

## 04 Social Issues

## Planning for future Seoul with Citizen Participation

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## Summary

Citizens of Seoul are facing increasing uncertainty in the future. To predict and plan for the future of Seoul, the SI researchers carefully listened to citizens and the public officials in the Seoul Metropolitan Government.

## 1. Introduction

Urbanization is afoot around the world. Urban population is growing faster than ever, and the United Nations projects that, by 2050, almost three-quarters of the global population will call urban areas home. Indeed the 21st century is the “Century of the City.” In such a time, one of the significant phenomena happening in the cities worldwide is increasing uncertainty. Globalization has rendered it difficult to anticipate how a country or a city would change in the future. Meanwhile, the whole world is suffering from drastic climate change, whereas the instability of energy and food supply put the lives of people at risk. These all indicate rising uncertainty. In the Century of the City, where cities face growing uncertainty and global competition is becoming more fierce, large cities around the world have to deal with the matter of survival. Seoul, a metropolis with the population of 10 million, also encounters the same problem. What should Seoul do in order to survive 10, 20, and 30 years from now?

This research starts from this question. The demographic change happening in Seoul combined with changes in urban environment, technological advances, and

other social factors are likely to set entirely different social conditions for next generations. In this regard, this report suggests how Seoul should prepare for the future. The question is what kind of city Seoul should be in next 10 and 30 years. The series of reports titled, “Citizen Participatory Creation of Future Seoul” presents investigative perspectives on this question, and this study “Seoul Future Report 2045” is its first volume.

### **The future is not given, but citizens create it**

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Seoul Future Report 2045 is not a study on macroeconomic prospect or trends. Instead it suggests what Seoul should prepare now for the future. Future Seoul ought to be built upon shared goals and values of citizens living in the city where various changes continue to emerge. The citizens of Seoul here refer to general people dwelling in the city, groups of experts with insight on policies introduced by the Seoul Metropolitan Government (SMG), and the SMG officials who respect collected opinions of the citizens and implement policies accordingly. They are a part of so-called social constructive process for building the future of Seoul, involving an open governance system. The future of Seoul is not to be determined by a single person. Instead, it is to be created in concerted effort, pursuing common values and goals. Today, what is considered the most important in studying the future is to provide people with an opportunity to carefully think about the future and enhance their capacity to cope with new changes.

This report, which constitutes the first chapter of Seoul Future Report 2045, addresses this very issue. It first presents the general analysis of the methodology and the summary of global research trends. It then renders what Seoul citizens think and expect about Seoul in the future. In the survey of two sample citizen groups designed to represent the whole population (one is consisted of adults over 20, and another comprises teenagers), we studied both positive and negative answers of the respondents regarding to what kind of concerns they have today and their

expectation about future Seoul and their lives in next 10, 20, and 30 years. This research also shares the forecast of future Seoul made by experts and policy makers. In particular, it presents the findings of in-depth interviews with policy makers at the SMG with regard to the future prospect for Seoul, core values that Seoul should seek in the future, and policies that the city government needs to prioritize in order to realize such values. High-level policy makers who participated in the interviews shared their serious thoughts on the matters, and some of them engaged in discussion during the interview.

## 2. Main Findings

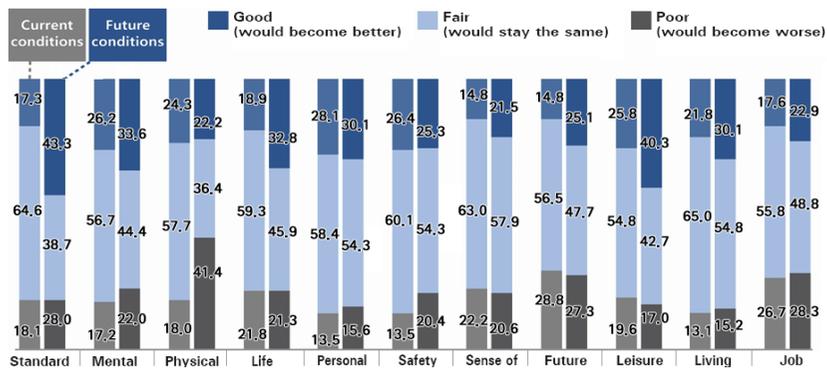
First, this research investigates opinions from citizens and teenagers living in Seoul. The investigation of general Seoul citizens used the sample of 1,200 adults over 20 years old residing in the city. It had a sampling error of plus or minus three percentage point. The survey took place in November 2015. The investigation of future generations in Seoul, on the other hand, selected teenagers between 15 and 19 who live in the city. The online survey was conducted to samples of 500 teenagers.

The investigation comprised the following four research areas: (1) the perception of the future, (2) adaptability to the future, (3) the future image of Seoul, and (4) the future image of Korean society. Each group of participants was given various questions regarding to the four areas throughout the survey. In detail, the group of 1,200 adults was asked about, for instance, what they think of the future, how they evaluate the current status of each realm of their lives, whether they believe the current living conditions would improve or worsen in the future, and how content they are with their living conditions at present. By asking these questions, the investigation could identify whether grown-ups in Seoul have positive or negative prospect for the future. In the survey, the respondents were also inquired as to how much they think individuals and the entire city should prepare for the future and their inclination to develop their capacity to cope with the future. Furthermore, they were questioned about their thoughts on the ongoing social changes in Seoul, the

influence of each change on the future of Seoul, and what kind of city Seoul should strive to become in the future. Meanwhile, the group of selected teenagers representing the future generations of Seoul citizens were asked about what kind of family they expect to have 30 years from now and where they would like to live in the future. They were also given questions like “what sort of job do you want when you grow up?” and “what do you think your happiness level would be in the future?” Furthermore, the survey inquired the teenage respondents about how they expect Seoul and Korea would change in the future.

