

# Seoul, Korea

## Sewoon Sangga District

### A ULI Advisory Services Panel Report

13–18 October 2019



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# Seoul, Korea Sewoon Sangga District

Regeneration of a Commercial and Industrial Urban Neighbourhood

A ULI Advisory Services Panel Report

13–18 October 2019

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# About the Urban Land Institute

**THE URBAN LAND INSTITUTE** is a global, member-driven organization comprising more than 45,000 real estate and urban development professionals dedicated to advancing the Institute's mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific region, with members in over 80 countries.

The extraordinary impact that ULI makes on land use decision-making is based on its members' sharing expertise on a variety of factors affecting the built environment, including urbanization, demographic and population changes, new economic drivers, technology advancements, and environmental concerns.

Peer-to-peer learning is achieved through the knowledge shared by members at thousands of convenings each year that reinforce ULI's position as a global authority on land use and real estate. In 2018 alone, more than 2,200 events were held in about 330 cities around the world.

Drawing on the work of its members, the Institute recognizes and shares best practices in urban design and development for the benefit of communities around the globe.

More information is available at [uli.org](https://www.uli.org). Follow ULI on Twitter, Facebook, LinkedIn, and Instagram.

# About ULI Advisory Services

## **THE GOAL OF THE ULI ADVISORY SERVICES PROGRAMME**

is to bring the finest expertise in the real estate field to bear on complex land-use planning and development projects, programmes, and policies. Since 1947, we have assembled well over 600 ULI member teams to help local communities find creative, practical solutions for issues such as downtown redevelopment, land-management strategies, evaluation of development potential, growth management, community revitalisation, brownfield redevelopment, military base reuse, provision of low-cost and affordable housing, and asset-management strategies, among other matters. A wide variety of public, private, and non-profit organisations have contracted for ULI's advisory services.

Each team of panellists is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and are screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with key local representatives, a day of hour-long interviews of typically 50–100 key community representatives, and two days of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the local stakeholders. A written report is subsequently prepared and published.

The sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders. Because of this participants in ULI's five-day panel assignments are able to make accurate assessments of a project's issues and to provide recommendations quickly.

A major strength of the programme is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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# Foreword

**FROM 13 TO 18 OCTOBER 2019**, the Urban Land Institute (ULI) convened an Advisory Services panel to study and make recommendations for regenerating the Sewoon Sangga District (hereinafter ‘Sewoon’) of Seoul, Korea. The panel consisted of 10 ULI member volunteers with rich experience in real estate development, investment, government, and architecture and urban planning. The panel members came from the United States, Australia, China, Singapore, the United Kingdom, and Germany. They were aided by four ULI staff members from Korea, mainland China, Hong Kong SAR, and the United States.

Before arriving in Seoul, the panel reviewed an in-depth briefing book on the district. In addition, a preparatory meeting was held in Washington, D.C., on 12 September.

On 13 October, the panel toured Seoul to get a general feel for the city and visited Sewoon District. On 14 and 15 October, the panel conducted a series of interviews with members of the Seoul Metropolitan Government, academics, business and property owners in Sewoon District, and members of associations and civic groups whose work is related to it. Between interviews, the panel conducted numerous walking tours to gain a better understanding of the district’s neighbourhoods.

Over the following two days, these interviews and tours formed the basis for spirited debates that led to recommendations. On the morning of 18 October, the panel presented its findings and proposals to a group of participants from the city government and other interested parties. This publication is based on and mirrors that presentation.

The panel recognises the great importance of the regeneration of Sewoon District to Seoul and is honoured to have had the opportunity to contribute to the ongoing debate about the future of the area. We hope it can provide fresh perspectives to the debate and offer relevant experience from overseas.

This was the first time many panel members had visited Seoul. We greatly enjoyed our visit and were impressed by both the city’s vibrancy and the harmonious coexistence of old and new. We enjoyed a walk on Seoul 7017, strolled the grounds of Duksoo Palace, and walked to the peak of Namsan Mountain. Some members even jogged the banks of the Cheonggyecheon River or cycled along the Han River.

The panel wishes to thank the Seoul Metropolitan Government for its openness and support. We also thank all interviewees who took time to share their experiences and insights, thereby broadening and deepening the panel’s understanding of important facts and issues and helping it form its final recommendations. Last, the panel thanks IGIS, a ULI Asia Pacific corporate member, for its financial sponsorship and overall support, as well as various ULI Korea members, without whose contributions this study would not have been possible.

# Background, the Panel's Assignment, and Key Recommendations

*An aerial view of Sewoon Sanga circa 1970s.*

When built in the late 1960s and early 1970s, Sewoon Sangga Arcades were perhaps the most striking symbol of the emerging wave of economic development that would eventually turn South Korea into today's global economic powerhouse.

The land on which the arcades now stand originally consisted of eight mid-rise (around nine-story) mixed-use buildings erected on what was once a vacant lot that had been cleared during the last months of World War II. Following the end of the Korean War (1950–1953), tens of thousands of refugees then settled in the surrounding areas, building illegal homes made of wooden boards and other scraps. With a view to modernising the district in a way that would accommodate both households and new industries, the city government decided to regenerate it. Illegal homes on a 1,000-metre by 500-metre patch of land were demolished, and private developers then quickly constructed a series of eight mixed-use modern buildings between 1967 and 1972. Once

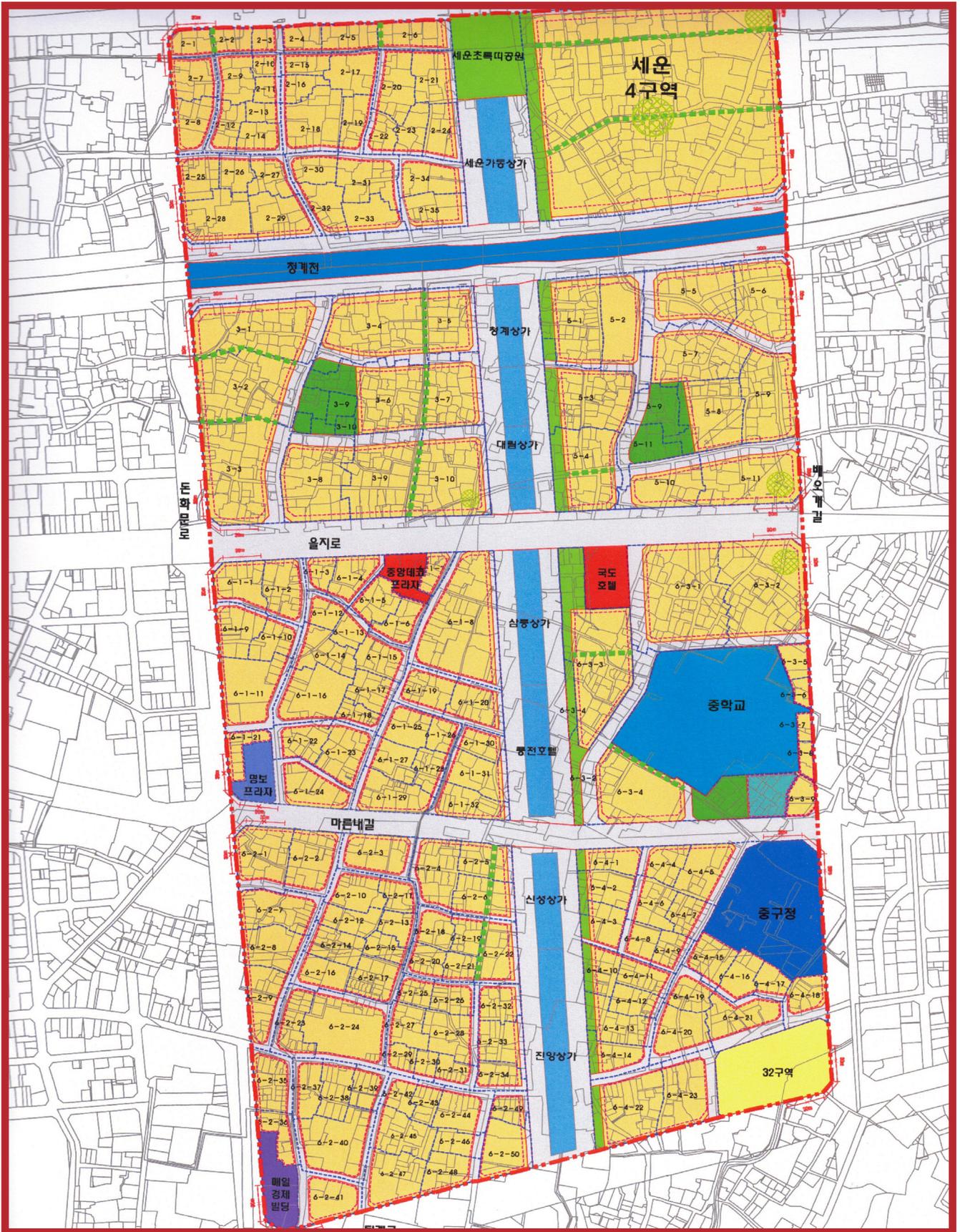
completed, the arcades were reportedly the largest mega-structure built in Asia at that time.

