

VALUE

≠

MONEY

THE PRINCIPLES BEHIND GOOD PROJECTS

Markus Appenzeller:MLA+



VALUE



is not always

MONEY

THE PRINCIPLES BEHIND GOOD PROJECTS

Markus Appenzeller:MLA+



**What we can/should we do to
make our cities more:**

- **diverse**
 - **dynamic**
 - **long lasting**
 - **adaptable**
- ?**



**What we can/should we do to
make our cities more:**

- **diverse**
- **dynamic**
- **long lasting**
- **adaptable**

?

generate value!

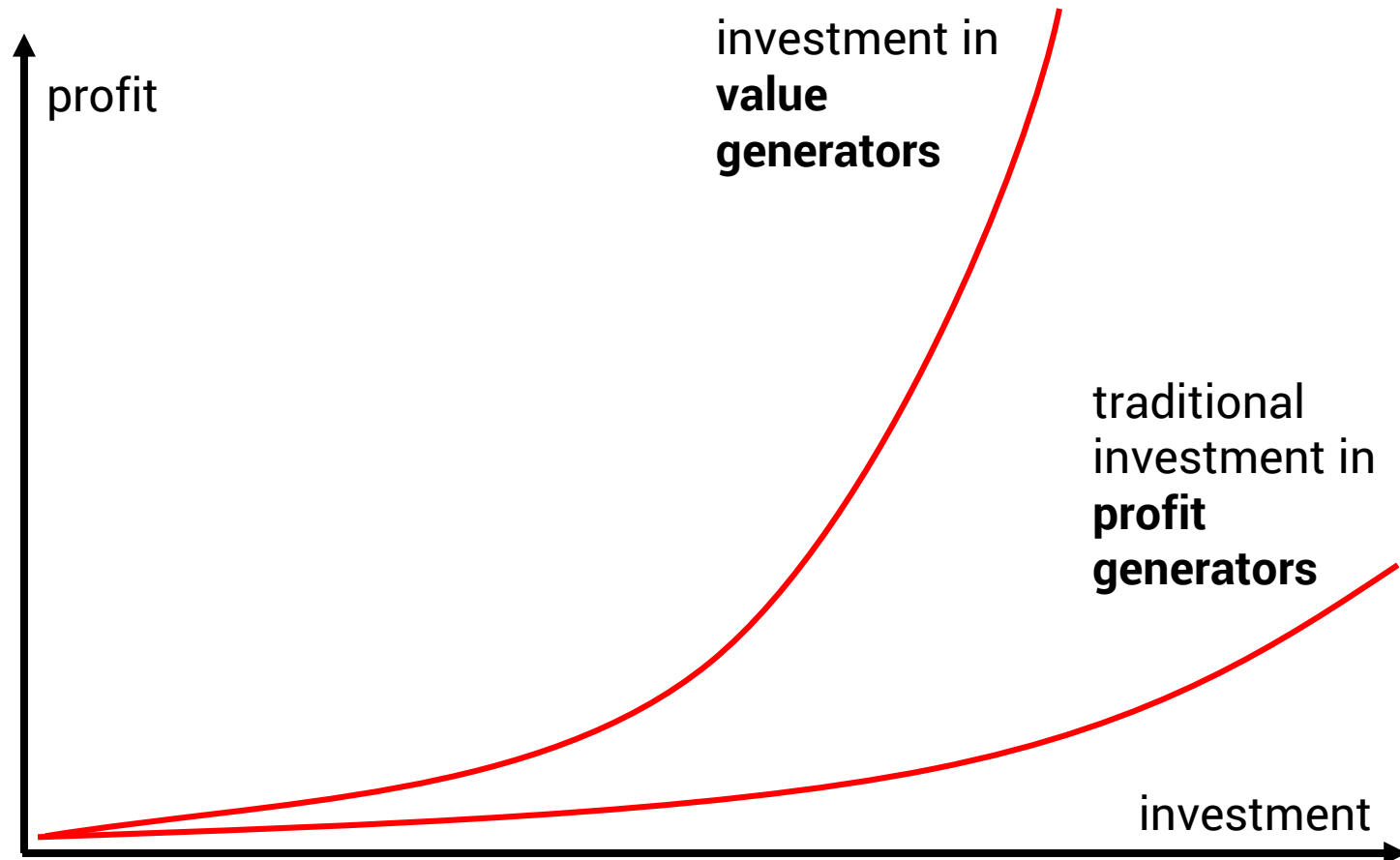


Everybody claims to create value but most mistake value for profit.

Value is a lasting experience that positively influences profit and many other things



value, investment & profit



How can we increase value in times where profit is the only driver?



theory of marginal gains



Tour de France cyclists – source: flickr.com



theory of marginal gains



Sir Dave Brailsford – source: team sky



Most of the significant things in life are not stand-alone events, but rather the sum of all the moments when we chose to do things 1 percent better.

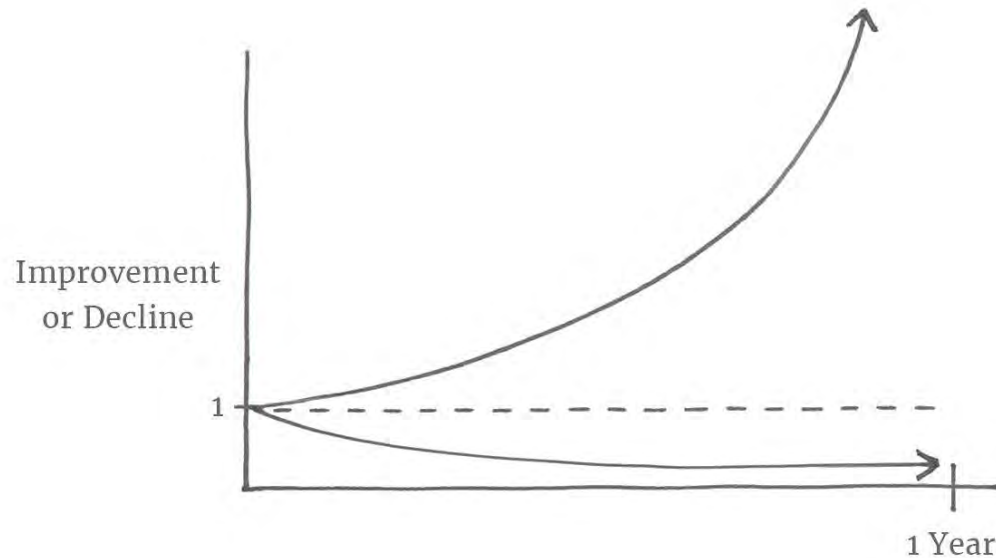
Aggregating these marginal gains makes a difference.



The Power of Tiny Gains

1% better every day $1.01^{365} = 37.78$

1% worse every day $0.99^{365} = 0.03$



Source: JamesClear.com



The same is true for a good city.

- **A 'value city' maximizes its
efficiency**
- **A 'value city' uses all possible
resources it has for better
integration**



REDEVELOP



the Russian city



a city of projects



1km



1km



1km



1km



1km

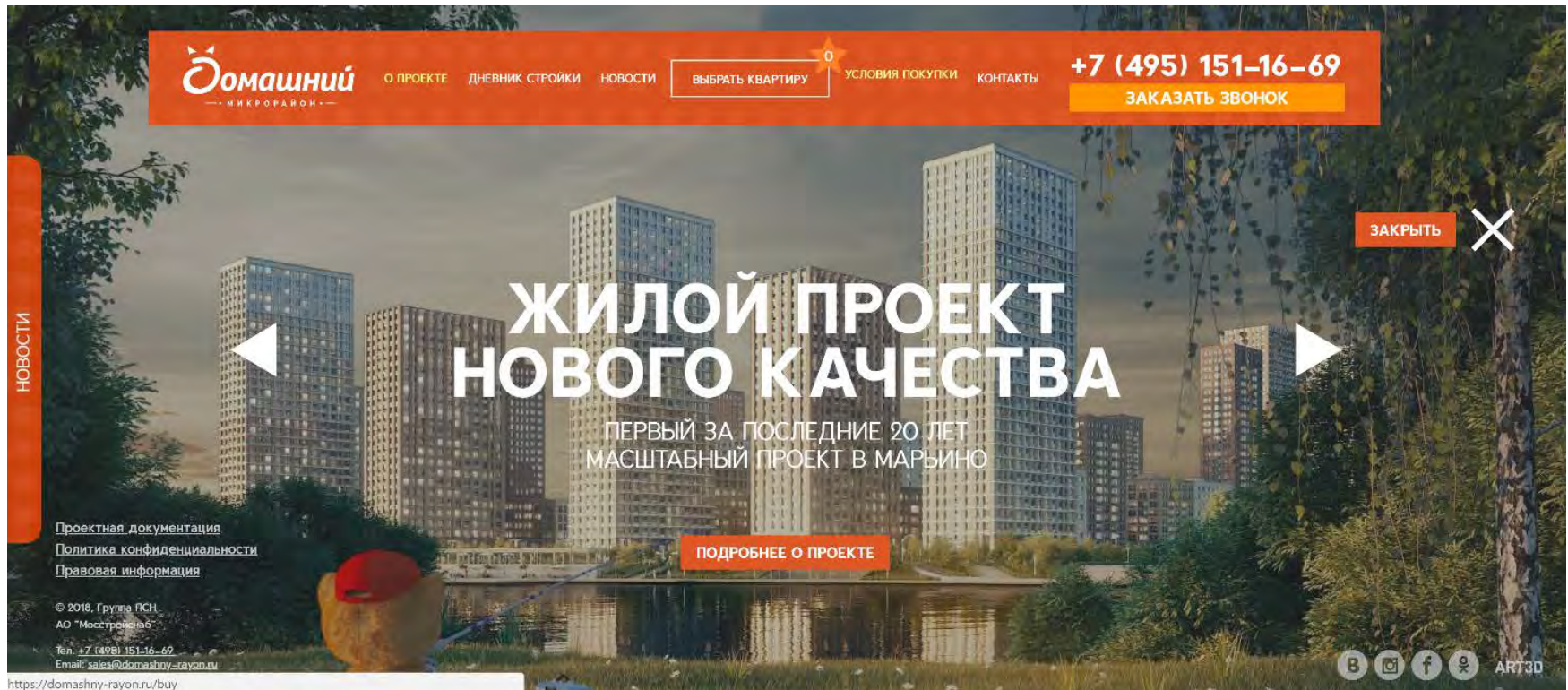
typical urban layers in Russian cities



a city of projects



the approach has not really changed...



website for domashniy micro district designed by MLA+



... but the context has:
infill, regeneration and people



Source: google.com



there is room for rethinking the existing layers



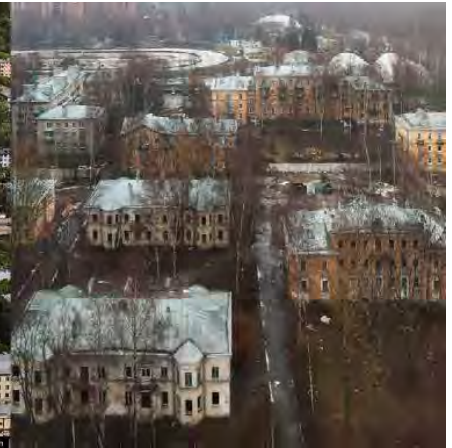
«Исторический
центр»



«Серый
пояс»



«Сталинки
М»



«Сталинки
S»



«Хрущёвки
»



«Брежневки
»



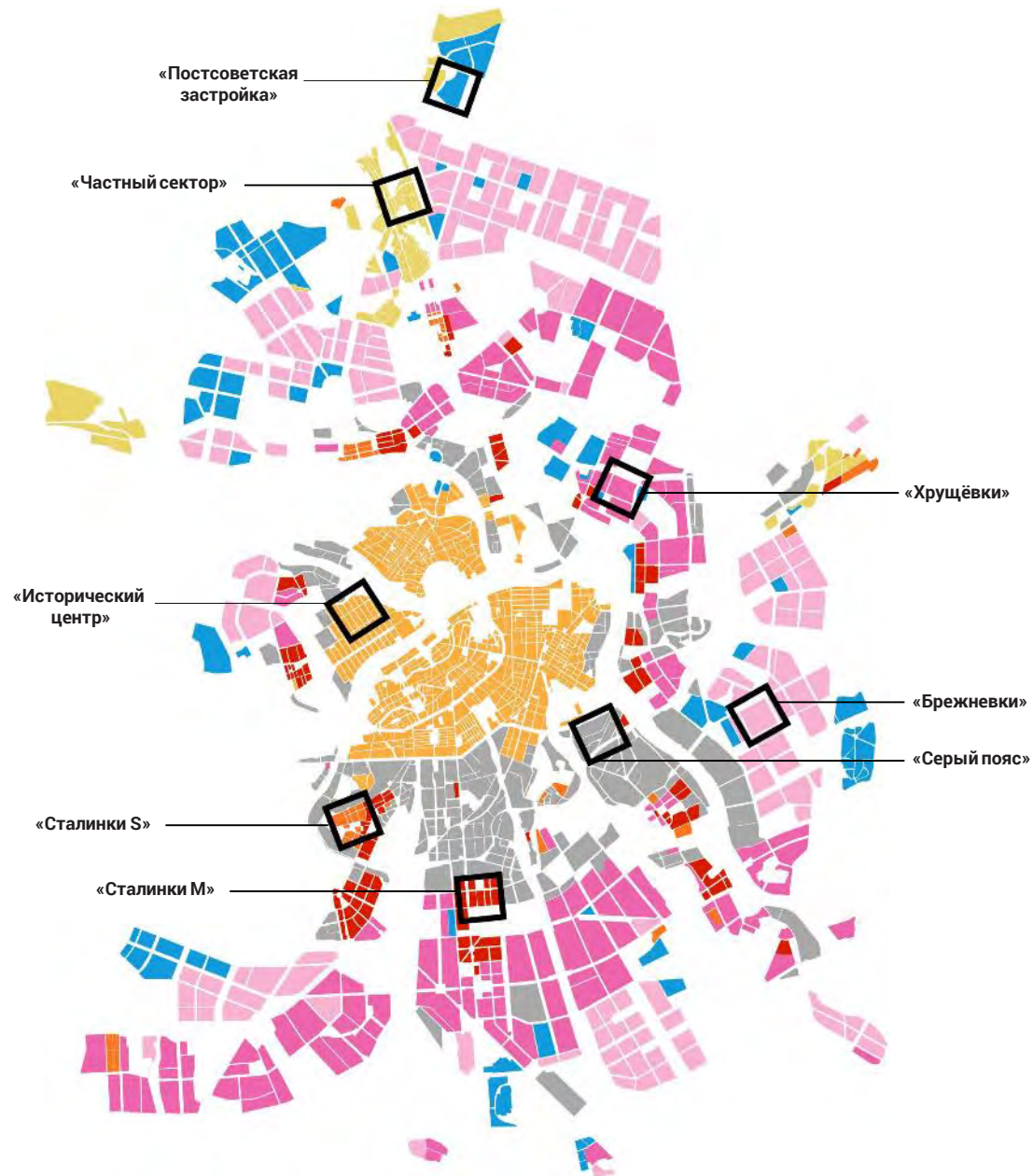
«Постсоветская
застройка»