### More than 60 percent of Seoul citizens had thought about the future of Seoul at least once. Seoul citizens expect that the future would be better than now

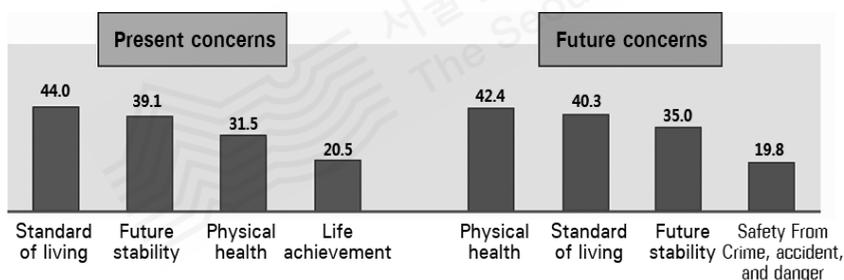
Most respondents had positive expectation about the future. They believed that Seoul would become a better city 20-30 years from now. They also evaluated the status of their personal lives and some gave positive responses regarding such areas as personal relationship (28.1 percent), safety from crime, accident, and danger (26.4 percent), and mental health (26.2 percent). There were also some areas that the participants felt are in relatively poor condition, including the future stability (28.8 percent), job satisfaction (26.7 percent), a sense of belonging to the local community (22.2 percent).



[Figure 1] Responses of Grownups to the Evaluation of Current and Future Conditions of Their Life

**At present, Seoul citizens were concerned about their standard of living and the future stability. For the future, they were worried as to whether their current status of physical health and the standard of living would become better**

According to an investigation, Seoul citizens were most concerned about their standard of living (44 percent) for the present. They were also anxious about their future stability (39.1 percent), physical health (31.5 percent), and life achievement (20.5 percent). For the future, their worry lied in their physical health (42.4 percent), standard of living (40.3 percent), future stability (35 percent), and safety from crime, accident, and danger (19.8 percent). Younger generations picked their standard of living, future stability, mental health, and personal relationship as the most concerning areas. In the case of grown-ups, they tended to become more worried about their physical health as they aged.

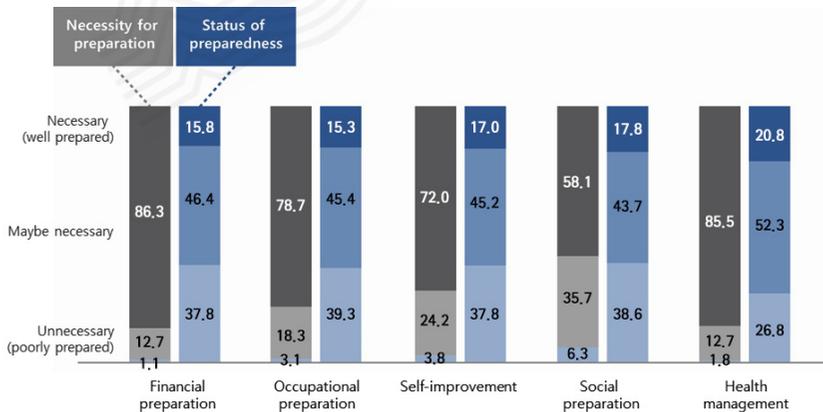


[Figure 2] Concerns of Seoul Citizens about the Present and the Future

While most of Seoul citizens anticipated that their lives would stay the same in the future, there were more people who had a positive outlook on the future than those who did not. A large majority of the respondents anticipated that their lives after 20-30 years would stay mostly the same as now. Still people with an optimistic outlook on the future (31.1 percent) outnumbered those with a pessimistic outlook (24.1 percent). Compared to males, females had more positive views about the future. Meanwhile, the respondents in 20s and over 50s had a relatively high

proportion of people with negative prospect for the future: 26.7 percent and 26.8 percent, respectively.

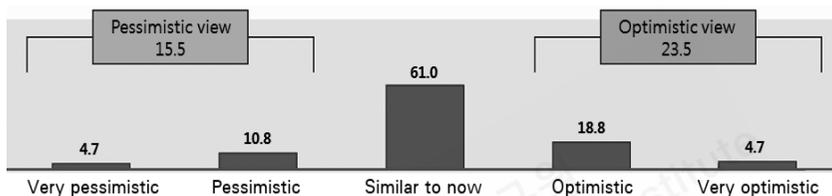
Seoul citizens recognize the need to prepare for the future, yet feeling unprepared. In the survey, the Seoul citizens were presented with the following five areas of future preparation: financial preparation, occupational preparation, self-improvement, social preparation, and health management. Then they were asked as to how much they think it is necessary to prepare each area for the future, and how well they are prepared at present. In general, the respondents recognized the need to prepare every five areas, yet felt not prepared enough. In particular, the largest number of the participants (86.3 percent) felt that they need to prepare for the future financially, with the means of savings, long-term deposits, insurances, and real estate investments. However, a mere 15.8 percent considered themselves adequately prepared. In fact, the gap was widest between the perceived necessity to ensure financial preparedness for the future and the current status of preparedness. In other words, Seoul citizens were most interested in and, at the same time, worried about financial preparation for the future.



[Figure 3] Responses of Seoul Citizens to Perceived Necessity to Prepare for the Future and Current Status of Preparedness

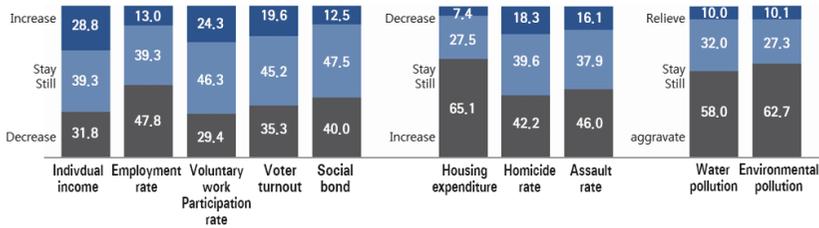
## Most of Seoul citizens anticipated that Seoul would be no different from now in the future

Over 60 percent of the Seoul citizens who participated in the survey expected that Seoul would stay mostly the same as now in 2045. Meanwhile, 23.5 percent of the respondents had a positive outlook on the future, whereas 15.5 percent stood in the opposite side.



