

An Urban Regeneration Project for Making New CBD of Northeastern Seoul: The Case Study of the Changdong & Sanggye Project

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ABSTRACT

Although Changdong-Sanggye area has been developed during 1980s as a new city for the supply of low-income housing, currently it was degraded to a bed town located outside Seoul. However, Changdong-Sanggye area is designated as the center of a metropolitan area in '2030 Seoul City Basic Plan' due to a variety of potential factors such as a traffic center for linking metropolitan areas, location of 15 universities, and neighboring natural environment like Jungnang stream and Buckhan mountain. The purpose of urban regeneration plan is to create a new CBD of Changdong-Sanggye which is the center of vocational and cultural lives of 3.2 million people in the northeastern metropolitan area. To achieve the purpose, 12 unit projects and 24 sub-unit projects are set up based on the three major goals and core strategies. An enterprise project team of northeastern area was newly founded and then a dedicated organization was established by the Seoul government in 2015 in order to integrate separated urban regeneration related functions. In the Seoul government an administrative council and a project promotion council are operated for consultation and coordination between the administrative divisions and government projects for urban regeneration. Through the success in Changdong-Sanggye regeneration project, they are expected to have economic effects such as job creation and increase in tax revenue and to re-vitalize the area as a new economic center in northeastern Seoul having amenities and cultural facilities and waterfront parks.

Key words : Changdong-Sanggye, Urban Regeneration Project, New CBD of Northeastern Seoul

1. Background of Project

1.1 Reasons for Selecting the Target Area and Project Needs

Before the 1980s, Changdong-Sanggye area had been 53 million square feet of Madeul plains which were marginalized from the urban development. Sanggye New Town was constructed to supply the apartment houses for low-income families in the 1980s, and currently, their image is deteriorated into the bed town on the edge of Seoul. So this region is most in need of the urban regeneration in terms of demographical, industrial, physical environment.

To responding these requirement, borough community efforts have been made over 4 years such as the formation of voluntary discussion organization for regional development, residents forum, etc., and Seoul metropolitan government efforts like operating the enterprise organization wholly responsible for Changdong-Sanggye regeneration project including the

northeastern 4-borough(Gu) projects.

Besides, it is expected that this area is likely to maximize the regeneration possibilities and the ripple effects such as, the inviting of private investments & businesses, the co-existence with regions through economic vitalization being extended to area of surroundings, through securing the national government bundling.

Changdong-Sanggye area is the regional center area on the 2030 Seoul Urban Master Plan and has the locational potential as the hub of regional transportation connected to the metropolitan region by connecting KTX route. In addition, Seoul government-own large scale available lands, this area is able to be developed for new CBD and Industrial center. Moreover, this area is concentrated human and industrial resources as well as 15 universities and natural environment such as Jungrang stream, Mt. Bukhan, etc. And has strong growth potential in various fields.

As explained, Changdong-Sanggye area has a very high desire for residents and the government to create the regional economic

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center and has the growth potential, the greatest ripple effects for the effectiveness of national and local government support.

1.2 Spatial Scope

Changdong·Sanggye area is situated at the locational center of in 4-borough administrate areas Seoul northeastern and at the boundary between Dobong-gu and Nowon-gu, where the subway line No.1, 4, 7 are intersected. The planned scope for urban regeneration is the whole area of Chang 4, 5dong of Dobong-gu and Sanggye 2, 6, 7, 10-dong of Nowon-gu and the area is combined with about 570,000 m² for the intensive project area and about 400,000 m² for affiliated area. Seoul government owned large-scale sites for relocation (about 380,000 m²) is included in the intensive project area, and Changdong park-and-ride lots, Community-Sports facility site, agro-fishery superette (Hanaro Club), railway vehicle base, Dobong driver's license test course, etc. belong to the sites for relocation. Existing commercial area is included in the affiliated area to spread the development effects of large scale sites of neighboring area.



