

(Working Title)

City Attractiveness Compass (CAC) : Attraction-Centered City Development Strategy

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1. Project Overview

□ **Project Title:** (Working Title) **City Attractiveness Compass: Attraction-Centered City Development Strategy**

□ **Research Content**

- Proposing **new directions for city development and cultural policy** from the perspective of Attractiveness, beyond the conventional scope and perspective of cultural policy.
- Defining the concept and **key components of Urban Attractiveness** as a new source of city competitiveness, and presenting a compass framework for the attraction-centered policy development.
- Presenting a **new cultural statistics system**—including big data on cultural activities—along with measures for the **digital transformation (DX) of cultural policy**.



The global city of Seoul,
with its history and diversity



The cultural, artistic, and locality-based
resources for the urban attractiveness.

□ **Research Period:** March 2025 – January 2026

□ **Research by:** Policy Cooperation Office, Seoul Foundation for Arts and Culture (SFAC)

(Co-authors: Dr. Miree BYUN, Prof. Jongryn MO, Prof. Wonho JANG, Dr. Hae-bo KIM)

2. Detailed Research Tasks and Implementation Methods

<div> <div></div> <div>Research Questions</div> </div>	<div> <div>▷What constitutes the unique Seoul-ness—the distinctive attractiveness that draws both domestic and global citizens to Seoul?</div> <div>▷How can emerging attractiveness factors—now recognized as new resources of urban competitiveness—be identified, governed through policy, and delivered as cultural services?</div> <div>▷In the era of AI and digital technologies, what kinds of attractiveness strategies are needed to fill urban spaces with the <i>human buzz</i> of citizens’ cultural activities?</div> </div>
Detailed Research Questions	Research Methods
①Concept and Elements of Urban Attractiveness	▷Literature review and comparative analysis of similar index systems: OECD Regional Attractiveness Index, National Culture Index, etc.
②Attraction of Seoul-ness	▷Survey on Seoul-ness & Attractiveness: targeting experts and foreign respondents.
③City Attractiveness Compass as a Policy Toolkit	▷Case analysis of utilization methods of similar index systems: OECD Regional Attractiveness Index, WCCR, BOP500, etc.
④New Cultural Statistics	▷Case analysis of similar frameworks: UNESCO’s FCS revision plan, etc.
⑤Big Data for Analyzing Cultural Change	▷Case Studies on the Use of Big Data and the Application of Urban Scene Theory: Amsterdam City Card, Korea Tourism Organization’s Big Data Consulting, Buzz analysis cases and Applications of Urban Scene Theory
⑥DX of Cultural Policy	▷Case studies of cultural policy DX in global cities: London, Amsterdam, etc., linked to Seoul’s Big Data Campus.
⑦Future Cultural Policy Directions	▷Review of and collaboration with international cultural policy discourses : case studies and discourse-building efforts.

- **Research Methodology:** Alongside the research team's work on defining the concept of Urban Attractiveness and developing statistical frameworks, discourse-building activities will be carried out through international collaboration.

Category	Sub-Tasks	Overview and Timeline
Research on the Urban Attractiveness and Compass Framework	① Definition of the concepts for the City Attractiveness Compass and proposal of its framework	<ul style="list-style-type: none"> - Tasks : Defining the concepts of Urban Attractiveness and Seoul-ness centered on the locality to propose the City Attractiveness Compass. In addition to the in-house research team of the Policy Cooperation Office, three distinguished co-authors — Dr. Miree BYUN, Prof. Jongryn MO, and Prof. Wonho JANG — were invited - Timeline: Until December 2025 (Data collection is to be included in the revised Seoul Cultural Indicators, with pilot implementation in 2026).
	② Establishment of a shared management system for related data	<ul style="list-style-type: none"> - Tasks : Building a collaborative system in which relevant policy entities in Seoul (culture, tourism, digital, etc.) jointly produce and manage big data and statistical resources to be included in the City Attractiveness Compass indicator framework. - Timeline: Until December 2026 (Inter-agency consultation within 2025; online shared system to be developed in 2026).
International Exchange and Discourse Formation	③ Building consensus on an Attraction-Centered Strategy	<ul style="list-style-type: none"> - Tasks : Discourse-building on attraction-centered city development through international cultural policy networks such as WCCF and IFACCA. - Timeline: Until December 2026 (Research outline and results to be presented at the WCCF Summits 2025–2026).
	④ Disseminating through the International Forum (SAFT 2025)	<ul style="list-style-type: none"> - Tasks: Presentation of research process and collection of expert feedback through the Seoul International Forum for Arts (November 4, 2025) and the Expert Workshop (November 3, 2025). - Timeline: November 3–4, 2025.

3. Research Background

(1) The Importance of Urban Attractiveness for Human-Centered Cultural Policy in the AI Era

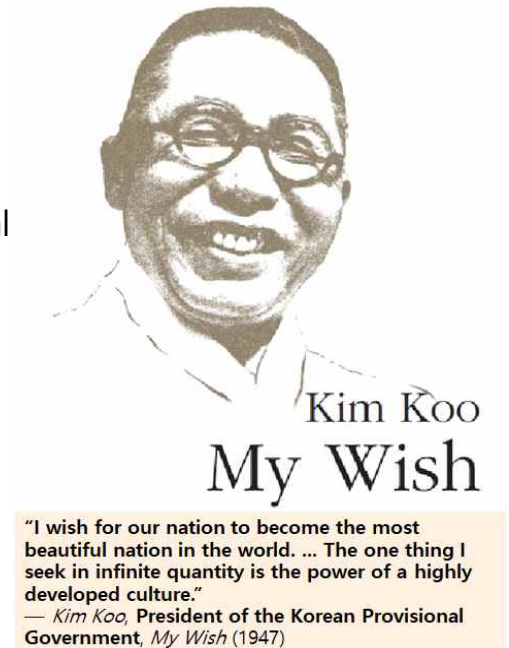
□ An Era Where Genuine Human Attractiveness Becomes More Precious

○ In the age of AI and digital virtual civilizations, human attractiveness—which draws people into real urban spaces—has become all the more valuable.

- In an era where people increasingly interact with artificial cultural agents in virtual spaces, they **yearn for the genuine charm** that can only be felt through human-to-human communication.
- A cultural trend is emerging in which people seek authentic attractiveness that cannot be experienced online, turning instead to the **locality of the city**.
- To fill actual urban squares with the **Buzz of citizens**, there is now a pressing need for a Cultural City Attractiveness Strategy.

○ The <Power to be Loved: Attractiveness> has become stronger than the <Power to Win: Competitiveness>.

- A social trend has emerged in which people exhausted by endless competition pursue the **Power of Non-harmfulness** (無害力).
- More than the competitiveness of a Livable City, it is the **attractiveness of a Lovable City** that draws people's footsteps.



Even before the state was fully established, Kim Koo envisioned Korea as a culturally rich and lovable country. (Source : Kim Koo Foundation Official Website)

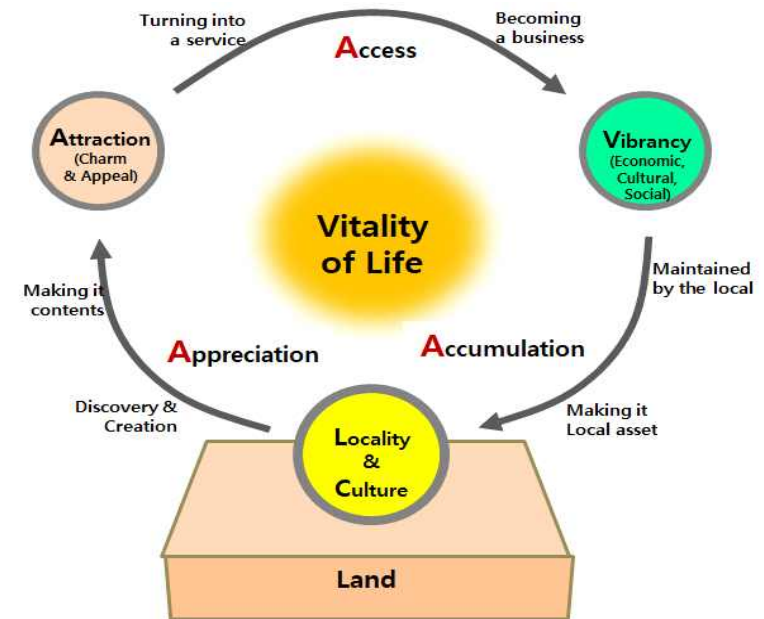
□ An Era Where Urban Attractiveness Rooted in Locality Becomes Essential

○ In the system of the Affective Economy, where emotions are monetized, what matters most are the Power to Enchant and the Power to Draw Footsteps.