«Частный
сектор»



inner city layers, St.Petersburg



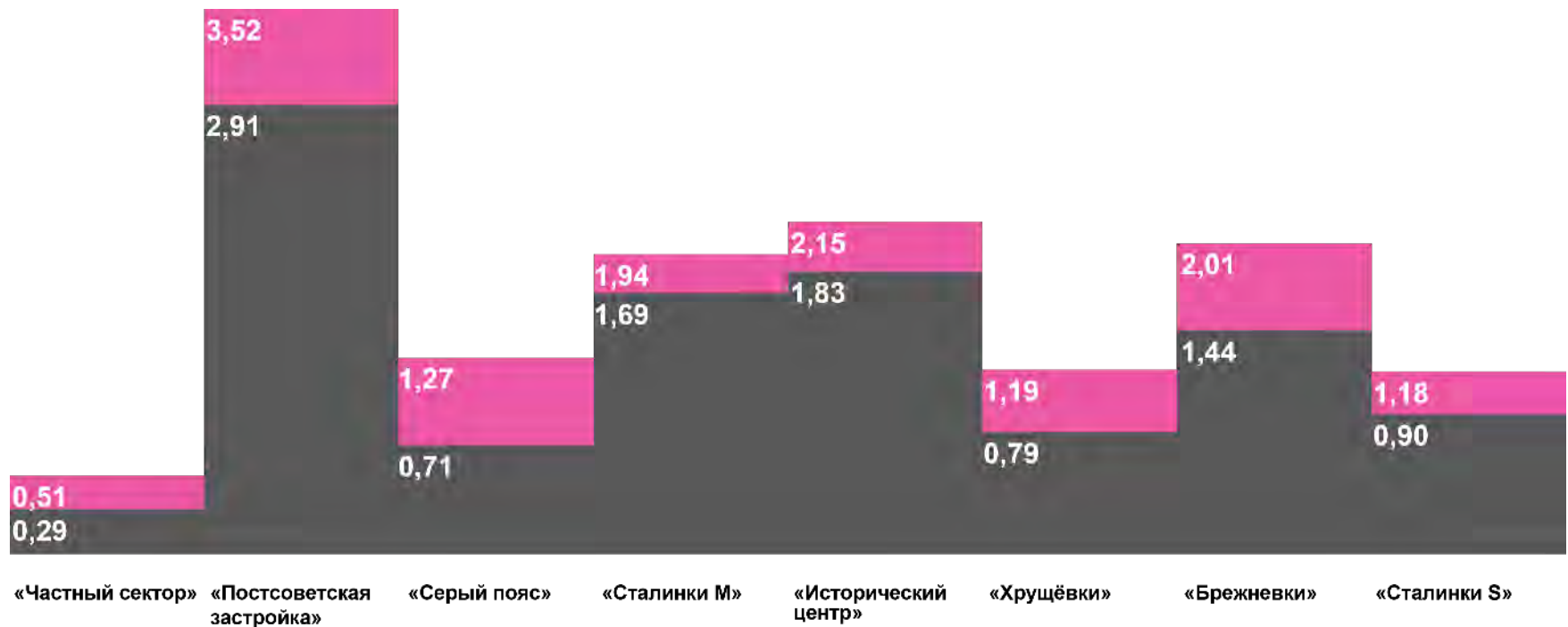
capacity of inner city layers, St.Petersburg



Санкт-Петербург. Емкостный потенциал
застроенных территорий разных морфотипов



capacity of inner city layers, St.Petersburg

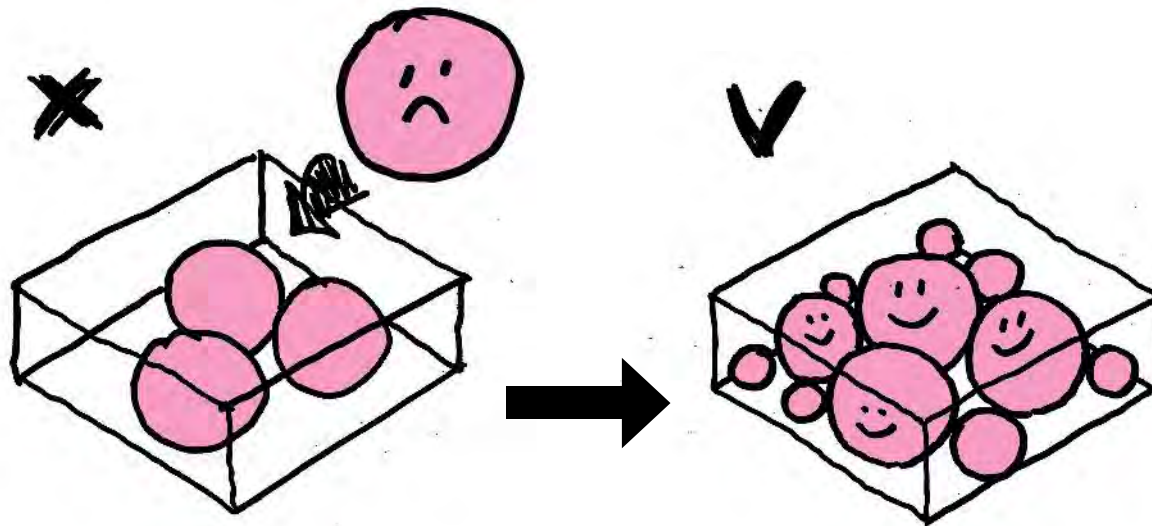


■ FSI* сегодня
■ FSI* при реализации подхода

*FSI – индекс оценки плотности застройки: отношение общей площади застройки к единице территории.



redevelop 'in small steps'



ПОДДЕРЖКА МАЛОГО ДЕВЕЛОПМЕНТА

fostering the small developers



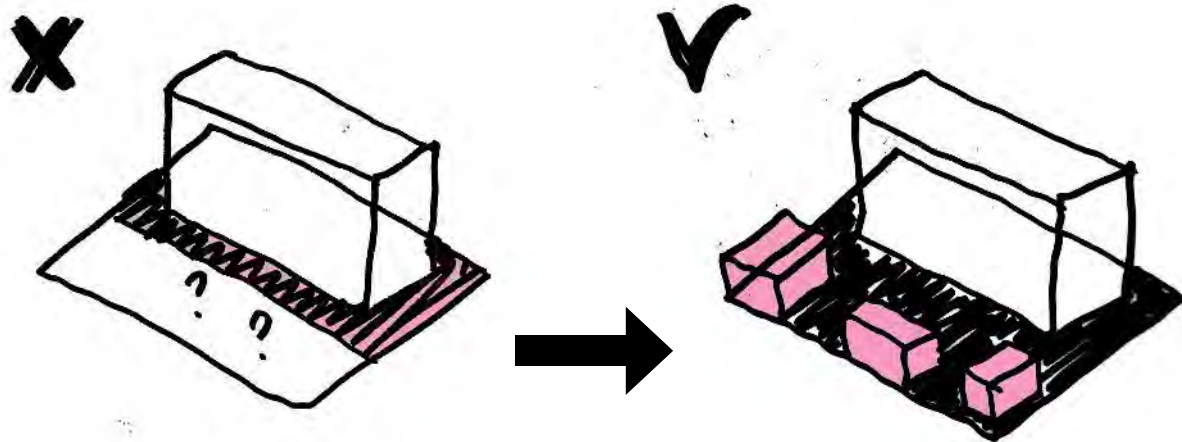
redevelop 'with diverse typologies'



fostering the small developers



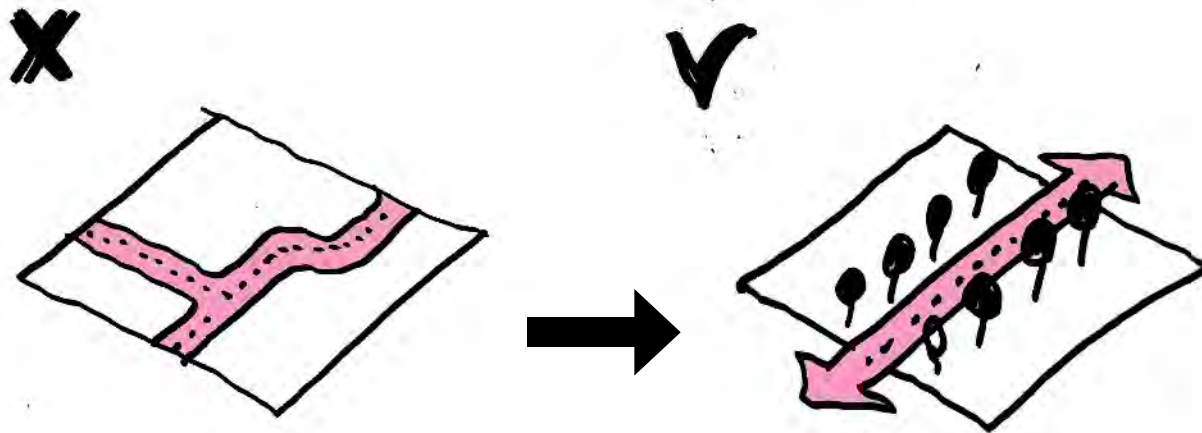
redevelop 'in between'



redevelopment offers the opportunity to reduce the abundance of public space without any clear social ownership.



create streets instead of parking access routes



redevelopment offers the opportunity to establish a street network where streets become public spaces in their own right and not mere parking access routes



case study:
St.Petersburg, Brezhnevki typology



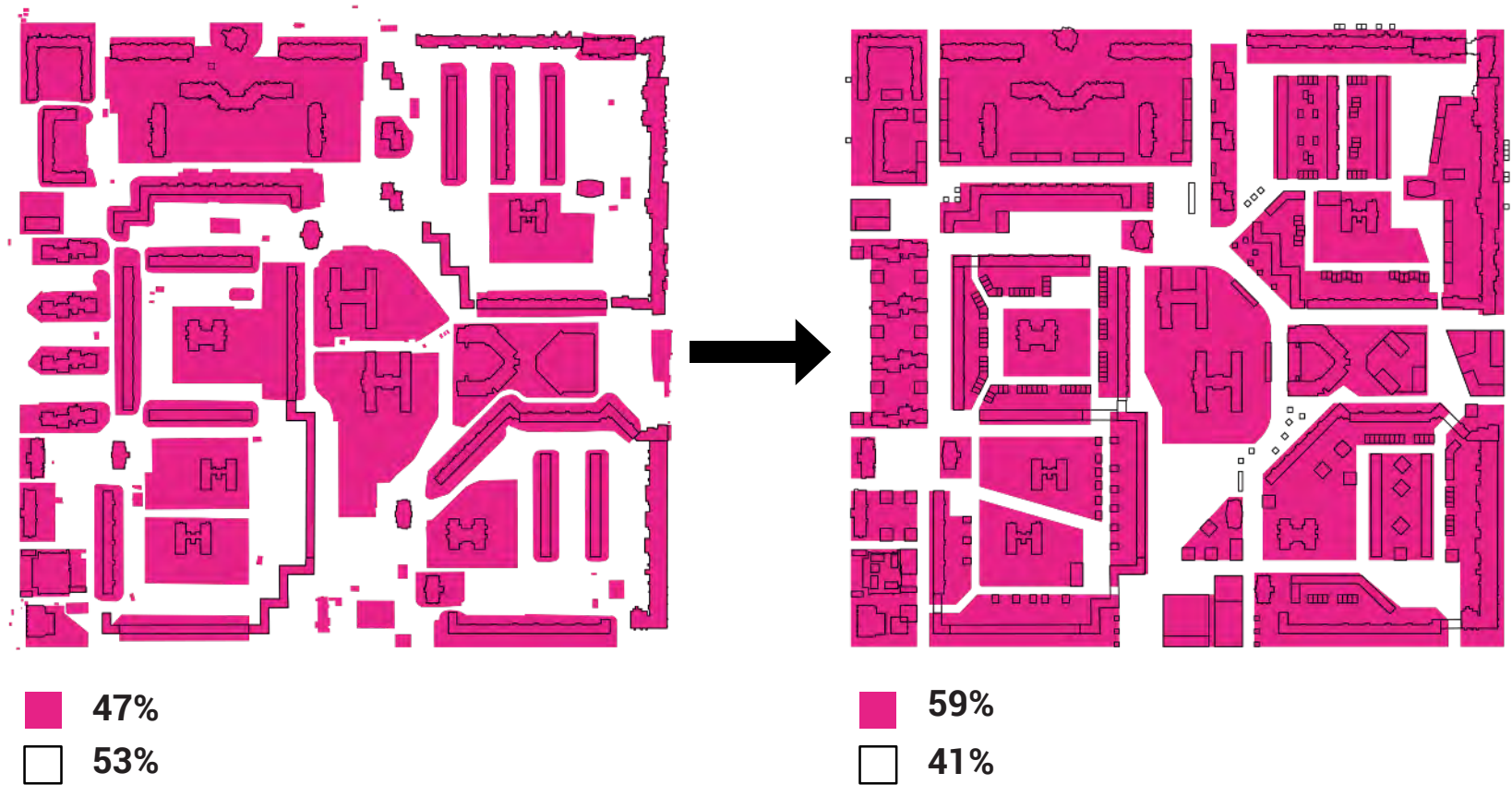
case study:
St.Petersburg, Brezhnevki typology



a prototypical micro rayon – similar to the places where more than half the population of Russia live