Fig. 1. Location of Changdong · Sanggye Area



Fig. 2. Planned Scope for Vitalization

2. Diagnosis of Regional Condition and Urban Decline

2.1 Urban Regeneration Strategy and Related Project Status of the Local Government

Seoul government set up urban regeneration strategy plan and presented 「Seoul Strategy Plan for Urban Regeneration」, which is the first comprehensive plan containing the basic direction for urban regeneration and the action plan. According to 「Seoul strategy Plan for Urban Regeneration」, it promotes customized regeneration of 4 types which are decaying industrial area, historical & cultural resource area, undeveloped central area and declining residential area, and it also operates intensive regeneration projects by selecting ‘Test trial projects’. This shows the intention for Seoul government to create an exemplary case for model area and to continue to expand into another area of Seoul. Changdong·Sanggye area belongs to undeveloped central area type among the leading areas. Besides, Changdong·Sanggye area was selected as the government-funding project area. Up to now, some plans for regional development of Changdong·Sanggye area were set up for job creating place in Northeastern zone. Some examples are Northeastern Renaissance(2009), Changdong·Sanggye Strategic Development Plan (2010) and Conception Plan for Regional Center Related Metropolitan Area (2013). Northeastern Renaissance plan was to develop Changdong·Sanggye area into CBD of the northeastern region through the large-scale business-commercial development. Changdong·Sanggye Strategic Development Plan was to transform Changdong·Sanggye area into the new economic center of the northeastern region by creating Northeastern creative industry.

And, Conception Plan for Regional Center Related Metropolitan was to nurture fashion & design, medical & welfare and service industries in Changdong·Sanggye area. Various plans for the regional regeneration as the new economic center such as the large scale arena development, Center for standing a business. As well as northeastern 4-borough Plan for happiness are recently ongoing. Besides, discussion about the relocation of facilities for developing this area as the economic center of the northeastern region available lands is on progress. Relocation of garbage truck garage, the site of Food Bank and Sports ground including Chang-dong Stadium was also completed. It is expected to relocate Changdong transfer parking lots and Dobong driver's License Test Course in near future.

2.2 Diagnosis of Declining Environment

In commercial and economic aspects, Changdong-Sanggye area shows the lowest level in employment and economic vitality such as employment density, construction permission, financial self-sufficiency, etc. The number of businesses is not sufficient, employment shortage weakens the economic base. Its average monthly income is only 89% of the average of Seoul City, and, 44.3% of the respondents said that job creation would be the most urgent according to the resident survey. In addition, the employees ratio against the population is The number ratio lowest level in Seoul, and the ratio of jobs against residents in this region is only 45% of the average of Seoul.

Moreover, the regional economic base and self-sufficiency base against the number of households rank as one of the lowest among 263(borough) in nation. Office concentration ratio of the northeastern 4-borough(Gu), 35.9%(Nowon-gu 27.1%, Dobong-gu 26.9%) is in the last place in 9 regions of Seoul. In case of commercial store concentration ratio, the northeastern 4-borough(Gu)is 72.2%(Nowon-gu 73.7%, Dobong-gu 68.7%) and it is in the 8th place in 9 regions of Seoul. 227.1%, its ratio in the downtown is 227.1%, so it means extremely unbalanced level.

Declining in the physical aspect also has appeared. The connection between north and south ride of this region is not sound for the overhanging railway line No. 4. The main trunk road is largely developed between north-south direction because of Dongbu Highway and Jungrang Stream and the connection between east and west side of this region is weak. Therefore, the spatial and functional disconnection in neighborhood area is bad. Besides, the unbalanced job-housing ratio in this region creates the long-distance commuting between downtown and causes serious traffic congestion in trunk road. According to the resident survey, the residents unsatisfied with traffic condition are 43% of the total respondents.

In cultural & living environmental aspect, the satisfaction level was extremely low for insufficient community facilities and poor cultural environment, and the number of performance & exhibition facility in the northeastern 4-borough is only 3 facilities per 100,000 persons, which is the lowest number in Seoul City. In case of commercial zone, Nowon Station area is only vitalized and another area is not vitalized. The resident survey also shows numerous requests for the expansion of community facility and cultural space. Residents' sense of loss and alienation for the regional development are getting greater, facility relocation and development have been delayed for a long time.

