

Dongdaemun Design Plaza (DDP)

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Political Area: Urban Planning

Background & Purpose of Dongdaemun Design Plaza Project

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Dongdaemun Design Plaza (henceforth called, "DDP") was planned as a landmark to grow the downtown economy as the growth engine of design and creative industries in the recessed downtown, to build an international exchange network as a global source of design and creative industries, and to serve as a hub of East Asian culture and tourism. To implement the plan, 8 strategic objectives were established: development of creative and future design, strategic base of design business, global design knowledge exchange system, designer network platform, hub of cultural and art activities, global landmark to create a tourism brand, creative environment and place identity, and downtown trading area promotion program.

<Figure1> View of Dongdaemun Design Plaza (DDP)



Source: Home page of the Seoul City, <http://infra.seoul.go.kr/>

Historical & Cultural Background of Dongdaemun

① Demolition of Fortress Wall of Seoul in Dongdaemun area

DDP will be developed in an area where the fortress wall was once located to protect Hanyang in the Joseon Dynasty. However, it was inevitable that the wall would be demolished because of the development of modern weapons and tactics, new transportation means, and external expansion of city. The demolition was started in 1889 as the trolley railway was installed between Seodaemun and Cheongnyangni. Then, the wall around Dongdaemun was destroyed in 1908 when a Japanese prince visited Seoul and the wall connecting Dongdaemun and Gwanghwamun was destroyed, with no planning, to build Gyeongseong Sports Complex to celebrate the marriage of a Japanese crown prince during Hirohito's term in 1924. Then, the wall was further destroyed as civil housing was constructed around the wall of Dongdaemun and it was accelerated by many unauthorized constructions there after Korea obtained independence and following the Korean War.

② Hullyeondogam and Gyeongseong Sports Complex

Along the Fortress Wall of Seoul, there was Hadogam, a branch barracks of Hullyeondogam to train soldiers and Yeomchocheong, a gunpowder agency. In 1925, the wall and other building were demolished to build the Gyeongseong Sports Complex, later Dongdaemun Sport Complex. It was the first modern sports facility for athletics, baseball, tennis, and swimming. After Korea gained independence, the Gyeongseong Sports Complex was renamed to Seoul Sports Complex serving as the site for important national events in 1948. It was renamed again to Dongdaemun Sports Complex, and its functions were reduced when Jamsil Sports Complex was built in 1984.

③ Formation and development of Dongdaemun commercial sphere

The Dongdaemun commercial sphere started to develop at the same time that a market was autonomously formed around Baeogae in the latter part of Joseon Dynasty. Gwangjang Market was formed and developed as a modern market in 1905, and it became a hub for the clothing industry as well as a nation-wide wholesale shopping district because sewing factories were built around Pyeonghwa Market in the 1960s. Meanwhile, a general fashion shopping mall, Miliore was built in 1998 when the new retail commercial sphere was formed to sell the latest fashions at a low price.

Progress

Establishment of general downtown recreation plan

The 2006 General Downtown Creation Plan was established to develop an attractive and active downtown with the class of a 600-year history and different cultures as the center where the global city of Seoul could meet the world. This plan suggested 4 South-North corridors¹ and important arrangement points to promote the entire downtown area.

DDP was planned as a hub of complex cultural corridors to connect Daehakro, Heunginjimun, Dongdaemun, and Mt. Namsan. This plan suggested the renovation of Dongdaemun, where its functions had been degraded along with its aged facilities, into a downtown resting place, as well as DDP development to lead related cultural industries as a global design and fashion industry hub.

<Figure 2> Establishment of general downtown recreation plan (Complex Cultural Corridor in the Downtown area)



Source: the Seoul City, Establishment of general downtown recreation plan

Establishment of Dongdaemun Sports Complex park development plan

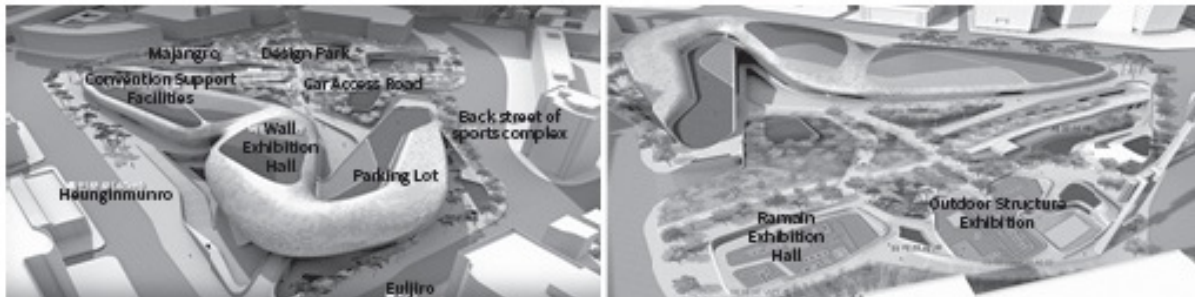
With the General Downtown Recreation Plan established in July, 2006, the Dongdaemun Sports Complex Park Development Project was actively discussed as a part of the way to promote the 4 Downtown Corridors. The project was planned to promote commercial and cultural activities by installing Dongdaemun fashion and cultural centers and connecting underground spaces to demolish the aged Dongdaemun Sport Complex and develop a cultural space combining business and culture. Meanwhile, the archaeological field survey for cultural assets, feasibility study to establish the fortress wall restoration plan, and framework plan were established in August, 2006 and announced on September 18th to excavate and restore Seoul Fortress Wall and the cultural assets within the site. KRW 24.3 billion was budgeted, and KRW 40 million and 180 million of reserve fund was allotted for the archeological field survey for cultural assets, feasibility study and framework plan research expenses, respectively.