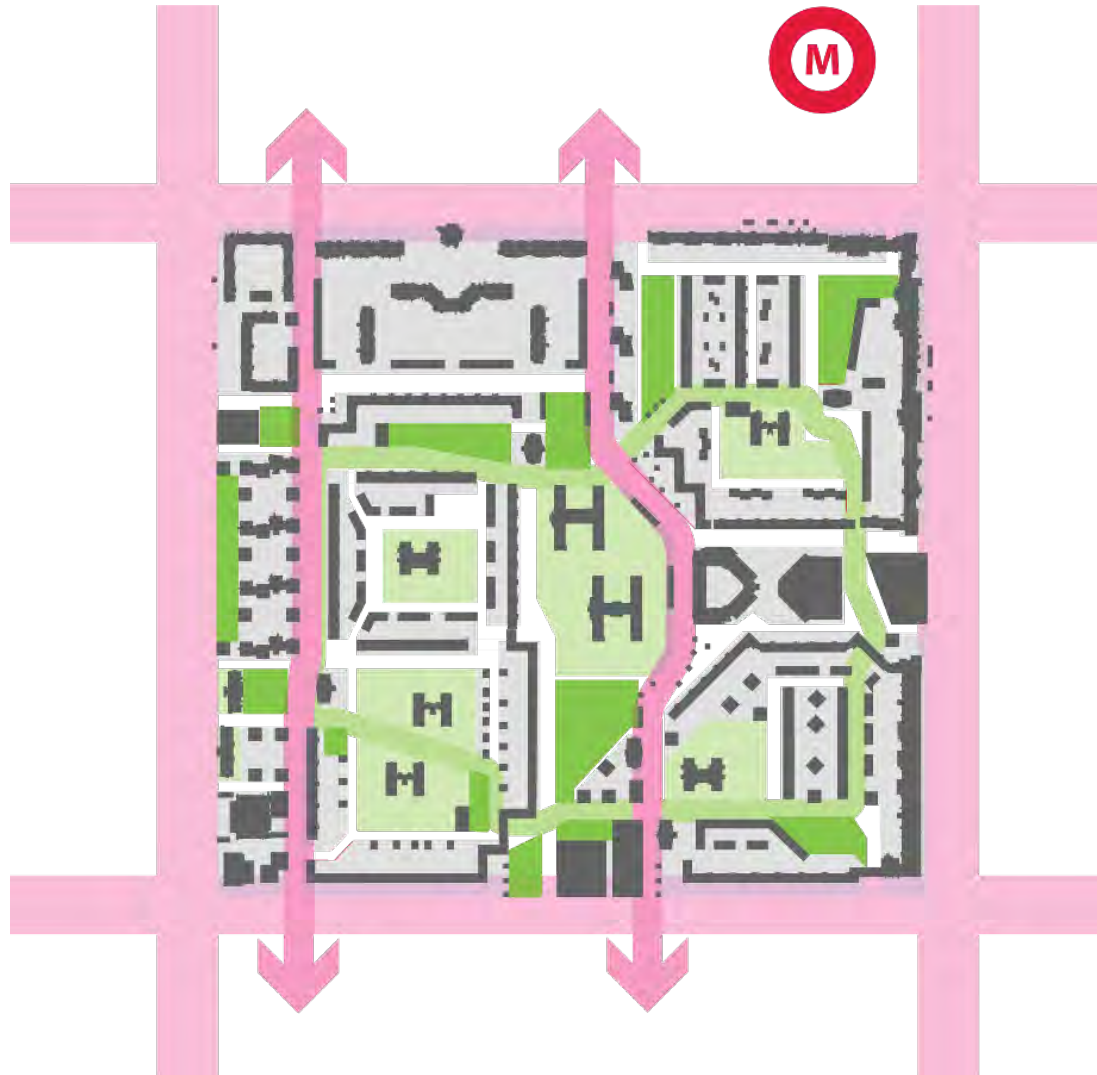
case study: St.Petersburg, Brezhnevki typology



Rebalancing open space to create streets, squares, places



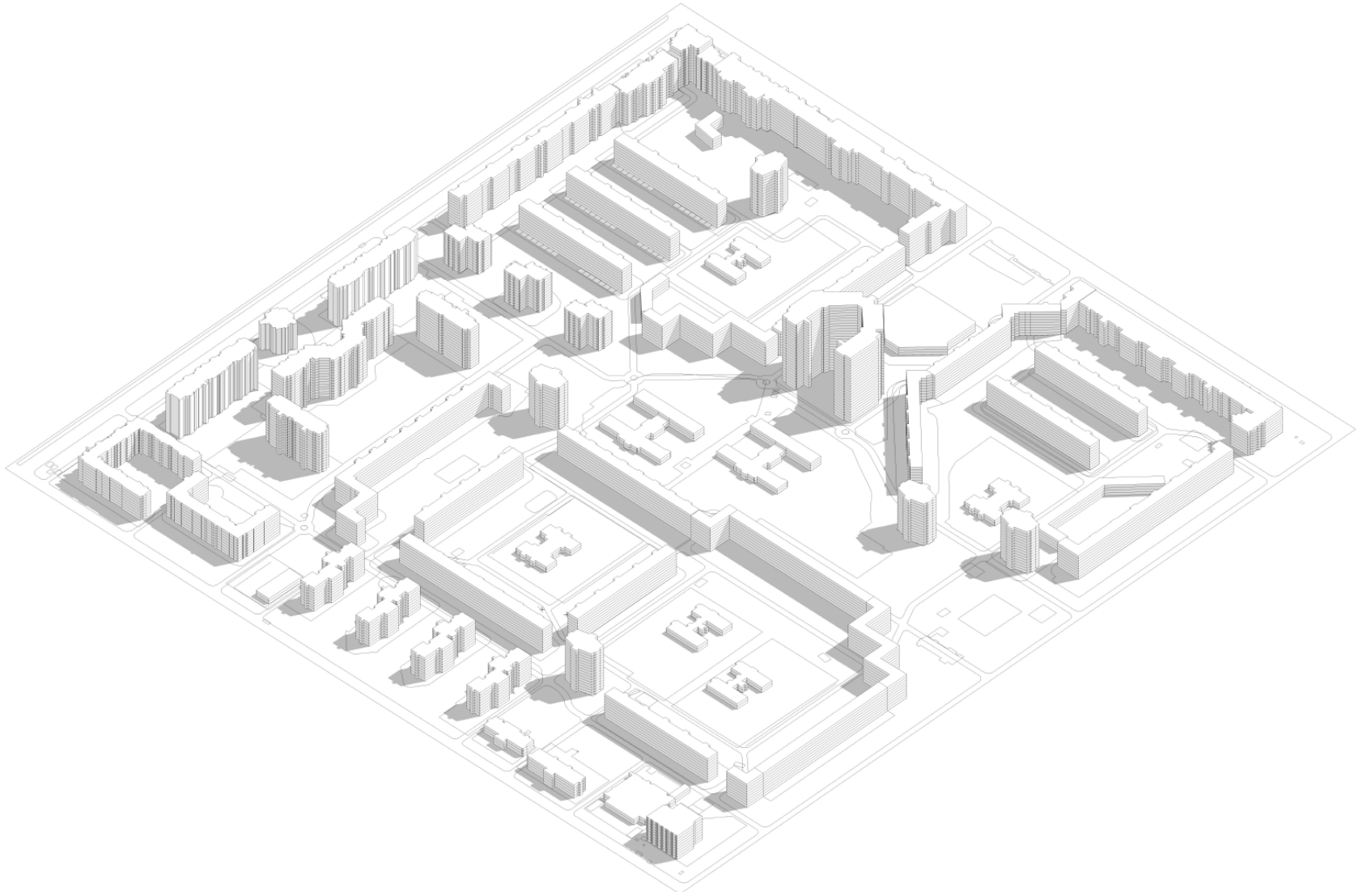
case study:
St.Petersburg, Brezhnevki typology



ФОРМИРОВАНИЕ СВЯЗНОГО И ИНТУИТИВНО ЧИТАЕМОГО
КАРКАСА БУЛЬВАРОВ, САДОВ И ПАРКОВ



case study:
St.Petersburg, Brezhnevki typology



case study:
St.Petersburg, Brezhnevki typology



FSI: отношение общей
площади застройки
к единице территории



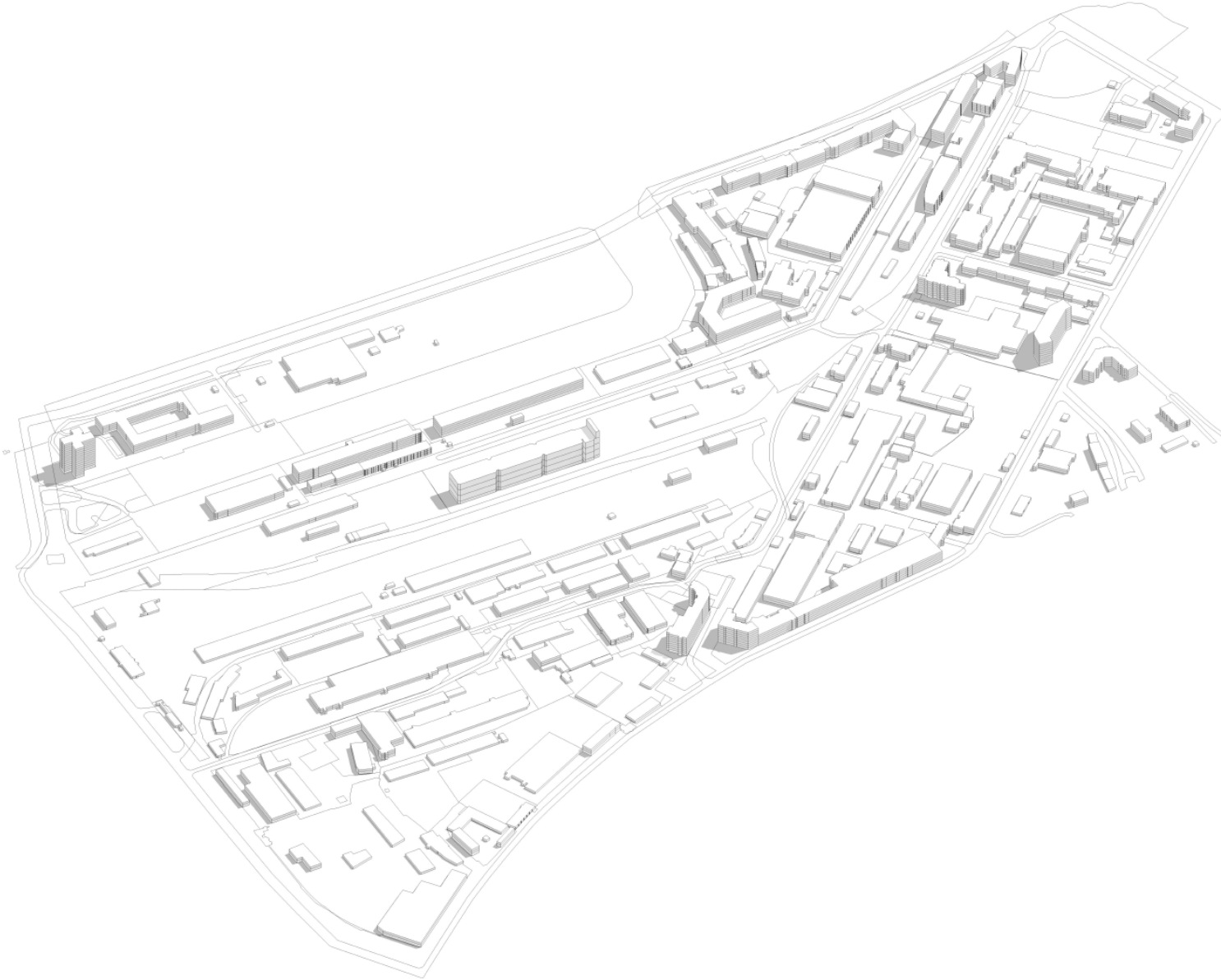
case study:
St.Petersburg, Brezhnevki typology



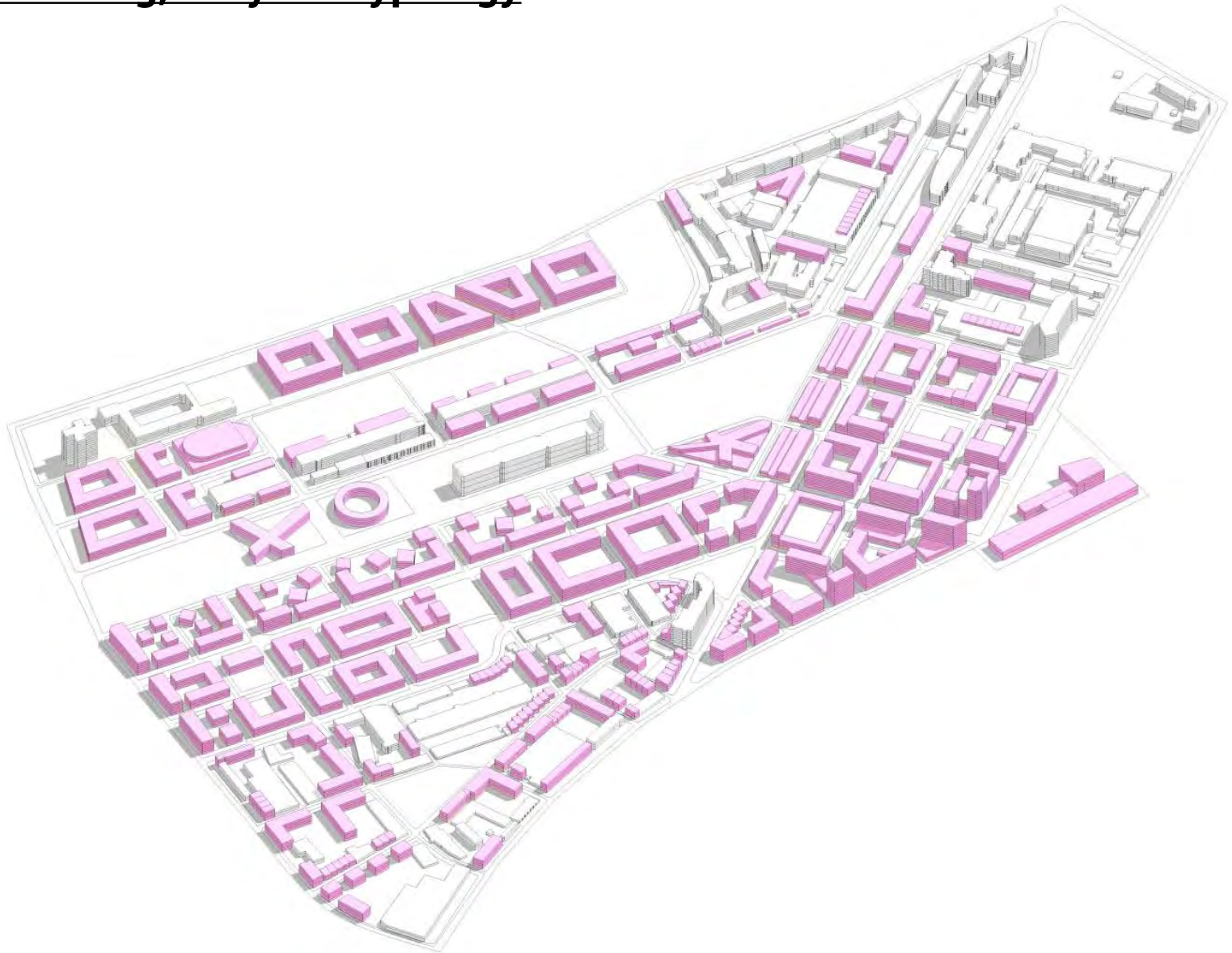
case study:
St.Petersburg, Brezhnevki typology