- The **locality and culture of a city** are increasingly recognized as vital resources of attractiveness.
- The report ["Strategies to Enhance Regional Attraction and Vitality through Locality & Culture" \(Hae-Bo Kim et al., Presidential Committee for Decentralization and Balanced Development, 2024\)](#) proposed that Local Attractiveness created by locality and Cultural Attractiveness generated by arts and culture can serve as vital sources of vitality for declining regional cities.



Cycle of Locality-Culture-Attraction-Vitality

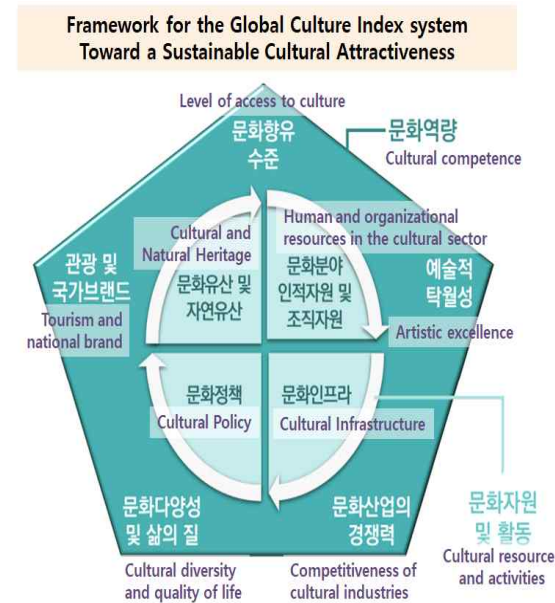
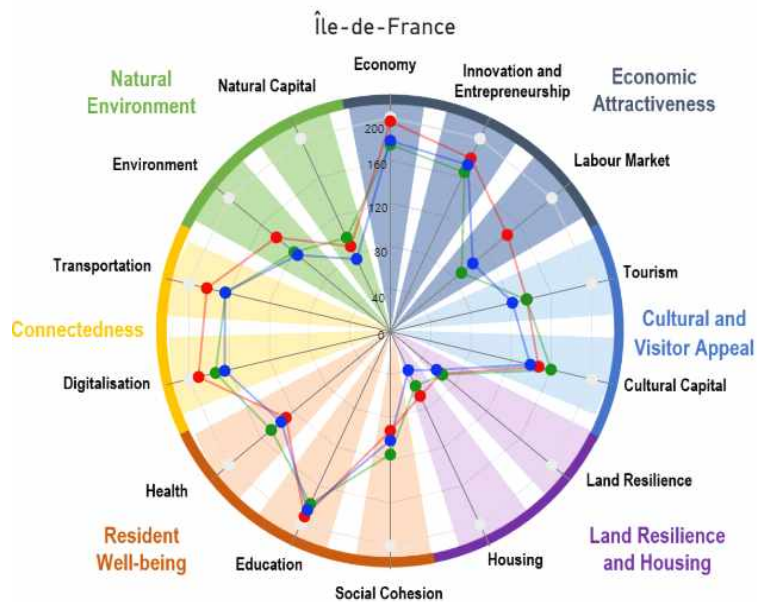


$$\text{Local Vitality} = \text{Vitality of Land} + \text{Vitality of Life}$$

□ Recent Shifts in Urban Policy Indicators from Competitiveness to Attractiveness, and Their Limitations

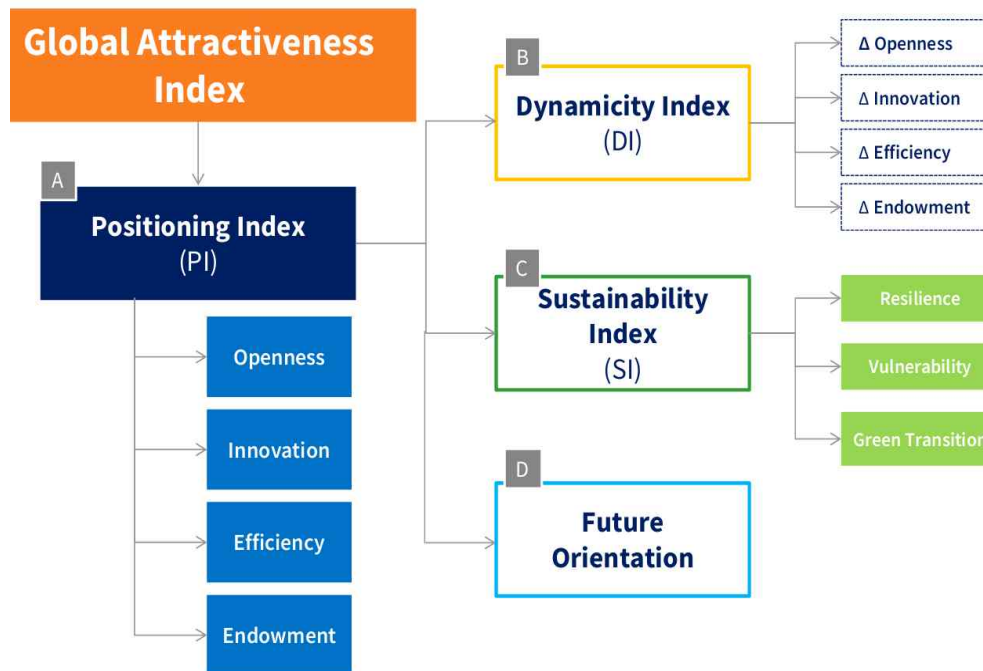
○ Recent policy indicators focusing on Attractiveness:

- Measuring the Attractiveness of Regions (OECD, 2022)
- Research on the Development of a National Culture Index for Sustainable Cultural Attractiveness (Korea Culture & Tourism Institute, 2023)
- Strategies to Enhance Regional Attraction and Vitality through Locality & Culture (Presidential Committee for Decentralization and Balanced Development, Korea, 2024)



(source : Research on the Development of Global Culture Index for Sustainable Cultural Attractiveness(Hye-won Yanq. et al., KCTI, 2023))

- **The concept of Attractiveness (魅力)—difficult to define or grasp rationally—continues to be quantified mainly from an economic perspective.**
 - Although the term Attractiveness has been introduced into policy indicators such as the Global Attractiveness Index, there is still no precise conceptual definition. The term remains **largely confined to the economic notion** of “the power to attract external resources and talent to a region.”
 - In the OECD’s Regional Attractiveness Index, beyond Visitor Appeal, regional characteristics such as natural environment, connectivity, and resident well-being—that is, locality—are also included as components of attractiveness.
 - Nevertheless, most approaches continue to rely on economic perspectives, often grounded in Michael Porter’s Five Forces Model (1979), which emphasizes expected returns and competitive factors.