¹ The Downtown Corridor 1 is about the history and culture to connect Gwanghwamun, Cheonggye Square, Seoul City Hall and Seoul Square, Bukchangdong, Namdaemun Market, and Seoul Station. It has many historic resources of the 600-year-old capital city including Gyeongbokgung Palace, Yukjogori, Deoksugung Palace, Sungnyemun, etc., so it requires continuous recovery of historicity and symbolism. The Downtown Corridor 2 is about the tourism and culture that connects Samcheongdong, Bukchon, Insadong, Nakwon Shopping District, Jongno, Gwancheoldong, Cheonggye Stream, Samgakdong, Euljiro, Myeongdong, and Mt. Namsan. It consists of traditional areas including Bukchon and Insadong, and modern commercial spaces including Myeongdong and Gwancheoldong, so it requires preservation of local characteristics and connection of attractions. The Downtown Corridor 3 is about the green field culture that connects Changgyeonggung Palace and Changdeokgung Palace, Jongmyo Shrine, Sewoon Shopping District, Hanok Village, Pildonggil, and Mt. Namsan. The green fields of Changgyeonggung Palace, Jongmyo Shrine, and Mt. Namsan are disconnected so it requires recovery of the South-North green network. The Downtown Corridor 4 is about the complex culture that connects Daehakro, Dongdaemun, Cheonggye Stream, Dongdaemun Sports Complex, Jangchungdangil, and Mt. Namsan. This district has separated cultural spaces including performance culture of Daehakro, fashion culture of Dongdaemun, and history and culture of Dongdaemun so they need to be connected.

Design and construction of Dongdaemun Design Plaza

In November, 2006, Seoul held an idea contest for citizens to promote the DDP project and draw interests of citizens. It was an opportunity for citizens to reflect their ideas to the International Nominated Design Competition for Invitees and thus to the DDP project. The design competition was announced in April, 2007 and the design of an architect, Zaha Hadid won the competition in August of the same year. Demolition of the Dongdaemun Sports Complex began in April, 2007, and Samsung C&T started construction in March, 2009. The Dongdaemun History & Culture Park was opened on October 27th, 2009 and the DDP was open on March 21st, 2014.

<Figure 3> Dongdaemun Design Plaza Plan (Draft)



Source: Seoul City (as of 2013), Dongdaemun Design Plaza & Park Project

Details

Dongdaemun Design Plaza

The DDP, which has 3 aboveground floors and 4 underground floors and was opened in March, 2014, has become a landmark and tourism attraction to symbolize the design and creative industries of Seoul. It will a hub to show and spread trends of the global design and creative industries through domestic and international cooperation network development and an annual variety of programs and events by inviting global exhibitions and conferences within the design and creative industries. To this end, DDP has multi-purpose exhibition & convention halls, international conference halls, a design museum, design gallery, design playground, design lab, and amenities for visitors in 3 sections: Alimteoo, Baeumteo, and Salimteoo.

<Figure 4> Dongdaemun Design Plaza



Source: Seoul City Government (2013), Construction of Dongdaemun Design Plaza & Park

Development of Dongdaemun History & Culture Park

Located on the East side of DDP, the Dongdaemun History & Culture Park connects the ring-shaped Downtown Green Field Corridor from Mt. Naksan to Mt. Namsan, as well as serves as a cultural space to exhibit historic and cultural assets of Seoul. It was originally planned as a design street to introduce the latest design trends, but later changed to the history and culture park because structures and artifacts of Joseon Dynasty (including Fortress Wall of Seoul and Hadogam Site) were discovered on the site during construction of the building. The park consists of the Fortress Wall of Seoul and Igansumun (8,030m²), 2 outdoor structure exhibition spots (4,373 m²), Dongdaemun History Museum to exhibit discovered artifacts (1,313 m²), Dongdaemun Sports Complex Memorial Hall to show the history of Dongdaemun Sports Complex (339 m²), small-scale Igansumun Exhibition Hall (2,058 m², and Gallerymun (400 m²).