Therefore, in case of industrial & financial aspect, Changdong-Sanggye area is required to reinforce regional economic base and regional self-sufficiency base by improving the job creation and employment environment. Besides, in case of physical aspect, the disconnection with other regions and chronic traffic congestion in trunk road should be resolved. Urban landscape and pedestrian environment for the overhanging railway should be also improved. Lastly, in case of cultural & living environmental aspect, insufficient cultural & living infrastructure should be expanded and the CBD functions should be reinforced.

Finally, as the most declined area in industrial, economic, physical and living environmental aspect, Changdong-Sanggye area is desperately required to resolve current regional problems and establish the economic foundation through national government funding urban regeneration. Besides, this area is required to set up a new economic base on an empty space through the relocation of inappropriate existing urban functions.

2.3 Analysis of Locational Properties and Its Potential of the Target Area

Changdong-Sanggye area belongs to the metropolitan regional center area of the urban structure on Seoul Urban Master Plan, by creating specialized employment base. Besides, as the hub of metropolitan public transportation, the fundamental improvement of transportation network connecting south and north region of Seoul is possible in this area through the extension of national rail KTX route and the underground route of Dongbu highway. Moreover, this area has large scale developable area the properties of relocation area and railway station area at the same time, and it has the optimal conditions for urban regeneration as the most lands are owned by the city government. In addition, relocation plan for the public-owned infrastructure has been moved, and the specific condition to activate urban regeneration project is set because the public-owned lands property were transferred to 'the Northeastern 4-borough enterprise team'. In other words, Changdong-Sanggye has the high potential with universities, human resources and 3.2 million population around hinterland.

3. Contents of Urban Regeneration Project

3.1 Goal and Promotion Strategy

Three goals are set for realization of vision which aims to promote new CBD for jobs and culture center. First is to target job creation and economic vitalization by building knowledge-

based R&D and industry infrastructure. Second is to expand cultural and everyday life infrastructure by building infrastructure for culture and arts and inducing arena accommodating 20,000 people. Last goal is to improve physical infrastructure for large scale arena facility and support new business and commercial building.

In the case of economic vitalization, building business and commercial infrastructure and promoting start-up business ecosystem with small business industry will be the key indicators. Culture and arts facilities and knowledge-based R&D will be specialized on the relocated sites and boosting private investment. In addition, establishing ‘Business starting-up, Seeding, growing-up, expanding’ industrial ecosystem will encourage economical vitalization. And establishing the economic center and spreading to surrounding areas through the cooperative development of public-private partnerships. So a temporal booming up project, Platform Changdong 61 is composited by container box on the transfer parking site reemployment center (Northeastern 50+ campus). Which is assists elderly on retired people to reemploy will be completed.

For social and cultural aspect, it will be monitored through the number of cultural performance facilities and life satisfaction level of local residents (happiness index) and the waterside leisure area. It will be especially developed as northeastern cultural attraction center through expanding cultural spaces such

as establishing arena and other cultural performance facilities on the community sports facility sites, robot museum, cultural arts workshop space will be made up using under hanging rail bridge at Madeul-ro 11 gil. Furthermore, the function for waterside leisure center will be developed through uniting the waterside green area by converting the upper space of the road of Dongbu highway and Madeul-ro into parks. And Theme street for world food using existing retail streets will be made. Finally, for improving physical environment, connecting urban spaces of isolated regions due to metropolitan transportation facilities and Joong Rang River, uniting urban spaces with existing retail areas through connecting main walking line, improving transportation environment and infrastructure will be reborn. In the case of Joong Rang River connecting bridge for both sides will be united and linked with isolated urban spaces through enhancing the connection of both sides of the river by undergrounding Dongbu highway and establishing walking and bicycle networks through connecting main function every sites. In addition, organizing and developing urban environment such as street environment improvement and preparing infrastructure will be implemented by complementing infrastructure such as demolishing piers of rail at the entrance of railway vehicle base, improving under-bridge street environment and street environment of Sang Gye ro-Madeul ro 11 gil.

