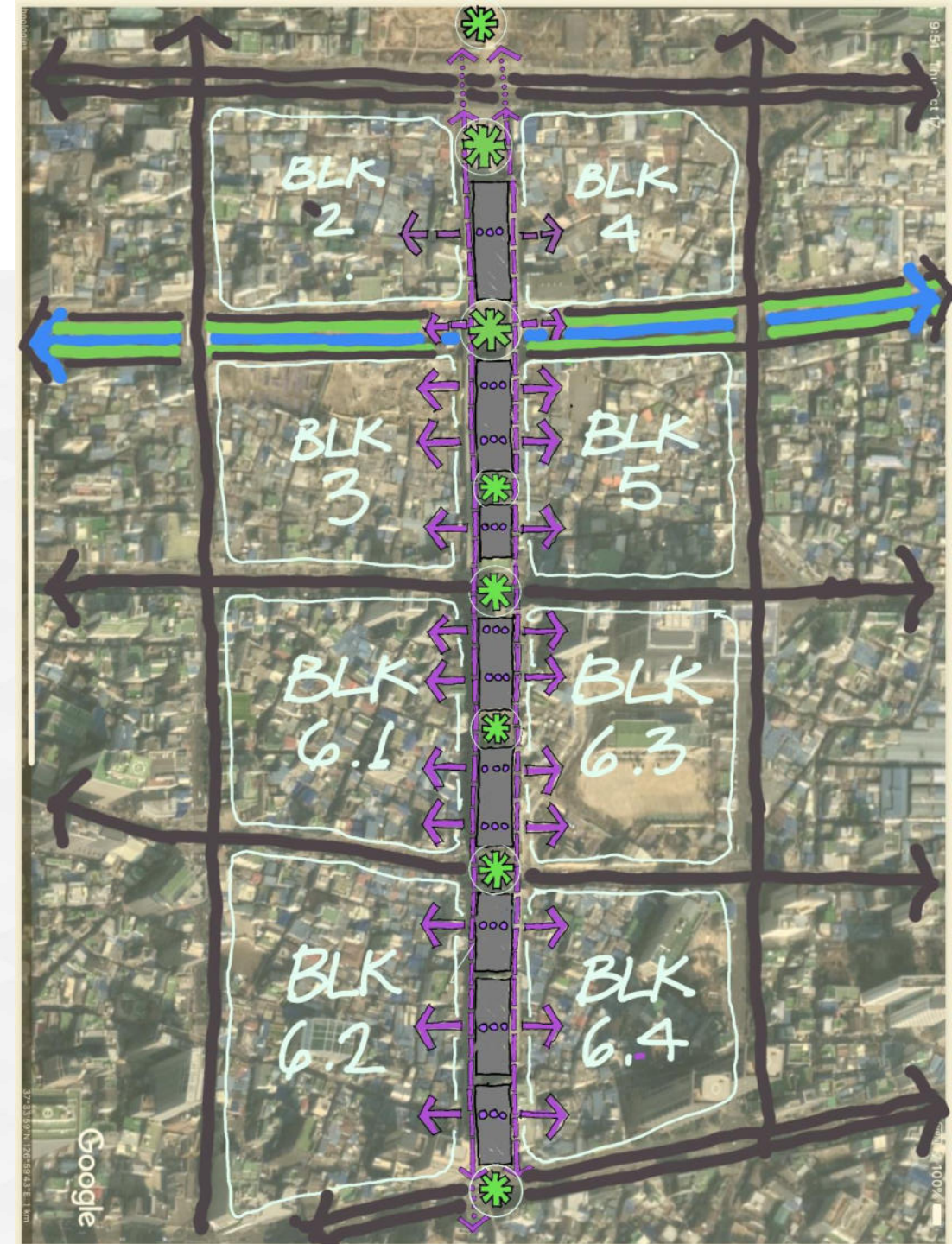
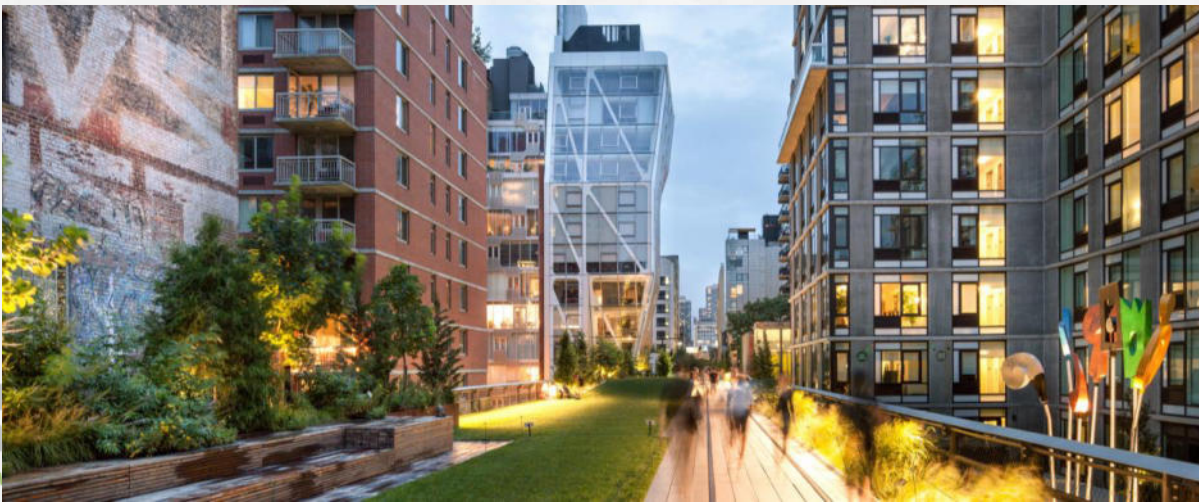
# Sewoon District