<Figure 5> View of Dongdaemun Design Plaza



Source: the ddp, <http://www.ddp.or.kr>

Connected local commercial districts and improved the walking environment with underground space.

The local commercial districts were integrated by connecting the Eastern and Western commercial districts, which were separated by the Jangchungdan-ro, with underground space. In addition, the poor aboveground walking environment was improved by developing an underground walking network to connect Euljiro Underpass and the subway stations of lines No.2, No.4, and No.5. It was planned for the connected underground space to serve as a downtown cultural space along with the aboveground space.

Excavation and preservation of the Fortress Wall of Seoul and Hadogam remains

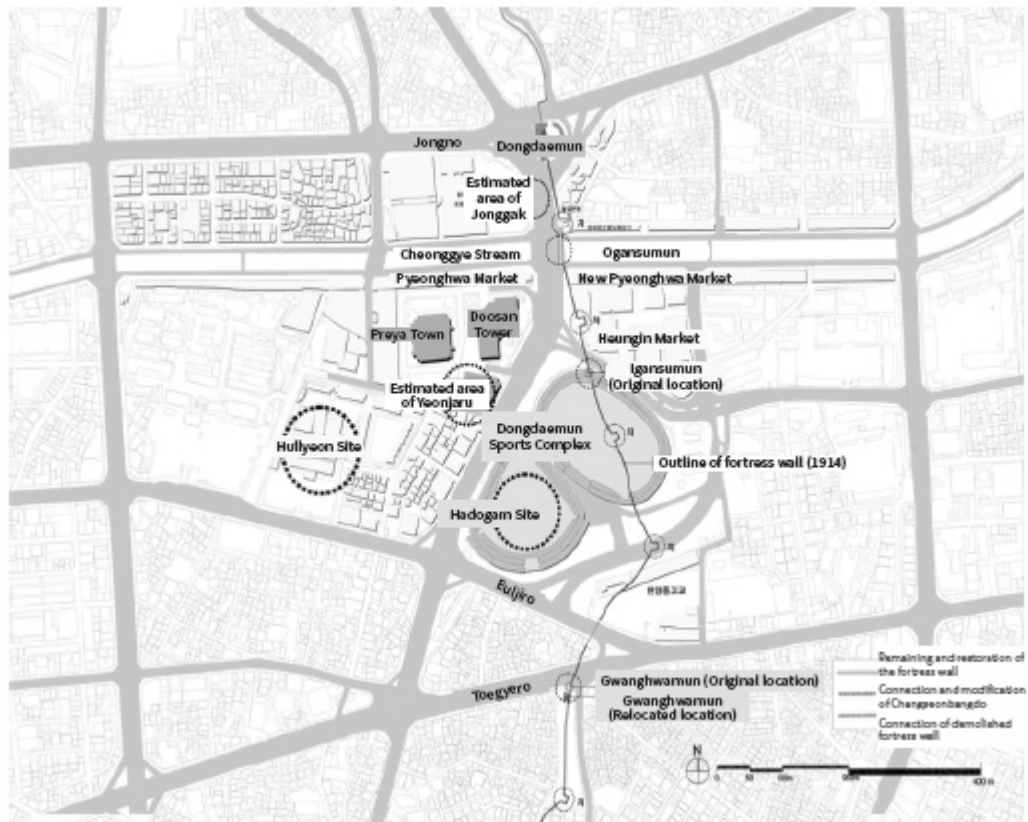
Because the Fortress Wall of Seoul was found to cross the planned DDP site, Seoul planned to restore the fortress wall in the site in conjunction with the entire fortress wall (18.6km) restoration project. The restoration was started within the site in April, 2009 with a budget of KRW 2,488.7 million. The Fortress Wall of Seoul Restoration Project was performed in the order of test pitting, excavation, restoration plan establishment, and restoration. The test pitting was performed in the baseball and football field sections first, and many artifacts were discovered through the excavation. According to the Fortress Wall of Seoul Preservation Measure, it was decided to preserve the site and restore later by principle.²

Meanwhile, full-scale excavation was started as the life and culture layer of Joseon Dynasty was found in the Hadogam, which is a branch barracks of Hullyeondogam, and related government building sites. The excavated structures were restored by relocating them on the basis of historical research to the extent that their original state is maintained. KRW 1,377.8 million was budgeted for the structure relocation and restoration.³

² The excavated Fortress Wall of Seoul is 265m long and reaches from Heunginjimun to Gwanghwamun, of which 142m was restored with partial preservation, and 123m was trace-restored. The base was found 3.7m under the current ground of the fortress wall with different styles of different times. Seoul restored it with the original construction method. The fortress wall included the Igansumun with Hongye structure to drain water from inside to the outside, which was preserved by installing wooden fence and dry-cleaning the entire gate. The iron fence of was restored in the arch form.

