

MOSCOW 2016 IS



LABORATORY
OF URBAN STUDIES
MOSCOW INSTITUTE
OF ARCHITECTURE



NEW PLANNING
PERSPECTIVES

MOSCOW IS:

- ONE OF THE WORLD'S LARGEST METROPOLITAN CITIES AND A MAJOR AGGLOMERATION
- THE CAPITAL OF A STATE WITH THE HIGH LEVEL OF CENTRALIZATION
- A MEGACITY OVERBURDENED WITH ITS ROLES OF A POLITICAL CENTRE AND A MAJOR TRANSPORT HUB
- A METROPOLIS THAT HAS NO RIVALS IN THE COUNTRY



17 TO 20 MILLION RESIDENTS

CONSEQUENCES

- THE NATION'S MAIN CENTRE OF GRAVITY



CONTINUOUS POPULATION GROWTH

- SLOW RESPONSE TIME TO CHANGE



MAJOR TRENDS ARE SET TO PERSIST

AT LEAST FOR THE MEDIUM TERM



URBAN DEVELOPMENT CHALLENGES

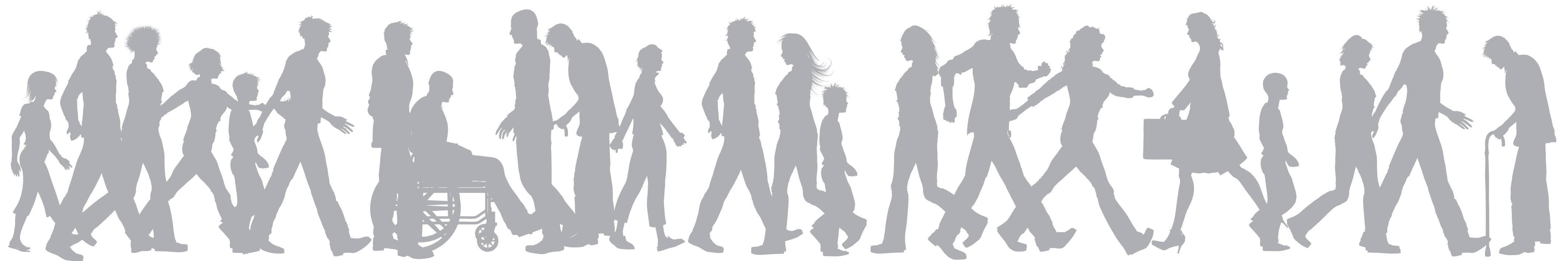


MOSCOW FACED SEVERAL CHALLENGES IN ITS DEVELOPMENT AT THE TURN OF 2000-2010S

- **DEMOGRAPHY**
- **LAND USE AND HOUSING**
- **URBAN ENVIRONMENT QUALITY**