## Planning & Design Recommendations

### Enhance the public realm 공공공간 증진

Building on recent accomplishments that celebrate the sewoon arcade buildings as the center piece of the transformed district connecting to the adjacent development sites and city beyond

Sponsor an international design competition for the “third floor deck” and future public realm network into a must see / world class destination in the city of seoul connecting north / south; east/west



# Sewoon District

## Planning & Design Recommendations

Prepare the adjacent blocks for development 인접 블록 개발을 위한 준비

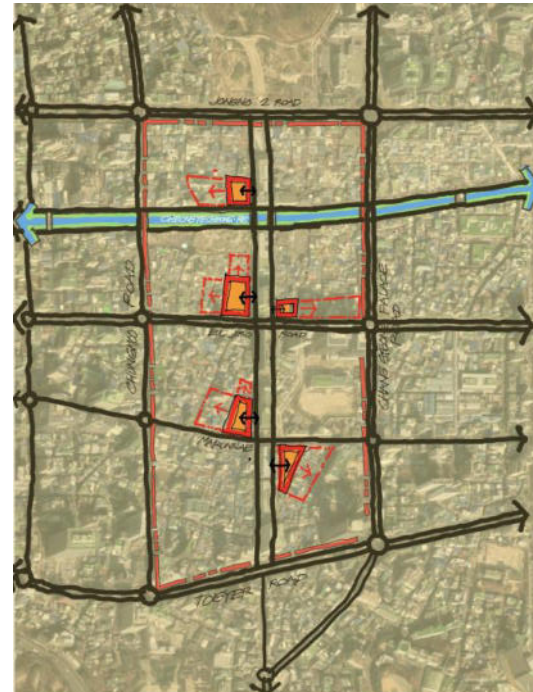
### Public Infrastructure



Implement street and block plan

- Promotes convenient access
- Improves infrastructure capacity, connectivity and life safety