it also works with industrial sites:
St.Petersburg, Greybelt typology



it also works with industrial sites:
St.Petersburg, Greybelt typology



it also works with industrial sites:
St.Petersburg, Greybelt typology



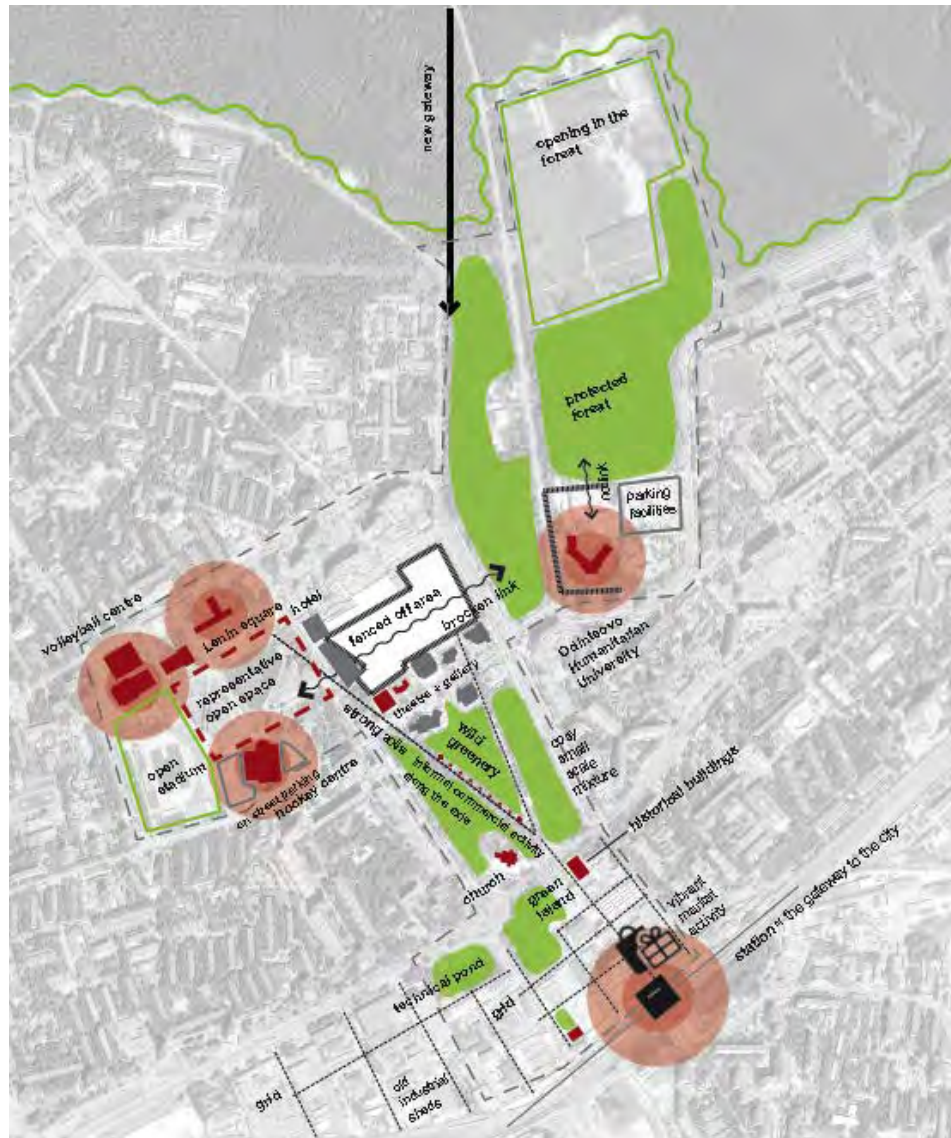
it also works with industrial sites:
St.Petersburg, Greybelt typology



**BUILD NEW
BASED ON EXISTING
VALUES**



case study: Odintsovo center



Not a blank slate but a place with
existing values



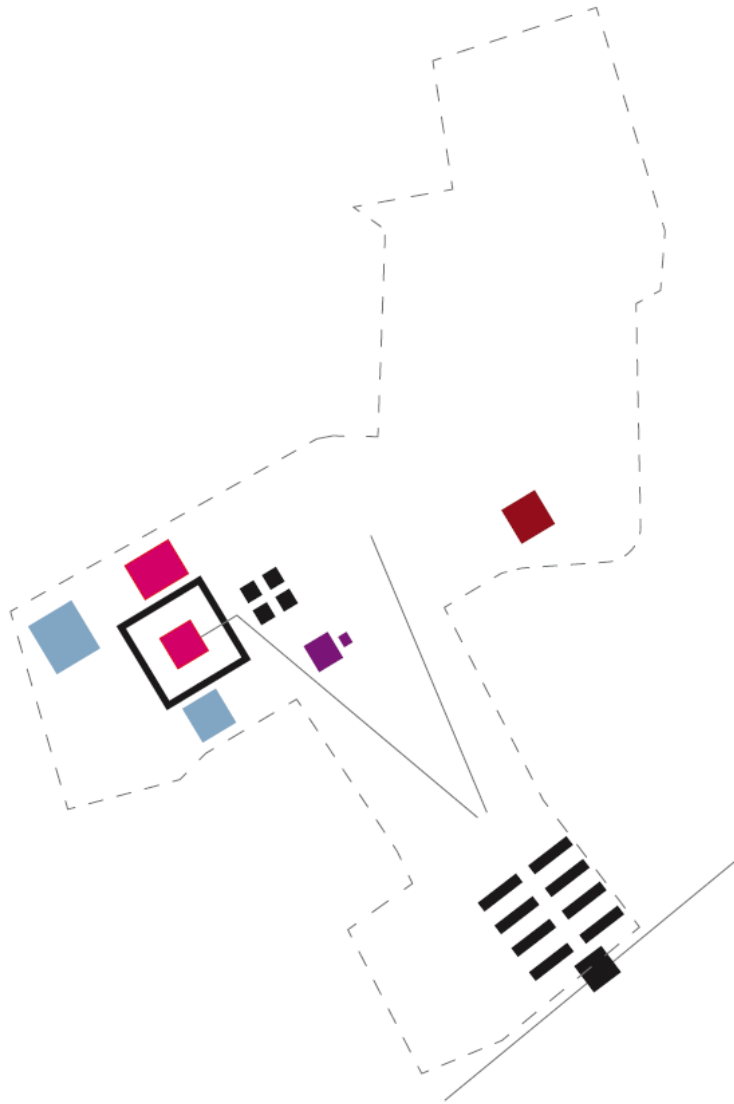
case study: Odintsovo center



Assets to work with



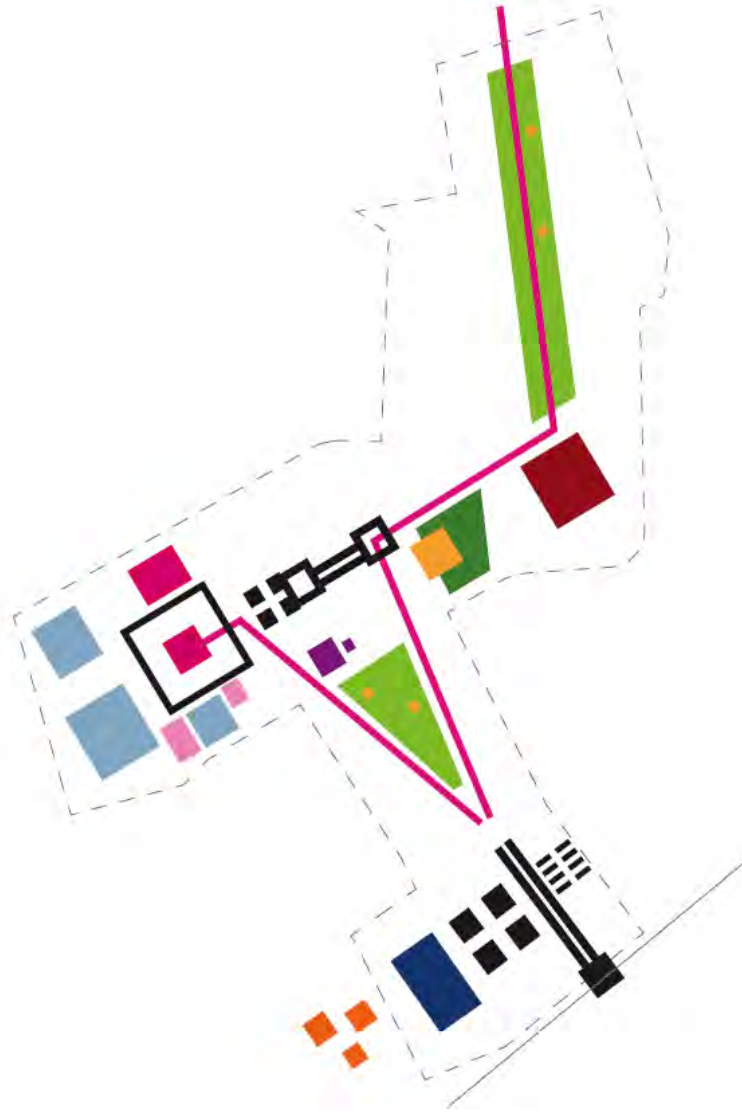
Odintsovo center



Existing centralities



case study:
Odintsovo center



Envisioned centralities



case study:
Odintsovo center



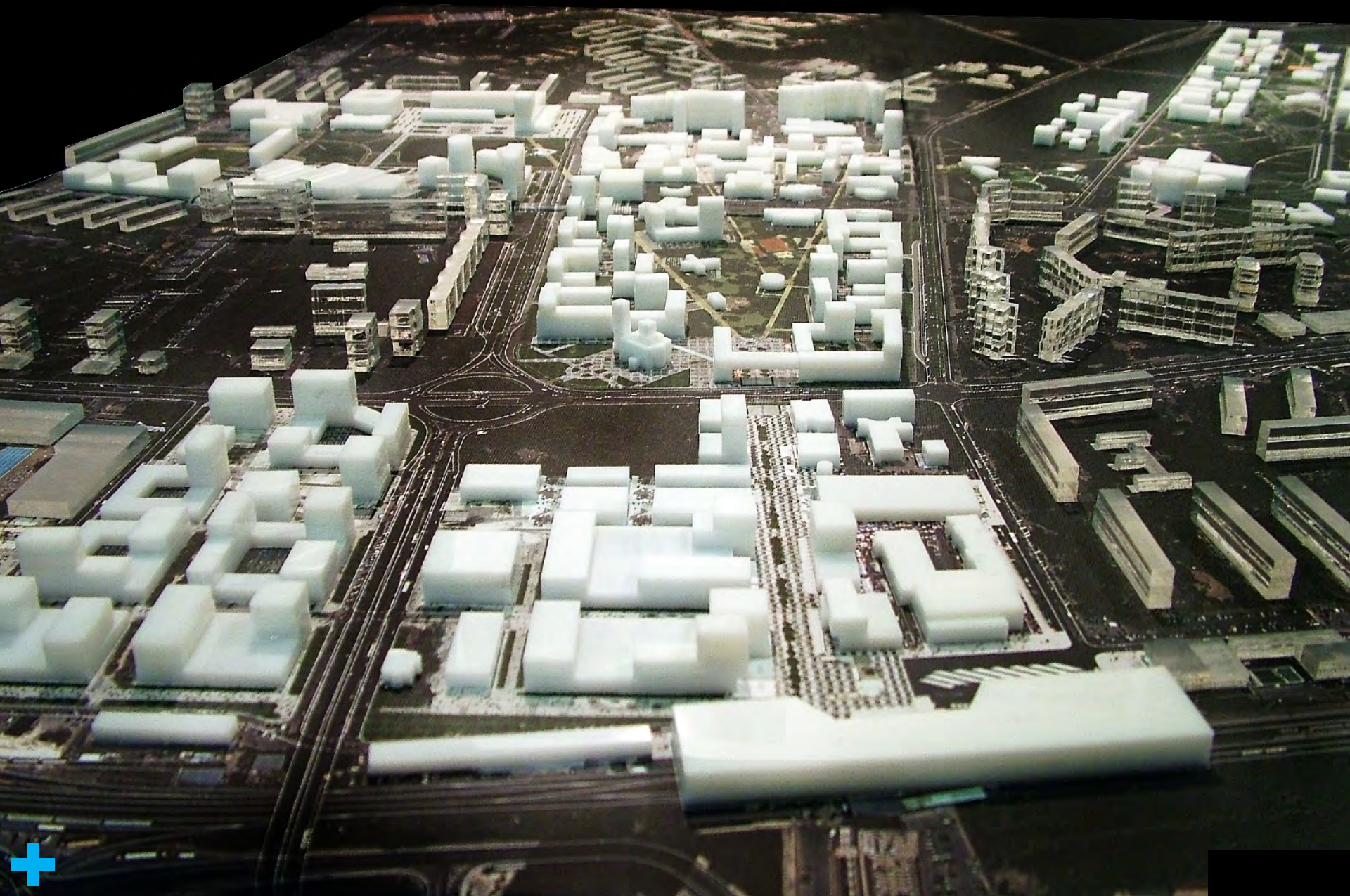
Not a uniform fabric but 'responsive grain'