- **TRANSPORT**
- **CITY GOVERNANCE**

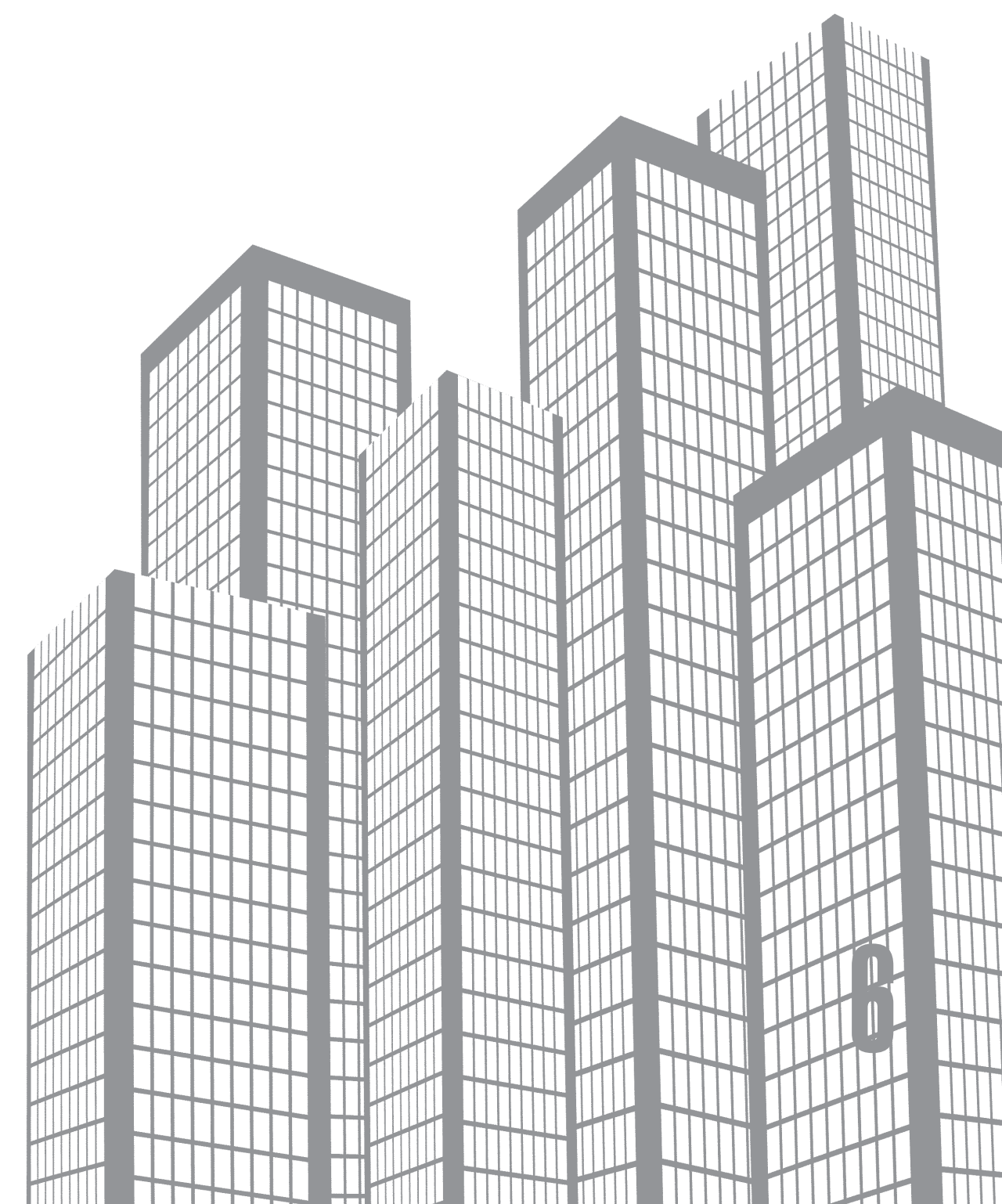
DEMOGRAPHY

- **RAPID POPULATION GROWTH, DRIVEN PRIMARILY BY MIGRATION**
- **PROBLEMS WITH INTEGRATING NEW CITY RESIDENTS AND FORMING CITYWIDE AND LOCAL COMMUNITIES**



LAND USE AND HOUSING

- THE LAND USE PATTERN **IS OUTDATED** AND DOES NOT MEET THE DEMANDS OF THE MODERN ECONOMY AND THE NEEDS OF MUSCOVITES. THE INTERESTS OF INVESTORS DOMINATE OVER THE PUBLIC ONES
- CITY DEVELOPMENT REGULATION **IS INEFFICIENT**
- HOUSING **IS NOT AFFORDABLE** FOR LARGE GROUPS OF POPULATION
- VARIATION OF THE HOUSING PRODUCTS **IS LIMITED.** QUANTITY-BASED INDICATORS OF HOUSING DEVELOPMENT ARE PRIORITISED OVER QUALITY-BASED CHANGES
- **SUBSTITUTES FOR HOUSING** ARE WIDESPREAD
PART OF SOVIET-BUILT MASS HOUSING IS SUBJECT **TO TEAR AND WEAR**



