

The Walter H. Shorenstein Asia-Pacific Research Center
Freeman Spogli Institute for International Studies
Stanford University

Asia-Pacific Leaders Forum

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presents

**Good Governance in South Korea:
Mobilizing Citizens through Engaged Communication**

“What We Dream Together Comes True”

Written remarks
(please check against delivery)

Stanford, California
Frances C. Arrillaga Alumni Center
McCaw Hall

September 25, 2014
4:00 p.m. (PST)

※ 시장님 스탠포드대 강연원고 (영문)

What we dream together comes true

1. What we dream together comes true - Seoul, a global city of innovation created by communication and citizen participation

Good morning, everyone! It is my pleasure to be here today. I am Won-soon Park, Mayor of Seoul.

It is my great delight to stand before you, bright students and distinguished faculty members of Stanford University, a school of truth and intellect, of creation and innovation.

I am honored to speak to Stanford's global leaders who are pioneering the world as CEOs of the world's most successful companies, as entrepreneurs, as politicians, as scholars, and in other capacities in all corners of the globe.

I express my sincere gratitude to all of you in the audience for giving me this special opportunity.

Back in 2005, I was also here at Stanford University, studying, debating and researching as a visiting professor. I enjoyed this beautiful campus and studied with those who were here before you.

The meditations, inquiries, and intellectual challenges at Stanford and other diverse experiences that this city offered helps me greatly in my role as the Mayor of Seoul, serving more than 10 million people in the capital city of the Republic of Korea.

Today, as the Mayor of Seoul, I would like to share with you the various urban problems we face in this era and my administrative experience in Seoul of addressing these problems.

I will also share my personal life story as a social designer and how I came to be where I am today.

2. Global urban problems

Today, cities across the world are entangled in a myriad of challenges. Countless citizens are trapped in the fetters of poverty and polarization, while tortured in the shadow of injustice and inequality. Social problems ranging from global warming, climate change, energy, environment, natural disaster, crimes, low birth rate and aging population are threatening our lives.

3. Countless problems

The challenges that Seoul faces are not very different from those faced by other cities around the world. Issues on welfare, education, childcare, unemployment, suicide, energy, super-aging society, crimes... The list goes on.

So how is Seoul tackling these challenges?

4. Korean War

As you may know, Seoul achieved industrialization and democratization from the ashes of the Korean War.

5. Miracle in the Han River

Seoul achieved the Miracle on the Han River. Today, Korea boasts a per capita income of 20,000 dollars, has become the 10th largest trading powerhouse, and is ranked 14th in the world in terms of GDP.

6. Shadow behind the miracle

However, just like a bright light is accompanied by a dark shadow, Seoul ranks at the bottom in terms of the happiness index and has one of the world's highest suicide rates. The city is confronted with numerous challenges ranging from low birth rate and aging population to high unemployment and polarization in society.

7. Son of a poor farmer

But before I go on about Seoul, let me briefly talk about my own life. My life unfolded at the very center of Korea and Seoul's modern history.

I was born in a small rural town where there was no electricity and not much food. But the people in my town bonded together and led happy and harmonious lives. We were always there for each other and never felt unfortunate or lonely.

However, in the process of compressed growth, industrialization, and democratization in a very short period of time, Koreans may have overlooked some very important values that we cherished in the past.

8. Human Rights Lawyer

In 1975, as a 20-year-old student, fresh out of high school, I entered Seoul National University full of dreams and aspirations.

After just 3 months, I was arrested and imprisoned for joining a student protest for democratization against the military regime and was eventually expelled from school.

After being released from prison, I passed the national bar exam and became a prosecutor, but after a year, I switched my path to a lawyer.

Korea was under the rule of a military regime at the time, and I chose to become a human rights lawyer in order to stand up for political prisoners of conscience, laborers, and students. I worked hard to defend democracy and human rights.

9. People's Solidarity for Participatory Democracy

Around the time the authoritarian regime began to give way to democracy, I decided to dedicate myself to civil movement.

At the time, civil movement in Korea was like a barren land. Just like the American pioneers who blazed their trails in the barren land of the Western frontier, civil activists and I had to pioneer the barren land of democracy and citizen participation.

Back then, what the Korean society needed more than anything else was a firm and growing foundation of citizenship. This is why I founded the People's Solidarity for Participatory Democracy or PSPD and dedicated myself to promoting civil movements.

Although PSPD was a civic group, it accomplished much, including legislation of hundreds of laws, drive social innovation, and promote public welfare.

10. Beautiful Foundation, Beautiful Store

Once the PSPD became established, I was taken by another sense of calling. I founded Beautiful Foundation with the vision of spreading the culture of sharing and philanthropy in the Korean society, and also established the Beautiful Store that initiates social experiments such as recycling and fair trade and puts them into action. These two projects have grown into national projects.