³ The excavation found 44 structures and about 1,000 ceramics such as Joseon white porcelains and grayish-blue-powdered celadons from the first to second half of Joseon Dynasty; Hullyoen park remains from the Late Period of Joseon; basic facilities of gymnasium from the modern times; and many artifacts including roof tiles showing the life style from the first half of Joseon to modern times. According to the Remains Preservation Measure, stonework, stylobates, Jeokshimseok, and Gomaegi facility found from 3-5 building sites of Hadogam were preserved as they were in the center of Eoullim Square on the 2nd basement floor of DDP while military structures to defend the fortress wall were relocated to the Structure Exhibition Hall 1 for restoration and preservation. Meanwhile, the weapons and gunpowder production equipment of Hadogam and structures from Hullyeon Park were relocated to Structure Exhibition Hall 2 for restoration and preservation.

<Figure 6> Distribution Map of Historical Remains around DDP



Source: Seoul City (as of 2013), Dongdaemun Design Plaza & Park Project

Details

Organization

For the DDP project, the organization of Seoul City Government was planned for the design and construction, operation preparation and promotion, and post-development operation.

① Design & construction: Cultural Facility Project Unit

Dongdaemun Design Park Manager, Cultural Facility Project Unit was in charge of designing and building DDP. The Cultural Facility Project Unit was responsible for building large structures of important city projects and managed the design, construction, and supervision for International Nominated Design Competition for Invitees, civil engineering, construction, and equipment.

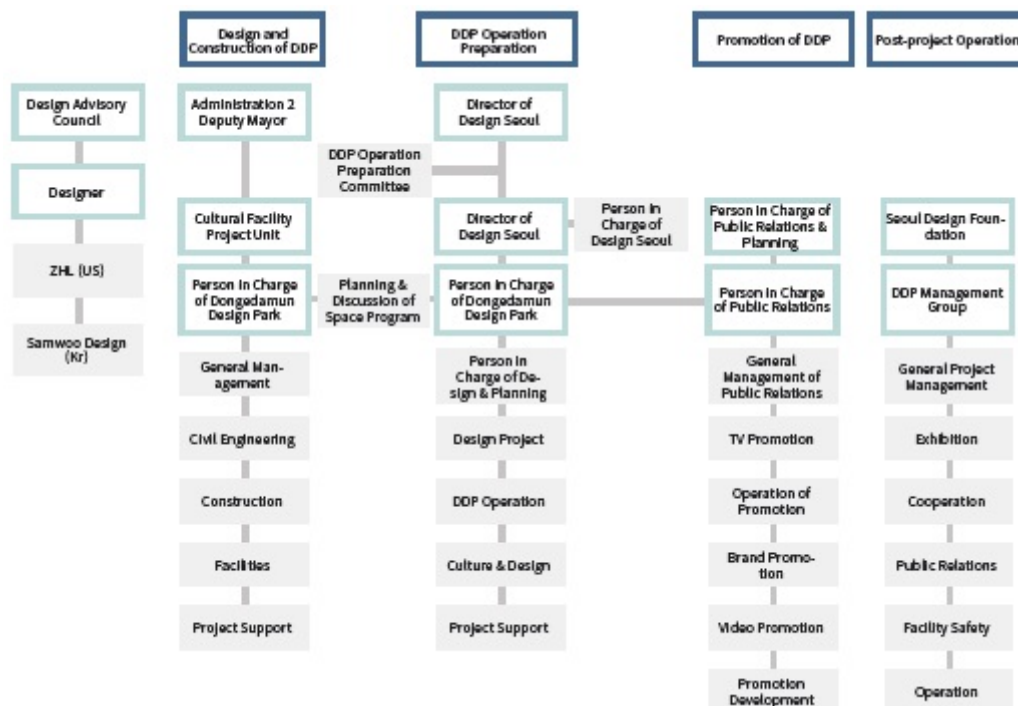
② Operation preparation & promotion: Design Seoul Headquarters

Design & Planning Officer and Promotion Officer were responsible for the operation preparation and promotion of DDP. The Design Seoul Headquarters was responsible for general administrative work for Design Seoul policy and assumed full charge of operation preparation and promotion required for the DDP to serve the central function of design development policy of Seoul.

③ Post-development operation: Seoul Design Foundation

A professional, efficient, autonomous, and financially independent organization was established to operate the DDP as a global design center. The Design Seoul Foundation⁴ was established in March, 2009, and is now responsible for planning and implementation of different programs to support design industry and promote design culture in Seoul, as well as the management and operation of DDP facilities.

<Figure 7> Organization



Source: Seoul City Government (2013), Dongdaemun Design Plaza & Park Project

⁴ Besides the DDP operation, Seoul Design Foundation is responsible for design exchange, civil service design, design industry ecosystem development, and fashion & sewing industry support projects.