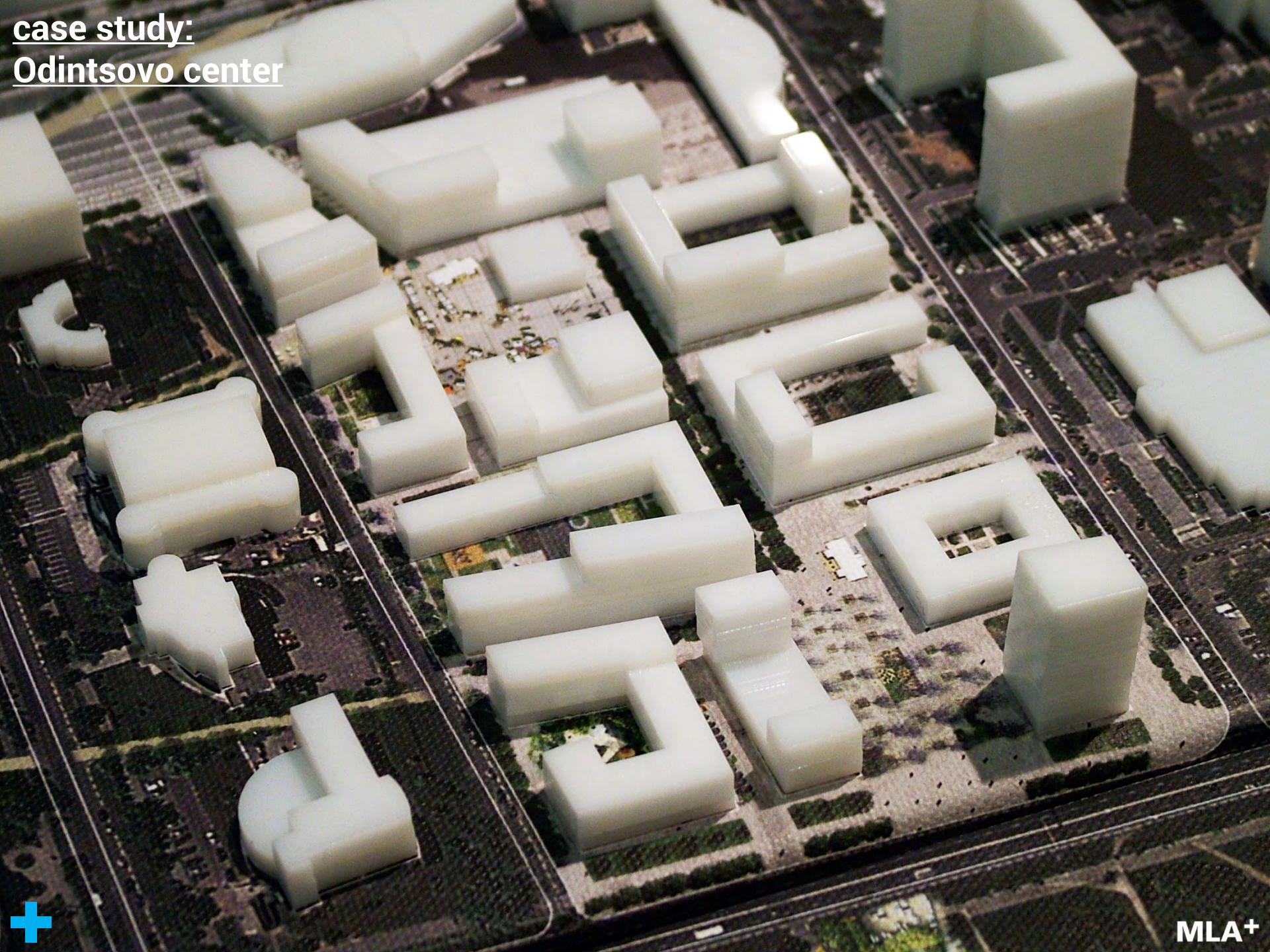
case study:
Odintsovo center



case study:
Odintsovo center



case study:
Odintsovo center



ENRICH CONNECTIVITY



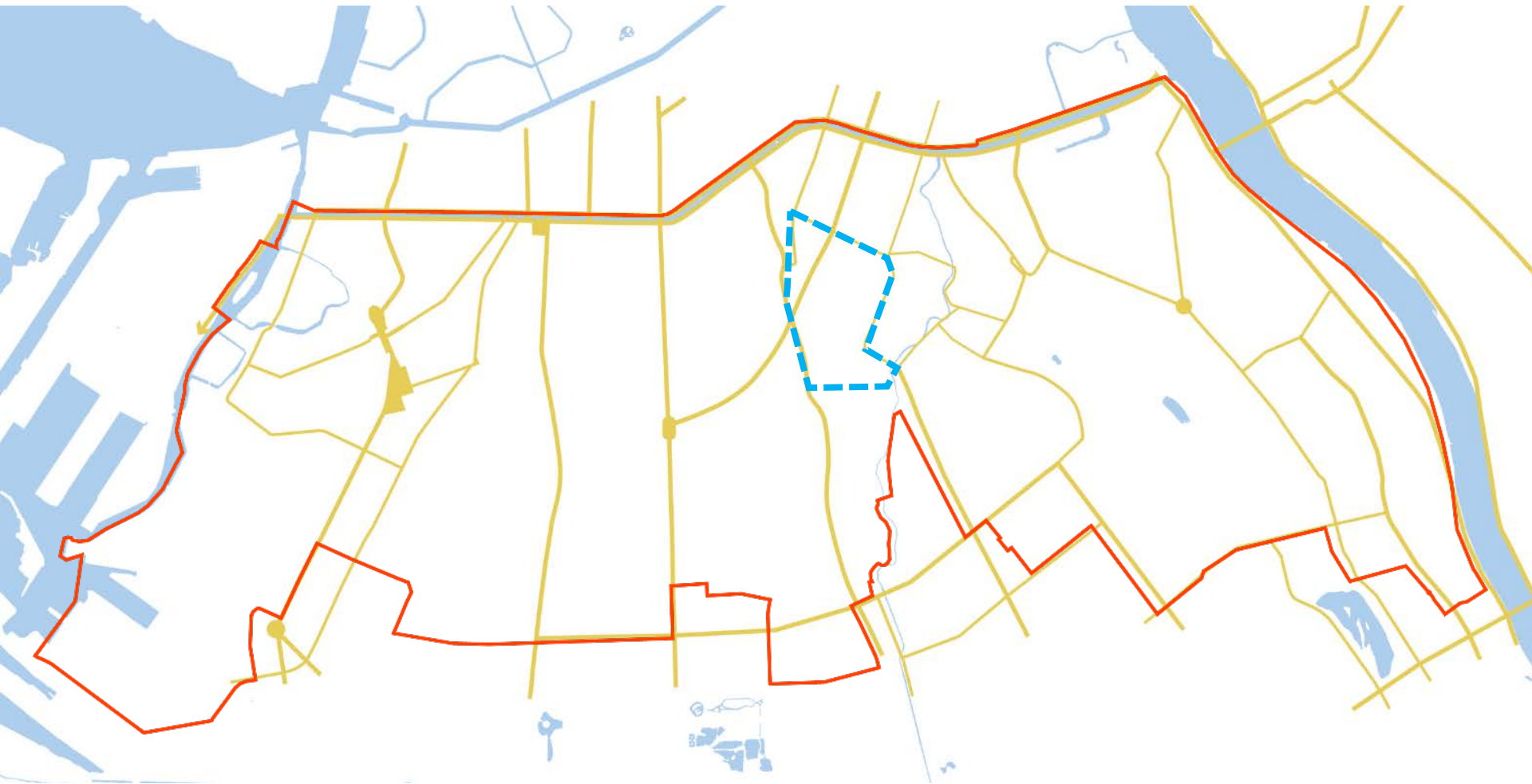
a country of fences



One of the most striking inheritances of the Soviet Union are the omnipresent fences. They limit connectivity.



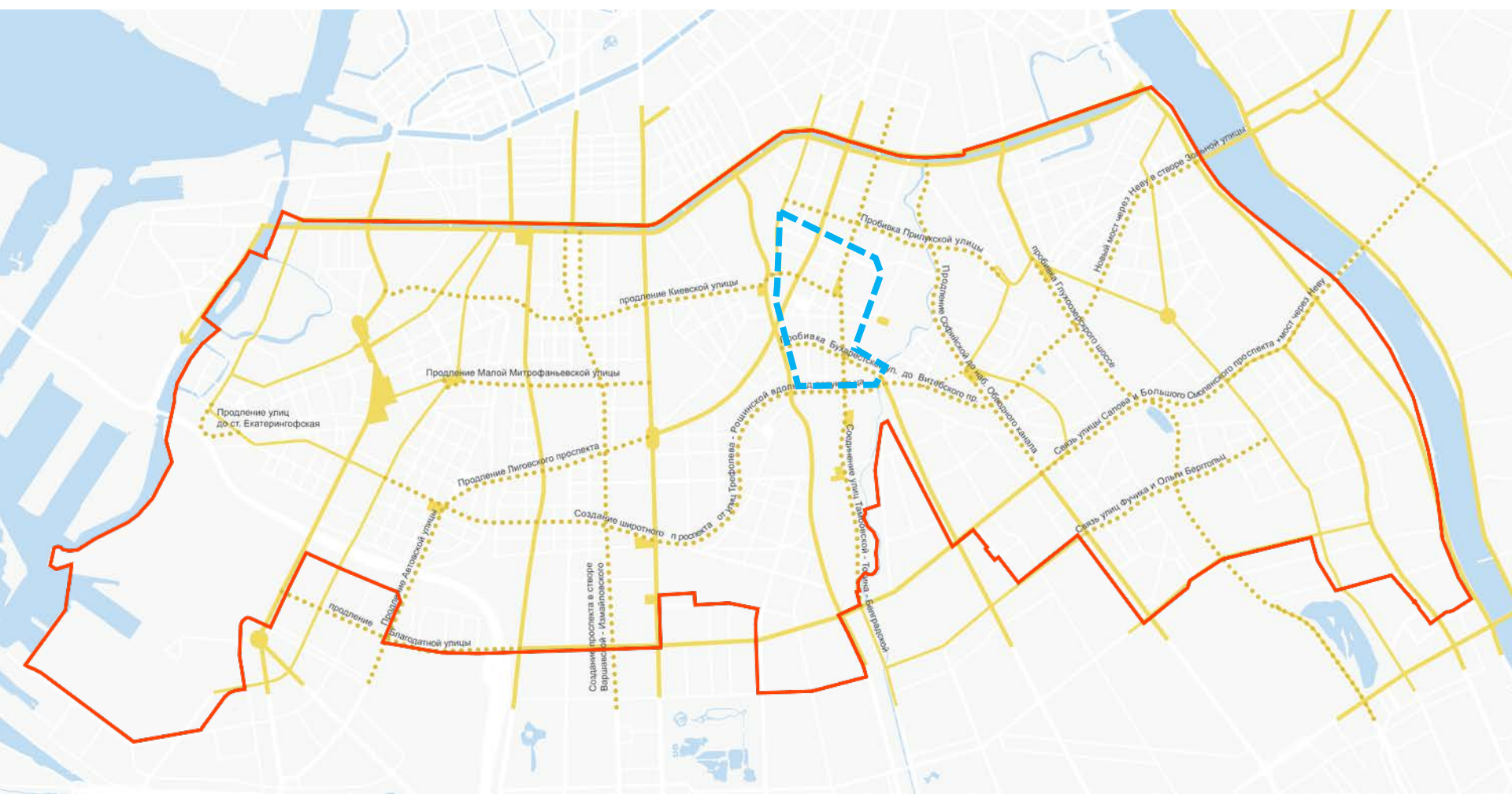
case study: Grey belt St. Petersburg



A typical connective tissue of an industrial area.
Big fenced zones, connections only towards the center and the outskirts and
only big roads



Grey belt St. Petersburg



Linking in east-west directions and adding the missing pieces improves connectivity and changes the character of the area



