

The Dilemma of Cheonggyecheon Restoration in Seoul

SLIDES PRESENTATION

The Dilemma of the Cheonggyecheon Restoration in Seoul



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Background

- Development history of Cheonggyecheon
- The problem of commercial area
- The highway construction
- New mayor and the Cheonggyecheon Restoration Project (CRP)



Early 20C

Place for washing in
Cheonggyecheon

Bridge on
Cheonggyecheon
(Ogansumun)



After War: Urban Squatter until
1970's

Cheonggye Expressway



After the construction of the overpass



Road Building above Cheonggyecheon



Citizen Attitude on the CRP

For			Against		
Like Very Much	Like	Total	Don't Like	Don't Like Very Much	Total
146 (29.2%)	227 (45.4%)	373 (74.6%)	88 (17.6%)	29 (5.8%)	117 (23.4%)

Survey conducted by the Hankyoreh.
From Seoul Metropolitan Government, 2005, 24.

Major Reasons behind Citizens' Attitude toward the CRP

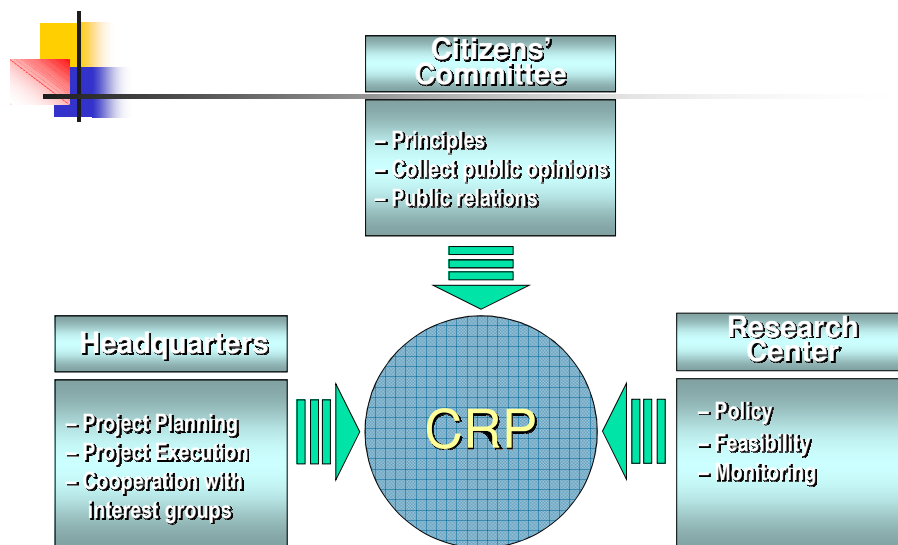
For		Against	
environment, aesthetics	233(46.6%)	heavy traffic	147(29.3%)
water pollution improvement	141(28.2%)	high cost	147(29.3%)
restoration of city's old shape	75(15.0%)	daily inconvenience during restoration	141(28.2%)

*Survey conducted by the Hankyoreh.
From Seoul Metropolitan Government, 2005, 24.*

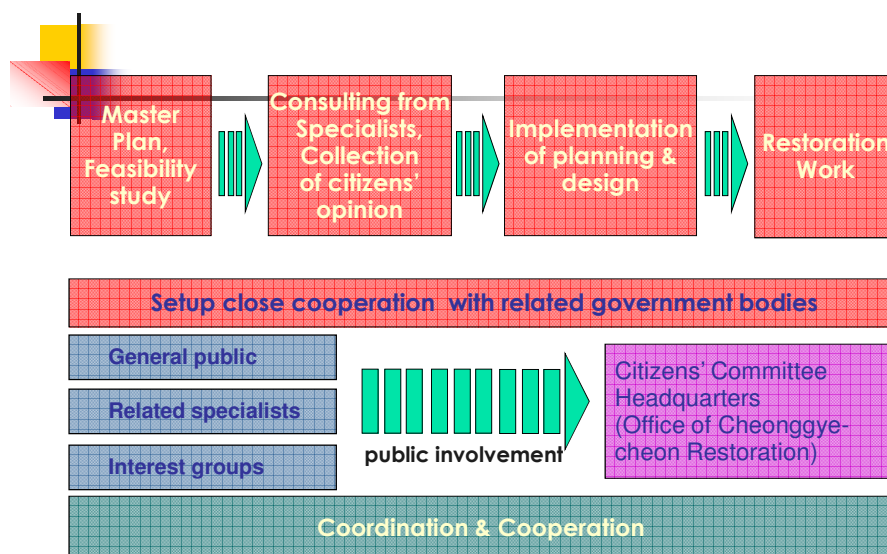
Ideas behind the Cheonggyecheon Restoration Project