Idea Contest for Citizens

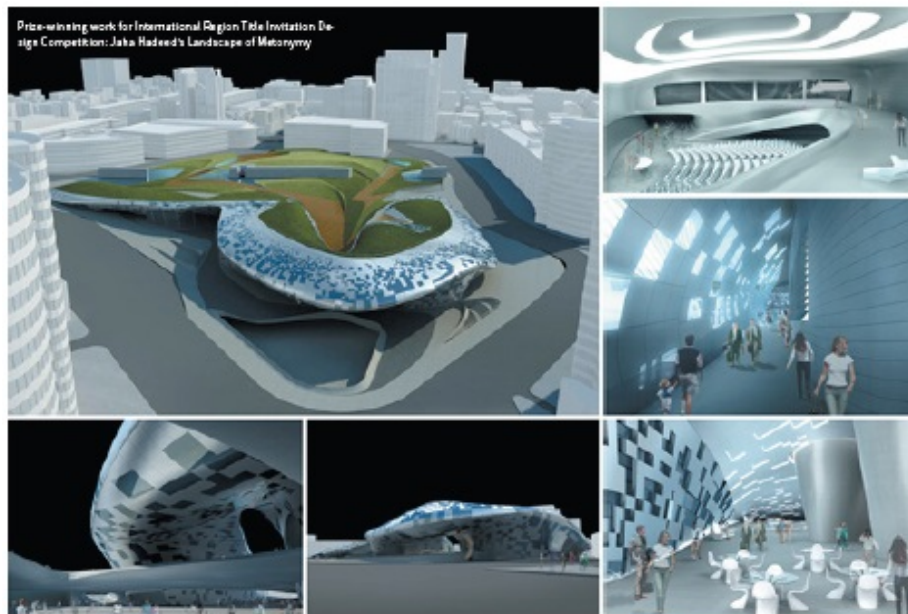
Seoul held an idea contest for citizens to inspire civil interest in the DDP project and to promote the purpose of it. It was announced in November, 2006; works were received in December; and the result was announced in January, 2007. There were 35 and 45 participants respectively for the general and professional (including corporate bodies) categories, and the evaluation was based on the design concept and design.

Based on the contest result, Seoul included preservation of part of the first modern sports facility in Korea and development of Dongdaemun Sports Complex Memorial Hall in the DDP plan instead of the original plan to remove the entire sports complex for development. It was also reflected to the guidelines for International Nominated Design Competition for Invitees.

International Nominated Design Competition for Invitees

According to the advice of architects, the nominated design competition for invitees was selected for less restricted competition while avoiding turn-key tender in February, 2007, in order to achieve a world-class result to build the landmark of Seoul by inviting proven artists. It was equally open to domestic as well as foreign architects to achieve fair competition and the best possible architectural design. It was planned to form the selection committee in February, 2007; select committee members⁵ and invitees in March; announce the contest for invited architects and receive proposals in April; and decide winning proposal in August and complete the planning, basic, and execution designs. The design guidelines of International Nominated Design Competition for Invitees included details of developing the design plaza⁶, underground space, and history & culture park. Metonymic Landscape by Zaha Hadid won the competition.

<Figure 8> Winner of International Nominated Design Competition for Invitees, Metonymic Landscape by Zaha Hadid



Source: Seoul City (as of 2007), General Downtown Recreation Plan

⁵ According to the criteria of the International Union of Architects, the committee members included Jong Seong Kim (Korea), Seong Jung Cho (Korea), Jonathan Barnett (US, Chairman), Diana Balmori (US), and J. M. Charpen tier (France). The invited architects included Hyo Sang Seung, Geol Ryu, Seong Ryong Cho, and Mun Kyu Choi from Korea and Zaha Hadid, Steven Holl, FOA, and MVRDV from other countries.

⁶ The design guidelines were about the development of design plaza, underground space, and history & culture park. The development of design plaza had to improve the image of Seoul as a cultural and industrial city, and create attractive space and environment by providing opportunities to experience different design cultures as a landmark for the design industry and tourism attraction in Korea. The development of underground space had to build an underground walking network to form integrated space and connect disconnected local commercial districts using the underground space of Heunginmun-ro (Jangchungdan-ro) and Euljiro. The development of history & culture park had to be a local promotion hub by developing an urban park to connect the green field corridor from Mt. Naksan to Mt. Namsan, and cultural space merged with the historic artifacts including the fortress wall.

Introduction of Construction Administration (CA)

It was very complicated and difficult to draw drawings of the DDP design, which is mainly composed of curves and slopes in and out of building, so Seoul made an agreement with the DDP designer on CA to engage in the construction. CA is a supervisory process where the designer supervises construction according to the drawings and specifications as a representative of the client, which costed additional KRW 2 billion for the DDP construction.