Sewoon Arcades quickly became both an important centre of commerce in Seoul and a sought-after residential neighbourhood. The lower floors were used primarily for trading electrical and electronics goods, but also provided amenities such as coffee shops and restaurants for visitors and residents. The upper floors, featuring large atriums and sunroofs, were reserved for high-end residential use.

As a result of the popularity of the arcades, thousands of related small businesses chose to settle in the adjacent blocks. Usually housed in two- or three-story shopfronts, these businesses included pursuits such as printing, metalworking, electronics component and toolmaking. Collectively known as the Sewoon District, the area (i.e., the arcades plus the adjacent blocks) quickly became the country's most important hub for these trades, and the electronics industry in particular.



*Map of Inner Seoul.*



Seoul, South Korea

Sewon Sangga District.

Beginning in the late 1970s, however, Sewoon District began losing its status as a prominent commercial hub. Another large-scale electronics wholesale market had been established in Yongsan, in a different part of the city, eroding Sewoon's primacy as an electronics industry centre. In addition, partly spurred by the rising military threat from North Korea, the South Korean government embarked on a large-scale master-planned community south of the Han River. Known as Gangnam, the new area quickly attracted many well-to-do families from the traditional Gangbuk area north of the Han River and also from people relocating from elsewhere in the country as it began to urbanise rapidly.

With better alternatives emerging elsewhere, Sewoon residents began moving out of the now deteriorating area. Many of the arcades' upper-floor residential units were converted to office or warehouse use by small businesses, and as the lower floors began to lose their vitality, they were gradually converted to low-value-added purposes such as storage.

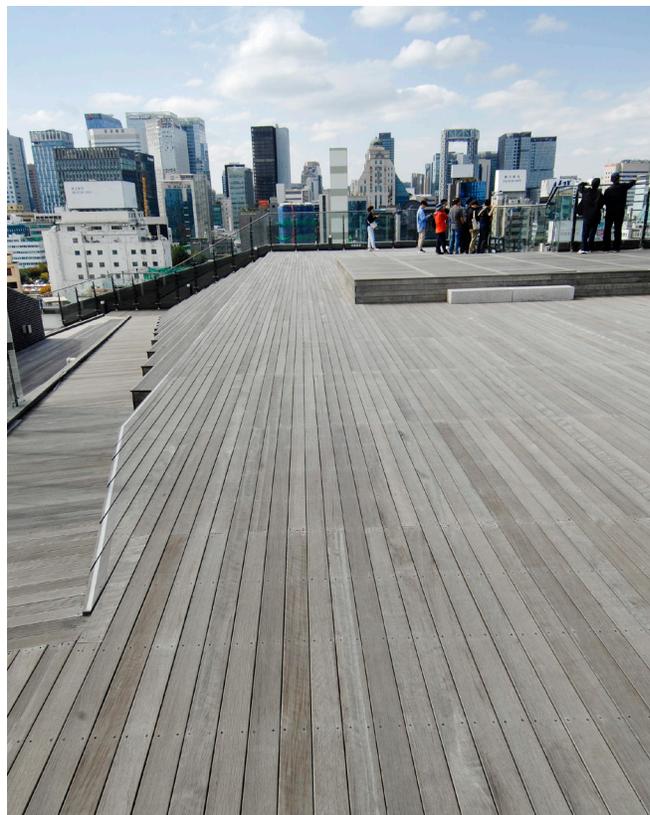
From 1979 onwards, the city and district governments adopted various strategies to reverse the area's downwards trend, but to little effect. After nearly three decades involving numerous consultations and plans, the city in 2009 finally proposed an ambitious redevelopment strategy. Both the arcades and the adjacent blocks would be demolished. The arcades would be replaced by a green belt while the land in the adjacent blocks would be repurposed to create a new neighbourhood of high-rise buildings. However, the high cost of acquiring the arcades in what was then a depressed real estate market meant that the 2009 plan made little headway. It was eventually replaced by a new plan in 2014.

In contrast to the 2009 blueprint, the 2014 plan recognized the importance of the Sewoon District's architectural and industrial heritage. The seven remaining arcade buildings would therefore be preserved and renovated. In the adjacent eight blocks, private developers would be allowed to acquire properties from existing building owners, clear the land, and rebuild. However, building height limits specified in the 2014 plan were lowered, and the unit of development was reduced from the block level to smaller plots with as many as eight to 10 plots in a given block.



*A computer store inside Sewoon Arcade circa 1970s.*

IGIS



*A renovated portion of the arcades' roof-top deck, with the CBD in the background.*

ULI staff

## Assessment

Since the 2014 plan was announced, Sewoon District has seen a number of improvements, both to its physical form and its soft infrastructure. The arcade buildings have been partially refurbished, and the third-floor deck that connects the three remaining buildings in the northern half of the district was restored, opening up an expansive outdoor area on the rooftop with fine views across the city featuring nearby palaces, the central business district (CBD), Dongdaemun District, and Namsan Mountain.

The improvements have also resulted in an influx of new businesses into the area – especially tech-oriented start-ups run by young entrepreneurs. The opening of the University of Seoul's Sewoon campus in the arcades has added much-needed educational resources and youthful vibrancy to the area. Along the refurbished third-floor deck, significant numbers of new restaurants and coffee shops have also opened, attracting new types of visitors who appreciate the authenticity of the area and creating a somewhat hipster feel.



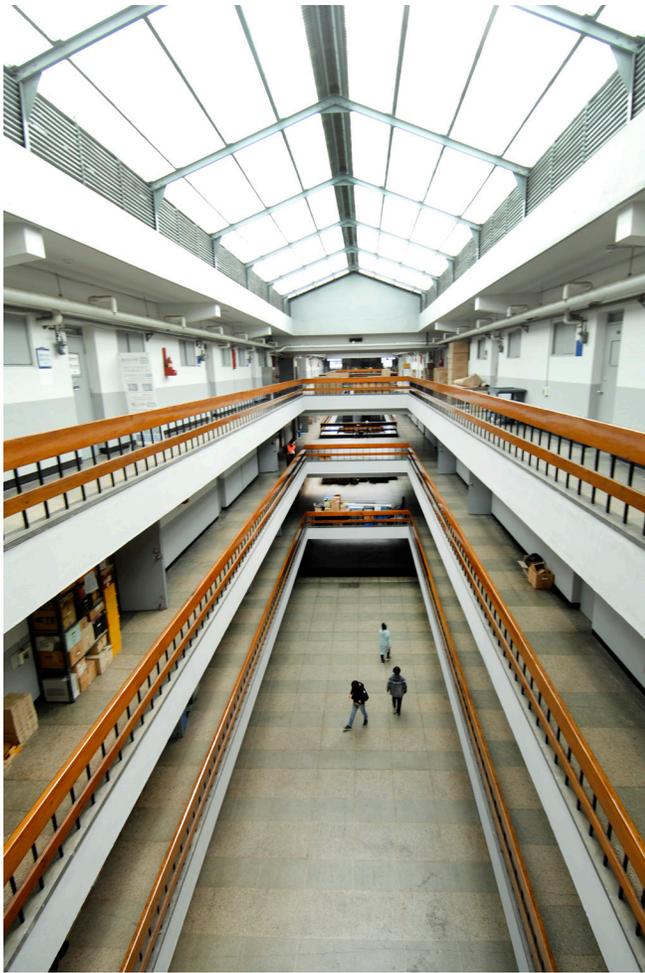
A man working in a tool-making workshop in the Sewoon District.



A coffee shop on the third floor of the Sewoon arcades.



An outdoor cafe on the third floor of the Sewoon arcades.



ULI staff

*An atrium inside one of the Sewoon arcades.*



ULI staff

*Residents point to a building destroyed by fire in the Sewoon District.*

Still, although some of the arcade buildings have seen improvements, for the many part they remain in poor condition and require substantial renovation to bring them up to modern-day standards.

In addition, the government's project to extend the third-floor deck has temporarily stalled because of lack of support from affected building owners.

Moreover, despite the obvious potential of the renovated arcade buildings, the adjacent blocks have seen little to no improvement. The numerous alleys that crisscross the area remain too narrow for emergency services to access in the event of fire, making them unsafe. Most buildings were poorly constructed to begin with and are only further deteriorating with age. For the most part, they lack indoor plumbing, are small and dark, and often feature leaking roofs that are now covered with tarps.

Fragmented landownership in the area means land clearance is a slow and uncertain process for developers – a problem that has been aggravated by the fact that current owners know the area has been earmarked for regeneration and many are now holding out for higher compensation. While most business owners and tenants appear to have no particular sentimental attachment to the neighbourhood and accept that most or all of it will ultimately be razed and redeveloped, some oppose the government's plan for fear that being transplanted will mean the loss of their livelihood.



*A tool shop in the Sewoon District.*

Despite the obstacles, however, the panel believes that Sewoon District possesses a number of strengths that make it well suited for regeneration. These include the following:

- **Location and accessibility:** Positioned between the CBD and Dongdaemun District, the site not only has a prime city-centre location but is also well served by five stations on two different subway lines.
- **Mix of old and new:** The area is bracketed to the north by the Jongmyo Shrine and to the south by Namsan Mountain, which contain a wealth of historical, cultural, and architectural relics that date back over 500 years. The popular and recently renovated Cheonggyecheon River also transits the northern part of Sewoon District.
- **Authenticity and grit:** Unlike Gangnam or CBD, the area has evolved organically and offers a distinct personality that reflects different phases of the country's post-Korean War development.