case study:
Grey belt St. Petersburg



Green spaces are residual spaces
along waterways and railway lines



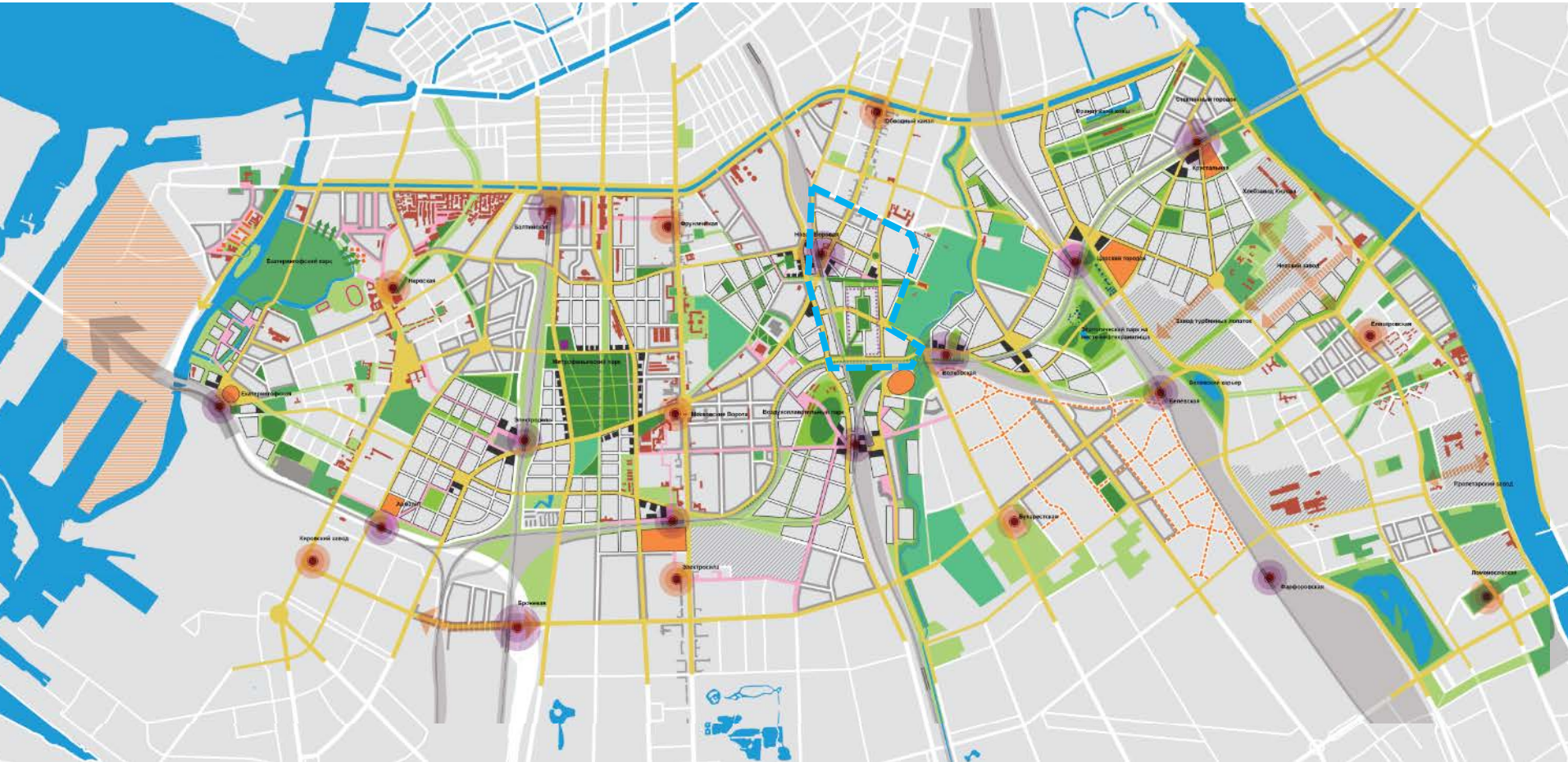
case study:
Grey belt St. Petersburg



Linking them changes the character of the area and
creates a green space network



case study: Grey belt St. Petersburg

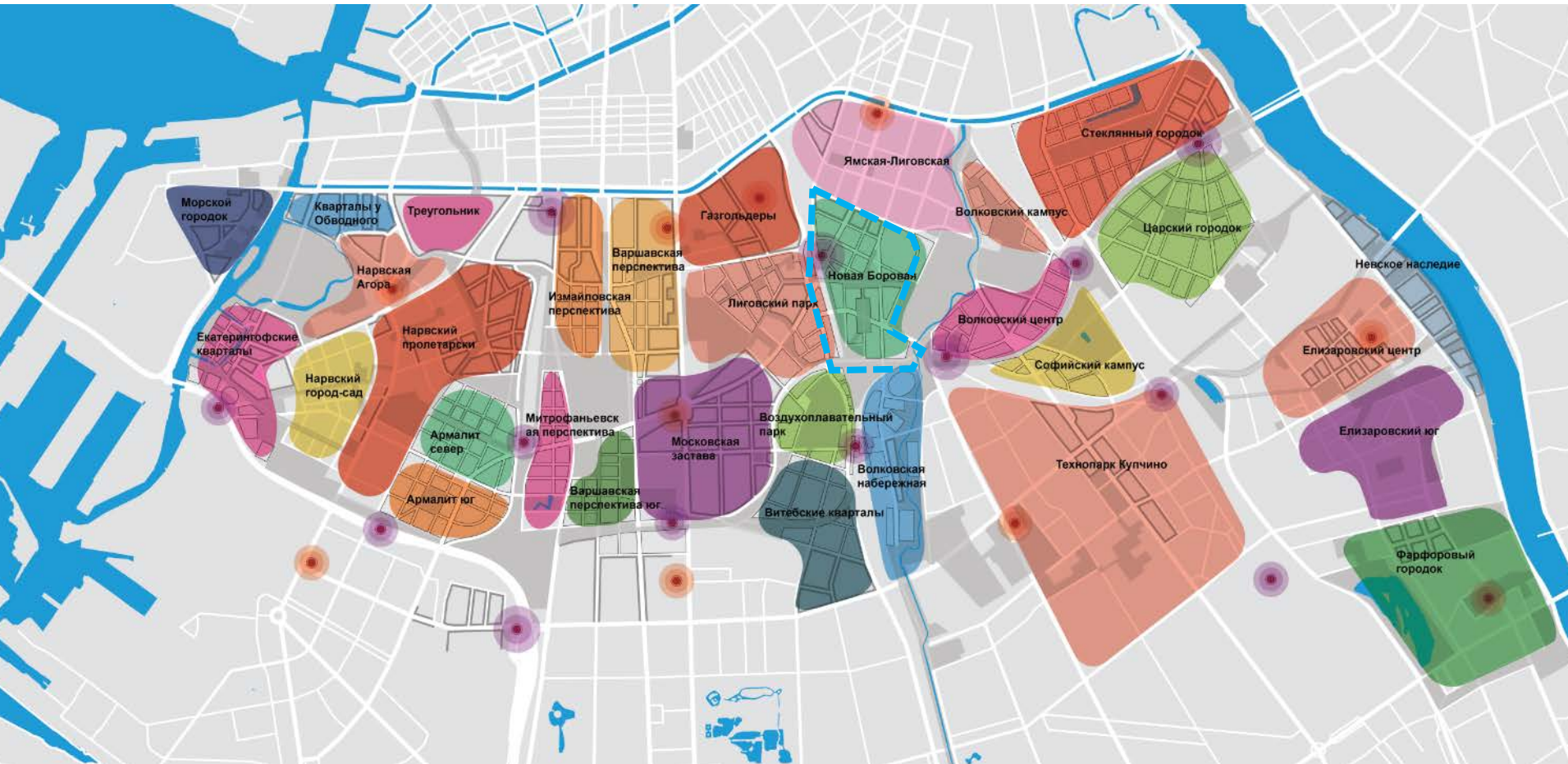


Increased connectivity in the transport and the open space network turns a deprived industrial area into 'the third city' St. Petersburg can proud itself with. A unique value.



case study:

Grey belt St. Petersburg



It forms the basis for new communities to emerge in this well connected zone close to the city center.



case study: Ligovsky City



Уличный каркас Street network



Каркас ключевых мест Key places



Зеленый каркас Green network



Многофункциональность Multifunction



город разнообразных районов.
The city of diverse neighbourhoods



город разнообразных жизненных укладов
The city of various lifestyles

A new neighbourhood in the making within the grey belt of St. Petersburg



case study:
Ligovsky City



case study: Ligovsky City



MAKE PUBLIC SPACE THE BACKBONE OF DEVELOPMENT



London squares



Cartwright Gardens - London



case study:
Khoroshovo – Mnevniki, Moscow



Existing routes in the district.
These routes do not make places.



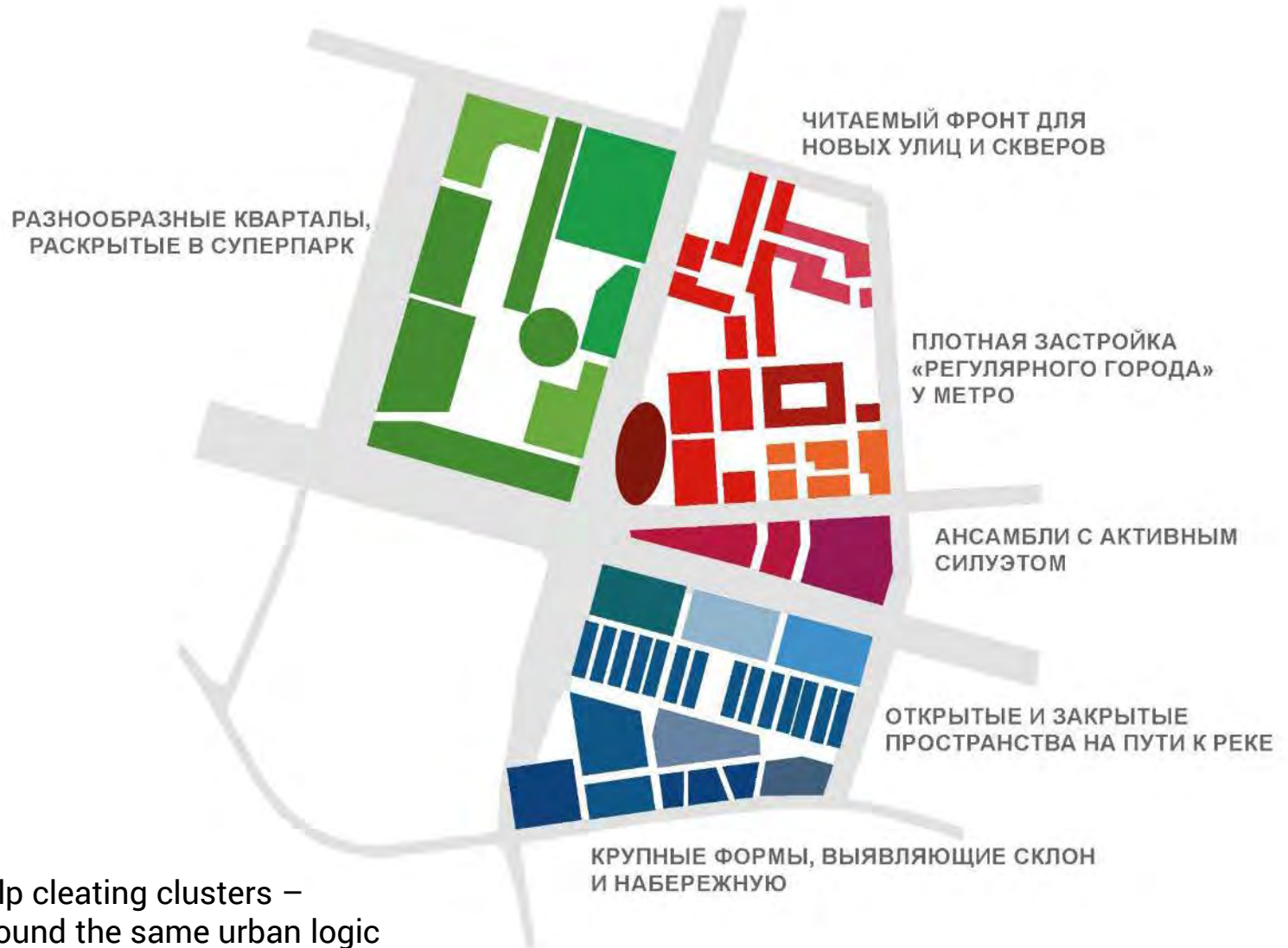
case study: Khoroshovo – Mnevniki, Moscow



Defining edges, functions, centralities....
creates places that can form the backbone of development



case study:
Khoroshovo – Mnevniki, Moscow



They help creating clusters –
units around the same urban logic



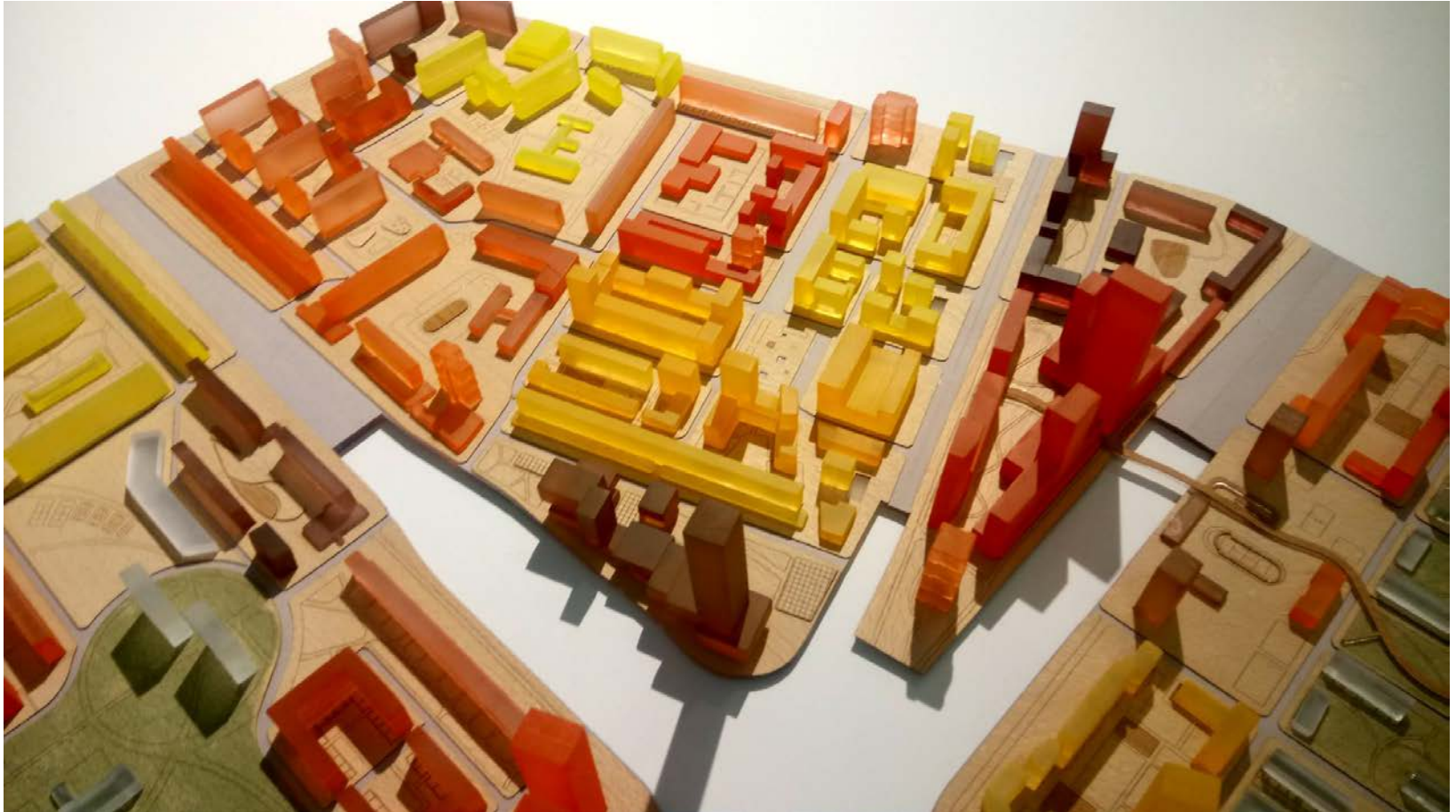
case study:
Khoroshovo – Mnevniki, Moscow



The result is a much more specific, much more unique and therefore much more valuable urban tissue



case study:
Khoroshovo – Mnevniki, Moscow



case study:
Khoroshovo – Mnevniki, Moscow

2017



2020 СТРУКТУРИРОВАНИЕ И ПРИВАТИЗАЦИЯ
МИКРОРАЙОННОГО ПРОСТРАНСТВА



What is a generic micro district like many others
could turn into a special place like no other.