Details

Conflict with the world of sports

Civic Network for Justice of Sport (CNETJS) held a solidarity conference to oppose the demolition of Dongdaemun Sports Complex in July, 2007, which criticized the demolition which was agreed to by the Seoul City Government, Korea Baseball Organization, and Korea Baseball Association, and proposed remodeling it into a stadium during baseball seasons and an open sports complex for citizens during the off-season. Meanwhile, a joint task force of the CNETJS and 8 other civil society associations announced Declaration of 100 People to Oppose Demolition of Dongdaemun Sports Complex and Preserve It with members of National Assembly and famous baseball players. The declaration stressed the historical and cultural value of Dongdaemun Sports Complex as the first sports & cultural facility in the modern times, and suggested to remodel it into a stadium, sports museum, or park. To solve the conflict, Seoul organized a TF team of Sports Promotion Department and Seoul Sports Council and tried to convince the civil associations and sports figures who engaged in the declaration. While contacting the civil associations through official and unofficial channels and emphasizing the necessity of DDP project, Seoul tried to find solutions including development of an alternative stadium, partial preservation of facilities, and construction of a memorial hall by actively listening to their opinions.

Conflict with merchants

The DDP project required merchants in Folk Flea Market of the Dongdaemun Sports Complex, Dongdaemun Sports Complex, and underground shopping area in front of the baseball stadium, as well as street vendors around it to move out. To solve the conflict with those merchants who opposed the project because of the uncertainty of their livelihood, Seoul had face-to-face interviews with them and suggested suitable solutions for individual merchant groups.

① Conflict with merchants in Folk Flea Market and street vendors

Seoul developed the temporary Folk Flea Market in the football stadium of Dongdaemun Sports Complex as a part of the solution for street vendors around Cheonggye Stream as Seoul started to recover it in 2003. With the Dongdaemun Sports Complex Park project announced in September, 2006, the Folk Flea Market merchants required development of a Global Folk Flea Market and relocation measure as promised through the Cheonggye Stream Recovery project. They sporadically resisted the Cheonggye Stream Recovery, but became organized and collective on the basis of their experience. Street vendors around the sports complex joined the movement to oppose the project and require their right to live.

So Seoul justified the DDP project and analyzed the statement and detailed requirements of street vendors by having over 1,500 meetings with them so that they could calm down and fully understand the scope and limitation of negotiation. On the other hand, Seoul tried to find the relocation measure for Dongdaemun Folk Flea Market considering the time the negotiation would be over. With Seoul Folk Flea Market open at Shinseldong in April, 2008, Seoul started negotiation for relocation with the street vendors and suggested a complete solution including support for equipment modernization, change of business type, and marketing for those who agreed to relocate.

② Conflict with merchants in Dongdaemun Sports Complex

Sporting goods stores were established in the Dongdaemun Sports Complex because it was remodeled in 1966, and the merchants maintained operations through private contracts with Seoul City Government. With their places of business at risk with the DDP project, they argued possessory right to the shopping district as the reward for their efforts to promote it until then and required compensation. Seoul took a hardline stance by filing eviction suits for stores because their request for possessory right was unreasonable, but tried to find a more flexible solution as they filed counter suit, and thus, the negotiation seemed like it would take a long time.

First, the negotiation, negotiation support, relocation support, and legal support operations were allotted to responsible departments, and detailed analysis was performed for the relocation subjects. According to the results, they carried out individual negotiations along the requirements of individual merchants and actively convinced them while having a more active discussion with the representatives of associations. As a result, the relocation was agreed to in February, 2008 with the conflict solved.

However, the process emphasized the necessity of systematic management of shared assets and prior

management to prevent this type of conflict. Also, it was proven that development of a negotiation manual, growing negotiators, and other efforts to manage public conflicts were required.

③ Conflict with merchants in the underground shopping area in front of Dongdaemun Baseball Stadium

The DDP project included underground space development to use the underground space under Heunginmunro and Euljiro, as well as the underground shopping area in front of the Dongdaemun Baseball Stadium that had been managed by Seoul City Government. So it was inevitable to demolish the shopping mall and relocate the merchants, who demanded to be permitted to install stores under the DDP and continue the rental agreements to guarantee their living.

Seoul expressed difficulty in accepting the conditions and took actions including eviction of stores and returning of rental deposit. Seoul also suggested relocation of the merchants at their disposal to the underground passageway of Euljiro entry and City Hall Square, or the private shopping mall in the Jamsil area, but the merchants refused. After several negotiations, they eventually agreed to build alternative stores in the underground shopping area of Euljiro section 4 and relocate to there as required by the merchants, which was opposed by store owners and merchant association of Euljiro section 4 on the grounds that it will cause inconvenience by increasing density of stores and the items to relocate (sports clothing) do not match the existing commercial district. So Seoul ordered the facility management corporation of underground shopping areas to negotiate with the merchants, which finally convinced them by forming a bond of sympathy through continued communication, including a marathon conversation which lasted 12 hours.