As a result, the panel believes that regeneration of the district represents a unique opportunity to make the following advancements happen:

- **Reconnect to the heart of Seoul.**
- **Capitalise on the mobility network.**
- **Leverage the daytime CBD workforce.**
- **Support the need for housing in the city core in Gangbuk.**
- **Create a distinctive area that will enrich the city's culture.**

## The Panel's Assignment

The panel was tasked to explore the following issues:

- How to balance the need to create a modern, functioning, commercial and residential district while also preserving the area's cultural and historical integrity in a way that promotes Seoul's objectives of creating a pedestrianized, egalitarian, and healthy environment;
- How to retain and even strengthen the existing ecosystem of manufacturing and electronics industries in the district;
- How to alleviate the hardships for existing businesses that may be forced to relocate;
- How to identify and attract businesses and organisations that can improve the quality of the district;
- How to establish a system, such as a business improvement district, to oversee operations and ensure its future success; and
- How generally to improve the 2014 plan.



ULI staff

*One of the Sewoon arcades.*

## Key Recommendations

Having now completed its assessment, the panel makes the following 12 recommendations:

- Establish a vision to create a globally recognised destination and a showcase of urban regeneration.
- Define success in short, medium, and long terms.
- Establish an east–west corridor between the CBD and Dongdaemun District.
- Keep, celebrate, and improve the arcades.
- Provide space for select industrial users to continue their existing operations and maintain the DNA of the district.
- Create an urban campus by inviting universities to establish on-site facilities.
- Introduce residential living as a principal use.
- Invite more retail, food, beverage, and leisure businesses to enhance vitality.
- Establish by consensus a mixed-use master plan capable of evolution.
- Create an environment that invites and incentivises the private sector with clear, transparent, and efficient policies.
- Establish a public agency that is responsible for delivering the vision of all stakeholders.
- Establish a funding structure that will allow construction of major infrastructure with public funding and a payback mechanism.



## Economic and Market Context

*Interior of the upper floor of the arcades. In the early days, this space housed high-end residential properties, but now features businesses.*

Seoul's three dominant business centres – the CBD, Gangnam, and Yeouido – serve distinct segments of the regional economy. As a result, they appeal to different types of tenants, and they vary in their building types, mix of uses, and character on the ground. Each has a different market identity or brand that reflects its historical development and occupancy pattern. Also, new business districts such as Pangyo, Magok, and Digital Media City – with their focus on IT or media – have emerged in the city's outskirts and satellite cities.

In the panel's view, the Sewoon District should evolve in a manner that both responds to this competitive context and establishes its own distinct identity and brand. This identity should not only recognise and build on its history, but also anticipate the changing ways that companies and households engage with their surrounding neighbourhoods.

The following observations help establish the context for Sewoon's changing role in the city.

On a macro level, Korea and its capital city are growing, albeit slowly. Current economic and market conditions suggest that the pace of real estate development and investment in Seoul will remain relatively moderate and stable, if somewhat uncertain. This is coincident with the public sector's declining appetite for large-scale redevelopment schemes and increasing emphasis on more granular and incremental initiatives.

This modest economic growth is reflected in relatively low levels of both inventory growth and absorption of space for office, retail, and residential uses. Rents are also likely to remain stable or even decline slightly, reflecting modest economic expansion, sluggish job growth, and changes in how firms use office space (in particular the sharp rise in the use of flexible office space).

Although overall population growth of 0.4 per cent annually is a concern, an even larger issue nationally is South Korea's declining fertility rate, resulting in slow growth in the labour force and a steady decline in household size, which has fallen from 3.7 persons per household in 1990 to just 2.5 in 2016. Some 53 per cent of all households in South Korea currently comprise just one or two people, suggesting growing demand over the long term for smaller residential units, co-living arrangements, and other residential innovations (new housing units, slightly more than half of which are for rent, currently average about 75 square metres).

The CBD remains the dominant centre for government and major industrial conglomerates, as well as destination retail. Gangnam is well known as a higher-end, active residential and office cluster, while Yeouido is a dense and somewhat staid financial district. An opportunity therefore exists for a new kind of mixed-use district, well located relative to the CBD, more modestly scaled, and with a compelling mix of flexible and affordable housing, office, and retail/dining options.

As in many cities, housing affordability is a challenge, particularly for younger households. Seoul's government, in an attempt to stimulate housing production for younger people, has instituted a programme of development incentives.

Dubbed the 2030 Seoul Plan, and geared to residents between the ages of 20 and 30, the programme offers density bonuses, tax incentives, and a streamlined development process. Its impact to date has been minimal, but the very creation of the plan suggests that government priorities may be consistent with the panel's proposals for regeneration of the Sewoon District.

Seoul households continue to see slowly rising incomes and, despite the dramatic impact of e-commerce, continue to drive opportunities for retail and dining destinations. One particularly bright spot is food and beverage, with Seoul households now dining out more frequently and seeking more diverse and sophisticated options.

Tourism, particularly foreign tourism, is also growing, with total visitation increasing by about 15 per cent annually. Domestic tourism has benefited from more genial relations with North Korea. This suggests increasing support for the creation of vibrant urban destinations and their attendant lodging, dining, and entertainment uses.



*The restored Cheonggyecheon rivercourse is a superb example of urban regeneration that intersects the Sewoon District at its northern end.*



## The Vision

*A view of a Sewoon arcade and third-floor walkways.*

An overall vision to guide redevelopment is a key starting point for any large and/or important regeneration project. In the case of the Sewoon District, the vision adopted by the panel is to celebrate the past by creating a sustainable, mixed-use community that reflects the entrepreneurial spirit of the South Korean people and supports the evolution and transformation of the maker industry.

Great cities are built around great places and buildings, and it is important that buildings, spaces, and their functions evolve over time and as technology advances. The most successful urban environments are often ones where change has fostered an evolutionary development model that grows exponentially in physical, financial, and operational success. Bearing this in mind, the panel proposes the following 10 overarching goals to revive the Sewoon District:

1. **Employ the power of place:** Create a unique district that draws from an understanding of the history, the site, and its culture. The development must have a vision of the future and how it will be accommodated.
2. **Present a catalyst for change:** Build beyond today and develop for the future, both in terms of lifestyle and emerging trends in technology and workplace.
3. **Take stewardship of the land:** Create a model of best practices for sustainable development, both in terms of how the land is developed and how people live, work, and play. This model must leverage the full potential of the site and its density – and use all resources available to it.
4. **Build a memorable and quality experience:** Embrace and foster the evolution of the maker economy that has occupied the Sewoon District for generations, balancing both form and content by creating a unique offering in a great environment.

5. **Create an integrated community:** Support a variety of established and future land uses that create unique opportunities for integration. Through links and synergies, the entirety of the district will comprise a collection of integrated parts that make up the whole.
6. **Find the right mix:** The redevelopment must provide a mix of uses that is relevant to the market and the dynamics of the community. It must also be able to change over time.
7. **Celebrate the uniqueness of place:** Sewoon District represents an important period of South Korea's early industrialisation. It should protect and preserve, if not the actual buildings themselves, the area's industrial heritage.
8. **Establish innovative and memorable design:** When built, the arcade was celebrated as a new development model in Seoul and Asia. The redevelopment should continue to embody this concept, and the panel believes the revitalized arcade concept is a step in the right direction.
9. **Create a viable business model:** Redevelopment should be built on solid business, market, and development principles, leveraging commercial viability with community and civic needs.
10. **Celebrate diversity:** Redevelopment should respect the individuality of the district's people and functions and create a place that is open to all, spanning generations of Seoul's creative, maker, and business users.

# Case Study

## MIT Media Lab and Building 20

David Lee, Maturepolis Lab @KAIST

MIT has been home to a number of iconic buildings, but the one that best exemplified its culture of experimentation and collaboration was Building 20. Designed in one afternoon and built completely from wood in 1943 to house a radar research facility during World War II, it consisted of 250,000 square feet of space across only three floors. Its horizontal orientation allowed for easy expansion/contraction of spaces (you could saw through any wall and floor), and users could adapt their space quickly without needing approval from anyone beyond their immediate neighbours. Because it was built to support heavy loads, it could flexibly accommodate many different uses and equipment that would not fit elsewhere in the institute. It was not built for comfort or prestige, but for speed; you could quickly get a research project or student group up and running there, tapping into the exposed pipes and wiring, or punching holes into the plywood walls to fit your equipment. It also provided 'leftover space' for any project too dynamic or risky for a permanent home.



Building 20, when it housed radar research in the Radiation Lab.

Building 20 was intended for demolition immediately after the war; instead, it lasted 55 highly productive years, at times hosting researchers from 20 different disciplines. Indeed, because it was seen as disposable space, people were encouraged to work on their riskiest ventures there. Along with the invention of radar, it was the birthplace of the first atomic clock, the atomic particle accelerator, stereo speakers, strobe photography, linguistics (under Noam Chomsky), and others. Many of these accomplishments resulted from unplanned collaboration between the diverse residents of the building. The companies DEC and BBN, technology titans of their age,

were incubated there; most of the first generation of computer 'hackers' also emerged from the Tech Model Railway Club, headquartered in a remote wing. Stewart Brand described it as the best of 'Low Road buildings', which are 'low-visibility, low-rent, no-style, high-turnover'. Even in rich societies, he said, 'the most inventive creativity, especially youthful creativity, will be found in Low Road buildings taking full advantage of the license to try things'.