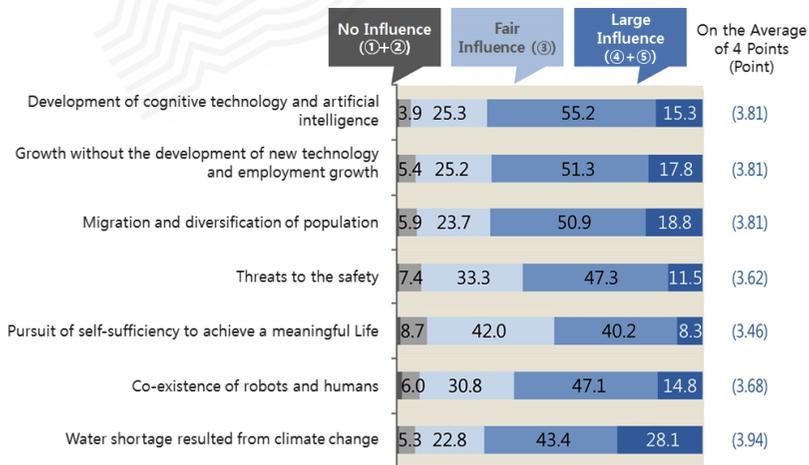
[Figure 4] Outlook of Seoul Citizens on the Future of Seoul

To the respondents, the survey presented 10 main social, economic, and environmental areas of Seoul and inquired them about what they think would happen to these areas in the future. The majority of the citizens anticipated that they would remain the same or become worse. In particular, 65.1 percent responded that housing expenditure would rise, while 62.7 percent said that the environmental pollution would become more serious. Similarly, 58 percent showed their concern about aggravating water pollution. Meanwhile, 47.8 percent expected that the employment rate would fall. There were, however, some optimistic future outlooks. For the areas in which individuals can take a part to adjust the conditions, the citizens had positive prospects. For instance, 28.8 percent anticipated that individual income would rise, whereas 24.3 percent responded that more people would engage in voluntary work. Also, 19.6 percent expected that the voter turnout would increase.



[Figure 5] Outlook of Seoul Citizens on Future Changes in the Social, Economic, and Environmental Areas of Seoul

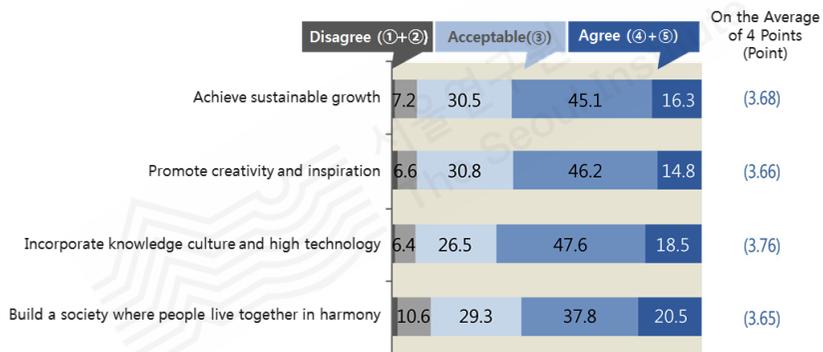
In the survey, the respondents were also asked about what kind of technological advances and global trends they think would affect the future of Seoul. “Water shortage resulted from climate change” was chosen by the most citizens (71.5 percent) followed by “development of cognitive technology and artificial intelligence (70.5 percent)” and “migration and diversification of population (69.8 percent).” Meanwhile, the respondents considered that “pursuit of self-sufficiency to achieve a meaningful life” and “threats to the safety” are less influential — each was selected by 48.4 percent and 58.5 percent of the participants, respectively.



[Figure 6] Outlook of Seoul Citizens on the Influence of Technological Advances and Global Trends on the Future of Seoul

**For the future directions of Seoul, the largest number of the Seoul citizens supported that the city needs to incorporate knowledge culture and high technology**

Seoul citizens were also asked whether they agree with four future directions of Seoul presented to them. More than a half of the respondents supported all the four directions. In particular, the idea that Seoul should “incorporate knowledge culture and high technology” received the most support (66.1 percent), whereas the idea that the city ought to “build a society where people live together in harmony” was least supported (58.3 percent).

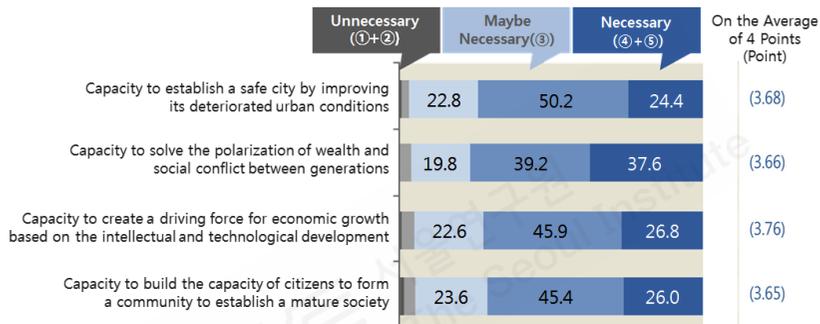


[Figure 7] Responses of Seoul Citizens to the Future Directions of Seoul

**Seoul citizens regarded the capacity to solve the polarization of wealth and social conflict between generations as the foremost capacity that Seoul should build for the future**

The survey inquired the respondents as to what capacity they think is necessary for Seoul to have preparing the future. Every capacity suggested by the survey drew a high consensus among the citizens, receiving support from over 70 percent of them. The largest number of the respondents (76.8 percent) said that Seoul should

build the capacity to “solve the polarization of wealth and social conflict between generations.” Of them, 37.6 percent answered that such a capacity is “very needed.” The participants also responded that Seoul ought to develop the capacity to “establish a safe city by improving its deteriorated urban conditions (74.6 percent),” “create a driving force for economic growth based on the intellectual and technological development (72.8 percent),” and “build the capacity of citizens to form a community to establish a mature society (71.4 percent).”