Conflict with the world of cultural assets

Culture Solidarity and other civil associations started an anti-demolition campaign arguing that the Dongdaemun Sports Complex needs to be registered as a cultural asset of modern times because it has historical and cultural value. The members of the Modern Cultural Asset Committee, Cultural Heritage Administration also emphasized the necessity of preserving it because it held history of the Japanese colonial era, independence, and division. However, Seoul was restoring the Fortress Wall of Seoul connecting the 4 main gates and 4 sub-gates, and the arguments for the restoration of the fortress wall and preservation of cultural assets of Dongdaemun Sports Complex were conflicting.

Through a series of discussions, Seoul decided to restore the remains of the Joseon Dynasty around the Fortress Wall of Seoul and demolish the Dongdaemun Sports Complex, and then tried to convince the Cultural Heritage Administration. It took a step backward to propose partial preservation of the representative section and Seoul agreed with the proposal. According to the agreement, 2 light towers were preserved in the north of football stadium and the Eastern flame holder was relocated to the park site. It was also planned to have a separate exhibition space with a miniature model of Dongdaemun Sports Complex and 3D video in the DDP. Now, with the end of the conflict over the preservation of cultural assets finished, the conflict over the demolition of Dongdaemun Sports Complex began.

However, another trouble occurred regarding restoration, as the actual Fortress Wall of Seoul was excavated. The Cultural Asset Committee, Cultural Heritage Administration insisted to fully excavate and restore it because of its high value as a historical site, but Seoul wanted to perform trace restoration because the full restoration would require changing the framework of the DDP project.

Seoul explained about the necessity of the DDP project to convince the members of the committee, and Seoul and Cultural Heritage Administration finally agreed on 3 policies to preserve the historical site - to preserve the site of Fortress Wall of Seoul and Igansumun, of which bases were found, with minimal emergency restoration; to relocate Hadogam and other building sites to a newly built remains park (Structure Exhibition Hall) on the East side of the fortress wall for preservation; and to preserve part of Hadogam site of baseball stadium in the underground square of the main building of DDP. Seoul also reached agreement with the Cultural Heritage Administration by calling the park Dongdaemun History & Culture Park to reflect its characteristics. There, 2 difficult problems; preservation of cultural assets and implementation of DDP project, were solved in harmony.

Details

Positive result

① Promotion of design and creative industries

Seoul held the biggest ever Seoul Fashion Week with the opening of DDP in March, 2014, which would provide opportunities for rising designers to raise public awareness and for top designers to improve their competitiveness and create business opportunities in Korea and overseas so that the Korean fashion industry would develop⁷. Seoul will contribute to the promotion and expanded sales of Dongdaemun commercial district by continuously holding fashion events including joint fashion shows and fashion fairs at the DDP.⁸

② Promotion of tourism

It was reported that the floating population was increased by 10% or more after the opening of DDP, and the number of foreign tourists is increasing.⁹ Seoul expects that half or more of all tourists will visit Dongdaemun in the future. The effect of DDP and the increased floating population on production inducement will be about KRW 881.7 billion, along with the creation of 5,129 new jobs. The effect on production increase is expected to be about KRW 210 billion in the neighboring commercial district.¹⁰

③ Conflict management

After the DDP project was announced, the stakeholders opposed the spatial rearrangement for their interests, identity, and actual profit. The conflicting groups included the world of sports, merchants of Folk Flea Markets and Dongdaemun Sports Complex, street vendors, and world of culture, and the conflicts continued from the demolition to the completion of construction. The conflicts had a large effect on the DDP project, so Seoul organized and operated the required negotiation groups.

The public conflict aspect of the DDP project was recognized as an important challenge for public policies to reach agreements through negotiations with multiple parties as the civil participation extended. The conflict management policy had been to understand situations after a conflict occurs and have talks about it, but the progress of the DDP project showed that this method was not efficient. It was recognized that it is required to put in efforts to prevent conflicts instead of taking actions later. The DDP project was an opportunity to build a public conflict control system by operating conflict management teams for public projects, recording the know-how of controlling public conflicts, and growing negotiators.

④ New paradigm of urban planning and design

The DDP project was conducted through private and public cooperation such as DDP Operation Preparation Committee, DDP Planning & Coordination Group, Creative Process for Experts, and Expert Advisory Council. In addition, the opinions of citizens were actively collected through the political workshop and idea contest. The DDP project was carried out through the participation of different groups and agencies including Dongdaemun merchants and collection of civil opinions to suggest new paradigm for the urban planning and design.¹¹

On the other hand, it was the first time to introduce the nominated design by invitees to a public project to upgrade the quality of public construction, and it adopted new management methods including Construction Administration (CA) and Construction Management for fair and transparent management of the entire process from start to finish, having an effect on the development of standard work system for public building procurement.