URBAN ENVIRONMENT QUALITY

- **SIGNIFICANT QUALITATIVE GAP BETWEEN VARIOUS DISTRICTS OF THE CITY**
- **MAJOR AREAS OF EMPLOYMENT ARE NOT MATCHED WITH MAJOR RESIDENTIAL AREAS**
- **OUTLYING DISTRICTS LACK A FULL-SCALE URBAN ENVIRONMENT AND SPATIAL STRUCTURE FAVORABLE FOR SMALL AND MEDIUM-SIZED BUSINESS LOCATION AND DEVELOPMENT**



TRANSPORT



- THE USE OF PRIVATELY OWNED VEHICLES IS EXCESSIVE
- INERTIAL AUGMENTATION OF EXISTING SYSTEM WITHOUT INTRODUCTION OF NEW TYPES AND MODES OF TRANSPORTATION. THIS LACKS OPPORTUNITIES TO RISE RADICALLY VARIETY AND INTENSITY OF CITIZENS' MOBILITY

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IN 2012

CITY GOVERNANCE

- NO COORDINATION BETWEEN CITY MANAGEMENT AND GOVERNANCE OF NEIGHBORING REGIONS
- THE CITY GOVERNANCE SYSTEM IS NOT ADAPTIVE ENOUGH TO ENSURE DEVELOPMENT
- THE POTENTIAL OF LOCAL SELF-GOVERNANCE IS NOT REALISED IN FULL
- NO EFFECTIVE TOOLS FOR INVOLVING RESIDENTS IN DECISION-MAKING
- A GROWING RISK OF URBAN DEVELOPMENT CONFLICTS AS BUILT-UP AREAS ARE TRANSFORMED
- NO EFFICIENT GOVERNANCE TOOLS OR DEVELOPMENT MODELS FOR BUILT-UP AREAS
- A GAP BETWEEN THE QUALITY OF STATE SERVICES AND RESIDENTS' EXPECTATIONS



GOVERNANCE TASK HIGHLIGHTS

- **CATCH UP WITH THE CITY:**

MANAGING A LARGE AND EVER-GROWING SYSTEM

- **A CITY FOR ALL:**

THERE IS A NEED TO MEET THE INTERESTS OF MANY DIVERSE SOCIAL GROUPS, WHILE THE INTERESTS MAY OFTEN BE CONFLICTING

- **SCRUPULOUS CUSTOMERS:**

RESIDENTS HAVE A HIGH AND GROWING DEMAND FOR THE QUALITY OF LIFE AND CITY MANAGEMENT

- + **A CULTURE OF ACTIVE PUBLIC INVOLVEMENT IN URBAN DEVELOPMENT HAS NOT YET BEEN**

ESTABLISHED, DUE IN LARGE PART TO THE CITY'S RAPID GROWTH AND A LARGE NUMBER OF "NEW MUSCOVITES"