Table 1. Main Performance Index

Goals	Basic Directions	Monitoring Index (Key Index)
Producing economic vitalization	Establishing economic infrastructure	Number of new business, Number of investment and costs Growth of local tax
	Promoting cyclic start-up ecosystem	Number of supporting space for start-up Number of supporting business for using start-up space
Social and cultural aspect	Creating northeastern cultural attraction	Number of cultural performance facility Number of cultural performance Number of members and groups related to cultural arts
	Establishing waterside leisure center	Life satisfaction of local resident Number of resident community · social enterprise
Improving physical environment	United · linked development of isolated regions	Walking environment satisfaction Traffic of main area
	Organizing · improving urban environment	Parks and open space Expansion area Moving population of Chang dong and Nowon station Land price of main area Number of new buildings/remodeling

3.2 Validity of Introduction Function and Strategy for Economy Center

Specializing culture and R&D function, strengthening start-up supporting function and adopting metropolitan transfer complex function is selected as introduction function in Changdong-Sanggye area. It was chosen considering the upper plan of Seoul City, job creation and transportation potentiality and after a validity test of demand for main functions such as cultural and arts industry, knowledge-based R&D, future manufacturing.

These introduction functions will be used as primary lead business and mid-long term core business. Leading business such as organization and construction of infrastructure like Boom-up project Changdong Platform61, start-up site and other public facilities, and road is for reformation of regional image and inducement of initial boom-up activation. Major lead businesses such as attracting cultural performance facilities including arenas, creating cultural arts industry cluster are for constructing

infrastructure through culture and creating industry foundation. Lastly, creating specialized industrial sites, inducing schools of cultural arts, station area metropolitan transfer complex center are included in mid-long term core business and these projects are for transferring companies and expanding start-up business at the last stage of large scale R&D site.

Five-stage strategy was established for creating New CBD in Chang Dong-Sang Gye area. This is for creating industrial ecosystem as Starting up-Seeding-growing up-expanding stage of every industries first stage is Boom-up Project and aligning Urban Regeneration Infrastructure, second stage is implementation of lead business (start-up, culture and commerce, arena), the third stage is establishing the station area/complex retail center and the fourth stage is development of core business (specialized industrial area) and the fifth stage is construction transfer complex center.

Table 2. Project Contents of FiveStage

Stage	Project Site	Project Contents
1	Transfer Parking Lot, Do-bong Driver's License Center	Boom-up Project 1 -Box Park (Dobong)
		Boom-up Project 1 -Box Park (Nowon)
2	Transfer Parking Lot, Culture and Sports Facility	Business Start-up Supporting Center
		Complex Cultural Performance Facility
3	Southern side of Do-bong Driver's License Center Hanaro Club	Complex Development Project for Nowon Station Area
		Improvement Project for Retail Center
4	Chang Dong Garage Northern side of Do-bong Driver's License Center	Specialization Industry Complex Construction Project
		Self Sustained Site Preparation Project
5	Transfer Parking Lot	Complex Transfer Center

3.3 Contents of Main Project and Detailed Plans

3.3.1 Detailed Contents by Project Category

The business of introduction is largely divided into four Categories: Leading Project(9), Cooperative Project by Government Department(6), Local Government Project(12) and Private Investment Project(6). Leading Project is a type of catalytic project which is feasible within short period of time for creating urban regeneration infrastructure and development condition and it has a great ripple effect as well; Boom-up Project 1-2, Northeastern Business Start-up Supporting Center Establishment Project, Cultural Arts Workshop Project under

elevated railroad, Cultural Arts Theme Street Project, Under elevated railroad Street Environment Improvement Project and Highway Undergrounding Project1 are included.

Cooperative projects by government department is to promote cooperation business with government departments for diversifying means for funds supply and promoting effective business. Establishment project of cultural attraction (portrait gallery) with the Ministry of Culture·Sports and Tourism, Inducement Project of cultural arts university (Korea National University of Arts), KTX Line Expansion Project with the Ministry of Land·Infrastructure and Transport, Youth Employment Academy with Ministry of Employment and Labor, Young Internship and Reemployment

Project, Local Community Job Creation Project are included.