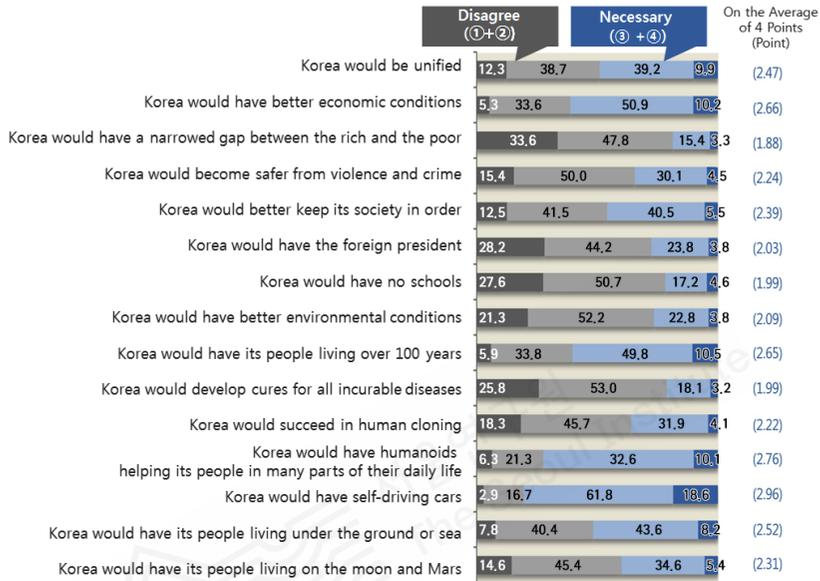


[Figure 8] Responses of Seoul Citizens to the Capacity Required for the Future

### The vast majority of Seoul citizens expected that the scientific and technological advancement would have the biggest influence on Korea

In the survey, Seoul citizens shared their views on the future of Korea 30 years from now. The largest number of the respondents (80.4 percent) anticipated that men would not drive cars as autonomous vehicles would be prevalent. The second biggest number of the participants (72.3 percent) expected that humanoids (human-looking robots) would help people in many parts of their daily lives, while 61.1 percent believed that the Korean economic condition would be improved. On the other hand, 81.3 percent disagreed that the gap between the rich and the poor would be narrowed, whereas 78.8 percent did not agree that cures would be developed for all incurable diseases. To the expectations that all schools would

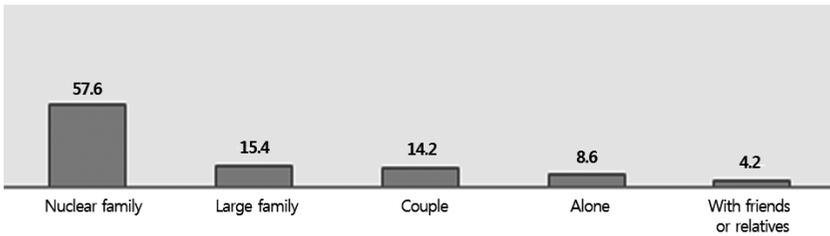
disappear and the environmental (air, water, and forest) conditions would become better, 78.3 percent and 73.4 percent of the citizens had a different thought.



[Figure 9] Outlook of Seoul Citizens on the Future of Korea

### The majority of teenagers chose to form a nuclear family in the future

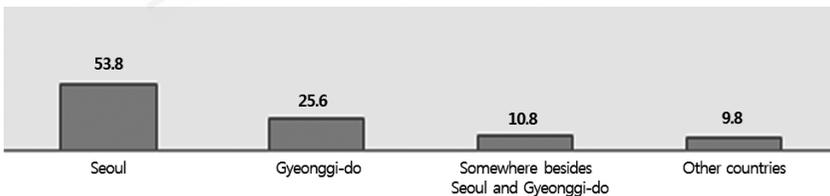
More than a half of teenagers who participated in the survey picked a “nuclear family (consisted of a couple and their dependent children)” as the family type that they want to have 20-30 years from now. A “large family” was favored by the second largest number of the teenagers (15.4 percent) followed by a “couple (14.2 percent)” and “alone (8.6 percent).”



[Figure 10] Future Family Types Favored by Teenagers

### Over a half of the teenagers wished to remain in Seoul in the future

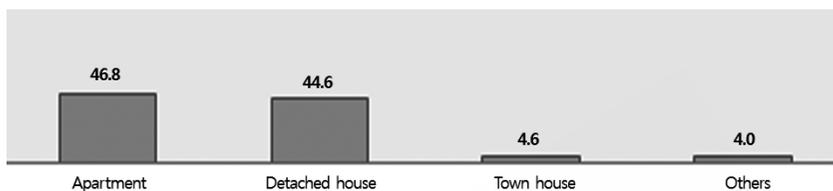
More than the majority of the teenagers (53.8 percent) said that they would like to continue to live in Seoul 20-30 years from now. The next biggest group (25.6 percent) picked “Gyeonggi-Do” for their future home. The rest chose “somewhere besides Seoul and Gyeonggi-Do (10.8 percent)” and “other countries (9.8 percent).” Compared to males, females showed higher desire to reside in Seoul in the future. Across different age groups, middle school students (aged between 14 to 16) were especially willing to live in Seoul when they grow up. Meanwhile, the teenagers dwelling in the southwest part of Seoul wished to stay in the city more than those living in other parts of the city.



[Figure 11] Future Home Areas Chosen by Teenagers

### The vast majority of teenagers favored an apartment unit and a single-family residence for their future housing type

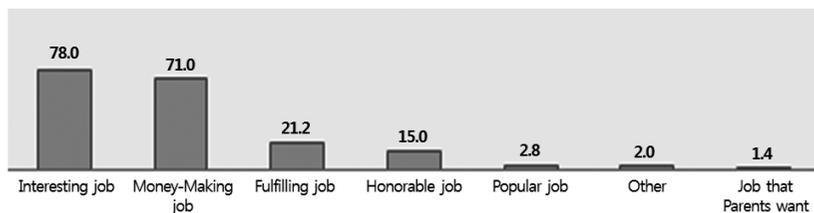
In the survey, 46.8 percent and 44.6 percent of the teenagers each chose an apartment unit and a detached house, respectively, for the type of residence that they wish to live 20-30 years from the present.



[Figure 12] Future Residential Types Chosen by Teenagers

### Almost 80 percent of teenagers hoped to have a job that they have interest in and aptitude for

Above all other standards by which they choose a job, 78 percent of teenagers who participated in the survey prioritized their personal interests and wished to have a job that they can enjoy for 20-30 years. Money was also considered important to 71 percent of the respondents. Some looked for fulfillment (21.2 percent), honor and respect (15 percent), popularity (2.8 percent), other (2.0 percent), and a job that their parents want (1.4 percent).