- CRP as a symbolic task
 - Historical
 - Natural Heritage
 - Environmentally friendly
- CRP Causes Conflicts
 - Local Traffic
 - Local Markets

Implementation Organizations



Implementation Process



Operational Considerations

Consideration Issue	Specific questions for each issue	Perspectives/Options
Project Framing	Whether to do the project?	-Decided by mayoral election (Do it) -Do cost/benefit analysis first -Do pilot project and see the results
	When to do the project?	-Now (restoration + urban renewal) -Long term as part of urban redevelopment
	Where to include in the project?	-Kwanggyo, Sejongro, or upper stream
	What to include in the project?	-Confine to stream and related ecosphere -Include business area development
Structure Demolition	What is the scope of the destruction?	-Complete destruction vs. Leave ramps -Link or block Cheonggyero-Ringroad
	What is the time frame of destruction?	-Destruct blocks simultaneously or gradually

Operational Considerations (cont.)

Consideration Issue	Specific questions for each issue	Perspectives/Options
Stream Restoration	What is the appropriate type of the restored stream?	-Natural type/ Early Natural (Snake) Type -Natural Type + Canal in Down Stream -Canal Type
	How to secure sufficient quantity of water?	-Groundwater + treatment plant -Groundwater + Han river + treatment plant -Groundwater + rainwater in water tanks
	What is the appropriate water quality?	-Level I(BOD1mg/l)~Level III(BOD6mg/l) -Combine or separate ainwater/sewage
	How to maintain the flood control?	-Snake type stream + trees planting -Extra rainwater pipes for flood control -Ground permeation -Rainwater collection in water tank

Operational Considerations (cont.)

Consideration Issue	Specific questions for each issue	Perspectives/Options
Area Development	What is the scope of urban redevelopment?	-Focus on restoration only -Restoration + General urban planning -Link restoration and area redevelopment -Aggressive area redevelopment
	What is the level of urban industry renewal?	-Improve current industry -Mix industry and residence -Turn into history/culture-oriented industry -Restructure CBD 21 st century leading edge
	Whether to include development cost in the project?	-Limit cost to the stream restoration -Include compensation and urban renewal

Operational Considerations (cont.)

Consideration Issue	Specific questions for each issue	Perspectives/Options
History & Culture Restoration	What is the spatio-temporality scope?	-Cheonggyero only vs. Adjacent areas
	What is the scope of the review site for cultural/historic excavation?	-Gwanggyo~Dongdaemun vs. whole area -Restoration of old bridges vs. no action
Social Impact	How to deal with the stagnant area market?	-Direct compensation vs. indirect methods

Accomplishments

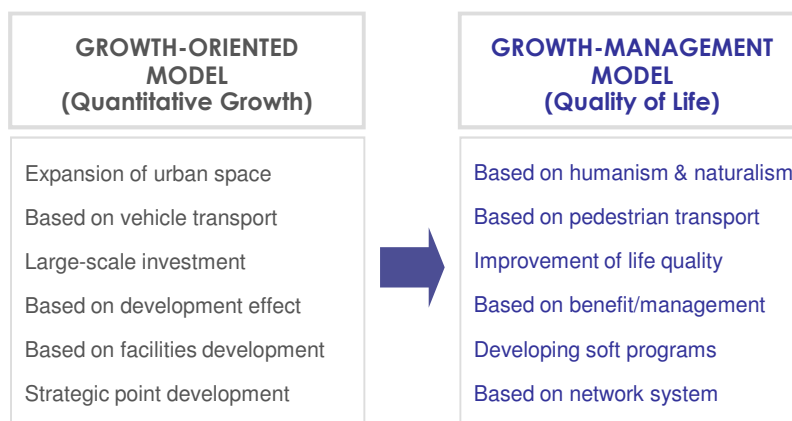
- Traffic lightened, Speed increased
- Public transportation use increased
- Air quality improved
- Temperature cooled down

➤ Changes in Public Perspective

New Paradigm of Urban Planning

Change of Urban Development Strategy

- Heal the maleffects of Rapid Growth
- Restore the Historic, Cultural & Natural Environments



A decorative graphic consisting of overlapping colored squares (yellow, red, blue) and a black crosshair.