### Innovation hubs



Develop the concept of the vertical innovation hub

- consolidate land
- promote industrial synergies

### Smaller District Sub-division



Reduce the size of development sites allows

- for ease of implementation
- smaller grain development

# Sewoon District

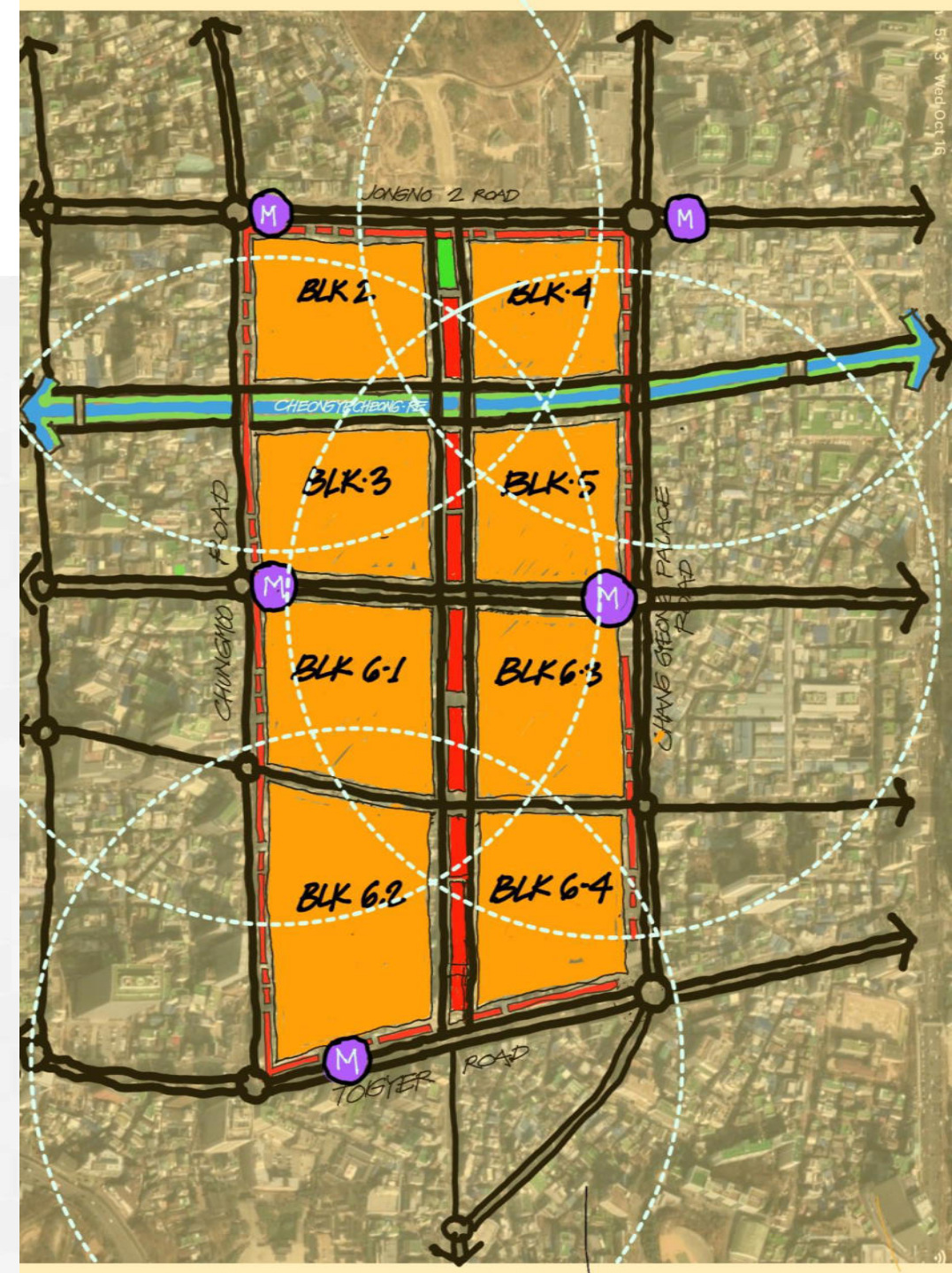
## Planning & Design Recommendations

Leverage the existing public infrastructure

기존 공공기반시설의 활용

to create a more mixed-use district:

- Increase appropriate levels of development
- Promote a mobility oriented district
- Create new parking strategies with reduced private parking requirements.
- Enhance public realm to increase walkability



# Sewoon District

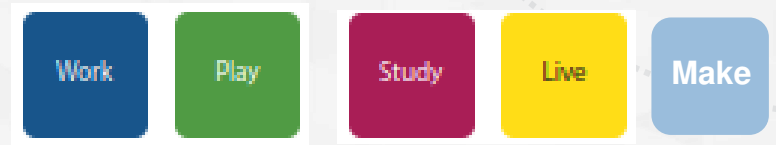
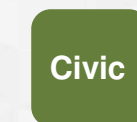
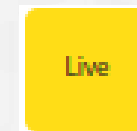
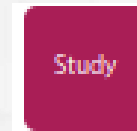
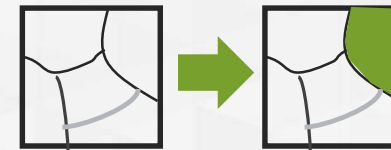
## Planning & Design Recommendations