[Figure 13] Future Jobs Favored by Teenagers

(Note: The respondents were asked to choose the first and second most wanted jobs)

### In general, the teenagers anticipated that they would become happier in the future

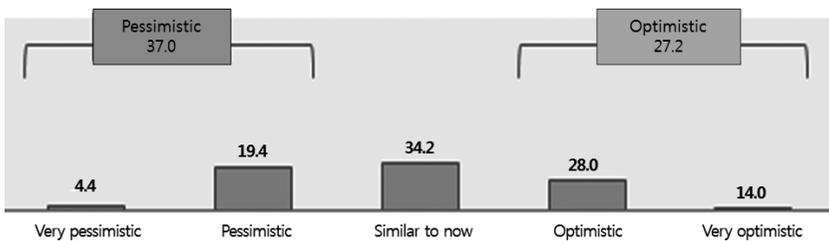
The teenagers who expected that they would become happier 20-30 years from now accounted for 42 percent of total number of respondents. They outnumbered those who said that their level of happiness would stay the same as now in the future (34.2 percent) as well as those who had a pessimistic future outlook (23.8 percent).



[Figure 14] Outlook of Teenagers on their Happiness Level in the Future

### More of the teenage respondents had a pessimistic view about the future of Seoul

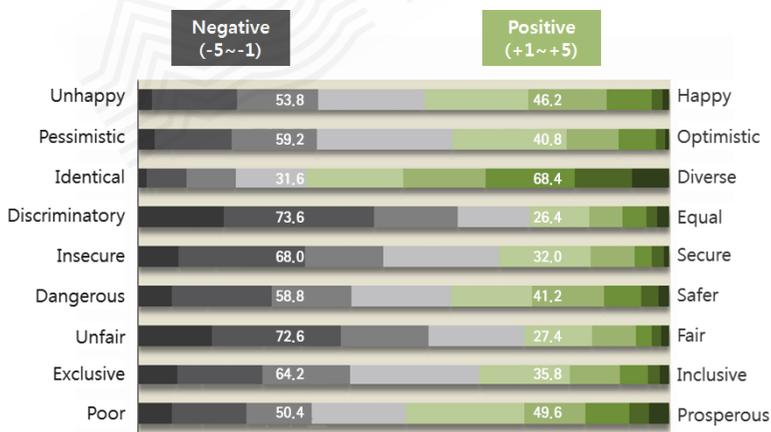
In the survey, 36.8 percent of teenagers responded that Seoul would remain not much different from now 30 years later. But, the respondents with negative prospect (37 percent) outnumbered those with positive prospect (26.2 percent). It drew a contrast with how they anticipated their lives in the future.



[Figure 15] Outlook of Teenagers on the Future of Seoul

### The teenagers associated the future image of Seoul with negative qualities

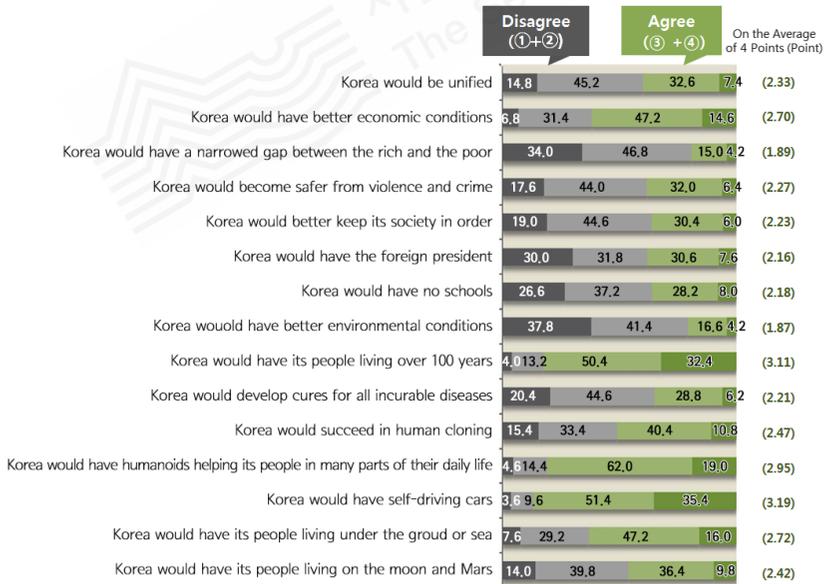
The survey looked at what images teenage respondents drew when they were asked to think about Seoul 30 years from now. It first came up with nine images associated with Seoul. Then it showed the participants nine scales, of which each had two adjectives with the opposite meanings in regard to the selected image placed on its two ends. The teenagers were asked to make a check mark on every scale according to what they think Seoul will be like in the future. According to the result, the teenagers associated the future image of Seoul with more of negative qualities than positive ones. Only “diversity” had a larger number of the respondents who stood on the positive end of the scale (68.4 percent). Everything else evoked negative images. In particular, 73.6 percent chose “discriminatory” over “equal” for equality; 72.6 percent picked “unfair” instead of “fair” for fairness; 68.9 percent made a check mark on “insecure,” not on “secure” for security; and 64.2 percent chose “exclusive” over “inclusive” for inclusivity.



[Figure 16] Responses of Teenagers to the Future Image of Seoul

## Like adult citizens, teenagers also expected that the scientific and technological advancement would have the biggest influence on Korea

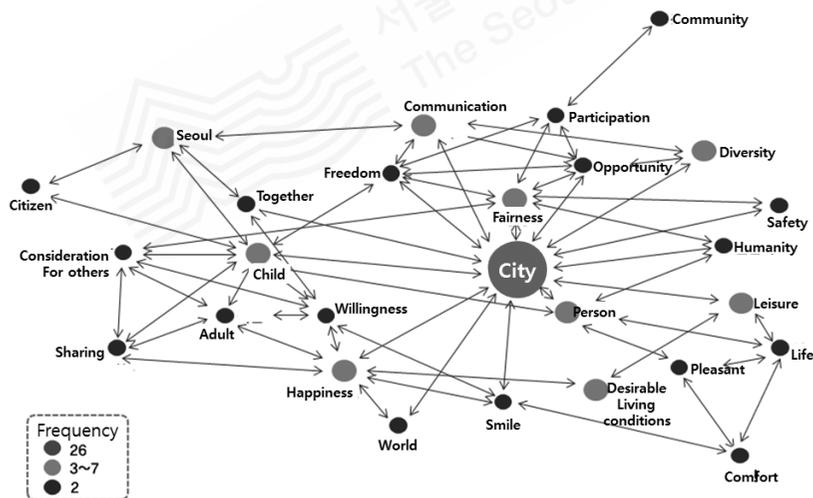
In the survey, teenage respondents were asked to share their views on the future of Korea 30 years from now. The largest number of the respondents (86.8 percent) anticipated that men would not drive cars as cars would drive on their own. The expectation that people would live over 100 years was chosen by the second biggest number of the participants (82.8 percent) followed by the expectation that humanoids (human-looking robots) would help people in many parts of their daily lives (81 percent). By contrast, 80.8 percent disagreed that the gap between the rich and the poor would be narrowed, whereas 79.2 percent did not agree that the environmental (air, water, and forest) conditions will be improved 30 years from now. Also, 65 percent had a different thought about the expectation that cures would be developed for all incurable diseases.