Local government project focuses on such businesses that require large scale investment and long term to create metropolitan employment center, physical environment improvement and establishment of leisure and culture center. Railway vehicle base, specialized industrial site construction project, driver’s license test course transfer, commercial facility site project, Reemployment center (northeastern 50+ campus) construction project are included in local government project which aims produce new CBD vitalization. Waterside park construction project, Dream Bike project, Food-bank transfer project, Changdong Community Sports Complex (Sports Facility) transfer project, Museum construction project, World

Food Theme Street project, Tourism/Accommodation Street project are included in culture and leisure infrastructure expansion business. Other existing retail street activation projects are for strengthening competencies of local residents. New bridge construction project for connecting both banks of Joong Rang River is for physical environment improvement.

Private investment business is for inducing anchor tenants that have huge ripple effect and activating region areas. Improvement project for cultural performance complex facility, retail complex center, transfer complex center, development project for commerce and business complex of the south side of railway vehicle base, Nowon station area and highway undergrounding project2 are included and will be actively implemented.

Table 3. Particular Business General Table

Project Type	Project Name/Content	Department of Management	Project Cost(100 million won)				Project Period	In Progress	Expected
			Total	Public	Local	Private			
Leading Business	Boom-up Project1 Box-Park (Dobong)	Seoul, SH *	102	51	51		'16-'21		i
	Boom-up Project2 Box-Park2 (Nowon)	Seoul, SH *	32	16	16		'16-'19		i
	Northeastern Business Start-up Supporting Center	Seoul, SH *	224	112	112		'15-'18	i	
	Under-bridge Cultural Arts Workshop Preparation Project	Seoul, Do-Bong Gu	25	10	15		'16-'18		i
	Cultural Arts Theme Street Preparation Project	Seoul, Do-Bong Gu, No-Won Gu	30	15	15		'18-'21		i
	Establishing and Supporting Governance Project	Seoul	21	7	14		'15-'21	i	
	In-site Transfer Parking Site Accessway Construction	Seoul	32	16	16		'16-'18		i
	Under-bridge Street Environment Improvement Project	Seoul	42	21	21		'16-'21		i
	Dongbu Highway Undergrounding Project1	Seoul	4	2	2		'16-'17		i
①Subtotal			512	250	262				
Central Governmental Agency Cooperation Project	Cultural Attraction(Portrait Gallery) Construction	MCST *	240	96	144		'16-'18		i
	KTX Line Expansion Project	MLIT *							
	Youth Employment Academy	MEL *	10	5	5		'18-'19		i
	Young Internship and Reemployment Project	MEL *	20	10	10		'18-'19		i
	Local Community Job Creation Project	MEL *	10	5	5		'17-'18		i
	Cultural Arts University (Korea National University of Arts) Inducement Project	MCST *	3,245	3,240	5		'16-'20		i
②Subtotal			3,525	3,356	169				

Project Type	Project Name/Content	Department of Management	Project Cost(100 million won)				Project Period	In Progress	Expected
			Total	Public	Local	Private			
Local Government Project	Garage Transfer and Specialization Industry Complex Construction Project	Seoul, SH *	4,037		4,037		'15-'19	i	
	Driver's License Test Center Transfer and Self Sustained Site Preparation Project	Seoul, SH *	450		450		'18-'19		i
	Northeastern 50+ Campus Construction Project	Reemployment center	200		200		'15-'18	i	
	Waterside Park Construction Project	Seoul	10		10		'18-'19		i
	Dream Bike Preparation and Operation Project	Northeast 4 project team	83		83		'18-'20		i
	Food-bank Transfer Project	DHW *	20		20		'16		i
	Chang Dong Sports Complex (Sports Facility) Transfer Project	Seoul	57		57		'16-'18		i
	Robot Museum Construction Project	Museum promotion project team	300		300		'15-'18	i	
	World Food Theme Street Preparation Project	Northeast 4 project team/Do-Bong Gu	7.5		7.5		'17-'19		i
	Tourism/Accommodation Street Preparation Project	Northeast 4 project team/No-Won Gu	7.5		7.5		'17-'19		i
	Existing Retail Street Activation Project	Northeast 4 project team	40		40		'16-'19		i
	Bridge Construction Project for Connecting Both Banks of Joong Rang River	Northeast 4 project team	1,000		1,000		'19-		i
	③Subtotal			6,212		6,212			
Private Investment Project	Improvement Project for Complex Cultural Performance Facility	Northeast 4 project team/private	4,720		15	4,705	'15-'21	i	
	Improvement Project for Complex Retail Center	Seoul, NH/private	3,000			3,000	'17-		i
	Improvement Project for Complex Transfer Center	Northeast 4 project team/private	4,000			4,000	'18-		i
	Complex Development Project for Commerce and Business of the South Side of Garage	Northeast 4 project team/private	4,805			4,805	'19		i
	Complex Development Project for Nowon Station Area	Northeast 4 project team/private	4,305			4,305	'17-'21		i
	Highway Undergrounding Project2	Department of planning road/private	2,800			2,800	'18-		i
	④Subtotal			23,630		15	23,615		
Total(①+②+③+④)			33,879	3,606	6,658	23,615			