Global Attractiveness Index (source : The European House(2024))

Case Studies on Indicators Related to City Competitiveness, Culture, Tourism, and Attractiveness

No.	Similar Index Cases	Publishing Institution	Comparison Target	Perspective
1	Attractiveness of Regions	OECD	OECD countries and regions	Economy
2	Global Culture Index	Korea Culture & Tourism Institute (KCTI)	Nation-level	Culture
3	Global Power City Index	Mori Memorial Foundation	48 global cities	Economy
4	Cycle of Locality-Culture-Attraction-Vitality	Presidential Committee for Decentralization and Balanced Development	Framework only (proposal)	Culture
5	Global Attractiveness Index	The European House – Ambrosetti	146 countries worldwide	Economy
6	World City Vitality Index	BOP Consulting	250 world cities	Culture
7	Cultural Tourism Index	BOP Consulting	250 world cities	Culture Tourism
8	C3 Index : Cultural and Creative Cities Monitor	European Commission	European Capitals of Culture	Culture
9	TTDI : Travel & Tourism Development Index	World Economic Forum	117 countries	Economy
10	Arts and Culture Indicators	Urban Institute	10 major U.S. cities	Culture
11	Regional Vitality Index	Korea Research Institute for Human Settlements (KRIHS)	Cities, counties, districts, towns, and townships	Economy
12	Regional Tourism Development Index	Ministry of Culture, Sports and Tourism (MCST)	17 metropolitan cities/provinces and 152 cities/counties	Tourism
13	Regional Tourism Vitalization Index	Korea Tourism Organization (KTO)	250 cities/counties/districts	Tourism
14	Comprehensive Regional Culture Index	Ministry of Culture, Sports and Tourism (MCST)	228 cities/counties/districts	Culture

□ The Need to Develop Policy Indicator Systems to Properly Understand and Manage Urban Attractiveness

- A new approach is required to define and measure **Attractiveness—an inexplicable allure that is reproduced through public response.**
 - The pull of attractiveness is less about rational calculation than about the irrational movement of emotions—affects—and the power of enchantment that generates them. Understanding **cognitive capitalism and the affective economy** is thus essential.
 - The more people perceive something as attractive, the more it actually becomes attractive. In today's digital world of fleeting attention, the **self-reinforcing nature of attractiveness**—reproduced and amplified through public response (buzz)—must be recognized as a crucial factor.
 - The report “Strategies to Enhance Regional Attraction and Vitality through Locality & Culture” (Hae-Bo Kim et al., Presidential Committee for Decentralization and Balanced Development, 2024) emphasized not only the possession of attractiveness resource factors, but also the importance of two forms of **attractiveness identified through Buzz**
- **Rather than attempting to establish a definitive conceptual definition or indicator framework, it is more appropriate to focus on discourse-building that shifts perceptions toward Attraction-Centered City Development.**
 - The research will share the concepts of Urban Attractiveness and Attraction of Seoul-ness through surveys with domestic and international urban policymakers, cultural practitioners, and ordinary citizens.
 - While shared perceptions should inform the creation of indicator frameworks, the process itself has no single correct answer. Thus, **priority should be placed on raising awareness and building discourse** on the necessity of an Attraction-Centered City Development Strategy.
 - Through this process, propose a Future Urban Strategy for Seoul that balances the perspectives of economy, society, arts and culture, and locality.

3. Research Background

(2) The Need for Urban Policy Indicator Systems Aimed at Strategic Development rather than Ranking Comparison

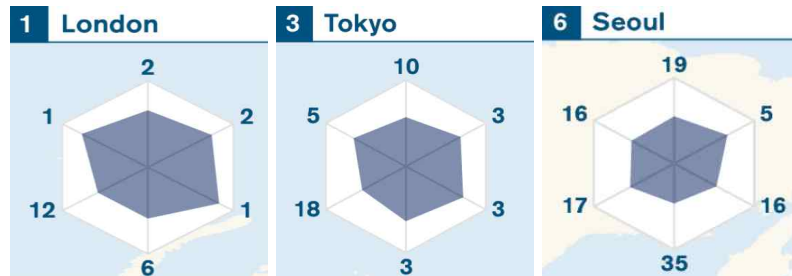
- The Need for New Indicators that Prioritize Culture, Locality, and Attractiveness—Beyond the Limits of Ranking-Oriented Urban Indices
 - Global consulting firms' city competitiveness indices do little more than provoke global ranking competitions, offering limited value for actual policy development.
 - Indices such as the Mori Index, produced by global consulting firms, tend to reduce diverse urban characteristics into **rankings based on a single economic criterion—competitiveness—thereby fueling global rivalry among cities.**
 - In particular, existing competitiveness comparison indices are largely driven by consulting firms in the economic and real estate sectors, meaning that cultural indicators are not detailed enough to inform cultural policy directions, and are often consumed merely for producing global composite indices.
 - As a result, such global competitiveness rankings neither adequately reflect the cultural capacity and ecosystemal changes of actual cities, **nor help in setting proper cultural policy directions.**
 - There is a need to present a <Comprehensive Urban Indicator Framework Centered on Attractiveness> that transcends fragmented indicator systems in economy, culture, and tourism.
 - To overcome the limitations of economic-centered global competitiveness rankings, a new system of comprehensive urban indicators is needed—one that recognizes culture and locality as central elements of future urban competitiveness and **supports long-term strategy development.**
 - The goal is not simply to improve existing cultural indicators, but **to develop an integrated indicator framework that connects multiple policy domains** and serves as a strategic system for comprehensive city development.

Single Global Competitiveness Index (Economy-Centered)

vs.

Indicators that Capture the Diverse Local Attractiveness

2024 GPCI(Global Power City Index) (by The Mori Memorial Foundation, 2025)



1	New York	353.6	New York	213.9	London	355.3	Paris	404.8	Copenhagen	223.6	London	249.4
2	London	306.4	London	187.1	Paris	297.3	Madrid	387.8	Stockholm	221.0	New York	225.3
3	Dublin	299.1	Tokyo	156.5	Tokyo	275.6	Tokyo	385.1	Vienna	210.7	Paris	210.9
4	Singapore	291.4	Los Angeles	153.4	New York	254.4	Barcelona	382.4	Helsinki	206.7	Dubai	210.8
5	Zurich	290.3	Seoul	146.3	Dubai	225.1	Berlin	378.9	Zurich	205.6	Tokyo	203.8
6	Beijing	286.9	Boston	137.9	Istanbul	190.8	London	370.9	Geneva	202.3	Frankfurt	203.2

Seoul ranked 6th overall (London ranked 1st)
16th in the Cultural Interaction (London ranked 1st)

BOP500 Cultural Tourism Index (by BOP Consulting, 2025)

Overall



Cultural Tourism Impact



Major Cultural Attractors



Cultural Tourism Sustainability



Seoul ranked 4th overall (Tokyo ranked 1st)
4th in the Cultural Tourism Impact (Tokyo ranked 1st)

□ The Need for a <DIY Policy Development Data Toolkit> Rather than Global Ranking-Oriented Indicator Systems

○ Existing statistical systems that aggregate local data into composite indices and publish rankings have generated resistance and unintended side effects.

- In summarizing indicator survey results, two approaches are most commonly adopted: the ranking system (composite index leading to overall rankings) and the profile system (domain-specific profiling).
- While the ranking system is useful for evaluation and comparison, it often triggers methodological criticism—particularly regarding the weighting process used in composite index calculations—and produces negative side effects such as conflict and distrust over the published rankings.
- To obtain a more accurate picture of on-the-ground realities, data sharing across national, metropolitan, and local levels is required. However, resistance from local data providers has grown, as their inputs are often absorbed into national or metropolitan composite competitiveness indices, sometimes even leading to situations where analysis results cannot be publicly disclosed.

○ Instead of global ranking comparisons, what is needed is a statistical system that supports DIY policy development through diverse locality profiling.

- More accurate local data on Seoul's attractiveness resources can be secured through collaboration with its 25 autonomous districts.
- Rather than focusing only on global city comparisons with London, Paris, and others, Seoul should build a collaborative system with these 25 districts—the actual agents of locality—to set the future direction of its cultural policy.
- The new City Attractiveness Compass data-sharing system should be designed not for composite ranking calculations, but as a Data Toolkit service that enables profiling of local attractiveness through diverse keywords.
- This will support districts in pursuing their unique strengths and attractiveness, thereby fostering the development of policies that move beyond local culture toward local-attractiveness-based cultural policy.

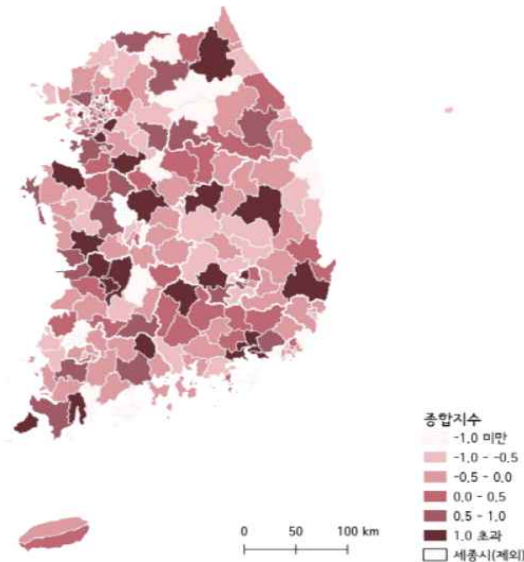
Resistance to Composite Index Ranking Announcement

Local stakeholders have shown strong resistance to comparative ranking announcements...