Opposition of Local Merchants

- Various stakeholders
- The problem of tenant-merchants
- The problem of street vendors
- CBADU vs. CSA

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Working Session

**The Dilemma:
How to Deal with the Conflicts
of Local Merchants**

Working Session Questions

1. Using worksheet 1, identify key issues of leadership and conflict management. The idea of CRP was well received by the general public. But the local merchants group opposed to the project. What would be the possible strategies the city could employ to solve them?

Worksheet 1. Conflict Management Approaches

Dimensions	Key issues
Organizational Preparation	Headquarters
	SDI
	Citizen's Committee
Political Approach	Successful Agenda Setting
	Strong Mayoral Leadership
	Forming and Utilizing Citizens' Committee
	Negotiation with Local Merchants
Economic Approach	No Direct Compensation
	Indirect Benefits
Cognitive Approach	Vision Provision through Media
	Rationalization
	Effect of Project Deadline
	Information Sharing and Trust Building

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Working Session Questions

2. What could be some basic management principles to deal effectively with the conflict with local merchants?

- Choose the negotiation counterpart carefully
- Be Careful about the compensation packages
- Boost persuasiveness with rationalization
- Be clear about the project dates and deadlines
- Share information and build trust with citizens

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Working Session Questions

3. The city did not provide any direct compensation. Instead, the city provided a package of indirect compensation. Can you think of some indirect benefits? Was this policy fair to the local merchants?

- Loans with low interest rate
- Move to a new location
- Buy commodities from local merchants



Working Session Questions

4. How can you better organize the three-part implementation system to make it more effective?

.It was a good and effective system, but the citizen committee lacked local merchants as its members



Working Session Questions

5. Can you better use the Citizens' Committee? Redefine the committee's role.

- .The committee did not have decision making rights
- .The committee was pro-government
- .The committee could have been used as the channel for collecting opinions from the local merchants

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Working Session Questions

6. The Citizens' Committee did not include local merchants as its members. Was this a good move? Why? How can you integrate local merchants' voice? What are the pluses and minuses of including the local merchants in the committee?

- The committee was effective, but lacked local representation, which means less democracy
- On the other hand, if the committee recruited local merchants as its members, the committee decision process could have been chaotic with opposing views

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Working Session Questions

7. Can you think of the sorts of citizen communication channels? Which would be the most effective to the local merchants?

Communication Channels used in CRP

Channel	Operation Frequency	Functions
Public Hearing	1	Explained CRP and collected public opinion
Citizens' Committee	12	Major channel for collecting stakeholders' opinion Had conference with CBADU
On-site Complaints Reception	7,200	Operated CRP information center and PR center Received and managed complaints
CRP outline presentation	22	Presented and promoted CRP throughout the area Collected public opinion
Local representative council	14	Met with the representatives of the four CRP area districts, including merchants, residents and district councilmen
Policy conference	7	Had conference with CBADU leaders Focused on specific business issues such as stores relocation, area redevelopment and business revitalization
Site visit	3,987	Headquarter officials made frequent site trips Met and talked with merchants informally
Meeting with the Mayor	3	Merchants representatives had face-to-face conference with the mayor

Working Session Questions

8. There were two groups that represented the local merchants. Which group would you as a city official pick as the negotiating counterpart?

- .CBADU represented the whole community and weaker in its solidarity
- .CSA represented only the clothes association of the area and stronger in its tie



Working Session Questions

9. The city set the non-negotiable deadline for the project's start. What would be the possible impact of the deadline?

- It gave merchants a cue that they have to be ready to leave before the date



Working Session Questions

10. Trust is the key success factor in the negotiations with the public. How can a government build the trust of citizens and develop good relationship?

- Use various communication channels
- Meet with people and talk honest
- Receive comments from the public and sincerely reflect them

Aftermath: What Actually Happened

- Choosing Counterpart
- Results differed from the city's plans
- Indirect Compensation
- Rationalization
- The Effect of a Deadline
- Information Sharing and Trust Building

Leadership



Decision of Cheonggyecheon Restoration Project, 2002



Progress of Construction

June 2005





Lighting Design





Mission still unfulfilled

- ***Need More Collaborative Approach***
 - **Limitation of Citizens' Committee**
 - **Need Negotiation and Collaboration Skills**



Developing Strategies

- Create a political arena within which conflict can be resolved
- Manage incentives so that the winners compensate the losers
- Promote a powerful vision that can be embraced by the public
- Empower an implementation organization capable of doing the work and accounting for progress



Thank you

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