Today, MIT's Media Lab complex strives for a similarly eclectic mix of building use and research discipline, though with a different design approach. Its modernist walls host over 450 projects across 25 research groups, ranging from smart prosthetic limbs, imaging, nanotechnology, robotics, and digital arts, while also housing start-ups, open source initiatives, art galleries, hackerspaces, and cross-cutting centres studying cryptocurrency, ethics, civic media, and biotechnology. Its reputation within the institution is that of a well-funded, fast-moving, highly collaborative incubator without strict boundaries between the disciplines, with a 'demo or die' ethos urging members either to quickly prototype and present their ideas to the world for validation or move on to the next project. The Fab lab concept (small DIY workshops that can be set up anywhere, offering basic digital fabrication tools) originated at its Center for Bits and Atoms, which also runs the 'How to Make (Almost) Anything' course, highly popular within MIT.



Media Lab expansion (Building E14).

While the original Media Lab building was criticized for its cramped, inflexible workspaces, the 2009 expansion is described as the original 'pulled inside out'. Most of its interior walls are floor-to-ceiling glass, inviting colleagues and the public to see work in progress. Lab space is organized into

seven ‘cubes’, each spanning two stories and housing at least two different groups. Students and faculty may retreat to offices on the perimeter and mezzanine areas of the cubes, but most work is concentrated in the open common areas, within sight of all researchers and visitors. The building’s lower atrium showcases the work of its tenants through exhibits, often using touchscreens or sensors to directly engage visitors; the upper atrium is a lively social space with couches, Lego blocks, and a Ping-Pong table that doubles as interactive art. Only 53 per cent of the building’s 163,000 square feet is assigned – the rest is designated as shared space, including the large machine shop, shared kitchens, and top-floor conference centre. The result is a building that, while not as flexible as Building 20, retains an ‘antidisciplinary’ spirit and provides newcomers with many openings to view and get involved with its extended community.



Steven Keating, for ArchDaily

Temporary installation in Media Lab atrium, showcasing work from one group on biomimetic and digital design.



Wired

Common area of one research ‘cube’ in the Media Lab, as seen from its mezzanine.



David Lee

A visitor interacting with research in progress in the Media Lab atrium.

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## Design and Planning Recommendations

*The roof-top deck of an arcade provides panoramic views of the CBD and nearby areas.*

Sewoon District's unique urban environment has evolved in response to centuries of land division, movement patterns, building typologies, and uses. Regeneration of the area should embrace this past. Although the panel acknowledges that new development models and trends must be used in this process, it is important that the spirit embodied in the district's maze of alleys and public spaces be incorporated in its future development model. Whatever development strategy is adopted should therefore reflect the scale and texture of the district and adapt it into the new master plan.

In particular, it should:

- Respect the urban fabric and adapt it for modern-day purposes;
- Reuse old buildings wherever possible;
- Integrate new buildings that respect both old and revitalized structures;

- Design streets and public spaces so they retain Sewoon District's current scale;
- Create an environment that is people oriented but still accommodates vehicles; and
- Use best green and blue sustainability practices in the overall development.

The master plan proposed by the government in 2014 resulted in commencement of work to regenerate the Sewoon arcades. However, the plan lacks clarity as to what is intended for regeneration of the surrounding blocks, where planning approvals are currently suspended. The panel suggests both the master plan and the planning approach should be adjusted. More detailed planning and urban design guidelines should be prepared for both the arcade buildings and adjacent blocks.

While the 2014 plan sets out the basic regeneration concept, the panel recommends a more granular approach. The new plan should identify in each block the buildings or clusters of buildings that should be preserved in their current form, taking into account the vibrancy of the neighbourhood, the structural integrity of the buildings, and the intensity of land use. To compensate for loss of buildable area resulting from the preservation of these buildings, the master plan should allow an upward adjustment of density in the remaining areas designated for redevelopment. The master plan should be prepared through a process of consensus planning, as set out later in this report.

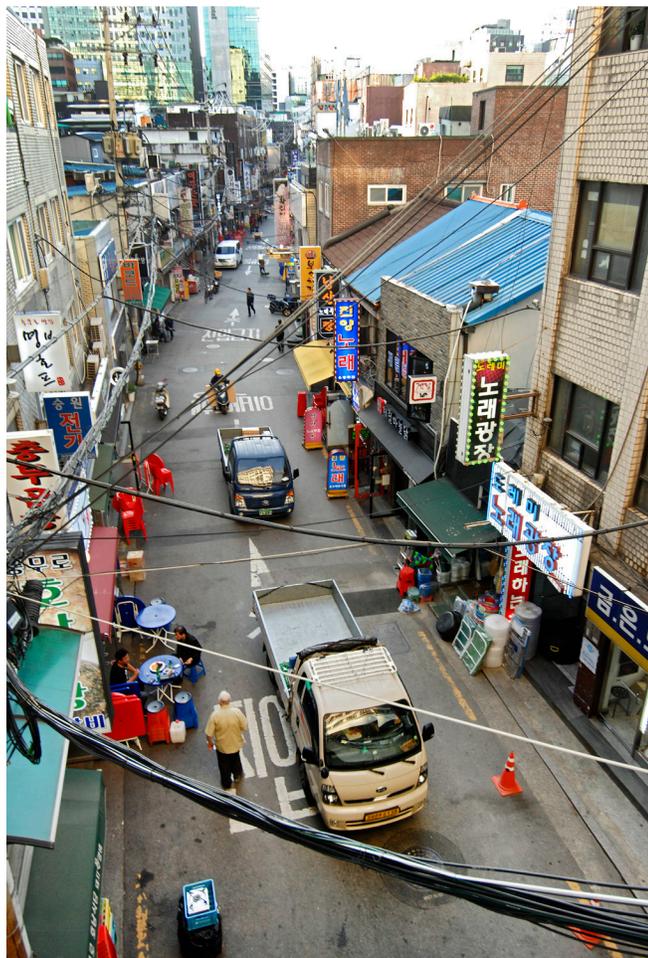
## Implementation Approach

Commencing with a block-by-block evaluation of existing building conditions, the city would create a master plan establishing the desired scale, massing, and use within each block. This should attract private-sector interest in site acquisition for redevelopment. However, if existing individual owners of properties in the district frustrate this process, the city should be authorized, after a defined period of time, to compulsorily acquire the land needed to complete preparation of development sites, before bidding out the prepared sites to the private sector to execute redevelopment.

The panel views these initiatives as public/private partnerships that the city would carry out in cooperation with various selected partners. These could include universities, tech companies, manufacturers, graphic designers and digital artists, funders (including institutional capital partners), the national government, and nongovernmental organisations (NGOs) – all of whom would then be engaged in helping accelerate the district’s transformation.

The panel anticipates that, to attract these partners, the city will need to demonstrate its commitment to the master plan by taking the lead in funding the efforts previously outlined. As such, public-sector-led initiatives would be calculated to stimulate private investment in both the arcade buildings and the adjacent blocks by creating development-ready sites. This would provide confidence for private-sector participants that both the overall redevelopment, as well as their own investments, would be completed, allowing the master plan to be realized.

**For the arcade buildings:** The panel recommends an international competition be held to shape the next layer of connectivity for the arcades’ third-floor deck and the surrounding future public realm. The terms of the competition should specify redevelopment of the arcade in a way that builds on recent renovations implemented during upgrades to its plaza and rooftop areas and that celebrates the original arcades’ design and feel. Specifically, this should include further renovation of the third-floor decks, together with connective tissue on the ground floor. In addition, authorities should invest in arcade programming and activation to showcase innovation in action.



*An aerial view of a block adjacent to the Sewoon Arcade.*

ULI Staff



Narrow streets in Sewoon District's adjacent blocks.



The third-floor decks stretch the entire length of the arcade buildings, flanking either side.

Examples could include the following:

- Creating an MIT Media Lab-type facility [see case study] bringing together students and existing makers;
- Ensuring that zoning accommodates food and beverage users in the arcade's connective tissue; and
- Providing incentives for existing owners to upgrade the former residential units on the top floors of the arcades and supply funding for construction of model units.

**For the adjacent blocks:** Although rich in history, in their current form the adjacent blocks are unable to accommodate needed changes to public infrastructure that will allow regeneration to take place. In particular, vehicular access for emergency services is currently poor. The panel believes it is important, therefore, for the city to acquire a handful of key sites that need to be cleared to make space for planned roads and new infrastructure. A street-and-block plan would then be implemented that provides better vehicular access and improves infrastructure capacity, connectivity, and safety.

Authorities would provide upfront funding to construct the road and utility infrastructure that will lead to viable regeneration and redevelopment sites within each block. Private-sector developers who eventually develop the individual sites will then pay for the work carried out in this way on the affected plots. After this is done, authorities can potentially adjust the final compensation to building owners in case final land sale proceeds exceed the initial expectation.

The panel also suggests that the sizes of individual development sites should be reduced to ease the land acquisition and redevelopment process and to encourage smaller-grain urban development. At the same time, the levels of development should be increased as appropriate to create a strategy that is both financially viable and provides vibrancy and a dynamic mix of uses.