For example, in the Regional Tourism Development Index, results other than the first tier cannot even be published.

대전일보 ≡ 뉴스 대전·세종 충남·충북 기획 오피니언

문체부·한문연, '2021 지역문화실태조사' 발표
충청권은 대전·충남 부여만 10위권 內... "양적 요소만으로 지역문화 정의할 수 있나"



전국 245개 기초자치단체의 지역문화종합지수 결과표. 충청권 기초지자체 중 종합지수 1.0 이상인 지역은 충남 부여군과 당진시, 충북 청주시와 증평군으로 나타났다. 사진=문화체육관광부 2020 지역문화실태조사 캡처

vs.

The Need for a Data Toolkit-Type Indicator System for Policy Development

What is needed is a Data Toolkit that supports local governments and cultural policy actors in developing attractiveness policies through profiling of locality-based attractiveness factors.



Case of Interactive Data and Economy Profiles of TTDI by WEP

□ **The Need to Move Beyond KPI- and Infrastructure-Centered Statistics Toward Analytical Frameworks for Understanding Urban Cultural Change**

○ **It is necessary to establish an analytical system that provides not only numerical changes in statistics but also qualitative analysis of cultural changes in the city.**

- Public statistical indicators are limited, as they tend to focus on measuring changes resulting from policy inputs, relying mainly on infrastructure and other empirical data.
- Instead of a statistical system that merely displays quantitative changes, a strategic management framework is needed—one that is theoretically grounded and capable of interpreting whether cultural attractiveness contributes to gentrification of urban spaces or to cultural revitalization within the private sector.
- Theories such as Urban Scene Theory should be actively incorporated into the development of the City Attractiveness Compass **to help explain changes in the urban cultural scene.**

Limitations of KPI-, Infrastructure-, and Quantitative-Analysis-Centered Public Statistics

vs.

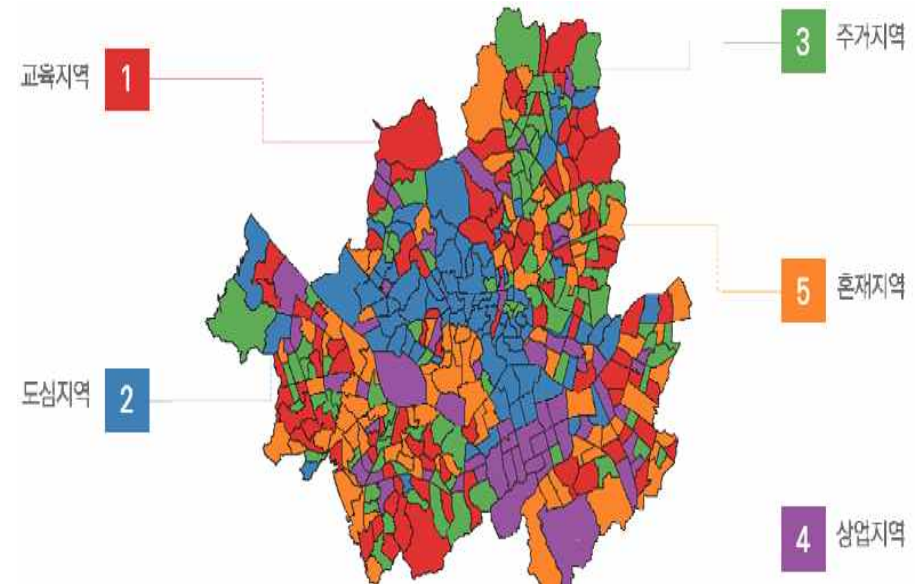
The Need for a Framework to Explain Urban Cultural Change

Public statistics remain infrastructure-centered, reflecting the error and limitation of attempting to interpret on-site changes merely as policy performance (KPI).

Classification	Subcategory	Detailed Indicators
Cultural Policy	Cultural Institutions	Number of ordinances enacted related to culture, etc
	Cultural Budget	Ratio of budget allocated to culture, etc
	Cultural Projects	Number of culture-related projects by central and metropolitan governments, etc
Cultural Resources	National Heritage	Number of nationally and provincially designated heritage sites, etc
	Arts and Culture	Number of arts and cultural facilities, etc
	Everyday Culture	Number of annual programs run by community culture centers, etc
	Cultural Industries	Number of cultural industry enterprises, etc
Cultural Activities	National Heritage	Number of curators and heritage management personnel, etc
	Arts and Culture	Number of stage arts professionals per 500 seats in performing arts centers, etc
	Everyday Culture	Ratio of legally required librarians secured, etc
	Cultural Industries	Number of employees in cultural industries, etc
Cultural Enjoyment	Arts and Culture Experience	Number of visitors using arts and cultural facilities, etc
	Cultural Experience	Number of users of community culture facilities

Regional Culture Survey Indicator System (as of 2023)
(Source: Ministry of Culture, Sports and Tourism, 2025)

What is needed is not just numbers, but an indicator system connected to theories capable of explaining the cultural and economic changes occurring in urban space.



"New Ways to Look at Seoul's Urban Spaces, How Can We Understand the Everyday Spaces of Seoul?" (Policy Report No. 408, Seoul Institute, 2024.10.14.)

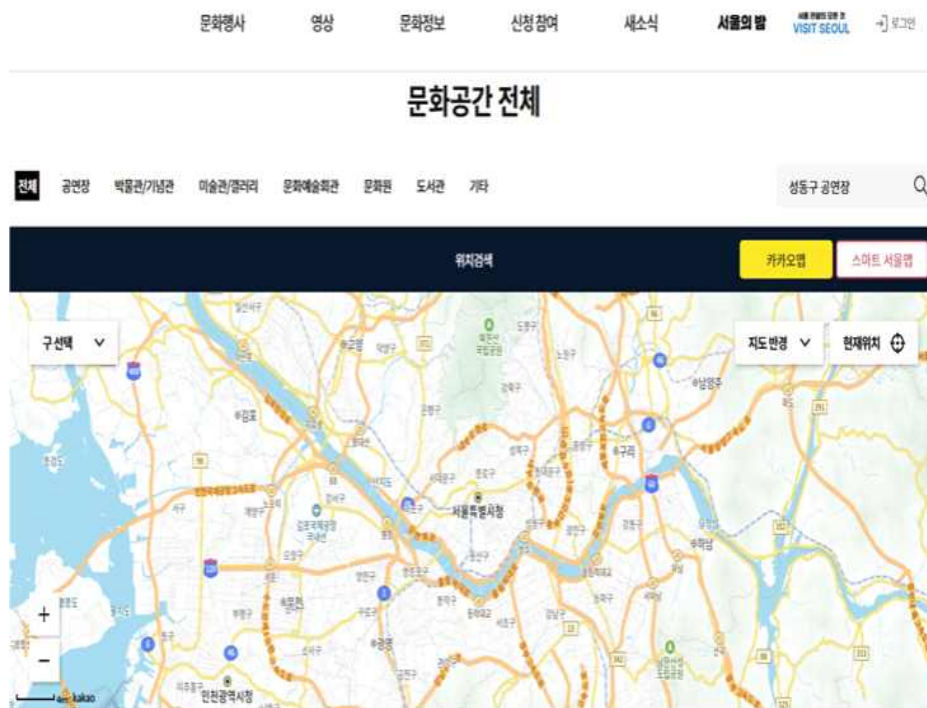
3. Research Background

(3) The Need for Statistical Systems Driving Expansion and Innovation of Cultural Policy in the Digital-AI Era

- **The Process of Building an Urban Attractiveness Statistical System Should Be Leveraged as an Expansion of Cultural Policy and a Platform for Cross-Sectoral Collaboration**
- **Beyond the arts, factors outside the traditional domain of cultural policy—such as natural environment, urban infrastructure, and institutions—constitute important components of Urban Attractiveness.**
 - Since the 2000s, the central government's Local Culture Promotion Policy in Korea, while intended to promote decentralization and autonomy, has in practice narrowed and objectified the concept of "local culture," thus failing to secure adequate attention and engagement from local cultural actors.
 - It is necessary **to broaden the concept and scope of cultural policy** by embracing a more fundamental view of culture as grounded in the lived places of human life, highlighting the importance of locality and cultural attractiveness.
 - By adopting an expanded cultural perspective that incorporates locality and attractiveness, cultural policy should pursue **more organic linkages with other policy areas such as tourism and welfare.**
- **The development of data-sharing platforms should be used both to foster collaboration across diverse policy sectors (e.g., smart city initiatives) and as a catalyst for the Digital Transformation (DX) of cultural policy.**
 - Data relevant to urban attractiveness must be secured through inter-agency collaboration, extending beyond the conventional scope of cultural statistics.
 - A governance system for policy collaboration among related institutions should be established, so that data connected to the new City Attractiveness Compass can be shared and continuously managed within existing statistical platforms such as the Seoul Big Data Campus.
 - This should not be treated merely as a revision of cultural statistics, but as the **formulation of a Digital Transformation (DX) strategy in cultural policy that links big data and smart city initiatives** with citizens' cultural lives.