[Figure 17] Outlook of Teenagers on the Future of Korea

## The teenagers dreamed of having a society built upon common hopes and values of citizens in the future

To identify the expectation that young generations have about future Seoul, the previous study titled “2030 Future Seoul” asked college students and young people in their 20s and 30s to imagine the future of Seoul and freely fill in the gap in the statement, “For us, 2030 future Seoul is \_\_\_\_\_.” According to the keyword analysis of their responses, they mostly wished to have fair Seoul in which everyone is happy. They also expected to build the future of Seoul together through continuous communication and cooperation. Some of the respondents looked forward to having more comfortable and humane conditions in Seoul. In short, the young people in Seoul wanted their city to be built upon hopes and community values in the future.



[Figure 18] Keyword Analysis of Responses Given in 2030 Future Seoul Study

The young generations shared their insightful ideas on the obstacles impeding socioeconomic progress of Seoul. They regarded the city’s high population density

as the problem that must be addressed with a priority. They considered that the quality of life in Seoul will decrease if a large number of people continue to live in small area, and therefore the government must move industrial, economic, and cultural facilities concentrated in Seoul to other regions to disperse population.

Besides the high population of Seoul, the young respondents also picked 1) a gap between the rich and the poor, 2) unfair institutional/legal systems as the impediments to Seoul's future development. They argued that if Seoul does not promptly solve the problem of the rich-poor gap, it will inevitably end up polarizing wealth, which will hinder the social and economic progress of the city. They also said that improvements should be made to the current institutional and legal systems in every area to ensure the fairness of society. Other than these two factors, the young generations considered that a lack of citizenship works as an obstacle to Seoul's development, too. They asserted that Seoul citizens should participate in various areas of the city governance, expressing their opinions. Some argued that Seoul (or its citizens) has been vested with certain rights while enjoying the privilege as the capital city of Korea since the Joseon dynasty. They said Seoul can make progress in becoming a better city in the future only when it gives up those vested rights.

Second, this study surveyed expert opinions. In order to elaborate on the policy objectives and directions for the future of Seoul, it is important to understand the perspectives of experts. It can help establish an effective city government system. In this study, the online survey was conducted to experts from various fields. A group of experts was asked to share their thoughts on, for instance, the way Seoul would change in the future, challenges that it may face in its endeavor to become a better city, and strategies to overcome such challenges.

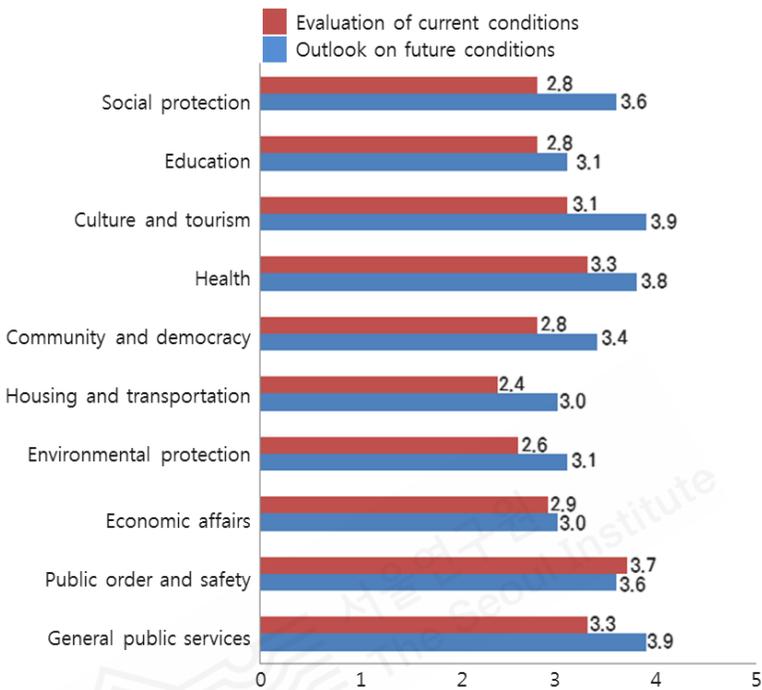
**Almost 80 percent of experts said that they had thought about the future of Seoul. The experts most positively evaluated the public order and safety for the present. They awarded equally highest marks to the public services and culture/tourism for the future**

In the expert survey, the respondents were asked if they had ever thought about the future of Seoul 30 years from now. To the question, 38 (79 percent) of them said “yes,” whereas 10 (21 percent) answered “no.” Considering that 66 percent of the Seoul citizens who participated in the survey answered “yes” to the same question, the experts were more interested in Seoul’s future than citizens.

The experts were asked to evaluate the current (2015) conditions of Seoul and share their outlook on the future (2045) conditions by grading the following 10 categories representing the policy areas of the SMG from one to five. Then, the average point of each category was calculated.