SH*: Seoul Housing & Communities Corporation / MCST*: Ministry of Culture, Sports and Transport
 MLIT*: Ministry of Land, Infrastructure, and Transport / MEL*: Ministry of Employment and Labor

3.3.2 Detailed Contents by Main Projects

The main project of the new economy center of Changdong-Sanggye includes Box-park preparation project, complex cultural space preparation project, start-up zone preparation project and specialization industry complex preparation project.

The Changdong Platform61 (Box Park) project is pushed ahead as the first public investment project for the boom-up of the renovation and regeneration of the region image on the construction of the transfer parking lot and cultural facility site in 2016. 61 container boxes is being temporarily utilized after they are installed, following the installation of the deck in the

upper part of the parking lot. The functions that are to be introduced inside the Box park are the boom up supporting function through the start-up center and the cultural arts function including gallery, K-pop gallery and ensemble studio; the community function with urban regeneration work hall & lounge; and the lounge function including park-type lounge and lounge-plaza community supporting space. The Box park preparation project, as the first project of the 'Start-up zone', is expected to be playing a great role in introducing start-up supporting Seoul model; inducing of the active participation of the local residents; and reinforcing urban regeneration.

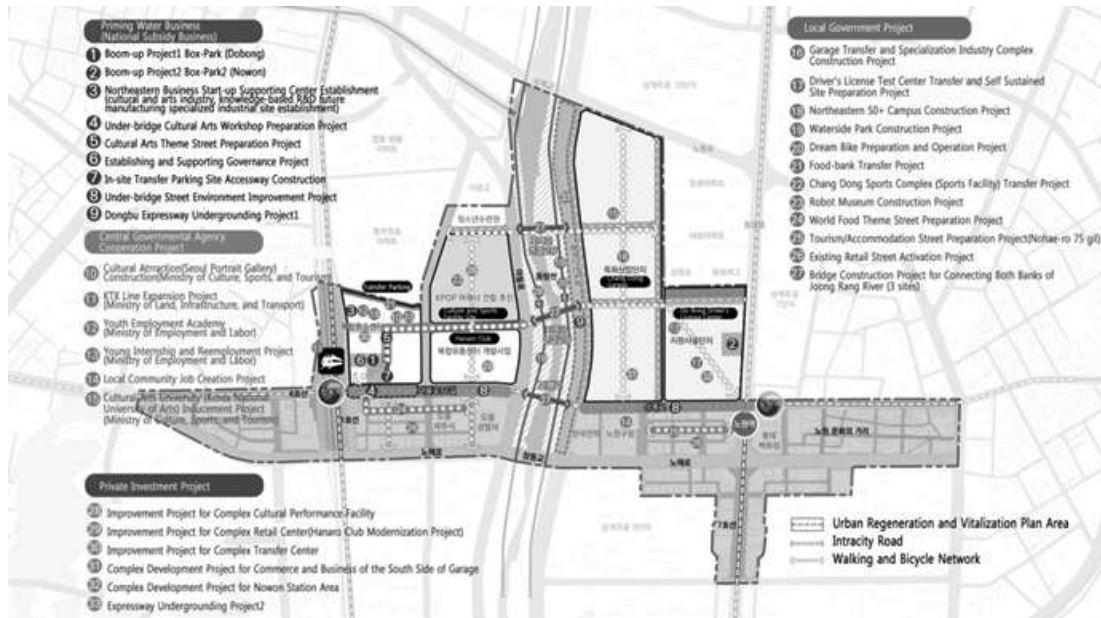


Fig. 3. Whole Business Design Map

The complex cultural space preparation project is a leading project which prepares a Northeastern 4-Gu cultural complex space that includes Arena accommodating 20,000 people through inducing private investment on community sports facilities site. It centers on the large Arena and cultural facilities and forms a tourism center such as a theme-park and a shopping mall. It is classified into the Pop Arena (culture, commercial space) which has mixed concert of sports, convention, and the largest 120,000 seat concert hall in Korea; the Power lab (creative, communicative space) which targets to establish a cultural industrial ecosystem through integration of culture businesses; and the Public town (leisure, lodging space) which is to reinforce tourism utilizing a complex with shopping, leisure and staying functions. This cultural complex space project aims to grow Changdong-Sanggye regions as the Mecca of Korean music industry based on performances with various scales and to induce the rising vitality of the region and expanding cultural ecosystem foundation by establishing a unified cultural business zone. Throughout the process, the Northeastern region is expected to be reborn from the ‘place passing by’ to a ‘gathering place’.

The start-up zone project forms the start-up supporting centers and aims to prepare industry ecosystem foundation of culture and knowledge based R&D industry. It is expected that reemployment content (50+Campuses) are established in Northeastern region; the start-up and business zone are prepared; cultural arts-themed street preparation and Madeul-ro Street environment improvement are initiated; the Northeastern job foundation is strengthened through the start-up zone preparation