Fragmented Indicator Systems by Policy Domains

The statistical systems managed separately by different policy institutions—such as the Seoul Cultural Indicators, Seoul Survey, and Big Data Campus—remain fragmented and provide limited services.

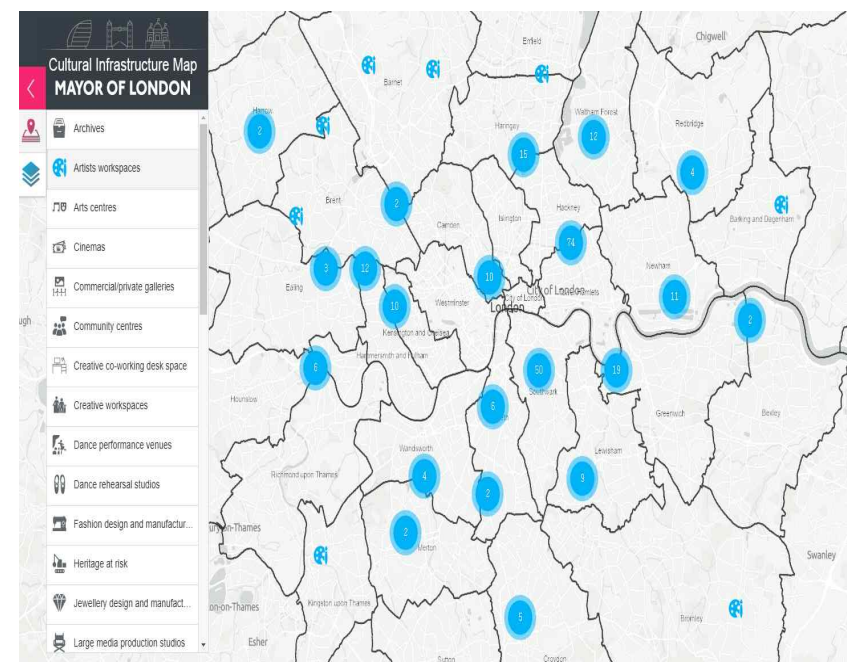


Case: "Cultural Space Finder" Service on the Seoul Culture Portal (Source: Seoul Metropolitan Government website)

vs.

The Need for an Integrated & Shared Platform for Urban Policy Indicators

There is a pressing need to integrate existing competitiveness, tourism, and cultural indicator systems, and to pursue the Digital Transformation (DX) of cultural services through the development of a shared data platform.



Case: Internet Mapping Service Developed After a Cultural Infrastructure Survey by the Greater London Authority (GLA) (Source: London Data Store)

□ **The Need to Fully Overhaul Existing Cultural Statistics by Incorporating Big Data on Citizens' Cultural Activities and Buzz Analysis, to Suit the AI Era**

- **There is a growing need to overhaul existing cultural statistics and incorporate Buzz and big data analysis to better capture the realities of changing cultural life.**
 - The UNESCO Framework for Cultural Statistics (FCS) is scheduled for revision in 2025, and two cultural indicator systems of SFAC are slated for restructuring in 2026.
 - **Big data and AI technologies must be leveraged** to overcome the limitations of traditional cultural statistics, which have been built mainly on infrastructure counts and survey methods.
 - : Example cases include Amsterdam's City Card and the Korea Tourism Organization's Big Data Tourism Consulting.
 - It is also necessary to propose a system for collecting public cultural big data by utilizing tools such as Culture Vouchers and Digital Resident IDs

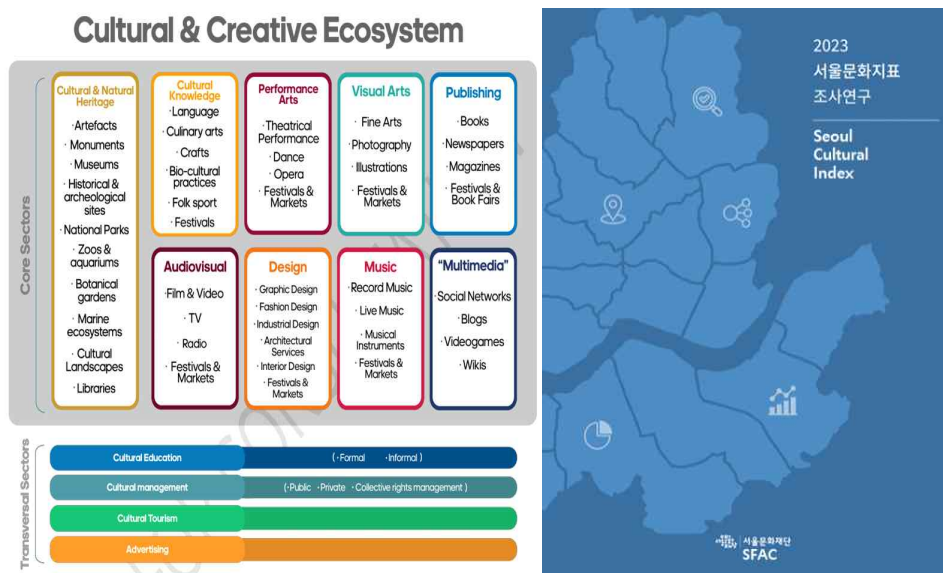
Limitations of Public-Sector- & Infrastructure-Centered Cultural Statistics

vs.

The Need for Buzz and Big Data Analysis that Capture Attractiveness

In the era of digital transformation and AI-driven creation, there is a need to fully restructure existing cultural statistics by applying the fundamentally transformed concept of culture.

The limitations of administrative statistics and survey-based methods can be supplemented through big data on citizens' cultural lives and Buzz analysis of tourists' perceptions of attractiveness.



In 2025, the UNESCO Framework for Cultural Statistics (FCS) will undergo a full revision.
In 2026, both the Seoul Cultural Indicators and the Survey on Citizens' Participation in Culture are scheduled for restructuring.