### Leverage the existing public infrastructure

#### 기존 공공기반시설의 활용

- Create a more productive mix of uses
- Introduce housing as a key use
- Create opportunities for retail, food and beverage
- Mix of old and new
- Variety of scale and character
- Cohesive district identity

### Land use mix



### Make:

- Consolidate Manufacturing
- Improve safety
- Strengthen support services

### Education

- Trade institutions
- University Industrial programs

### Residential

- Market rate
- Affordable
- Student

### Civic

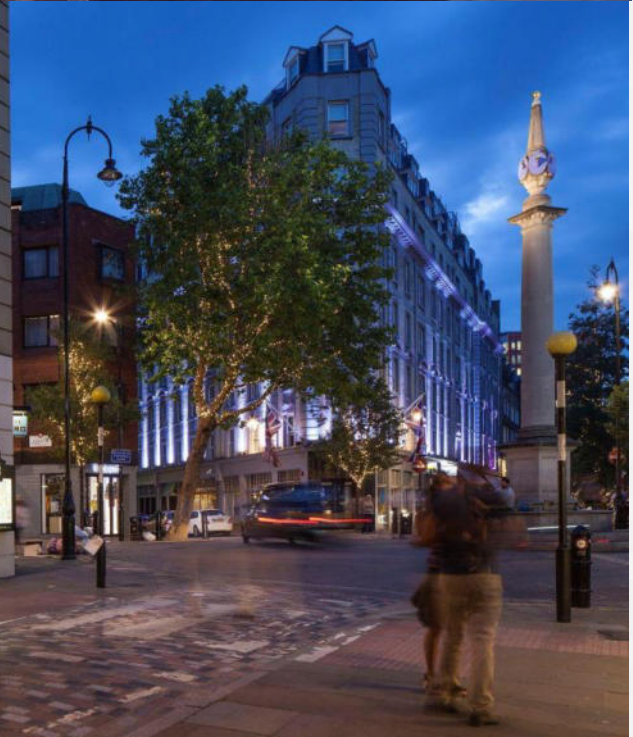
- Local Development Corp
- Programing open space network

# Sewoon District

## Planning & Design Recommendations

### Blend new and old 신구의 조화

Enhance the DNA of the district by taking the best of the old and merging with the new intervention



# Sewoon District

## Planning & Design Recommendations

### Enhance Brand and Identity

#### 브랜드 및 정체성 강화

Enhance the brand and market the new Sewoon district as a vital mixed-use part of the city this fifth generation mixed use development promotes the integration of the maker economy, industrial eco-system, education connectivity and new residential opportunities



A grayscale background image showing several hands in business attire holding pens and pointing at documents on a table, suggesting a collaborative meeting or review process.

# The Process



**Urban Land  
Institute**

Advisory Services Program

# How Best to Plan and Develop District?



**Development  
Strategy**

**발전 전략**



**The Plan & Planning  
Process**

**계획 및 계획과정**



**Governance**

**거버넌스**

# Consensus Planning 합의기반 계획

A way to address and resolve differing views in the physical planning process

- Endeavors to resolve differences as the plan is formulated, rather than complete a plan and submit it for approval
- Each group with a vested interest in the outcome of a proposed plan is asked to appoint a representative. The group may include representatives from government, a homeowner, a local business, a civic organization and a developer
- Divided into increments, usually four, including Analysis, Principles, Options and Plan
- A professional planner retained to oversee the process that produces a final plan
  - The planner presents to the representatives of the group his or her analysis of the area being planned; identifies the infrastructure serving the property and the salient features of the location and the setting
- All the members of the group need to agree in writing before progressing to the next phase



# Consensus Planning Process 합의기반 계획 절차

Four typical phases



The representatives to approve of its content or to request changes

When all representatives have approved the work, sign a document signifying their approval

Sign an authorization to proceed to the next planning phase

A very important part of the planning process

Expressed only in words – nothing is drawn in a planning format

The representatives again approve the complete work and authorize to move on to the next phase

The planner presents three options that best represent the Principles in a physical planning format

Each option is carefully explained and openly discussed

The representatives choose a preferred option

Based on the preferred option, a detailed plan is developed

The representatives approve the final plan

# Consensus Planning Process

Battery Park City, New York, United States of America



# Consensus Planning Process

Docklands, Melbourne, Australia



# Consensus Planning Process

Bonifacio Global City, Manila, Philippines



A grayscale background image showing several pairs of hands in business attire, holding pens and pointing at documents on a table, suggesting a collaborative meeting or negotiation.