FEATURES OF CITY GOVERNANCE

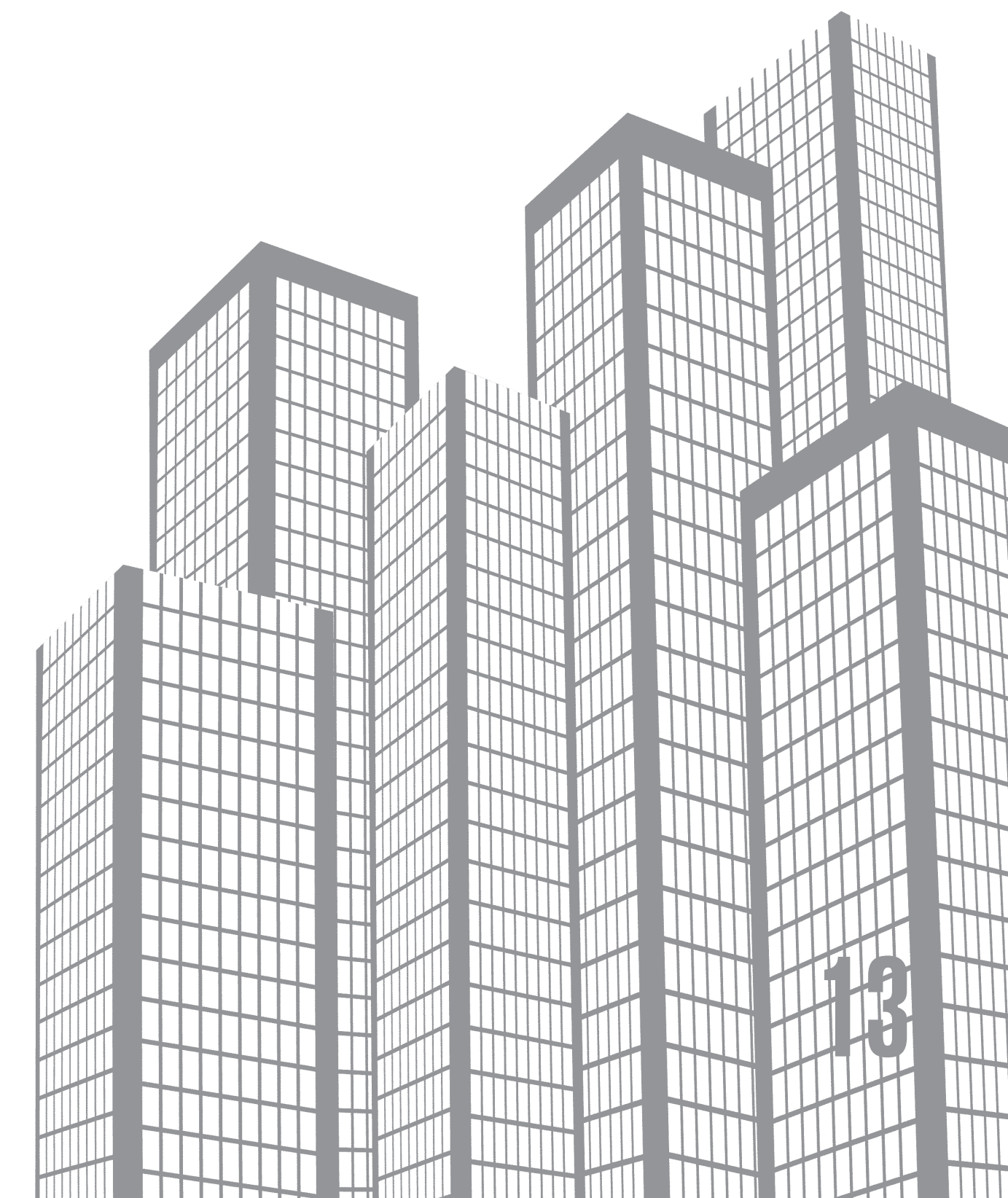
- MOSCOW IS A STAND-ALONE CONSTITUENT ENTITY WITHIN THE RUSSIAN FEDERATION, WHICH CONFERS ON THE CITY GOVERNMENT SUBSTANTIAL POSSIBILITIES AND AUTHORITY
- TERRITORIAL DIVISION: CITY → AREAS → DISTRICTS
CITY AUTHORITIES → SECTOR-SPECIFIC → SERVE AS MAIN DECISION-MAKING CENTRES
→ TERRITORIAL → LOCAL GOVERNMENT HEADS IN AREAS AND DISTRICTS
ARE APPOINTED, NOT ELECTED
- MUNICIPAL GOVERNMENT BODIES → DISTRICT COUNCILS (EXECUTIVE) → In most cases, district council are in charge of taking decisions
→ MUNICIPALITIES (ELECTED)

KEY POSITIVE CHANGES

AREA	POSITIVE CHANGES
URBAN DEVELOPMENT	<ul style="list-style-type: none">• Programme to renovate industrial zones• Programme for major housing repairs
TERRITORIAL DEVELOPMENT	<ul style="list-style-type: none">• Polycentric development principle• Promoting equal territories• Inventing a new mission for the city centre
TRANSPORT	<ul style="list-style-type: none">• Policy to prioritise public transit over other means of transport• Construction of the Moscow Central Ring
CITY GOVERNANCE	<ul style="list-style-type: none">• Enhanced accessibility of government services• Digital revolution• Developing feedback tools and getting people involved in city governance