ULI Staff

Narrow streets in Sewoon District's adjacent blocks.



Panel graphic

A proposed street and block plan for Block 5 of Sewoon District.



ULI staff

Narrow streets in Sewoon District's adjacent blocks.

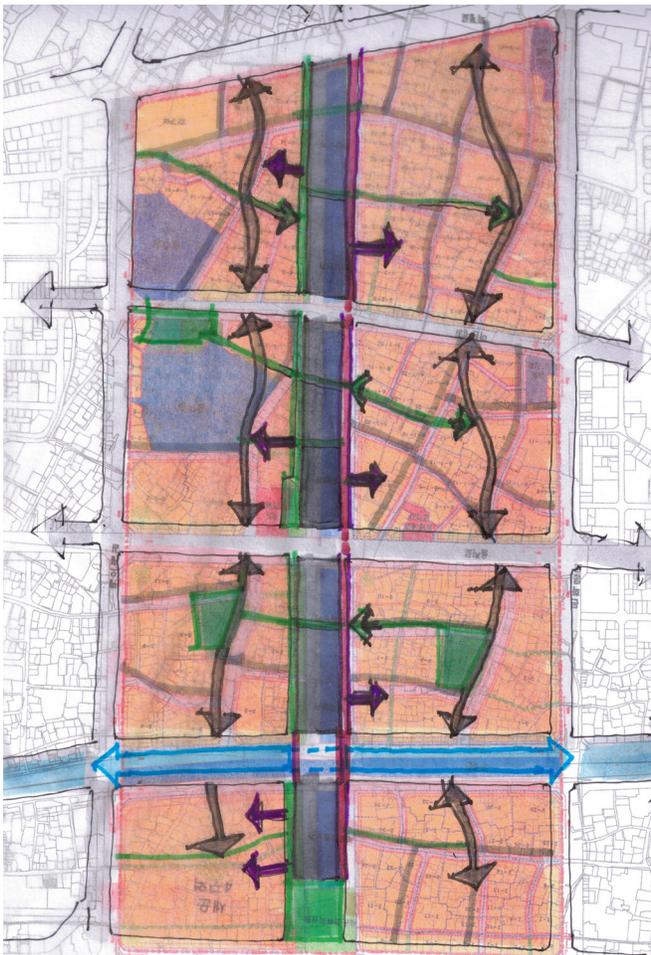
## Reconnect the City to the Sewoon Sangga District

The 2014 master plan attempts to accommodate users of smaller sites, but in doing so has fragmented larger parcels into disconnected elements that become difficult to develop. To unify the various sites and create needed synergies, it is important to create a systematic road and infrastructure system. By providing a road network that connects the eight current blocks, including by breaking through the base of the Sewoon Arcade to create east–west connections, the panel envisions creation of an interconnected network of streets that will open up the development potential of the arcade buildings, the adjacent blocks, and the surrounding districts to the north, south, east, and west. This will allow Sewoon District to take advantage of its proximity to the CBD and the Dongdaemun commercial area. Increasing pedestrian and traffic flow in this way will be an important catalyst for energising the current regeneration strategy.



UJI staff

*Sewoon District's low-rise buildings in the adjacent blocks in the foreground stretch towards the neighbouring CBD district.*



Panel graphic

*The panel envisions a road network connecting the eight adjacent blocks.*

## Introduce Housing as a Key Use

The Sewoon District has never had a residential component in modern times, apart from the high-end residential units created in the arcades when they were first constructed. Lack of housing stock in the regenerated area, however, would be a serious deficiency, resulting in a lack of vitality and sense of community. Planners should look to create new housing stock that should reflect the needs of Seoul's changing demographic makeup. Because the amount and type of new housing created for Sewoon District can be planned in its totality in advance, planners can craft the type of community they want to create. Given that gentrification should be avoided but is always an issue in city-centre locations, the panel recommends housing options should focus on providing accommodation that is affordable and that targets in particular students and elderly occupants.



Otaf Comitz

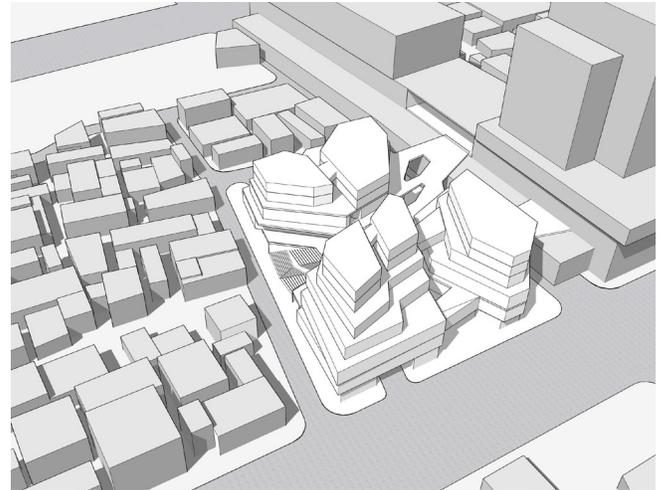
*Sewoon Arcade is already home to a number of technology companies and university labs.*

## Create the Next Generation of Mixed-Use Development

Successful urban regeneration opportunities evolve around the concept of live/work/play – a principle that has been key to the successful implementation of projects in Seoul and other Asian cities. Given Sewoon District's existing base of manufacturing-oriented businesses and its potential as an urban university campus, the panel believes potential exists to add 'learn' and 'make' to this structure. Therefore, the following steps are envisioned:

- Create an aggressive plan to bring university and other educational campuses to the district by building on recent success in persuading several incubators and university labs to take space in the arcades. In the United States and other parts of Asia, this type of urban campus has become strategically important as a means of attracting and training talent that is critical to knowledge-based economies. Given the strategic location of Sewoon, the panel believes both the CBD and other nearby areas in Gangbuk would benefit from creation of a high-quality urban campus cluster. Conceivably, some of the arcade buildings could even be purchased and converted into university campuses.
- Encourage civic groups to take space. These might include local development corporations and possibly NGOs.
- To accommodate existing businesses that want to remain in the district and to plan for the evolution of the industrial ecosystem, conduct a survey of current occupants to determine how many intend to stay. The city can then prepare a master plan providing appropriate modern facilities for both existing businesses and incoming creative businesses that will contribute to the maker community. To achieve this, the panel recommends the city lead construction of a number of new multi-floor industrial innovation hubs at strategic points in the adjacent blocks. Developing these sites in a vertical manner will allow land to be used more efficiently and promote industrial synergies. Each site would each

involve an industry for which the area has become famous, in particular printing, metalworking, electronics component producers, and toolmakers. The hubs should be publicly owned and operated, but privately funded by developers' contributions in exchange for enhanced development rights within the district. The design of each hub should anticipate the evolution of maker industries on site by accommodating both current and future occupants and industries. The panel anticipates this will create a number of economic benefits, including new jobs (especially in the tech and creative industries), and growth of the industrial ecosystem generally.

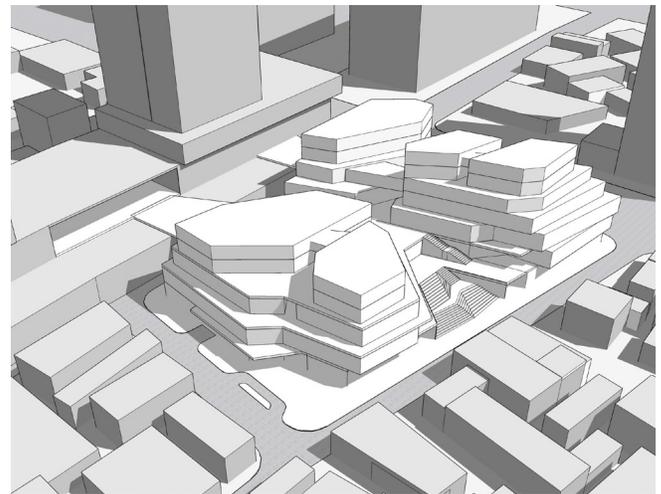


Panel graphic



Panel graphic

*A number of new multi-floor industrial innovation hubs could be built at strategic points in the adjacent blocks next to the arcade buildings.*



Panel graphic

*A number of new multi-floor industrial innovation hubs could be built at strategic points in the adjacent blocks next to the arcade buildings.*

By creating a live/work/play/learn/make structure, a balance can be built between jobs and housing that respects existing businesses, new innovative business models, and learning and education. These will be key components in the creation of an innovation district that balances the principles of mobility-oriented design with a healthy number of people residing in the area. Attracting and sustaining talent is a particularly important element of the future, as housing and office affordability will remain key issues in Seoul. Innovation will occur when the city can attract young talent, and the repurposed district will provide the rungs to climb this regeneration ladder.

## Best Land Use and Utilisation

Current regulations in Seoul mandate the creation of high numbers of private parking spaces per square metre of residential space. To reduce traffic in the district, the panel recommends an approach as follows:

- Promote mobility-oriented development, leveraging both the existing metro infrastructure and new types of sustainable transport.
- Significantly lower the number of car parking spaces by reducing regulatory private parking requirements. Shared parking structures for adjacent buildings and higher rates of electric vehicle use should also be considered.
- Reduce the impact of car usage by enhancing the public realm. In particular, provide good site accessibility to promote walkability within the district.