# Governance



**Urban Land  
Institute**

Advisory Services Program

# Governance

Create a special purpose planning, development and management organization 공공기관 설립

To be the authority responsible for planning and managing the coordinated development of the Sewoon district - Sewoon Revitalization Authority (SRA)

1. Manage the regeneration strategy and programming for arcades
2. Fund and project manage the infrastructure for the districts
3. Create special zoning and regulations to facilitate achievement of overall goals of the district
4. Stakeholder engagement



Example: Germany : KEG, development corporation set up by city of Frankfurt to develop old military site

# Governance

Sewoon Revitalization Authority (SRA) 세운재활성화기관

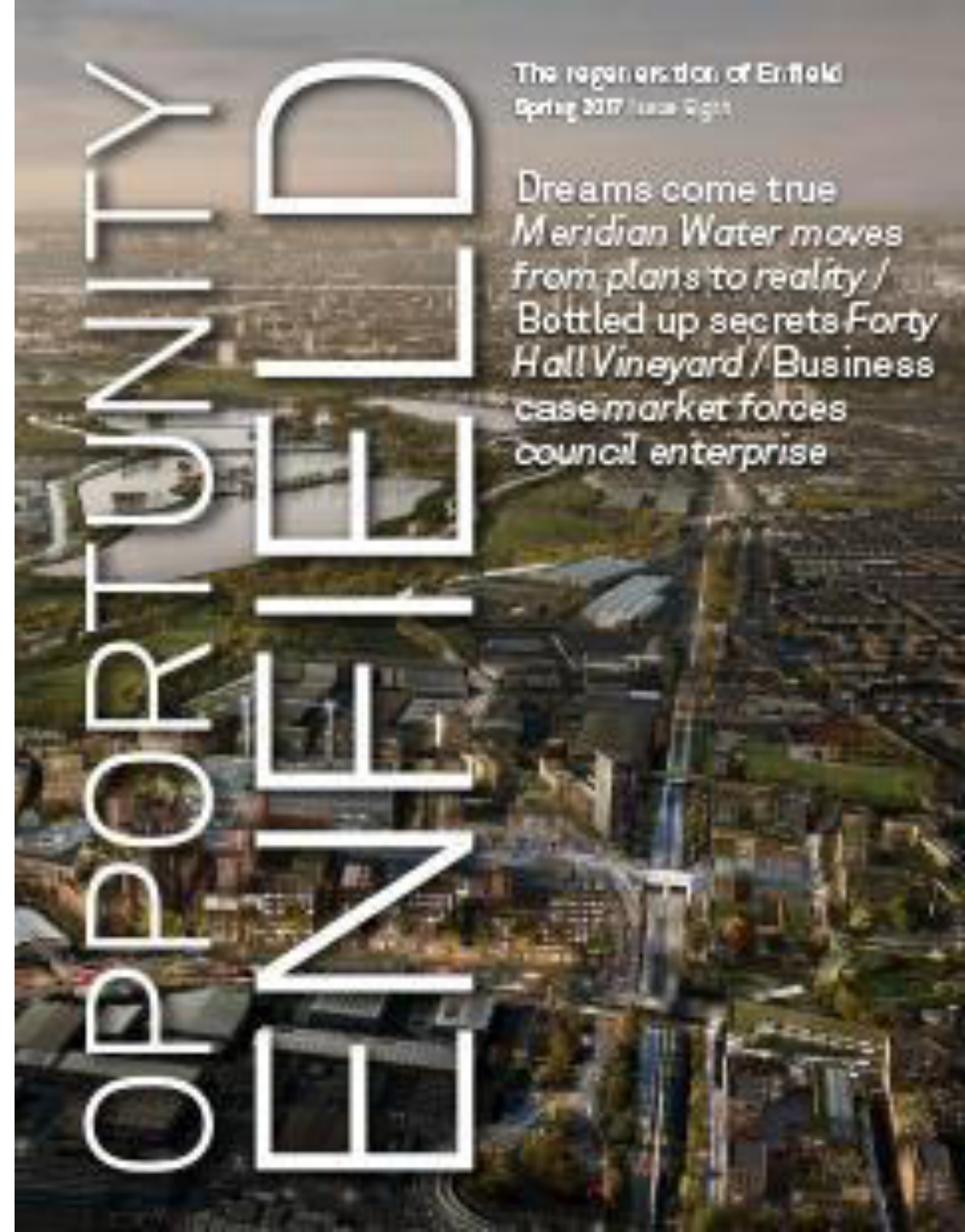
- Involve all stakeholders e.g. appointment of tenants representatives on governing board
- Alternatively , representative councils whose views are officially communicated to the Govt
- Have a overall marketing and communications strategy. Various channels including social media.
- Include Sewoon as a key project in the national urban regeneration new deal programme that has a Budget of 50 trillion Won / USD \$42 billion