project. In the long term, regional transfer center that integrates culture and commerce is expected to be completed through the association with KTX station.

The specialization industry complex project is a core project where Seoul Housing & Communities Corporation participated and aims to prepare Changdong-Sanggye region as the culture, arts and knowledge R&D industry and complex commercial & business space. The project is to take place with Changdong as the center. The knowledge based R&D (specialization industry), business supports (Officetel, public supporting center), educational facilities (urban campus), complex development property (commercial, business), complex commercial property (commercial, business) functions are to be introduced.

4. The Promotion System and Management Plan

4.1 The Promotion Party and Government System

Changdong-Sanggye region has established the governance system between the enterprise project team by operating the integrated promotion conference of the urban regeneration project. The promotion conference is classified into the public sector, implementers and stakeholders, local experts, the local consultative group, and every small project promotion conference. The task force that fall under the public sector (Northeastern 4-gu project team Seoul city regeneration headquarter) is responsible of total preparation of the project proposal while the local experts which are composed of Northeastern 4-Gu development research group and the local

activist representative is responsible of cooperation to the project proposal by passing on the pending issue and supporting management. The local consultative group, which is composed of the urban regeneration cooperation supporting center and local consultative group representative, is responsible of delivering the project proposal and the opinion of the local resident. In some cases, the implementers and stakeholders that includes the Seoul government and Seoul Housing & Communities Corporation shape up and discuss the project. Lastly, every small project promotion conference, which is classified into the transfer parking lot site, community sports facilities site, garage transfer site, and the driver's license test course site, coordinates the project and receives supports by joining the project consultation.

The conclusion of agreement between the Seoul government and the related parties is continuously progressing. Representatively, the conclusion of agreement between Northeastern 4-Gu University-Industry cooperation, the local government head, and the cultural organizations such as the music industry alliance is on progress.

4.2 The Urban Regeneration Enterprising Project Team

Changdong-Sanggye region has newly established the urban regeneration headquarter in order to establish the continuous and stable promotion foundation. The urban regeneration headquarter is composed of 4 division (namely the Northeastern 4-Gu project team, Southeastern MICE Promotion Division, regeneration policy division, and Residence regeneration division) and takes full charge of the every step of urban regeneration from the establishment of the planning to the project implementation.