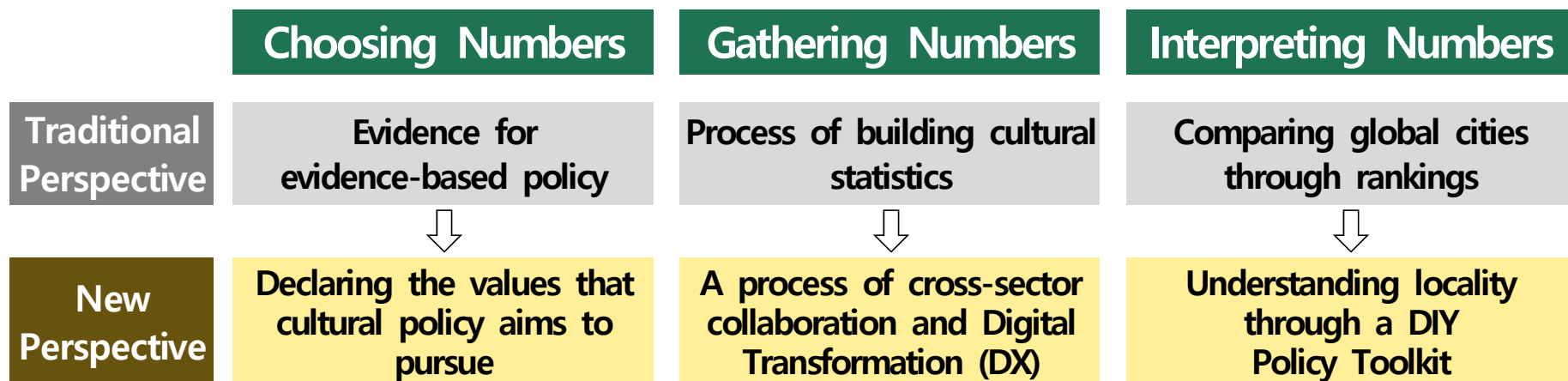


Amsterdam utilizes its City Card both as a cultural information and discount service and as a tool for big data-based tourism strategy analysis.
By contrast, the Seoul Foundation for Arts and Culture (SFAC) has not yet made use of data from approximately 460,000 card users (19,000 participants in the Seoul Youth Culture Pass; 450,000 beneficiaries of the Culture Nuri Card).

4. Distinctive Features of the City Attractiveness Compass

□ A New Perspective on How Cultural Policy Utilizes Numbers

- Amid the dominance of positivist, *evidence-based policy*, the focus should shift from numbers used solely for quantitative analysis and ranking comparisons to a more meaningful use of the processes of collecting and interpreting numbers.
 - Numbers to be collected should not be valued merely as evidence for evidence-based policy, but as a means **to declare the values** that cultural policy seeks to pursue.
 - The process of collecting numbers should not be seen as simple cultural statistics building, but rather as a **process of cross-sector collaboration** and as an opportunity for the **Digital Transformation (DX) of cultural policy**.
 - The collected statistics should not primarily be used for ranking global cities, but instead be managed in the form of a **DIY Policy Toolkit**, enabling local cultural policy actors to develop their own policies based on an understanding of their unique cultural attractiveness.



□ To provide not only statistical indicators of attractiveness but also strategic directions and a data toolkit for city attractiveness.

- Aims to go beyond a ranking-oriented index, presenting an integrated <Compass> that unites the strategic goals and key factor management framework of an attraction-centered urban strategy.

Concept	City Attractiveness Compass (CAC) = Statistical System + Data Toolkit + Strategic Directions						
Functions	Statistics system		KPI system		Policy Direction		DIY Policy Tool-kit
Components	Attractiveness Indicators	+	Initiatives Outcome	+	Trend Analysis	+	Interactive Data Platform

- Pursues a new approach that overcomes the limits of conventional competition- and economy-driven urban indices and tourism-oriented attractiveness policies

- Aiming for Compass framework that balances the global and the local, focuses on residents' sense of attractiveness, and guides the direction and strategy of urban development.

Cities	Assessing Seoul's attractiveness by including diverse local attractiveness resources at the district(Gu) level. <ul style="list-style-type: none"> - System development in 2025 and pilot survey in 2026 will begin with identifying attractiveness resources within Seoul's 25 autonomous districts(Gu). - Future plans include global city comparisons using WCCR data and cooperation with WCCF member cities.
Attractiveness	Emphasizing a shift in focus from competitiveness to attractiveness in urban policy, while expanding the scope of cultural policy beyond the arts. <ul style="list-style-type: none"> - Concerns about attractiveness leading to overtourism <ul style="list-style-type: none"> ⇒ redefining urban attractiveness in broader terms, beyond tourism appeal, to include attractiveness for residents. - The challenge of objectively evaluating attractiveness <ul style="list-style-type: none"> ⇒ presenting Buzz and trend analysis results rather than static statistics on resource distribution.
Compass	Not an index for ranking, but a framework that integrates policy orientation and a management system for key elements. <ul style="list-style-type: none"> - As a new policy direction and management system for urban strategies: City Attractiveness Compass. - A proposed interface for "N Seoul Attractiveness Strategy Consulting" in the form of a DIY Policy Development Data Toolkit.

□ **A Strategic Framework that Overcomes the Limitations of Infrastructure-Centered Administrative Statistics and Presents Trends and Future Directions of the Ecosystem**

- Moving beyond Urban Policy Indicators for public administration's performance management, the goal is to capture the real changes in the urban cultural scene.

Limitations of Existing Urban Policy Indicators	Orientation of the City Attractiveness Compass
▼ <i>Static</i> infrastructure-focused data : Fixed administrative data centered on stock of infrastructure	▲ <i>Dynamic</i> flow of cultural activities : Emphasis on changes in dynamic data such as online activities (Buzz)
▼ <i>Administrative statistics</i> for policy performance management : Decreasing Credibility under the Performance-Oriented Administrative Paradigm	▲ <i>Big data</i> that can support and complement administrative statistics : Incorporating data from private/market ecosystems to serve as validation and complement

- Analysis should also extend from Attractiveness <Resources Mapping> to the Assessment of <Activities> that take place on top of them, and ultimately to Changes in the <Levels> and <Flows> of Attractiveness

Stage of Attractiveness Analysis	Detailed Analysis Content (according to the draft framework)	Nature & Source of Data			
		Given (Statistics)	Achieved (KPI)	Perceived (Surveys/Evaluations)	Analyzed (Trends)
④ Flow Analysis	-Urban cultural attractiveness trends (core attractiveness factors of the year)				●
	-Changes in the urban cultural scene (year-on-year)				●
③ Level Assessment	-Popularity and evaluations (Integrating various tourism attractiveness and competitiveness rankings)			●	(●)
	-Expressed attractiveness (Buzz volume & sentiment analysis)			●	●
② Activity Outcomes	-Private-sector activities (Cultural market size, international awards, and levels of cultural participation)		(●)		●
	-Public-sector projects (Number of Cultural events and audience size)		●		
① Resource Distribution Information	-Milieu (social trust, safety, etc.)	(●)		●	
	-Institution (visa, security, education, health, etc.)		●		
	-Built Environment (housing, transportation, communications, leisure facilities, etc.)	●	●		
	-Natural Environment (topography, geography, climate, etc.)	●	(●)		

5. Research Team Composition

☐ SFAC Research Team

☐ Co-Authors

Co-Authors	Affiliation
Dr. Miree BYUN	Honorary Senior Research Fellow, Seoul Institute
Prof. Jongryn MO	Graduate School of International Studies, Yonsei University
Prof. Wonho JANG	Department of Urban Sociology, University of Seoul
Dr. Hae-bo KIM	Policy Cooperation Office, SFAC (Project Lead & Corresponding Author)

☐ Research managed by Strategic Planning Team, SFAC

☐ Collaborative Research Team

☐ Seoul Metropolitan Government and Affiliated Institutions

- Cultural Headquarters : Department of Cultural Policy
- Digital City Bureau : Department of Digital Policy
- Seoul Institute, etc

☐ International Collaboration

- Cooperation with overseas experts through WCCF and IFACCA cultural policy networks, including participation in on-line surveys.