# Key Policy Recommendations

Planning 계획

- Develop more granular master plan, urban design, and conservation plan
- Identify the buildings to be preserved and incentivize owners to start remodeling
- Inject significantly more housing to create a live-work-play-learn 24/7 district
- Have a car lite mobility policy ex. Reduced parking, pedestrian and cycling networks.



# Key Policy Recommendations

## Development 발전

- Map out clear industry transformation strategy for various viable clusters
- Reinforce investments, partnerships and programming to make the Sewoon Arcades the backbone, living lab and catalyst for the district's transformation
- Develop by the city, as a top priority, key access roads, utilities and greenery in the adjacent districts
- Set deadlines for completion of critical infrastructure and preservation, failing which the city should acquire the land compulsorily
- Implement alternative incentives to increase in FAR to capture and share enhancement in value through regeneration e.g. TIFF, development charge



# Key Policy Recommendations

## Governance 거버넌스

- Setting up of a Sewoon Revitalization Authority
- Bring together stakeholders to share common vision of the district and to agree on regeneration/redevelopment of each block by consensus planning
- Aggressively market and communicate to all stakeholders and the wider Seoul, Korean and international community the vision and success stories of Sewoon e.g. ULI magazine
- Involve the Seoul Economic Policy Office and National Government as key stakeholders in this project



# Makercity SEWOON

Big Ideas to:

---

Celebrate the past by  
regenerating the Sewoon District  
into a sustainable, mixed-use  
community reflective of the  
entrepreneurial spirit of the  
Korean people and the evolution  
and transformation of the maker  
industries

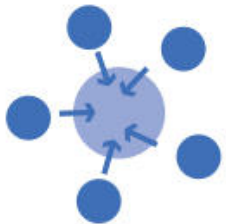
# Sewoon - 12 Big Ideas

## Key Recommendations



### 비전

Set a vision which creates a globally recognized destination and an example of urban regeneration.



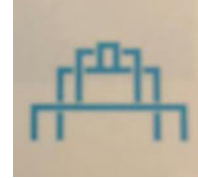
### 공공기관 설립

Establish a public agency that is responsible for delivering the vision of all stakeholders.



### 합의 계획 과정

Establish by consensus a mixed-use master plan capable of evolution.



### 상가 보존 및 정비

Keep, celebrate and improve the arcades.



### 세운 DNA 보존

Provide space for select industrial users to serve existing operations and maintain the DNA of the District.



### 명확, 투명, 신속한 정책

Create an environment that invites and incentivizes the private sector— clear, transparent and quick policies.

# Sewoon - 12 Big Ideas

## Key Recommendations



### 자금조달구조 수립

Establish a funding structure that builds major infrastructure with public funding and a payback mechanism.



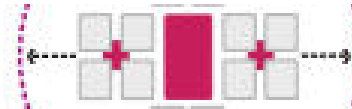
### 단기, 중기, 장기 성공 정의

Define success in the short, medium and long term.



### 주거 용도 도입

Introduce residential living as a principal use.



### 동서축의 연결성 증진

Improve an east-west corridor between CBD and Dongdaemun Area.



### 소매 및 요식업을 통한 활력 증진

Invite retail, food, beverage and leisure to enhance vitality.



### 도심 캠퍼스 설립

Create an urban campus by inviting universities to establish on-site campus



# Q&A



**Urban Land  
Institute**

Advisory Services Program