11. The Hope Institute

I did not stop there. Once Beautiful Foundation and Beautiful Store became established, I went a step further and embarked on the task of fostering the so-called *workers of hope* who are the social designers that seek alternatives and hope for a brighter future for Korea. The work for social justice and social innovation that I have been doing as a social designer is still very much ongoing by these people who came after me.

12. Running for Mayor of Seoul

In the summer of 2011, I was once again called to do something new for our society.

It was this passionate calling and dream that led me to the decision of running for the Mayor of Seoul, while I was climbing the Baekdudaegan, a mountain range that forms the backbone of the Korean peninsula.

In October 2011, I was elected as the Mayor of Seoul, responsible for the safety and lives of 10 million citizens. How fate surprises us!

13. Mayor of Seoul

Now, take a look at these pictures. These simulation pictures depict how I would look one year, two years, and three years after I become the Mayor of Seoul. You can see that I have deeper wrinkles and lost a lot of hair.

This is not surprising considering the myriad of conflicts and challenges that Seoul faces as a mega-city with more than 10 million population.

14. "Citizens are the Mayor"

I decided to tackle these intense conflicts *together with* the citizens of Seoul. That is why I put forth the motto of "Citizens are the Mayor" and collaborated with the citizens in all areas of city administration.

15. Participatory governance and innovation - Mayor that solves problems

My philosophy in city administration is participatory governance and innovation. It is thanks to this philosophy of mine that I am able to regard citizens as the mayor and place them in the center of all administrative matters.

A city that constantly collaborates and innovates to improve the quality of life for citizens, a city that ceaselessly collaborates and innovates to resolve urban challenges. These are efforts to solve *our* problems *together, today*. These are efforts to create a city where people live in harmony and where people are happy.

16. Administrative innovation - inauguration of Seoul Innovation Bureau

To add momentum to innovation, I created the Seoul Innovation Bureau immediately after I took office as the Mayor of Seoul, the first-ever attempt by a local government in Korea.

I began by doing away with existing practices and overhauling the entire administrative paradigm.

17. Communication, participation, governance

Under the three governance principles of communication, participation and governance, I sought to create a Seoul that we dream together, create together, and

enjoy together.

18. It all begins with listening

Innovative administration begins with listening to the voices of citizens. As you can see, Seoul City Hall has very big ears.

19. I will listen more carefully.

Once, a citizen smashed into the ear of the City Hall with his car, asking us to please listen to his story. It was a painful experience, but we took it as a lesson to listen more attentively to the citizens.

20. Participatory democracy, deliberative democracy

We held more than 80 Listening Policy Workshops and Deliberation Meetings joined by experts. We launched 2-day On-site Mayor's Office in different local communities. We made more than 120 on-site visits and disclosed over 10,000 documents of administrative information. We set up Seoul Citizens' Hall, which was visited by as many as 1.4 million citizens and where more than 2,800 citizens spoke out at the Speaker's Corner. We introduced Honorary Vice Mayors and One-day Mayors, participatory budget system, and policy expos.

These administrative programs are all about listening to citizens and respecting their voices. We communicate with the citizens in order to better the lives of citizens.

21. Nude Project

To better listen better to what the citizens had to say, we began the "Nude Project." We unlocked, disclosed and shared Seoul's administrative information with the citizens.

22. Information Communication Agora

We created Information Communication Agora, where Seoul's public data is available to all.

23. Big Data

We also provide big data to our citizens.

24. Wikiseoul

On Wikiseoul, we introduce over 2,700 different policies of Seoul to the citizens and disclose detailed information such as the background, progress, and budget allocation.

25. The world's first speed-of-light administration

We opened an era of speed-of-light administration by innovating our administration using SNS. I believe we were the first in the world to do so.

We established Seoul Social Media Center and created a system to manage 44 different SNS channels. We integrated all complaints into one system that serves as a response center.

And so, Seoul opened an era of speed-of-light administration, where we can respond to citizen's complaints more quickly than any other government in the history of mankind.

26. Mr. Park Won-soon has 1.3 million SNS followers. Where does he rank in the world?

I have over 1.3 million followers on SNS. There are 100,000 on Kakao Story, 320,000 on Facebook and 900,000 on Twitter.

Citizens are posting their thoughts, suggestions and complaints every second of the day.

27. "My pay is being delayed"

"I am a bus driver and I couldn't buy a gift for my children on Children's Day because my pay is being delayed."

This was a tweet I got one day in 2012. I forwarded the tweet to the Seoul City Transport Headquarters.

28. "Mr. Mayor, I received my wage. Thank you."

And 4 days later, I got another tweet from the same man. "I received my wage. Now I am once again a proud father to my children. Thank you so much, Mayor." This is what happens in Seoul today.

29. Citizens' voices of nagging, scolding and laughing

My SNS is like a machine that carries the voice of the citizens. I can hear their voices of nagging, scolding, and laughing.

30. "The pavement in front my house is broken and getting in the way of pedestrians."

"Mr. Mayor, the lift for wheelchairs in the subway station is broken." "The pavement in front my house is broken and getting in the way of pedestrians." "The food waste

bin smells."