⁷ Metro, 2014.3.23. 'Potential of Korean Fashion Industry Has Been Seen', www.metroseoul.co.kr

⁸ Money Today, 2011.9.16. 'The Fashion Mecca: Will Dongdaemun Find The Glory of Old Times?', www.mt.co.kr

⁹ Munhwa, 2014.6.20. 'DDP Reached 2M Visitors In 70 Days', www.munhwa.com

¹⁰ Munhwa, 2014.6.20. 'DDP Reached 2M Visitors In 70 Days', www.munhwa.com

¹¹ Operation plan of Dongdaemun Design Plaza, 2012.12.11. <http://spp.seoul.go.kr>

Challenges

① To promote Dongdaemun commercial district

Local traditional businessmen point out the lack of programs of DDP to promote industry in the Dongdaemun area. Unlike the original objective to develop Dongdaemun as a global fashion hub by combining young designers, Pyeonghwa Market, and skilled sewers in Changshindong with the DDP, it only holds Seoul Fashion Week without any other fashion programs and focuses on visible items such as exhibitions.¹² There is growing criticism that it will be difficult to promote the Dongdaemun commercial district and transform it to a design hub.¹³

2014 did not have enough related programs to promote the neighboring commercial district because it was the first year of DDP, but 2015 is planning to actively contribute to promoting the Dongdaemun commercial district through different programs to support marketing in cooperation with the neighboring commercial district, to provide a tour to DDP in conjunction with its tourism and historic resources, and to create added value and jobs by recycling (or upcycling) leftover pieces of fabrics and leather from neighboring sewers and combining them with new designs.

② Preservation and creation of historicity and locality

It is criticized that the DDP destroyed the historicity and space of Dongdaemun, even though its degree of architectural completeness is high. The memory of space and history about Dongdaemun Sports Complex site is locked in the small memory hall of Dongdaemun History & Culture Park with some remains and stories scattered around.¹⁴ It is also criticized that the Fortress Wall of Seoul has not been fully restored under the shadow of DDP building and the history could not be fully understood by relocating the Hadogam out of the fortress wall.¹⁵

It would have been difficult to restore the original state of the site during the development of DDP, but it is essential to preserve the historicity and locality as much as possible through efficient operation and management of Dongdaemun History & Culture Park, Dongdaemun History Museum, Dongdaemun Sports Complex Memorial Hall, Igansumun (a part of the Fortress Wall of Seoul), and Structure Exhibition Hall that were developed to pass down the historical memory of the site. On the other hand, continual efforts are required to create a new and dynamic history of DDP by developing unique content related to DDP as a global source of design and creative industries and operating cooperative programs with neighboring districts.

③ Reasonable balance between public benefit and profitability

After the DDP was opened in March, 2014, its operator, Seoul Design Foundation increased its financial income from KRW 19.2 billion that was estimated in the 2010 DDP Operation Plan¹⁶ to KRW 32.1 billion to improve the financial independence of DDP while reducing expenditure from KRW 39.8 billion to KRW 32.1 billion.¹⁷ To reinforce the financial independence of DDP, Seoul Design Foundation changed the objectives of organization from opening preparation and facility development to operation while focusing on creating new businesses including branding, place marketing, and advertisement in addition to its key businesses such as leasing, rental, and exhibition.¹⁸ However, the profitable operation for financial independence cannot avoid criticism for potential damage to the public identity of DDP, so the balance of public benefit and profitability is a remaining challenge to solve in the future operation of DDP.¹⁹

Seoul Design Foundation has been developing and developing and operating different business models including leasing, rental, and exhibition planning to improve the financial independence after DDP was opened. It is required to reinforce the financial independence capability for sustainable operation of DDP, but consistent efforts and consideration are required to balance the public benefit to provide a creative experience to citizens for a reasonable price and profitability through development and operation of creative content and programs.

¹² The Scoop, 2014.8.14. 'Unprofitable DDP, Poor Shell of Spaceship', www.thescoop.co.kr

¹³ JoongAng, 2014.7.2. 'Hot 100 Days of DDP but Cold Wind in The Commercial District Across The Street', www.joongAng.co.kr

¹⁴ Asia Economy, 2014.2.5. 'Metonymic Landscape: DDP Buries Memory of Space', www.asiae.co.kr

¹⁵ Pressian, 2013.10.16. 'Tragedy of Showing-Off Administration of Sehoon Oh, Dongdaemun Design Plaza', www.presian.com

¹⁶ Operation plan of Dongdaemun Design Plaza, 2012.12.11. <http://snn.seoul.go.kr>

¹⁷ Asia Economy, 2012.12.11. 'Wonsong Park: "Will Achieve Coexistence and Financial Independence of Neighboring Commercial District of Controversial DDP"', www.asiae.co.kr

¹⁸ E-Daily, 2014.7.29. 'Dongdaemun Design Plaza Achieves 84% Financial Independence This Year', www.edaily.co.kr

¹⁹ The Scoop, 2014.8.14. 'Unprofitable DDP, Poor Shell of Spaceship', www.thescoop.co.kr

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