URBAN DEVELOPMENT

- PROGRAMME TO RENOVATE INDUSTRIAL ZONES
- PROGRAMME FOR MAJOR HOUSING REPAIRS



INDUSTRIAL ZONE RENOVATION

CHALLENGE →

To carry out all construction on city outskirts

RESPONSE

Former industrial zones as a source of untapped territory

INDICATORS OF SUCCESS

- **Former industrial zones cover 17% of total city territory, while accounting for 20% of all real property built in 2016**
- **Construction is underway in 15 zones, and plans have been approved for 46 territories with over 40 projects at the design stage**

MAJOR HOUSING REPAIRS

CHALLENGE ➔

Some residential buildings are in need of major repairs due to wear and tear

RESPONSE

City programme for major housing repairs paid for by residents

PROBLEM ➔

Scope of needed work vs tariff rate

SOLUTION

Higher tariffs to pay for a comprehensive renovation effort

INDICATORS OF SUCCESS

- Payment collection at 93%
- Moscow is ahead of all other regions in major housing repairs

TERRITORIAL POLICY

CHALLENGE →

Substantive inequality among territories:

- **Major gap in terms of the quality of life depending on district**
- **Uneven distribution of business and residential neighborhoods**
- **Underdeveloped urban environment on the outskirts**

RESPONSE

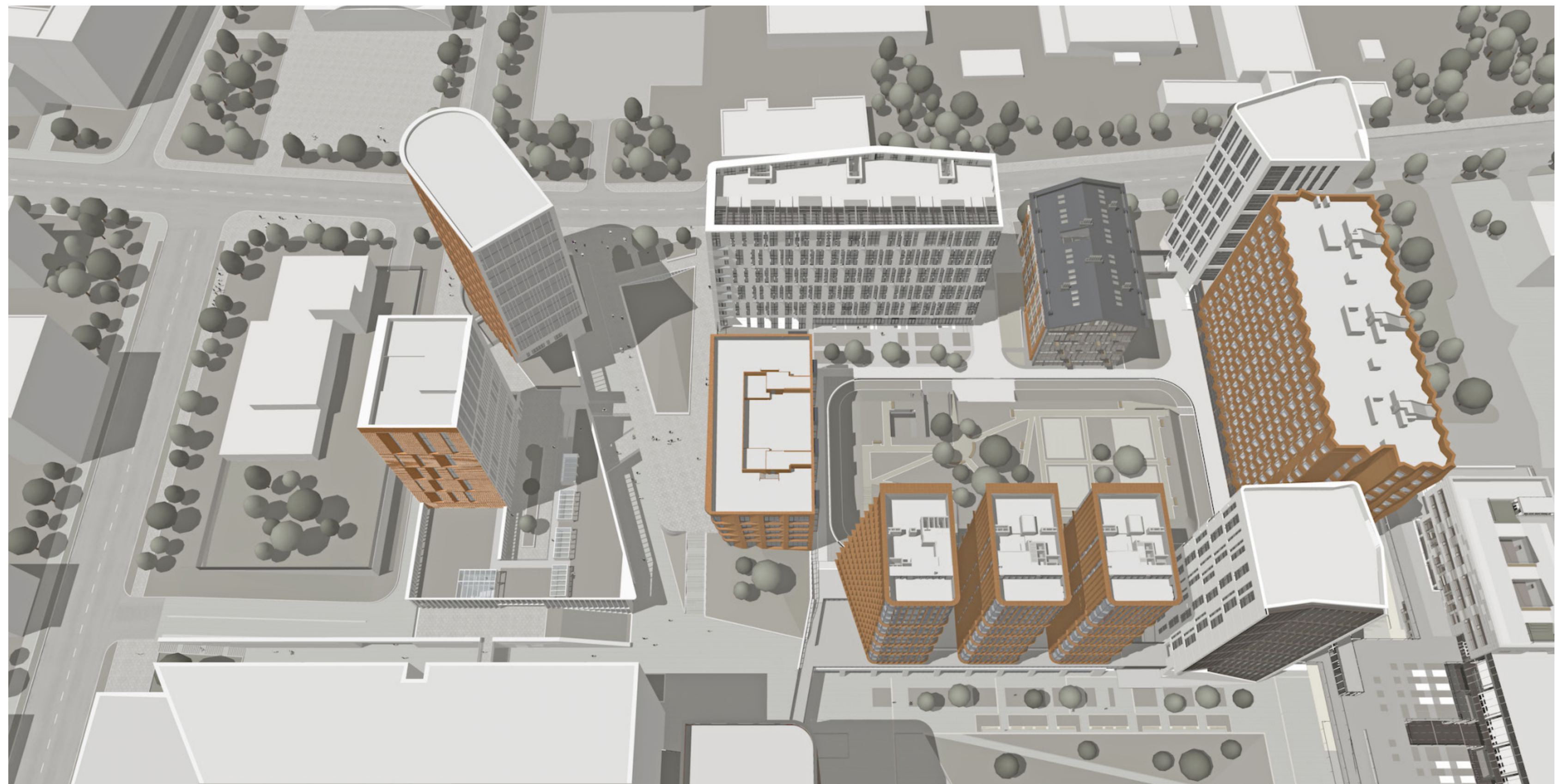
Polycentric development:

- **New construction: 'city within a city' principle.**
- **Existing districts: achieving a homogenous urban environment**
- **City centre: new mission**

'CITY WITHIN A CITY'

MULTI-PURPOSE RESIDENTIAL COMPLEXES:

- Residential property
- Social infrastructure
- Commercial real estate (future jobs)
- Recreational areas
- Transport infrastructure



PROMOTING EQUAL TERRITORIES

- PROGRAMME TO DEVELOP TECHNOLOGY PARKS
- SCHOOL REFORM: RESOLVING THE ISSUE OF 'BAD SCHOOLS'
- RECREATIONAL FACILITIES ON THE CITY'S PERIPHERY



PROGRAMME TO DEVELOP TECHNOLOGY PARKS

TECHNOPARKS = SME-FRIENDLY ENVIRONMENT

- ready-to-use infrastructure
- subsidised lease
- tax benefits

INDICATORS OF SUCCESS

2016 – 26 technology parks, 1,400 companies, 32,000 jobs

2017 – 60 technology parks



RESOLVING THE ISSUE OF 'BAD SCHOOLS'

CHALLENGE ➔

Public school quality varies greatly

RESPONSE

Combining schools in educational complexes with leading schools acting as development drivers for those falling behind

INDICATORS OF SUCCESS

- **The share of school students obtaining a high (220 and higher) score on the Unified State Examination has increased by a factor of 2.3 since 2011;**
- **The number of schools with students winning regional and national contests increased by a factor of 2.5 since 2010**
- **The number of Moscow schools in the top 500 increased by a factor of 1.8 since 2013**

RECREATIONAL FACILITIES ON THE CITY'S PERIPHERY

CHALLENGE ➔

Residential neighbourhoods have little to offer in terms of recreation

RESPONSE

Creating conditions for various activities

INDICATORS OF SUCCESS

- **More than 200 new parks on the city periphery**
- **Playgrounds and courts for all residential buildings**
- **Transforming local libraries into cultural centres**

CITY CENTRE: NEW MISSION

CHALLENGE →

Unfriendly city centre

RESPONSE

- **Comprehensive effort to renovate city centre (My Street programme):**
new look + pedestrian priority
- **City events: street festivals year-around**



TRANSPORT

- POLICY TO PRIORITISE PUBLIC TRANSIT OVER OTHER MEANS OF TRANSPORT
- CONSTRUCTION OF THE MOSCOW CENTRAL RING



POLICY TO PRIORITISE PUBLIC TRANSIT OVER OTHERS

PUBLIC TRANSIT HAS BECOME →

- **More user-friendly** (fleet upgrade)
- **More convenient** (navigation, timetables, payment options)
- **More diverse** (Moscow Central Ring, promoting taxis, car sharing, bike share)