6. Research Timeline

Monthly Research Progress

March	▷ Establishment of basic research plan : Appointment of research team
April	▷ 1st Research Meeting (Apr. 18) : Research direction set & implementation plan confirmed ▷ Consultations with WCCF Secretariat (Feb. 5) and Amsterdam (Apr. 15) : discussions on collaboration and participation in WCCF Leadership Exchange (eventually withdrawn)
May	▷ 2nd Research Meeting (May 22) : Analysis of existing similar index systems ▷ Presentation of the research plan at the IFACCA Seoul Summit (May 27–29) : Follow-up request for cooperation
June	▷ 3rd Research Meeting (Jun. 18) : Definition of the concept of urban attractiveness and derivation of a draft indicator framework, Discussion of theoretical resources(locality, cultural clusters, urban scene theory, etc.)
July	▷ 4th Research Meeting (Jul. 23) : Expert consultation on Big data–based analysis of urban attractiveness ▷ Publication of Issue Paper Series #1/3 (Jul. 24) “What Makes a City Attractive? – Reflections on Urban Competitiveness Evaluation Systems” (Dr. Miree BYUN) ▷ Discussion with WCCF on joint research (Jul. 24) : Possibility of referencing WCCR data and thematic analysis cases
August	▷ Publication of Issue Paper Series #2/3 (Aug. 14) “Locality and Urban Attractiveness: Implications for Seoul Policy” (Prof. Jongryn MO) ▷ 5th Research Meeting (Sep. 1) : Discussion on the structure of the research report and future writing directions

Monthly Research Progress (Planned Schedule)	
September	<ul style="list-style-type: none"> ▷ Publication of Issue Paper Series #3/3 (Sep. 11, Thu) <ul style="list-style-type: none"> "Interpreting Changes in Urban Attractiveness through Urban Scene Theory" (Prof. Wonho JANG) ▷ 6th Research Meeting (Sep. 29, Mon) : Expert consultation on Nighttime Culture by Vibe Lab
October	<ul style="list-style-type: none"> ▷ Introduction of research at the WCCF Summit (Amsterdam, Oct. 15–17) ▷ Online Survey <ul style="list-style-type: none"> - Respondents: WCCR authors, WCCF member city officials, IFACCA Summit participants, overseas cultural policy experts, domestic experts, and participants of the Seoul International Forum for Arts(STAF). - Content: (see attached detailed questionnaire) <ul style="list-style-type: none"> Q1. Research Background and Necessity <ul style="list-style-type: none"> : The need to develop the City Attractiveness Compass as a new urban–cultural policy indicator. Q2. Concept and Components of City Attractiveness <ul style="list-style-type: none"> : Expert opinions on the draft definition of an "Attractive City" and detailed attractiveness factors. Q3. Elements of Seoul-ness and its Attraction <ul style="list-style-type: none"> : Understanding the concept of "Seoul-ness" and identifying its core attractiveness factors. Q4. Willingness to Participate in Future Collaborative Research <ul style="list-style-type: none"> : Sharing related data and presenting case studies of urban attractiveness development projects. ▷ 7th Research Meeting (Oct. 24) : Preparation for international forums and expert workshop
November	<ul style="list-style-type: none"> ▷ Expert Workshop on Cultural Strategies for Attractive Cities (Nov. 3) : Field visits followed by a roundtable ▷ Seoul International Forum for Arts – Session 3: Policy Talk (Nov. 4, Tue, DDP) : Presentation of research content
January 2026	<ul style="list-style-type: none"> ▷ Publication of the research report ▷ Pilot data collection incorporated into the revised Seoul Cultural Indicators and Survey on Citizens' Participation in Culture (from Feb. 2026). <ul style="list-style-type: none"> - Data collection: Using the revised Seoul Cultural Indicators - Pilot City Attractiveness Compass results presentation: October 2026.

7. Expected Applications and Impacts

☐ Development of New Urban Policy Indicators for the “City of Arts & Attraction”

- Establish an indicator framework that reflects city’s policy orientation, free from the influence of rankings announced by foreign consulting firms.
- Present a policy indicator system that integrates urban competitiveness + quality of life + tourism + culture into a culture–attractiveness perspective.

☐ Developing Global Cultural Policy Leadership through the New Cultural Policy Agenda

- Through joint research with WCCF and other entities, position Urban Attractiveness as a major agenda for the future cultural policies of world cities.

☐ (Internally) Revision of the Seoul Cultural Indicators and Initiating District-Level Cultural Policy Consulting

- At a time when comprehensive reform of cultural indicator systems such as the UNESCO Framework for Cultural Statistics (FCS) is underway, this research will serve as a preliminary study for the 2026 revisions of the Seoul Cultural Indicators and the Survey on Citizens’ Participation in Culture.
- To Develop the City Attractiveness Compass to support the revitalization of district-level cultural policies, which often suffer from declining interest in cultural policy.
- To Contribute to SFAC’s digital transformation through the utilization of cultural big data: propose ways to harness data from the Culture Voucher and Seoul Youth Culture Pass, and to upgrade cultural information services linked with cultural statistics.

8. Collaborative Research

SFAC cordially invites global partners to engage in collaborative research.

Fields of Collaboration	Details of Collaboration	Examples / Planned Initiatives
① Discourse Formation	▷ To Mention the necessity of Attraction-Centered Urban Strategy and New Cultural Statistics in upcoming reports on cultural statistics and urban strategies.	-Hope to link with WCCR 2025
	▷ To Disseminate key ideas through SFAC publications and forums	-Host Seoul International Forum for Arts(Nov. 4, 2025, DDP)
② Provision of Comparable Case Studies for inclusion in the research report	▷ To Share cases of urban development strategies centered on locality and attractiveness of the city	-Hope to include case studies from WCCF member cities
	▷ To Provide examples of new cultural statistics development	
	▷ To Provide examples of big data utilization and digital transformation (DX) in cultural policy.	-Hope to include a case study on Amsterdam
③ Review of the City Attractiveness Compass Draft	▷ To Reflect experts' feedback on the draft concept and framework of city attractiveness. (Expert opinions will be individually cited by name in the report.)	-Invite to Expert survey https://brunch.co.kr/@seaokof/112
④ Pilot Comparison of City Attractiveness Factors (2026)	▷ To apply the framework to profiling cities' key attractiveness in 2026 — not for ranking, but for exploring urban attractiveness for new strategy development.	-Hope to use WCCR data for basic comparative analysis between Seoul and global cities
		-Hope to do deeper data comparisons with interested partner cities
⑤ Development of a Shared Data Platform (2026)	▷ To build a system to accumulate and share statistical data for each indicator of the City Attractiveness Compass.	-Plan to link with <Seoul Big Data Campus>

👉 For inquiries on collaborative research, please contact Dr. Hae-bo KIM (sea@sfac.or.kr)