As soon as I hear these voices of citizens, I forward them to the public servants of Seoul. These voices of nagging and scolding soon turn into sounds of laughter.

31. "I feel like I am the Mayor"

"Thank you, Mayor. I never thought my little voice would be reflected in the city administration. I feel as if I am the Mayor."

32. Late-night bus service launched using citizens' ideas and big data

The idea for late-night bus service for citizens who return home late at night also began with SNS communication with citizens.

We launched the service by analyzing over 3 billion phone calls and harnessing big data such as late-night mobile phone call data. The 9 lines of buses have become the feet of citizens, carrying a daily average of 6,000 passengers.

33. A letter about suicides

Soon after I took office as Mayor in 2011, I got a letter. "Six people took their own lives in just 100 days. Please stop the suicides. Let us live with dignity." It was a letter from a resident at a rental apartment in Seoul. I was stunned and heartbroken.

34. I ran to the site

I put a hold on all my other schedules and went straight to the rental apartment. There, I spent three days eating and sleeping with the residents. I found poverty, loneliness, and marginalization of the residents as reasons behind this tragedy.

This served as an opportunity to fundamentally and comprehensively reexamine the problem of rental apartments, which was until then considered a simple housing problem for non-homeowners.

35. We tore down the silos between departments and pooled our heads together.

We brought down the walls between different administrative areas and tore down the silos between different departments.

Eight departments as well as experts and citizens came together and pooled their wisdom together day and night for eight months.

36. Announcement of a Comprehensive Plan for Rental Apartments

As a result, we were able to announce a comprehensive plan that lowers the rent to

relieve the residents' financial burden and creates new jobs to help them lift themselves from poverty. The plan covered other various areas including healthcare, education and childcare.

It was a valuable accomplishment made possible through communication and collaboration with the citizens.

37. Energy-dependent city

Seoul is a major energy consumption city. Fukushima nuclear accident prompted us to think hard about our energy policies and we asked, why can't Seoul produce its own energy?

38. One Less Nuclear Power Plant, participated by 1.7 million citizens

So, we decided to save energy and generate our own energy together with the citizens.

As part of a new initiative called One Less Nuclear Power Plant, we built photovoltaic power stations and switched to LED lighting.

1.7 million citizens became members of Eco-Mileage Program and saved energy in their day-to-day activities at home and work.

39. Lights Off Event

A lot of children and young people took part in the Lights Off Event.

40. The world applauds us as a successful model of local energy policy

Finally, in June 2014, we did what everyone said was impossible. We successfully reduced energy consumption by 2 million TOE, a capacity of one nuclear power plant.

The world applauded us, and now they are coming to us to learn about our successful model of local energy policy.

41. Seoul's challenge does not end here

Seoul's challenge does not end here. We embarked on the second stage of One Less Nuclear Power Plant initiative. Our next goal is to reduce electricity consumption by 4 million TOE and green house gases by 10 million ton.

42. Global city of Seoul

Now, Seoul is rising as a global city. We ranked number six in the world in urban competitiveness for two consecutive years and became one of the five major convention cities in tourism. Also, Business Traveller picked Seoul as the best city for

a business conference for two consecutive years. We also attract more than 10 million tourists to Seoul.

43. Seoul Effect

Ladies and gentlemen, Seoul is renewing itself every day. The quality of its environment and citizens' life is improving day by day.

Now, the Seoul Model is being exported to 22 cities in 21 countries around the world, and I would like to call this the Seoul Effect.

Seoul's policies including waterworks, subway, e-government, energy and climate are becoming role models for other cities around the world.

44. "The world belongs to those who dream."

Seoul has now become an advanced city that other cities in developing Asian nations dream of becoming.

Ladies and gentlemen, "the world belongs to those who dream." This is what I emphasize to everyone that I meet.

Looking back on my life, I was always a dreamer. I always worked toward those dreams and always made those dreams come true.

45. A whole new world, what we dream together comes true.

Did I make those dreams come true on my own? Is the Seoul Effect the sole work of mine?

No. It is the result of collaboration with the 10 million Seoul citizens, collaboration with Seoul Metropolitan Government workers and collaboration with numerous companies and institutions.

There is an African proverb that says, "If you want to travel fast, go alone, but if you want to travel far, go together."

The key to a better life lies in the word, "together."

What we dream together comes true.

46. Gangnam Style

I am sure you are all familiar with PSY's Gangnam Style that was ranked number two on the Billboard Chart.

Multimedia: <Video-Gangnam Style>

47. Mr. Won-soon Style

In Seoul, we have Mr. Won-soon style.

Mr. Won-soon style is about creating a city of harmony through participatory governance and innovation.

Multimedia: <Video-Mayor's horse-riding dance>

48. Visit Seoul, a global city of innovation

I would like to ask you to keep a close eye on Seoul and cheer for Seoul.

I also invite you to visit Seoul. Seoul will always be there for you.

I hope you will answer my invitation and experience our city firsthand.

Thank you very much.