Redevelopment should aim to enhance the DNA of the district by taking the old and merging it with new interventions and uses. It can create vibrancy by introducing lifestyle, food, and beverage districts similar to Tianzifang or Xintiendi in Shanghai. The brand can also be enhanced by marketing the newly redeveloped area as a vital mixed-use district of the city. The mixed-use development should promote integration of the maker economy, an industrial ecosystem, education connectivity, and new residential opportunities:

- Creating opportunities for retail, food, and beverage facilities;
- Mixing old and new together;
- Creating variety of scale and character; and
- Developing a cohesive district identity.



A man sits by a sign on the bank of the Seoul's Cheonggyecheon River near the Sewoon District.

# Consensus Planning

The panel is aware of disagreements among different groups over the direction and implementation of Sewoon District's regeneration strategy. The panel therefore recommends that the city government and other interested groups such as businesses and property owners adopt a 'consensus planning' process to help resolve their differences and agree on a common strategy.

Consensus planning is a way to address differing views in the physical planning process. Rather than complete a plan and submit it for approval, consensus planning endeavours to resolve differences as the plan is formulated.

For example, if five groups have a vested interest in the outcome of a proposed plan, each group is asked to appoint a representative. The group may include a government representative, a homeowner, a local businessperson, a member of a civic organisation, and a developer.

The planning process is typically divided into four increments: analysis, principles, options, and plan. A professional planner is retained to oversee the process that produces a final plan.

The planner presents an analysis of the area to the five representatives and identifies the infrastructure serving the property, together with the salient features of the location and the setting. The five representatives review the analysis and either approve its content or request changes. When all five representatives have approved the work, they sign a document signifying their approval. They also sign an authorisation to proceed to the next planning phase.

The planning process is followed by the principles phase, which is a very important part of the planning process. The principles are expressed only in words – nothing is drawn in a planning format. It is likely to take a while to reach consensus on principles, but when agreement is reached, the signing process again approves the entire work and authorises the next phase.

During 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. When a preferred option is selected (or created by compromise), the signing process again occurs. The preferred option is then established, and the final plan is authorised by all parties.

While there is no certainty that the parties will accept the final plan, a successful outcome is far more likely than a well-intended plan that is completed and presented without building a consensus.

Consensus planning can be applied to the whole district, a block, a site, or even an arcade building.

# Case Study

## HafenCity Hamburg GmbH

*Olaf Cunitz*

In 1997 a port and location development company was set up to manage the development of HafenCity, known since 2004 as HafenCity Hamburg GmbH. It is responsible for the 'special city and port fund', which consists of various plots of land owned by the City of Hamburg located in the HafenCity area. The sale of these sites provides finance for the lion's share of public investment in HafenCity, in particular roads, bridges, squares, parks, quays and promenades. In addition to its role as financier, HafenCity Hamburg GmbH clears and prepares sites, plans and builds public spaces and infrastructure, acquires and contracts real estate developers and users, and is responsible for public relations and communication.

HafenCity Hamburg GmbH is a wholly-owned subsidiary of the Free and Hanseatic City of Hamburg and is developing HafenCity at Hamburg's behest. Public supervision, cooperation, and the division of responsibilities are demanding: the supervisory board of HafenCity Hamburg GmbH – chaired by the first mayor – consists of members of the city senate. Sales and options (with an obligation to plan) for land purchases have to be approved by the local Land Commission. Zoning plans are subject to consultation and approval from the Commission of Urban Development (made up largely of parliamentary and local government representatives), and are then processed by the HafenCity working party in the Ministry of Urban Development and Environment, which also issues permits. Juries for urban planning and open-space competitions, as well as those for competitions for buildings are comprised of representatives of the Ministry of Urban Development and Environment (chief planning officer), the district council, HafenCity Hamburg GmbH and several politicians (from Mitte district or the city parliament) as well as private developers and independent architects.

### Konversion-Grundstücksentwicklungsgesellschaft mbH

In 1995, the city of Frankfurt am Main and the Beratungsgesellschaft für Stadterneuerung und Modernisierung mbH (BSMF) founded the Konversion-Grundstücksentwicklungsgesellschaft mbH (KEG). Initially, the purpose of the public/private partnership company was the conversion of former military-use properties to civilian

purposes. The KEG acted as project developer. By involving several residential property investors, new residential areas with different types of housing could be quickly created. The KEG was responsible for construction of public infrastructure and enabled the realisation of social projects at the various sites.

Today, the KEG is active in the following fields: renovation and reuse of buildings for residential use or for social and cultural uses; building of infrastructure; brownfield development, especially for residential use; creation of affordable housing. The supervisory board consists of 10 members (five from each shareholder) and is chaired by the city.



*Dietmar Rabich*

HafenCity  
([https://commons.wikimedia.org/wiki/File:Hamburg,\\_HafenCity,\\_Bebauung\\_am\\_Sandtorkai\\_-\\_2016\\_-\\_3036.jpg](https://commons.wikimedia.org/wiki/File:Hamburg,_HafenCity,_Bebauung_am_Sandtorkai_-_2016_-_3036.jpg)),  
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"Parkstadt" (Park City)  
[www.keg-frankfurt.de](http://www.keg-frankfurt.de); KEG Konversion-Grundstücksentwicklungsgesellschaft mbH,  
Uhlandstraße 11, 60314 Frankfurt am Main

# Policy Recommendations

Sewoon District offers a rare opportunity to pursue a new type of sustainable urban development by engaging stakeholders and approaching revitalisation through a coordinated development strategy, a mix of good planning and urban design, and smart governance.

The 2014 plan for the district was a step in that direction. Among other things, it opted to renovate the arcade buildings instead of demolishing them, in particular by constructing a pedestrian deck on the arcade third floor. It also introduced new elements to the existing mix of arcade uses, such as the University of Seoul's urban campus, incubator spaces, and a housing component. Finally, it attempted to retain some of the strengths of existing small industries and shops.

At the same time, numerous challenges remain, including the following:

- Uncertainty over the way redevelopment will proceed in view of the suspension of the current plan. This has caused frustration among landlords, developers, and tenants who have waited years for redevelopment to start. Others are angry at the government's perceived indecision.
- A range of important issues have yet to be addressed, including potential fire hazards in the densely populated adjacent blocks, environmental pollution, crime, the rapid aging of those occupying the area, and an overall decline in business as a result of a slowing economy.
- The lack of housing in the area.

A need clearly exists for decisive action on the part of the city government to act as a catalyst for the district's renaissance. A new plan due for release in December may not clear the air, as the panel understands it will probably focus more on process than outcomes and will be biased towards satisfying the needs of current occupants. That said, however, decisive action should not be mistaken for an approach that compels demolition of whole districts to maximise financial gains for some stakeholders. Instead, action should be consistent with the city's strategy to create a unique example of industrial urban regeneration that builds on its current ecosystem.

## Physical Development Processes

### a) Sewoon Sangga Arcade

- Shopkeepers along the deck should be given guidelines on design of appropriate storefronts and types of uses (for example, restaurants or art galleries). They should also be given a timeline to comply, failing which their shops will be compulsorily acquired.
- Large spaces within the arcade buildings should be reserved for leasing at attractive rates to major partners.
- Arcade buildings should be acquired en bloc. Strata-titled buildings tend to be inefficient in terms of operation, and obtaining consensus for a significant remodelling among a large ownership base with hundreds of different property titles would be difficult. The city should therefore consider adopting a policy granting investors who acquire consent from a certain proportion (say 75 per cent) of strata owners the right to acquire the remaining strata titles. This would be similar to the way plots in adjacent blocks are currently being acquired.

## b) Adjacent blocks within the district

- The city will then take lead in providing new infrastructure, prioritizing areas at greatest risk of fire and environmental hazards.
- Land needed to build this infrastructure should be compulsorily acquired.
- Smaller blocks should be allowed to develop incrementally.
- For areas where action is urgently needed, a deadline should be set for completion of the consensus planning process, after which the land may be compulsorily acquired.

## Governance Approach

The panel recommends the establishment of a business improvement district or a development corporation as the authority responsible for planning and managing the coordinated development of the district. This authority would manage the regeneration strategy and programming for the arcade buildings, fund and project manage the infrastructure for the district, and create zoning regulations to facilitate achievement of the redevelopment goals.

All stakeholders should be involved in the development process. For example, tenants' representatives should be appointed to the district's governing board. Alternatively, representative councils could officially communicate tenants' views to the government.

A marketing and communications strategy should be developed for the district. Sewoon should be included as a key project in Korea's urban regeneration programme with a budget of 50 trillion won.



*Shops on the ground floor of Sewoon Arcades.*

# Conclusion

The panel appreciates and agrees with the basic tenets of the 2014 master plan, including the preservation of Sewoon Sangga District's history, culture, and authenticity. Retaining various industrial ecosystems that existed since the late 1960s is clearly sensible for the future economic growth of Seoul, a city that is increasingly technology oriented and knowledge based. The adoption of plot-level development, which has made land aggregation easier, also makes sense.

At the same time, the panel believes that there is a clear need for more active government intervention to address the district's immediate needs. These include ensuring public safety, building basic infrastructure such as streets and public facilities, and upgrading the arcade buildings.