Adding on to the establishment of the regulation and the installation of the organization, the urban regeneration headquarter has also managed the Urban Regeneration Task Force (TF) for the cooperation

between the Seoul government related departments and autonomous regions. The Urban Regeneration Task Force aims to bring up the Seoul Housing & Communities Corporation to urban regeneration specialized organization and to reinforce the stable promotion foundation of the regeneration project by continuous management.

4.3 Consultation System Between the Stakeholders & Management Plan

The Changdong-Sanggye region has established a consultation system between the stake holders and suggested and

implemented 4 methods for the effective management. Firstly, it manages the project promotion conference for the strong promotion of the regeneration project. This is to strongly promote the project by constituting site-specific conference through classifying the sites into the transfer parking lot site to prepare the start-up complex; the community sports facilities site to prepare the complex cultural performance facilities; and the railway vehicle base site to prepare the R&D specialization industry complex.

Secondly, it installs and manages the urban regeneration (on-site) support center. By managing the urban regeneration support center, promoting field-closer regeneration project was made possible. Different businesses were planned such as managing the urban regeneration community space; managing governance of local residents of various classes and divisions; promoting Changdong-Sanggye university-industry cooperation forum management that is linked with the local university consultative groups.

Thirdly, it manages the cooperative governance with local voluntary administrative consultation group. The Changdong-Sanggye region established the Northeastern 4-Gu development conference last 2012, which is a voluntary discussion organization. Moreover, it made a MOU contract with Seoul government and Northeastern 4-Gu head of local government. It cooperated in establishing start-up support and industrial ecosystem by establishing the conference of the Northeastern 4-Gu universities and Seoul government. Furthermore, it attempted to actively collect the opinion of the local residents inside the project target area by establishing the urban regeneration field support center.

Lastly, It planned a management of the program which reinforces the social capacity of the resident company and local resident in order to mountain the promotion system last even after the project. Representatively, the start-up labs, the culture labs, and the merchant/resident labs belong to the program. The start-up labs is for the start-up skill reinforcement and the resident-job link project. It includes the surrounding university-industry cooperation forum for the active young venture start-up; start-up mentoring system and the financial support programs for the creative labor force.

4.4 Performance Assessment and Follow-up Management

Business assessment and self-monitoring and assessing feedback system were built to evaluate business performance. Local residents and urban regeneration supporting center and experts

will conduct performance assessment together after setting assessment categories according to performance goals, setting assessment index per categories, monitoring, diagnosis and feedback stages. Monitoring will be on an annual basis and core index will be evaluated by three stages after third year termination, sixth year governmental subsidy support, and in 2025 when local government project is visualized.

Furthermore, exclusive management system was established for follow-up urban regeneration project performance management through plan inducement of business, operation management with the executive and planning committee, Seoul Housing & Communities Corporation, SBA (Seoul Business Agency). Seoul Housing & Communities Corporation, which is in charge of procuracy and management of project, will implement and manage regional regeneration business that has publicity. The executive planning committee, which is in charge of managing all process of urban regeneration project, will take over general management through constantly participating in and evaluate performance of regeneration project with cooperation of urban regeneration cooperation facility. Lastly, SBA, which is in charge of operating supporting center and tenants, will support establishing networks among tenants and start-ups from their initial operating stage.

5. Conclusions

Job creation and increase in tax revenues are expected in Changdong-Sanggye areas through urban regeneration project. A thousand of new businesses will be established through various particular businesses and culture·arts businesses will transfer and

be established, 250 knowledge based start-up space will be complemented. In addition, 42,000 jobs through direct employment will be produced and employment effect is expected for 80,000 jobs including indirect employment.

Besides, activation of local economy and improvement effect of living environment are expected. Isolated urban spaces will be united and connected through complementing new spaces such as connecting south and north region, pedestrian route and green areas of both sides of Joong Rang River and squares. In addition, inferior infrastructure and landscapes will be improved and the local pride will be enhanced and therefore quality of life of local residents will be improved as well.

New CBD in Seoul and northeast side of metropolitan area is expected to be created areas as the center of metropolitan living space which will result in decrease in commuting traffic through job creation.

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