- General public services
- Public order and safety (public safety, social order, disaster control etc)
- Economic affairs (economy, finance, corporate environment, consumer price, other economic infrastructures etc)
- Environmental protection (climate, sea, forest, soil, air etc)
- Housing and transportation (transportation, telecommunication, housing etc)
- Community and democracy (community, citizenship, democracy etc)
- Health (health, food, drugs etc)
- Culture and tourism
- Education
- Social protection (social welfare, labor, women, human rights, retirement packages etc)

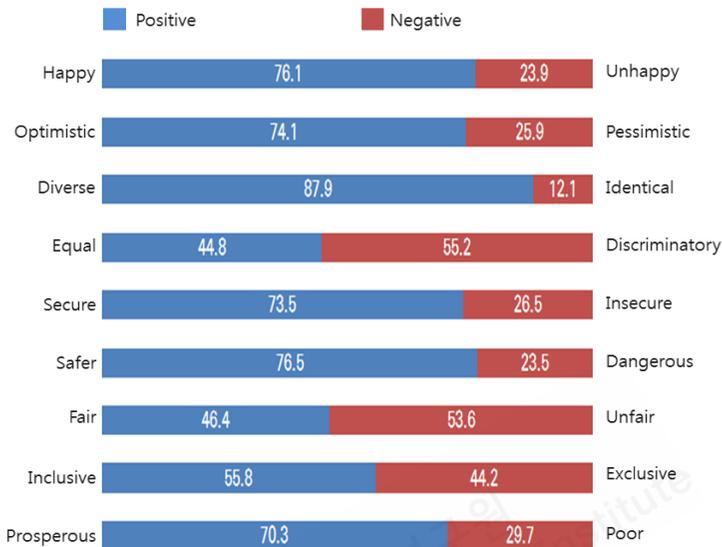
In the evaluation of current conditions of Seoul, the respondents gave the highest point of 3.7 to the public order and safety. In contrast, the housing and transportation received the lowest point of 2.4 followed by the environmental protection (2.6 point). The experts shared their outlooks on the future condition of Seoul, giving the equally highest point of 3.9 to the general public services and culture and tourism. The housing and transportation scored the lowest (3.0 point).



[Figure 19] Outlook of Experts on the Future Conditions of Seoul

### The experts mostly associated the future image of Seoul with positive qualities

In the survey, the experts mostly drew positive images for the future of Seoul. They had a particularly positive outlook on diversity as well as safety, happiness, hope, and security. Yet a larger number of the respondents associated equality and fairness with negative qualities just like Seoul citizens did in the previous survey,



[Figure 20] Responses of Experts to the Future Image of Seoul

**The experts considered that, for the long term, Seoul should strive to establish a new self-sufficient system based on sharing as the low growth persists**

For the short term, the experts picked “low birthrate and super-aging society” and “social unfairness and conflict” as the most urgent issues that need to be addressed. For the mid-to-long term, they argued that Seoul should deal with “industrial polarization” and “multicultural and intercultural conflict in the course of globalization.” For the long term, the respondents recognized the “need to establish a new self-sufficient system based on sharing as the low growth persists.”

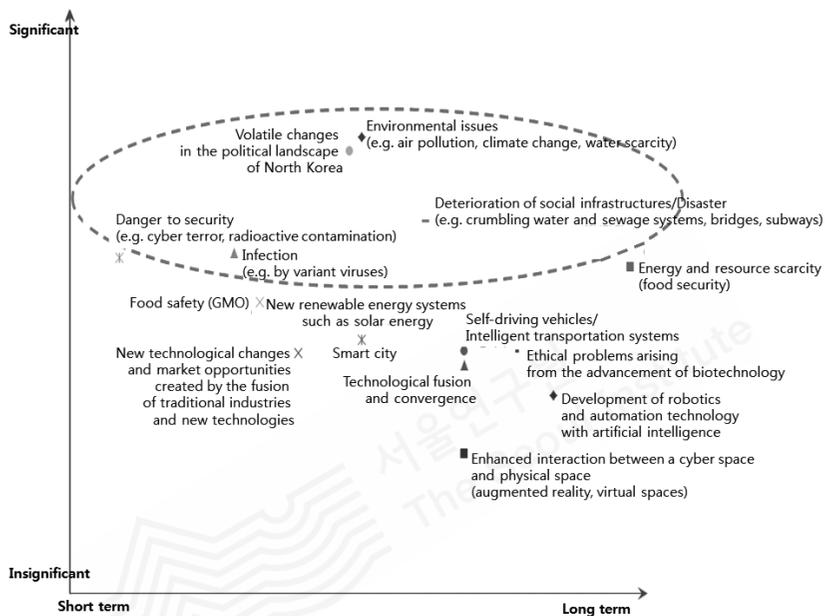


[Figure 21] Responses of Experts to the Social, Political, and Economic Influences on the Future of Seoul

**For the areas of technology, environment, and others, the experts anticipated the scarcity of energy and resources would become the most significant issue in the future**

Regarding the areas of technology, environment and others, the respondents regarded danger to security such as cyber terror and radioactive contamination, and infection by variant viruses as two most important issues for the short term. The plausible cause of their concerns would be the terror activities and the advent of MERS that took place in and out of the country in recent years. For the mid-to-long term, the experts considered volatile changes in the political landscape of North Korea, the following issues are significant and urgent: the deterioration of social

infrastructures and environmental issues like air pollution, climate change and water scarcity. Lastly, they expected that the scarcity of energy and resources would become an important issue in the long term.



[Figure 22] Responses of Experts to the Technological, Environmental and Other Influences on the Future of Seoul

### About one third of the experts expected that the future conditions of Seoul would be entirely different from now

In the survey, the experts were inquired whether they agree that Seoul would have the future on the extension of the present. Over a half of the respondents (65 percent) answered in the affirmative. But 35 percent anticipated that “Seoul would become an entirely different city 30 years from now.”

To the question asking for the specific reasons of such expectation, they mostly pointed to “radical social change upon the unification of North and South,”

“environmental change (climate change),” “safety issue,” and “change in the living style due to technological advancement.” Some of the respondents also expected that “dispersed urban population with an accelerated decentralization process” and “change in demographics and the concept of a homogeneous nation” would make future Seoul completely different from now. Others said that it would become impossible to predict the future because of increased unforeseen incidents like terror.

Third, we sought opinions from the SMG officials. At present, Seoul faces various challenges and opportunities for the future. Society is aging with low economic growth, while technological advancement is afoot. Heads and directors at the SMG would be the ones that ponder and prepare for those future risks more than anyone else. Their deep experiences in the public and private sectors would provide insight into dealing with the current social changes and help establish an effective city government system for future Seoul. For “Seoul Future Report 2045”, the deputy mayor of Seoul and the directors at the SMG, who represent the major policy decision makers, were asked a series of questions in in-depth interviews.