The proximity of Sewoon District to the CBD and Dongdaemun District, coupled with excellent public transportation infrastructure, creates opportunities to address existing planning deficiencies in those areas. These include limited housing and university buildings, and a mixed-use neighbourhood with both old and new buildings co-existing in harmony.

The panel hopes its recommendations and analyses can be a useful resource to the city government and other parties involved in the regeneration process.

As a long-time resident noted to the panel, regeneration of Sewoon District is inevitable given the pressure of market forces in the surrounding area. However, the longer regeneration takes, the more all stakeholders will suffer. The panel believes that a comprehensive regeneration plan embraced by all key groups would be more efficient and create better outcomes than would be obtained through a piecemeal approach.

# Case Study

## China Square: Mixing Old and New in Singapore

*Kevin Hsu, Centre for Liveable Cities (CLC)*

Instead of leveling a historical neighborhood to build a new development, the China Square area in Singapore represents a mix of heritage and modernity. The area maintains many old buildings at its pedestrian core, while welcoming new uses for classic structures. It carefully introduces high-rise structures only near the margins that transition to newer parts of the city.

The place now dubbed China Square was one of the earliest areas to urbanize, part of the early Chinese settlements dating to the 1800s. The neighborhood originally featured many traditional trades, services, and residences, housed in a unique mix of colonial-era architecture with detailed Chinese and European ornamentation. Called “shophouses,” these buildings are a key example of Singapore’s vernacular architecture. However, the neighborhood’s central location near the financial district meant that the land underneath the buildings would be highly valued by real estate developers. The pressure to demolish the historical buildings and open up the area for development was enormous.

In the late 1980s, Singapore’s Urban Redevelopment Authority devised a plan to retain a portion of the shophouses, while introducing mixed-use, integrated developments to the area. The land was neither sold as a single, large master development, nor as individual shophouse units; instead, the land was strategically divided into seven parcels that were opened for tender. The result was that four larger parcels—the ones closer to the officially-designated Chinatown conservation area just down the street—combined “old and new mixed-use developments with shops, offices, and eating and entertainment outlets” while only three smaller parcels became “completely new office developments” (Kong, 2011) as China Square was redeveloped over the next decade by 3 different parties into ‘Far East Square, Capital Square and China Square Central (please check this last name)’

The conditions of tender for the site required a preservation mindset, with around half the original shophouse units, once numbering around 400, to be conserved. Shophouses were assessed according to historical and architectural value and the potential for restoration to arrive at the final list. URA maintained strict control over urban design guidelines to ensure a cohesive, thematic look, even as different private companies redeveloped different portions of the neighborhood. The guidelines were detailed enough to be meaningful, but with sufficient flexibility for individual architects to meet the requirements in creative ways.



*China Square Precinct with Singapore CBD.*

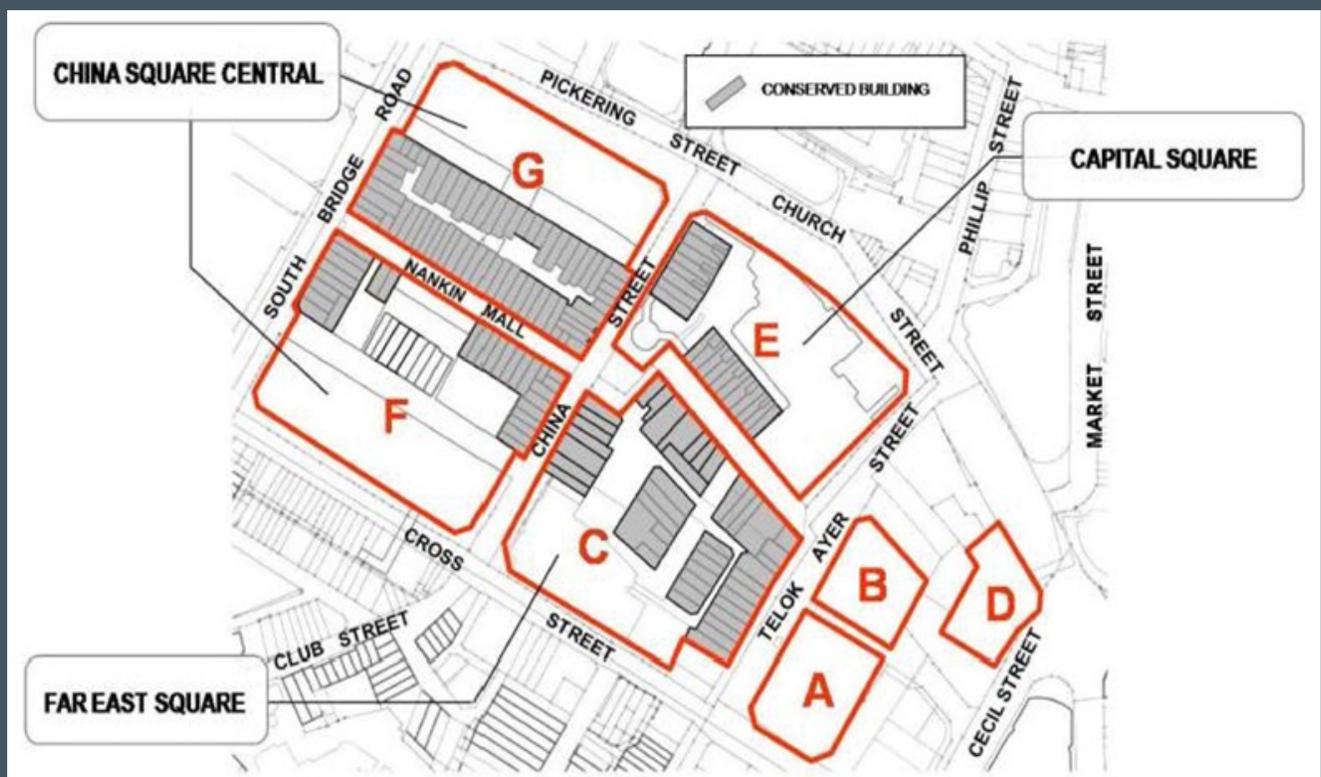
Copyright Urban Redevelopment Authority

From an economic development perspective, many new uses have been introduced to the site, and more patrons from across the city are attracted to the area. However, by keeping the bulk of historical structures, along with some familiar uses, the area still retains the “spirit and feeling” of walking through an old shophouse neighborhood—a critical element of cultural “authenticity” noted in the Nara Document on Authenticity (UNESCO, 1994). Several of the traditional businesses that previously inhabited the area were preferentially welcomed back in the portion that was developed as ‘Far East Square’, which cements the area’s connection to its lively past and supports an element of intangible cultural heritage.

Unlike the Qianmen area of Beijing, which has pushed out traditional, centuries-old businesses and replaced them totally with modern brands, developers in Singapore recognized the value in having storied brands return to prime locations. “I can return to a shop where my grandfather used to eat breakfast,”

one URA conservation manager remarked, pointing to a cafe that has existed in various locales in the neighborhood for decades, and relocated to its present Far East Square site in 1998. Though a temple did move elsewhere, its former home is now a museum. Once-sacred ground remains a hallowed site fulfilling a civic purpose and, to the community’s relief, has not become a bar.

China Square represents a thoughtful combination of past and present. Though many historical structures have been restored and preserved, it is not a museum. New uses and appropriate new structures have been introduced to the neighborhood, and a degree of intensification maintains vibrancy. Visitors today partake in dining, retail, and leisure activities as they stroll along pedestrianized streets lined with heritage shophouses. The outcome uniquely marks Singapore’s built environment, while strengthening the city’s sense of place.



Four large sites with conserved shop houses were bought by three different developers.

Copyright Urban Development Authority

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# About the Panel

## Wayne Ratkovich

### Panel Chair

Los Angeles, California, USA

Ratkovich is the founder and CEO of The Ratkovich Company (TRC), a Los Angeles development firm whose mission is “to profitably produce developments that improve the quality of urban life.”

Ratkovich led the development of The Bloc, a dramatic \$250 million transformation of the former Macy’s Plaza in the heart of Downtown LA. The 1.9 million-square-foot mixed-use project encompasses a full city block and includes a 34-story office tower, the Sheraton Grand Hotel, and downtown’s largest converted open-air urban retail centre featuring LA’s first metro portal.

TRC developed the Hercules Campus, an 11-building complex of former Hughes Aircraft Company Buildings that have historic status. The project is fully leased to Google, YouTube, and the advertising firm 72 and Sunny. TRC is also the developer of 5900 Wilshire, a 30-story office tower across from the Los Angeles County Museum of Art. TRC owns the Alhambra, a 40-acre, million-square-foot mixed-use campus, and is currently completing its vision with the Villages at the Alhambra, planned to provide over 1,000 units of housing. In total, Ratkovich has developed over 18 million square feet of office, retail, industrial, and residential properties.

The city of Los Angeles selected TRC to develop a 42-acre waterfront site as the San Pedro Public Market. Ratkovich is actively developing the site into world-class mixed-use dining, recreation, and entertainment destination.

In 2011, the Urban Land Institute named Ratkovich a Life Trustee, an honour given to 15 members in the 80-year history of the 35,000-member organisation. He is currently a member of the Urban Land Institute’s Global Board of Directors. He is also a Trustee Emeritus of the National Trust for Historic Preservation.