INDICATORS OF SUCCESS

- **Surface transit:** capacity up 31%
- **Car sharing:** launched in 2015, reached 1 million rides in September 2016
- **Bike share:** number of bikes up 6-fold in 2013–2016, as the number of rides taken grew 21-fold

PROMOTING PUBLIC TRANSIT OVER CARS →

Bus lanes, fewer parking spaces, paid parking

INDICATORS OF SUCCESS

Public transit is 20%–30% faster than taking a car

OUTCOME

Getting around the city takes less time despite the growing number of cars

MOSCOW CENTRAL RING

NEW KIND OF TRANSPORT IN MOSCOW →

- The biggest surface metro system in the world
- Passenger-friendly
- Improves connectivity within the city, offers new opportunities for development

RESULTS

54 kilometres, **31** stations

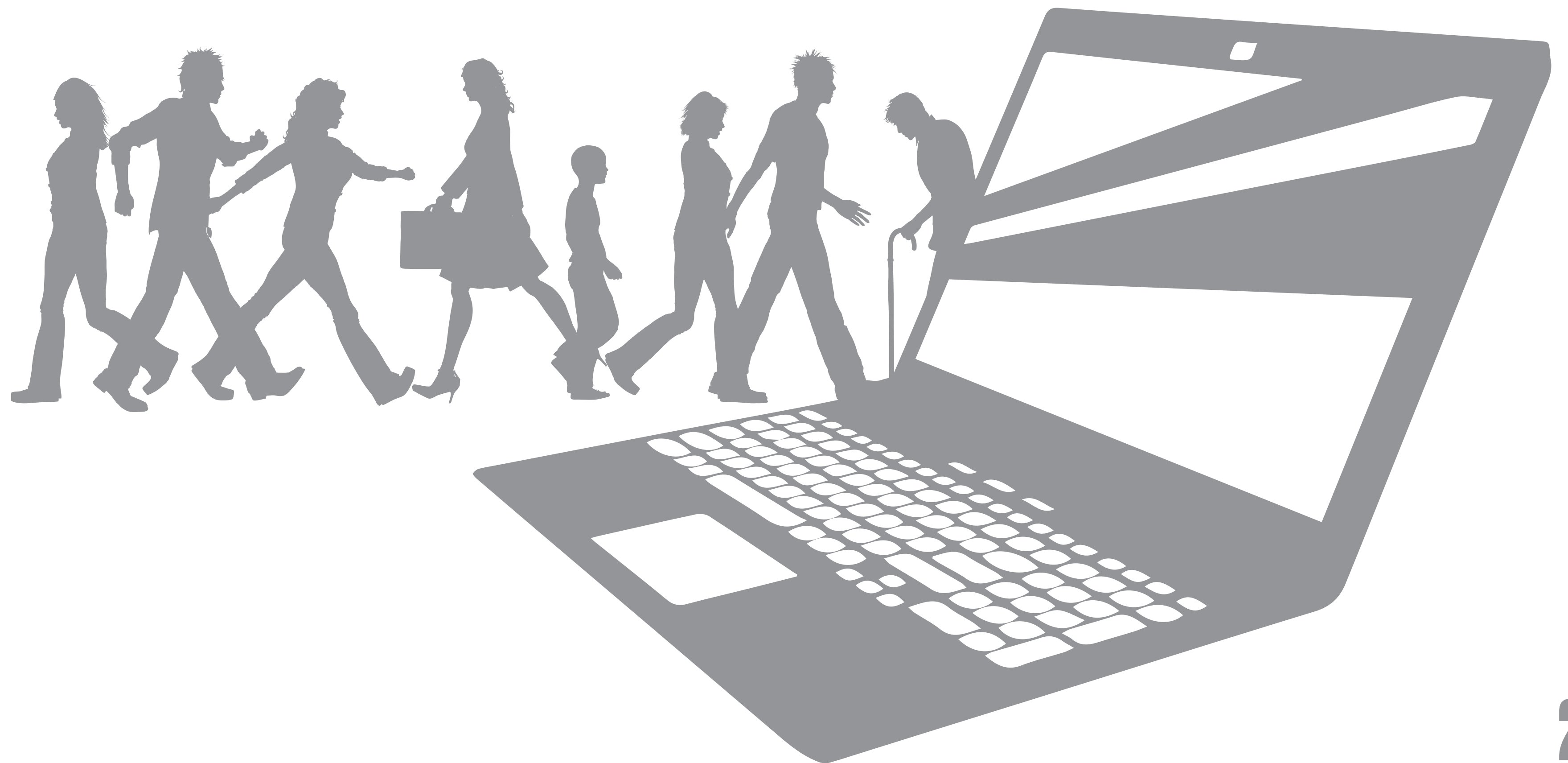
13 stations linked to the metro, and **9** to commuter rail
unified ticket system for all public transit
less than **6-minute** intervals during peak hours