### **Risks to the future of Seoul in 2045**

What would be the biggest risk to the growth and development of Seoul 30 years from now? Future risks chosen by the policy decision makers who participated in the interview can be classified into the threats arising from (1) demographic changes (e.g. aging population, low birthrate), (2) environmental changes (e.g. climate change), (3) deterioration of infrastructures, and (4) archaic administrative structure.

Most of the policy decision makers considered that demographic changes, such as super-aging population, low birthrate, and the increasing number of nuclear families comprising one or two persons, are what everyone would expect in the future. They argued that if Seoul does not prepare for such demographic changes in advance, those changes will serve as huge threats to future Seoul.

A century ago, every country had their own situations and different problems associated with each city. But 30 years from now, the whole world would face

similar problems and should devise solutions in coalition. Serious environmental risks that the globe would face in the future include aggravating climate change and water scarcity.

The interviewees also deemed the risk arising from the deterioration of infrastructures as another serious threat to future Seoul.

Society is increasingly adopting a less hierarchical and more decentralized network structure. Nonetheless, many city officials still take top-down approach at work, insisting to maintain their archaic administrative methods. They have to change to adequately cope with a new form of administration in the future, said the interviewed high-level officials.

Besides the above risks, the policy decision makers also regarded the conflict of values, indifference and unfairness, the growth of Chinese cities, and a lack of preparedness for the unification of North and South as the future risks.

### **Core values for future Seoul in 2045**

Until today, SMG has presented visions and core values to its citizens by implementing policies for economic growth, urban development, urban design, globalization, civil society (community), and social welfare for each generation. Then, what would be the foremost core value that the SMG should seek in order to prepare for the future risks and opportunities in next 30 years? To this question, the policy decision makers answered “community,” “social solidarity,” “shared values,” “tolerance,” and “consideration for others.” In other words, they believed that the SMG should promote social capital to build a city where people can live together in harmony.

In a space called a city, people are given anonymity. And in the present time of materialism, most attach importance to material possessions. Consequently, less and less people are “expressing gratitude” and “valuing community spirit.” On top of this, social conflict and discord are worsening as a downside of rapid economic growth. A consensus was formed among high-level officials that the SMG should strive to restore social values for the future.

### **Policy priorities for future Seoul in 2045**

The interviewees in charge of different works gave different answers to the question as to which of the SMG's current main projects or policies should be prioritized for budget organization and implementation 30 years from now. They picked the management of "human resources," "facilities," and "urban spaces." After all, these are crucial factors that can make a contribution to improving the quality of life.

Human resource management refers to the development of Seoul citizens' capacity as well as investment in educating individuals. In terms of facility management, the SMG should redevelop or reconstruct crumbling houses, buildings, roads, subways, and water systems built in the 70s and the 80s. Such management is necessary to ensure that Seoul continues to serve its basic functions and remains safe in the future. The city government should also prepare for new housing demands. For space management, the SMG ought to build and manage many attractive places where citizens can rest and share. Those spaces would help urban regeneration.

### **Proposals for the central policies (projects) of future Seoul in 2045**

Based on their previous outlooks on the future of Seoul, policy decision makers gave their ideas on the project that the SMG must first carry out at this very moment for Seoul 10, 20, and 30 years from now. Their opinions can be categorized into the reinforcement of education, industry development and job creation, and long-term planning including the establishment of a future financial plan.

### **Changes must be made in the public sector for future Seoul**

The interviewees were asked if they consider whether the way the SMG officials work is changing in a right direction and what parts of the public sector they think must change to prepare for the future.

Their responses can be summarized into (1) necessity to change the organizational structure and administrative system, and (2) need to alter the role and attitude of

public officials. SMG should change its current administrative system, including its personnel management scheme, organizational structure, and employee training programs. The present hierarchical structure should be rendered more flexible while improved training programs and communication channels need to be offered to public officials to help them better adapt to new changes in their fields. At the same time, the SMG ought to alter the role and attitude of its employees. Public officials are being increasingly required to make judgement about their areas of work and accordingly navigate problems from a long-term perspective. They should no longer act as decision makers or managers who focus on details. Instead, they are expected to serve the roles of mediators or managers who look at the bigger Figure.

### 3. Conclusions & Policy Recommendations

This research presents the future outlook on various areas of Seoul in 2045. Seoul is anticipated to have social and structural transformations as its current economic, social, and environmental changes continue at a dramatic speed. In the future, the city may become so old that men and women in their 50s would be treated as young people. While Seoul struggles to regain economic growth momentum, its resources for urban spatial improvement may drain away. As a result, a conflict between generations may deepen.

With such future outlooks, the SMG has recognized the need to adopt “future perspectives” in governing Seoul and begun to prepare for new cognitive city government system. This study, the first volume of “Seoul Future Report 2045”, is looking forward to laying the foundation for public discussion on the issue of future Seoul. This report would serve as the very first step of initiating a new type of city government for the future. This research aims to encourage various members of society to share their future outlooks on Seoul and take part in the endeavor to build what is believed to be an ideal city by the general public and experts. The future generations of Seoul expected that their home city would become better in the future. At the same time, however, they worried that conflict between generations

would deepen and society would become exclusive. The policy experts concluded that Seoul is not adequately prepared for the future after examining the SMG's administrative systems and mid-to-long term policies. They argued that the SMG should devise solutions to cope with demographic, social, and economic changes. The experts anticipated that threats to development of Seoul, such as low birthrate, super-aging population, social unfairness, employment instability, industrial polarization, deterioration of social infrastructures, and food insecurity, would still remain in the future. They suggested establishing a social system that can solve the problem of discrimination. Meanwhile, the SMG officials, who implement policies, mostly had positive prospect for future Seoul. They emphasized that the SMG needs mid-to-long term plans and strategies to effectively grapple with various changes afoot. In particular, the public officials argued that the city government should implement an administrative system that enables its mid-to-long term plans to work in practice and carry out the policies for sustainable urban development with priority. Citizen participatory effort of creating future Seoul would constitute a process in which all these opinions are discussed to elaborate on the plan to shape Seoul's ideal future.