## Kate Bicknell

New York, New York, USA

Bicknell is vice president, development, of Oxford Properties in New York, where she is responsible for building the New York Development platform, beginning with St. John’s Terminal, a 1.3 million-square-foot redevelopment site in Hudson Square.

Before joining Oxford, Bicknell was a senior vice president of commercial and residential development at Forest City New York. At Forest City, she led the company’s partnership with Cornell Tech, including the development of the Tata Innovation Center at Cornell Tech, where industry and academia work side-by-side to spur innovation and the commercialisation of new products and technologies. In addition, Bicknell led Forest City’s collaboration with Johns Hopkins to build partnerships with and attract biotech and life sciences companies to the East Baltimore Science + Technology Park, adjacent to the Johns Hopkins Medical campus. She spent her first eight years at Forest City in a leadership role in the development of Pacific Park Brooklyn, a \$4.9 billion, 22-acre public/private partnership, anchored by Barclays Center.

## Marty Borko

Los Angeles, California, USA

Borko is the executive director of ULI Los Angeles. He left his post as principal at Gensler in Los Angeles to command the day-to-day workings and long-range planning of one of ULI’s largest and most active regional chapters. As executive director, Borko pilots the organisation as it confronts the most critical land use challenges in the city, including the homeless and housing affordability crisis, as well as city planning, infrastructure, transportation, open-space and historic districts.

In his tenure at Gensler’s Los Angeles office, Borko grew the firm’s planning and urban design, entertainment, and mixed-use practices and had been principal-in-charge on numerous international and Los Angeles projects.

In addition to being a Sustaining Member of ULI's Entertainment Development Council and member of the USC Price School Planning Program Advisory Board, Borko is associate member, American Institute of Architects (AIA); member, American Planning Association (APA); member, International Council of Shopping Centers (ICSC); member, International Association of Amusement Parks (IAAPA); Dean's Council, University of Oregon College of Design; board member, Los Angeles Downtown Breakfast Club; member, Southern California Development Forum; and member, Central City Association.

## Olaf Cunitz

Frankfurt, Germany

Cunitz is a former first deputy mayor of Frankfurt, responsible for Planning, Housing and Building, and the Monuments Office, among others. From October 2016 to August 2019, he was head of Land and Project Development at DSK Deutsche Stadt- und Grundstücksentwicklungsgesellschaft mbH & Co. KG, and most recently works as an independent Consultant for Urban Development and Planning. He is chairman of the ULI Germany Advisory Board.

## Scott Dunn

Singapore

Dunn is vice president for Southeast Asia at AECOM. Core business areas include design consulting services in buildings and places, civil and infrastructure, oil gas chemical industrial and power and environmental, constructing and management services. He also leads cross-functional teams in providing integrated services and sustainable solutions for large, complex, and multidisciplinary projects across Asia, among them high-density master plans for new towns and regeneration of existing urban landscapes that have drawn on sustainable and smart themes. He is also an advocate of sustainable land development and high, dense, urban environmental design.

## Khoo Teng Chye

Singapore

Khoo is the executive director for the Centre for Liveable Cities, Ministry of National Development, Singapore. He has previously served as chief executive of PUB, Singapore's National Water Agency (2003 to 2011), and chief executive officer/ chief planner at the Urban Redevelopment Authority (1992 to 1996), chief executive officer/group president of PSA Corporation (1996 to 2002), president and chief executive officer of Mapletree Investments, and managing director (special projects) of Temasek Holdings (2002 to 2003).

## Ian Mackie

Brisbane, Australia

Mackie is currently a member of the ULI's Asia Pacific executive committee. Formerly Asia Pacific head of Strategic Partnerships at LaSalle Investment Management and a member of the firm's Asia Pacific investment committee, Mackie established LaSalle's business platform in the Asia Pacific and launched and raised capital for the LaSalle Asia Recovery Fund, the firm's first Asia fund. In the following years, as president for the first two iterations of both the LaSalle Japan Logistics Fund series and LaSalle Asia Opportunity Fund series, his deep experience across a vast array of transactions – leasing and sales brokerage, joint venture developments, joint venture platforms, acquisitions, dispositions, portfolio management, fund management, capital raising, client management, and business development – played a pivotal role in LaSalle generating impressive returns on its regional platforms.

## Patrick L. Phillips

Washington, D.C., USA

Phillips most recently served as the global chief executive officer of the Urban Land Institute and president of the ULI Foundation. He has a career in the economic analysis of real estate and land use that spans more than 25 years. Before his service at ULI, he was president and chief executive officer of ERA AECOM (formerly Economics Research Associates). In that role, he coordinated all aspects of ERA's organisation, strategy, business development, and service delivery. His practice focused specifically on the intersection of private investment and public policy. Phillips is a frequent speaker on urban development issues and is the author or co-author of eight books and numerous articles.

## Gregory Yager

Shanghai, China

Yager is an independent architect and urban planner. Under his leadership at RTKL, which he joined in 1980 and where he worked for nearly four decades, he established multiple offices and urban design studios in Los Angeles, Hong Kong, London, Dubai, Beijing, and Shanghai. Yager served as the leader of the RTKL global expansion leadership council and as the global director of the planning and urban design group of RTKL. He also served as the global leader of ARCADIS (RTKL parent company) global master planning, urban design and sustainable development group and served as the Shanghai city director for the ARCADIS Global City Program.

Founding president of the AIA Shanghai Chapter, Yager also served as co-chair of the urban regeneration product council of ULI China Mainland. He is currently serving on the AIA Strategic Council representing the AIA International Region, and as the AIA International Region Secretary.

Yager is currently consulting a number of clients on their urban design and development strategies as well as looking at ways that cities can benefit from future smart city developments.

## Gary Yardley

London, United Kingdom

Yardley is former managing director and CIO of UK developer Capital and Counties, charged most recently with leading the ambitious redevelopment of a 31-hectare mixed-use site in London's iconic residential district of Earl's Court, described as one of the most ambitious residential housing developments in London's modern history.

# About the ULI Project Staff

## Paul Bernard

Washington, D.C., USA

As executive vice president, Bernard manages ULI's Advisory Services, UrbanPlan, and the Awards programs.

Before joining ULI, Bernard served as vice president at Enterprise Community Partners Inc., where he led the organisation's national public-sector and community development advisory practice. Previously, he held several senior roles in government and the private sector, including senior vice president at Walker & Dunlop, where he led the company's Institutional Investment Advisory practice. He was also a principal at Munie Mae, managing the growth and operations for approximately \$1 billion in institutional capital.

Bernard also held senior positions at the city of Detroit, appointed by Mayor Dennis Archer as the director of planning and development, and at Public Financial Management, where he was a senior managing consultant for federal, state, and local municipalities and public authorities on traditional and alternative financing initiatives. Bernard holds a master's in public policy from Harvard University, an MBA from Georgetown University, and a bachelor's degree in foreign service from Georgetown University as well.

## Sunny Choi

Seoul, South Korea

Choi is the chief representative of the Urban Land Institute in South Korea and at the same time she is partner of SG investment Advisory & Consulting firm and provides global marketing, consulting, and advisory services helping connect South Korea real estate leading industry players to global real estate marketplace.

She has a career in business development and global marketing in B2B & B2G of more than 20 years across the multiple industry sectors such as the construction & engineering (PM/CM), IT, and real estate development industries. Before joining ULI and the real estate industry,

Choi had worked for Kellogg Brown & Roots, CH2MHILL, and Samsung C&T, which are major PM/CM global players, and Tektronix, an IT company. In those roles, she conducted and coordinated all aspects of strategy, business development, and strategic alliance.

She majored in Russian language and literature at Hankook University of Foreign Studies and Internal Trade and graduated Kyunghee University, International Study (MA), South Korea.

## Colin Galloway

Hong Kong SAR

Galloway studied in the United Kingdom and worked originally as an attorney in Hong Kong before switching to journalism, where he worked for 20 years as both a writer and photographer.

Focused mainly on China, Galloway covered news for publications in the UK and Europe before moving on to business feature writing for outlets ranging from the South China Morning Post to the Economist Group. He was also involved in commercially focused work, including in particular report writing and analysis for clients including the Economist Intelligence Unit, McKinsey & Co, Booz & Co, and ULI, for whom he wrote the Emerging Trends Asia Pacific report beginning in 2008.

As vice president for content, ULI Asia Pacific, Galloway is responsible for driving content development across the region, including research initiatives, content partnerships with corporate members and industry organisations, and programs such as Advisory Services panels.

## Kenneth Rhee

Shanghai, China

Rhee serves as ULI's executive director for China Mainland and is also the CEO of Huan Business Advisory, a firm that focuses on real estate investment and use of new technologies in real estate.

Before establishing Huan Business Advisory in 2012, Rhee was executive director at Morgan Stanley, where he worked as investment banker and investment manager. He worked on capital-raising assignments such as IPO and bond offerings for mainland China-based real estate developers. He also played key roles in a series of investments that included pre-IPO investments in leading developers and hard asset acquisitions.

Rhee's previous work experiences include heading up the investment operation at Shanghai Dragon Investment – an investment arm of the Shanghai municipal government – and mergers and acquisitions advisory work between 1998 and 2002 at JP Morgan based in Hong Kong and Singapore.

Rhee graduated from the University of California, Los Angeles, with a BA in economics and business in 1991 and from the University of Chicago's Booth School of Business with an MBA in 1998.





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