<Appendix 1> Draft Table of Contents for the Research Report

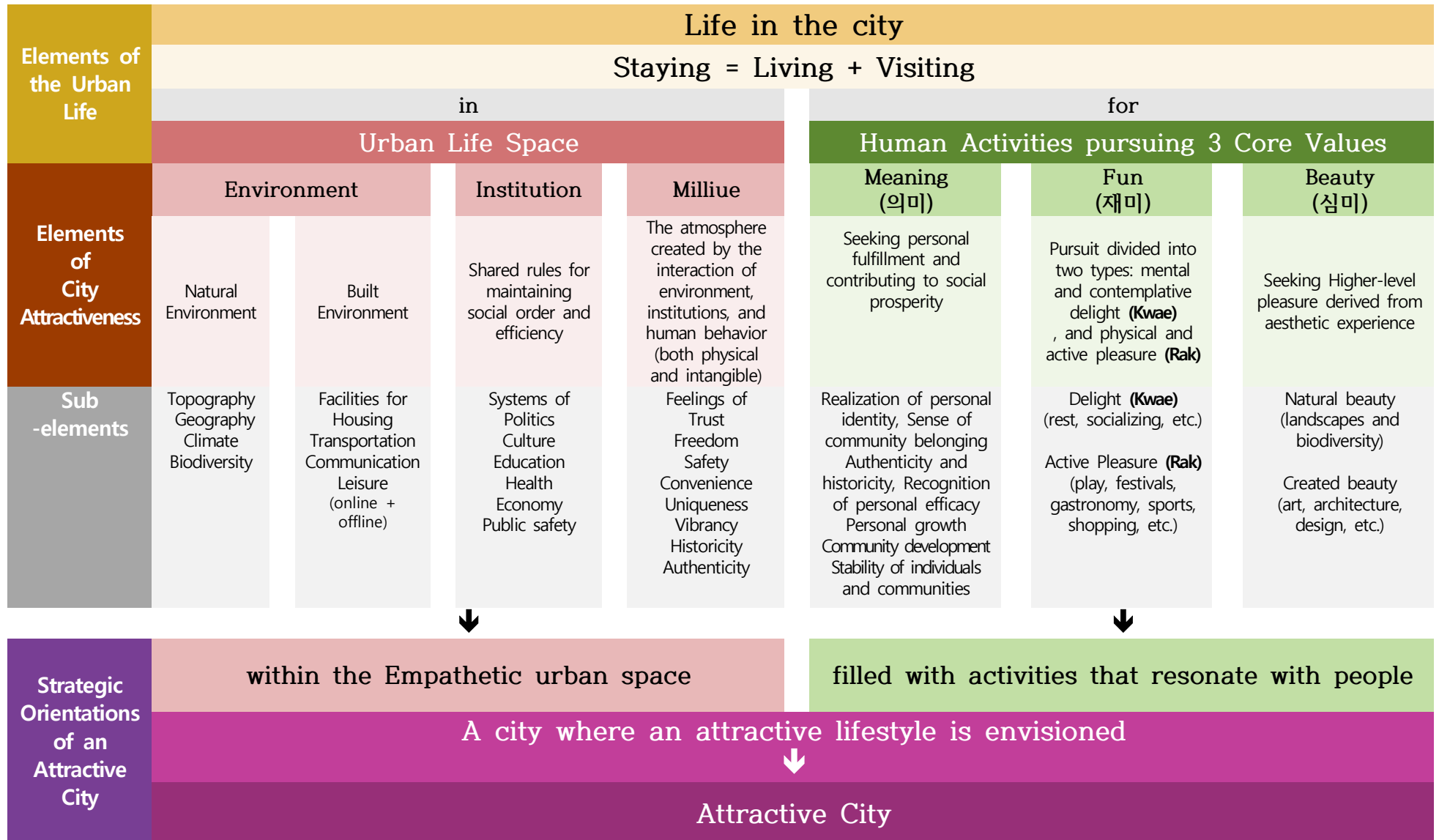
Table of Contents (Draft)	Proposed Collaborative Research
1. Research Background	
1-1. Current Status and Limitations of Urban Policy Indicators	
- Limitations of economic competitiveness-centered urban indicator systems and possible improvements	
- Necessity of new urban policy indicators	Expert surveys
1-2. Urban Attractiveness	
- Urban attractiveness as an emerging dimension of city competitiveness	
- Key elements of attractiveness	Expert surveys
- Case studies on elements of attractiveness emphasized in global cities	Case study : WCCF member cities
2. Development Direction of the City Attractiveness Compass	
2-1. Explaining Urban-Cultural Trend Changes through Attractiveness	
- Theories to interpret cultural change in urban spaces	
- Understanding Seoul's attractiveness through locality	
2-2. New Statistical Framework for Future Cultural Policy	
- Cultural Policy and Big Data	Case study : Amsterdam City Card, etc.
- Reforming cultural policy via new cultural statistics	Case study : UNESCO Framework for Cultural Statistics revision
2-3. Locality-Based Urban Strategy Toolkit	
- New integrated urban indicators centering culture	
- Toolkit for developing multiple "Seoul Attractiveness Strategies"	
3. Proposal of the City Attractiveness Compass	
3-1. Building City Strategies with Local Attractiveness	
3-2. Framework Overview of the City Attractiveness Compass	
3-3. Detailed Indicator Items	
3-4. Policy Proposals for Attractive Seoul	
4. Future Tasks	
4-1. Pilot Data Collection	
4-2. Inter-city Collaboration	WCCR data sharing
4-3. Building a Shared Data Platform for Attractiveness Indicators	
Appendix: Definitions and Data Sources for Each Indicator Item	

<Appendix 2> Draft Framework of the City Attractiveness Compass (CAC)

□ Concepts used to Define the <City Attractiveness Compass>

Urban-life	<p>◎Life in the city \approx Staying = <Living> + <Visiting> \approx Human activities pursuing <three core values> within the <Urban Life Space></p>
City Attractiveness	<p>◎City Attraction = The power to attract <Investors> + <Visitors> + <Relationship-based Populations> + <Creative Talents> + <Residents> = <Inner charm (inherent value)> + <Outer appeal (magnetic force)> ◎Perceived Urban Attractiveness = <The attractiveness I personally resonate with> + <The attractiveness expressed or evaluated by others (e.g., Buzz)></p>
Sub-elements of Urban-life & City Attractiveness	<p>◎Elements of the Urban Life Space = <Environment> + <Institution> + <Milliue> ◎Environment = <Natural Environment> + <Built Environment> ◎Natural Environment = <Topography> + <Geography> + <Climate> + <Biodiversity> ◎Built Environment = <Housing Facilities> + <Transportation Infrastructure> + <Communication Infrastructure> + <Leisure Facilities> ◎Human Activities pursuing 3 Core Values = <Meaning>(의미) + <Fun>(재미) + <Beauty>(심미)</p>
Strategic Orientations of an Attractive City	<p>◎Attractive City = A city where an attractive lifestyle can be envisioned and realized within an empathetic urban space, enriched by activities that foster shared empathy among people. ◎Empathy = the feeling of <accepting the world as sensed by others> + <having my own sensed world accepted></p>

□ The Framework and Sub-Components of City Attractiveness Compass(draft)



□ Detailed Indicator Items (Adapted from Similar Index Systems) and Strategy proposal¹⁾

Legend: ◆ Statistical Data (Global/Administrative/Private Sector), ◎ Survey, ★ Buzz Analysis, ◇ Expert Analysis (including qualitative, trend, and big data analysis),
* : Indicator also used by WCCR

Category	Urban Life Space				Human Activities for 3 Goals		
Elements of City Attractiveness	Environment		Institution	Millieu	Meaning	Fun	Beauty
	Natural Environment	Built Environment	Shared rules for maintaining social order and efficiency	The atmosphere created by the interaction of environment, institutions, and human behavior (both physical and intangible)	Seeking personal fulfillment and contributing to social prosperity	A pursuit divided into two types: mental and contemplative delight (Chwei), and physical and active pleasure (Rak)	Higher-level pleasure derived from aesthetic experience
Sub-elements	Topography Geography Climate Biodiversity	Facilities for Housing Transportation Communication Leisure (online + offline)	Systems of Politics Culture Education Health Economy Public safety	Feelings of Trust, Freedom, Safety, Convenience, Uniqueness, Vibrancy, Historicity Authenticity	Realization of personal identity, Sense of community belonging, Authenticity and historicity, Recognition of personal efficacy Personal growth Community development Stability of individuals and communities	Delight (Chwei) (rest, socializing, etc.) Active Pleasure (Rak) (play, festivals, gastronomy, sports, shopping, etc.)	Natural beauty (landscapes and biodiversity) Created beauty (art, architecture, design, etc.)
Indicators (drat)	◆Green coverage rate* ◆Number of parks* ◆Uniqueness of natural environment (waterfronts, mountains, deserts, etc.) ◆Climate comfort	◆Housing stability ◆Transportation infrastructure ◆Internet accessibility* ◆Number of large sports facilities ◆Proportion of nearby sports facilities ◆Public square area	◆Freedom of expression ◆Freedom of residence/move ◆Traveler convenience systems ◆Hospitality toward foreigners ◆Anti-discrimination /hate policies ◆Ratio of cultural budget* ◇Creative class /industry support systems ◆Higher education participation rate ◆Level of public healthcare	◎Cultural diversity sensitivity ◆Population diversity index* ◆Public safety (crime rate, trust in security) ◎Social trust level ★Expressed attractiveness (Buzz analysis results) ◇Evaluated attractiveness (assessments by major media)	◆Number of cultural heritage sites* ◆Cultural infrastructure (number/distribution /density)* ◇Openness of cultural facilities ◆Number of cultural districts ◎Level of cultural participation* ◎Life satisfaction	◆Local commerce vitality ◆Number of festivals ◆Number of festival participants ◆Night-time cultural vibrancy ◆Number of outdoor cultural events ◆Number of theme parks ◆Number of large shopping malls ◆Number of visitors* ◆Number of international events ◆Level of tourism infrastructure ◆Cultural consumption expenditure	◆Registered architectural heritage ◆Public art works ◆Awards in arts sector ◇Vitality of cultural/arts ecosystem ◆Size of art market ◆National parks, UNESCO natural heritage sites* ◆Botanical gardens / Arboreturns*
Strategy	Urban Attractiveness Buzz Analysis + Analysis of Changes in the Urban Cultural Environment + Trend Analysis of Urban Attractiveness Factors + Future Strategy Proposals for Attractive Cities						

1) Detailed comparison of indicator definitions: https://docs.google.com/spreadsheets/d/1D6_hTDp3VvAWJh6aiJmOL8q6zFVmStaSuY_SqHLAgk/edit?gid=519677668#gid=519677668