INDICATORS OF SUCCESS

260,000 passengers per day

CITY GOVERNANCE

- **ENHANCED ACCESSIBILITY OF GOVERNMENT SERVICES**
- **DIGITAL REVOLUTION**
- **DEVELOPING FEEDBACK TOOLS AND GETTING PEOPLE INVOLVED IN CITY GOVERNANCE**



ENHANCED ACCESSIBILITY OF GOVERNMENT SERVICES

NEW KIND OF TRANSPORT IN MOSCOW →

- Streamlining regulations to make it easier for people to access government services and make them more time-efficient
- Creating people-friendly offline infrastructure for providing government services (My Documents centres)
- Promoting e-government services
- Gradual transition to providing government services through a mobile app

INDICATORS OF SUCCESS

- Government services available in any district, **7 days** a week, with an average waiting time of **3 minutes**
- **45%** of Moscow residents use e-government services
- The share of services available online reached **50%**

DIGITAL REVOLUTION

USING TECHNOLOGY TO ENHANCE GOVERNMENT EFFICIENCY

TECHNOLOGY INFRASTRUCTURE CREATION →

- Increasing internet coverage and quality; developing video surveillance and monitoring, etc.

INDICATORS OF SUCCESS

- Up 147 spots since 2012 in Innovation Cities Global Index (now ranked 45th);
- Wi-fi on all public transit
- Broadband available to 99.4% of households

TECHNOLOGY RESOLVING GOVERNANCE ISSUES →

- Objectives level: as complex as devising technology frameworks for managing specific sectors and industries
- Using big data in government decisions

INDICATORS OF SUCCESS

- Integrated Medical Information and Analytical System (IMIAS): managing outpatient clinics

CITY RESIDENTS — GOVERNMENT: NEW COMMUNICATION

OPTIONS OFFERED TO CITY RESIDENTS

Receive news

DIRECT INFORMATION →

e-mail, sms

INDICATORS OF SUCCESS

- 'Mosrobot': personal on-line helper

Monitor the authorities' performance

OUR CITY (GOROD.MOS.RU) →

receiving applications

INDICATORS OF SUCCESS

- takes on average 4 days to resolve a complaint
- more than 900,000 users
- the number of applications is 350 times higher compared to paper forms

Express opinions

ACTIVE CITIZEN (AG.MOS.RU) →

e-referendums

INDICATORS OF SUCCESS

- more than 1.4 million users
- more than 1,800 issues voted on

Put forward ideas

CROWD.MOS.RU →

crowdsourcing platform

INDICATORS OF SUCCESS

- more than 125,000 participants, 11,000 projects

GROWTH AREAS: URGENT ISSUES

- **INTERACTION BETWEEN MOSCOW AND THE MOSCOW REGION: COORDINATING EFFORTS TO DEVELOP THE METROPOLITAN AREA**
- **NEW URBAN DEVELOPMENT SOLUTIONS: AN ALTERNATIVE TO MASS HIGH-RISE DEVELOPMENTS**
- **ENHANCING CONSISTENCY IN CITY GOVERNANCE: COORDINATING EFFORTS IN VARIOUS SECTORS**
- **FURTHER DEVELOPING CITIZEN ENGAGEMENT TOOLS**
- **FURTHER ENHANCING TRANSPORT CONNECTIVITY WITHIN THE CITY**