**ALLOW FOR
FLEXIBILITY**



Micro rayon - a closed system that has little room for flexibility



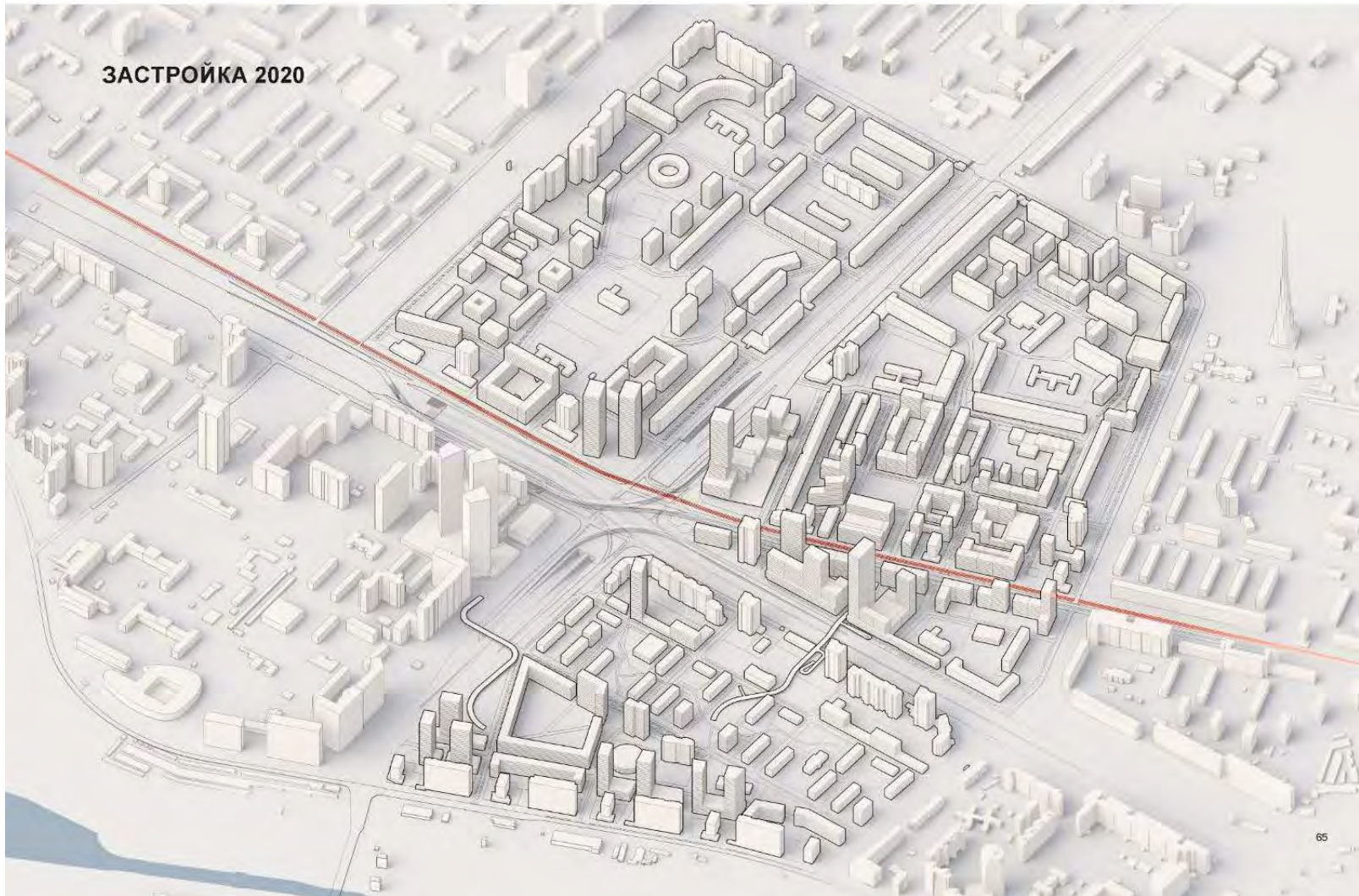
case study:
Khoroshovo – Mnevnik, Moscow



The district today – no room for flexibility,
little typological diversity, almost entirely residential



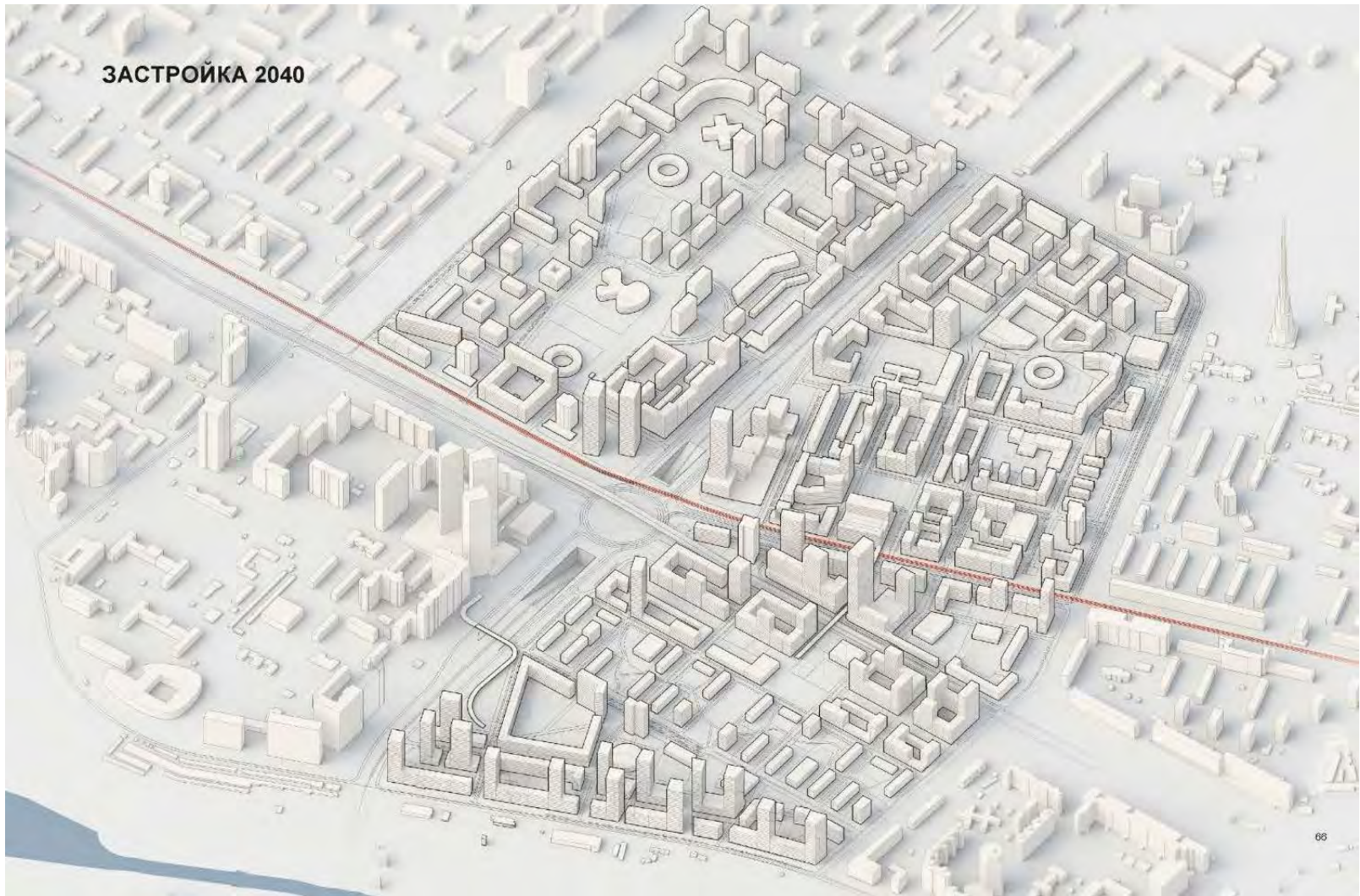
case study:
Khoroshovo – Mnevniki, Moscow



The district 2020 – sowing the seeds for flexibility
plots for a typological mix that can even change, mix of uses



case study: Khoroshovo – Mnevniki, Moscow



The district 2040 – complete transition
from an inflexible micro rayon to an adaptable and
therefore more valuable piece of city

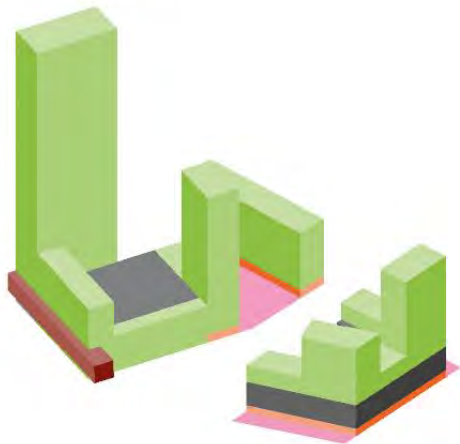


**MIX
TO THE MAX**



mix of typologies and mix of program

**АРЕНДНЫЕ
КОМПЛЕКСЫ**

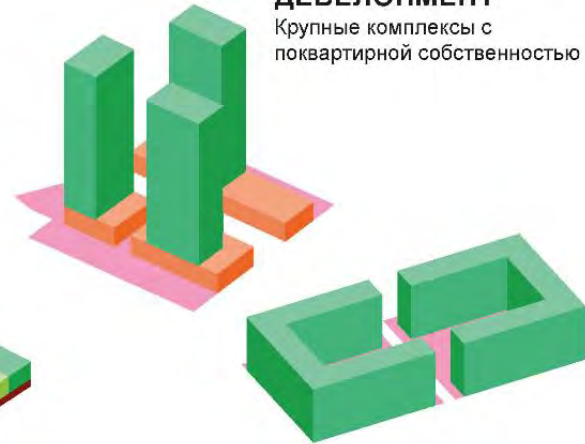


**САМОУПРАВЛЯЕМЫЕ
СОСЕДСТВА**
Малый девелопмент



**ТРАДИЦИОННЫЙ
ДЕВЕЛОПМЕНТ**

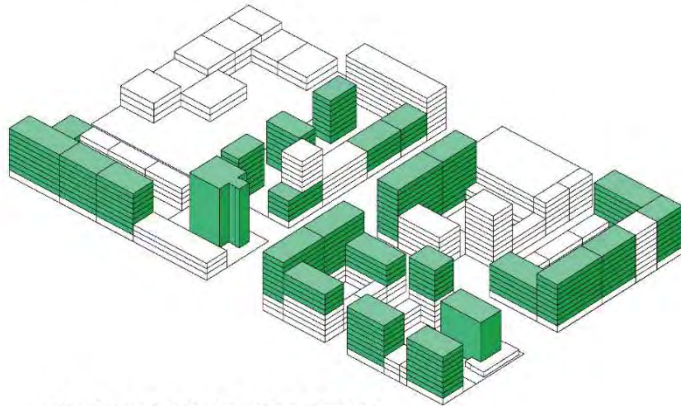
Крупные комплексы с
поквартирной собственностью



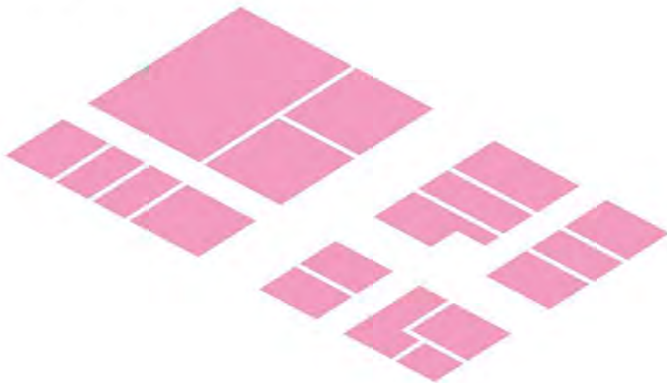
mix of typologies and mix of program

ФИКСИРОВАННАЯ ПРОГРАММА:

Квартиры в собственности

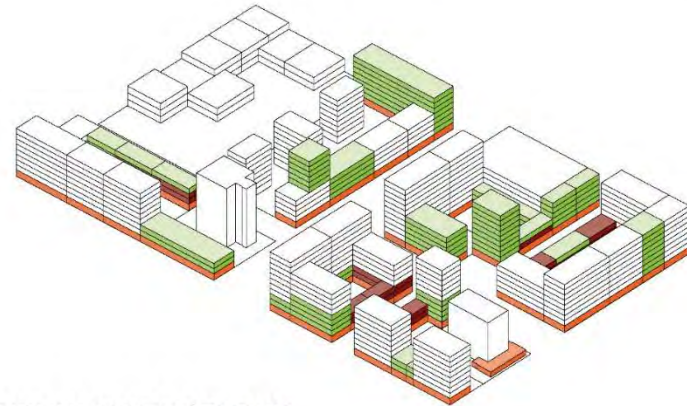


ЗЕМЕЛЬНЫЕ УЧАСТКИ



ГИБКАЯ ПРОГРАММА:

Арендное жилье, офисы, сервисы, торговля, мастерские



УЛИЦЫ И ПЕРЕУЛКИ



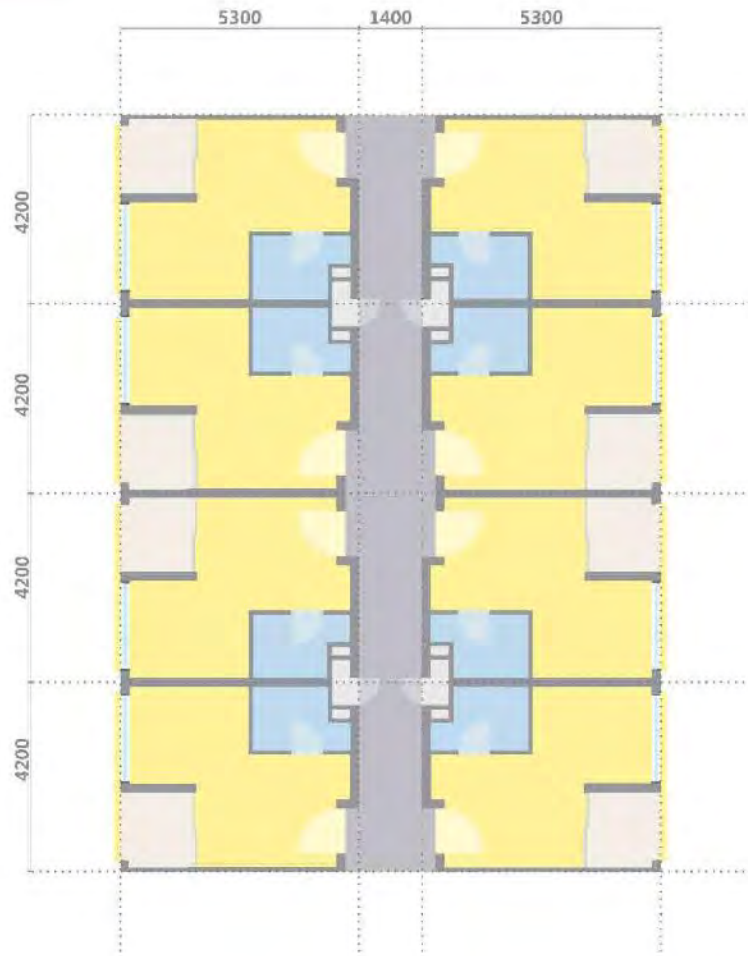
Traditional flat ownership could be combined with rented apartments, offices, services etc.



case study:
City in a building – Liu Xian Dong, Shenzhen



case study:
City in a building – Liu Xian Dong, Shenzhen



实用面积 AREA : 18.15m²

18 m2 make it affordable



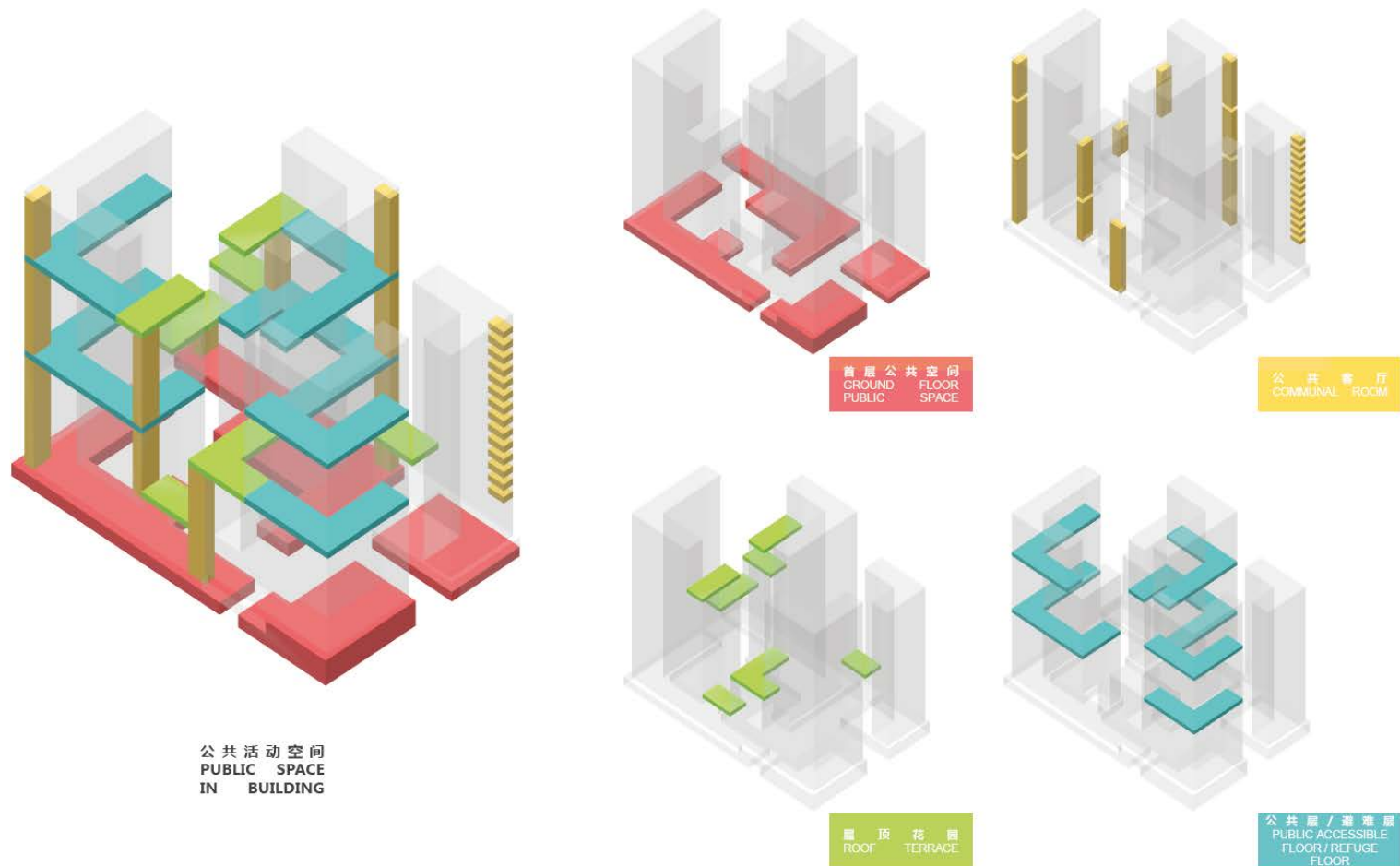
case study:
City in a building – Liu Xian Dong, Shenzhen



1400 Rubles per month – all included



case study: City in a building – Liu Xian Dong, Shenzhen



Sharing services makes them affordable,
the scale of the project makes many services viable



**CREATE PLACES
NOT BUILDINGS**



case study:
Xiangmi Park, Shenzhen



Using history, landscape and architecture
to create a new place of value to people



case study:
Xiangmi Park, Shenzhen





case study:
Xiangmi Park, Shenzhen



case study:
Xiangmi Park, Shenzhen



case study:
Xiangmi Park, Shenzhen



case study:
Xiangmi Park, Shenzhen



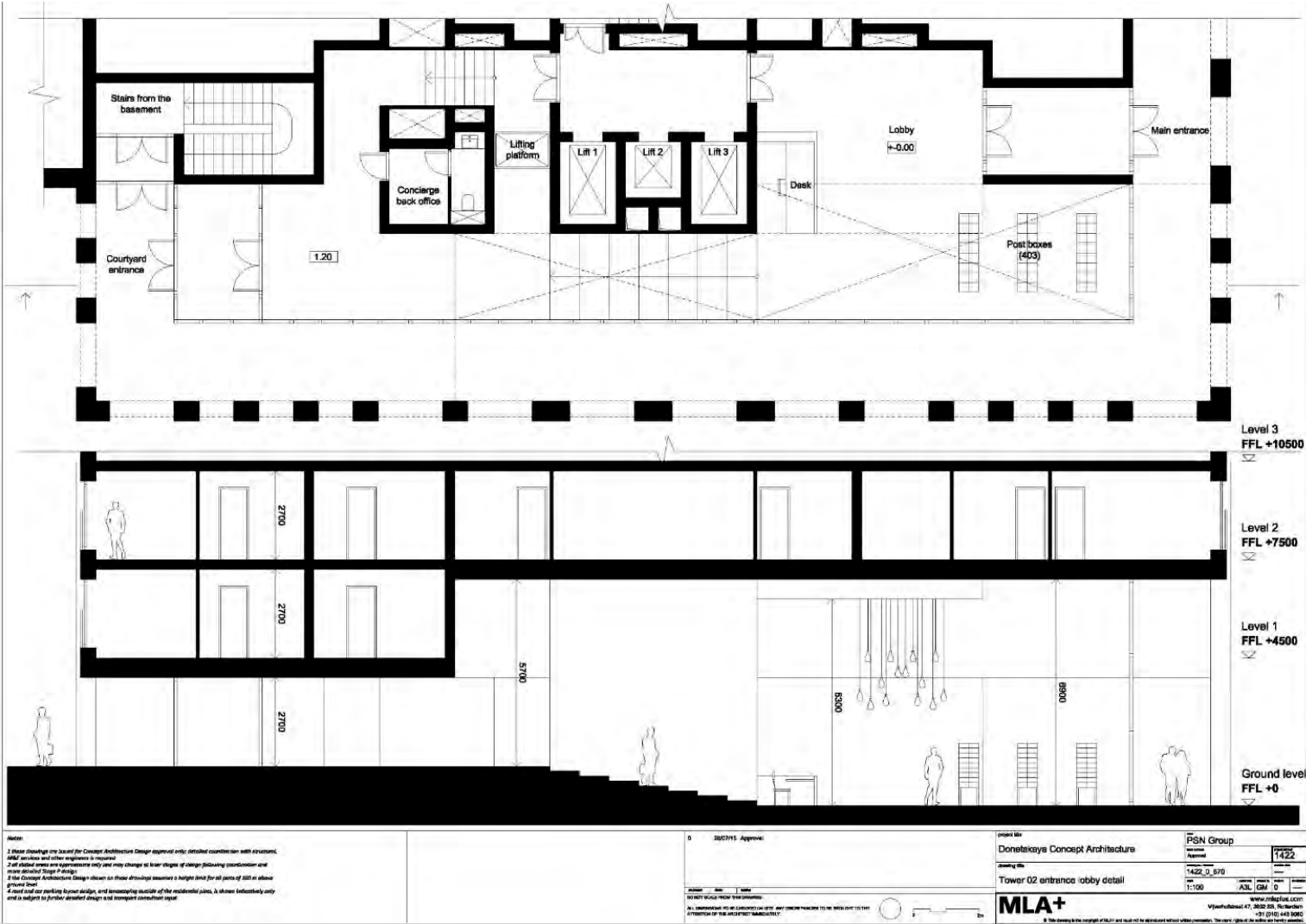
PROVIDE ACTIVE GROUND FLOOR INTERFACE



dead ground floors make dead cities



case studies:
MLA+ ground floors



Welcoming entrances are
important to a welcoming streetscape



case studies:
MLA+ ground floors



Oosterdok, Amsterdam



case studies:
MLA+ ground floors



Blackfriars Road, London



case studies:
MLA+ ground floors



St. Andrews, London



**ALLOW FOR
DIVERSITY**



little diversity in many housing neighbourhoods

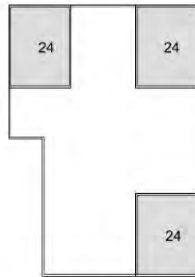


Severnaya Dolina, St. Petersburg
No room for diversity

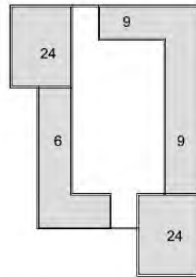


case studies:

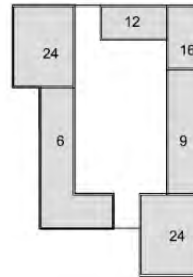
Domashnyi District, Moscow



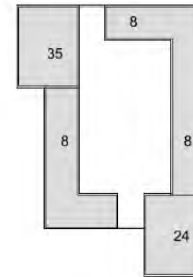
Current masterplan



Proposed variation A



Proposed variation B



Proposed variation C

Plot 29.1

Current masterplan

- ground floor plinth
- three towers 24 storeys

Proposed variation A

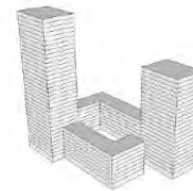
- two towers 24 storeys
- lower linked blocks to form courtyard

Proposed variation B

- two towers 24 storeys
- lower linked blocks to form courtyard
- small tower at rear corner

Proposed variation C

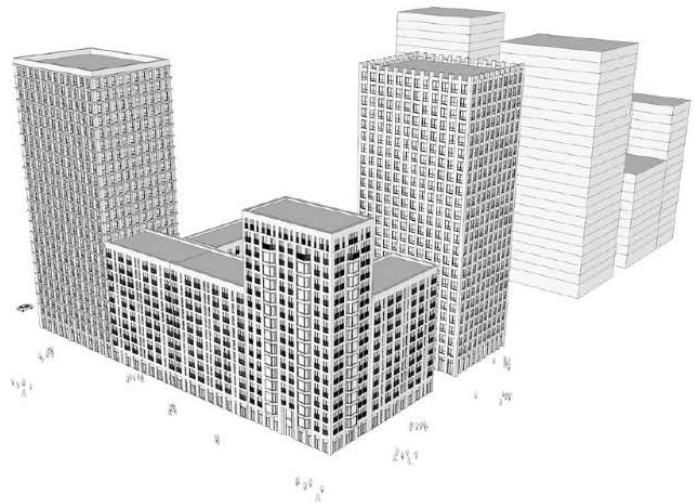
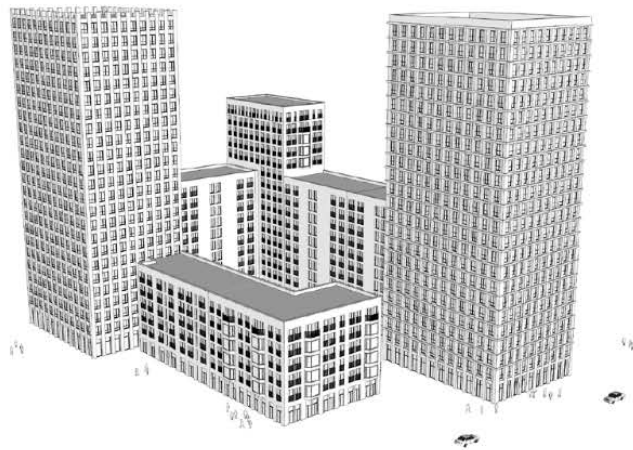
- one tower 24 storeys
- one tower 35 storeys (higher than 75m)
- lower linked blocks to form courtyard



How to combine human street scale and metropolitan scale



case studies:
Domashniy District, Moscow



How to combine human street
scale and metropolitan scale





case studies:
Domashniy District, Moscow



case studies:
Domashniy District, Moscow



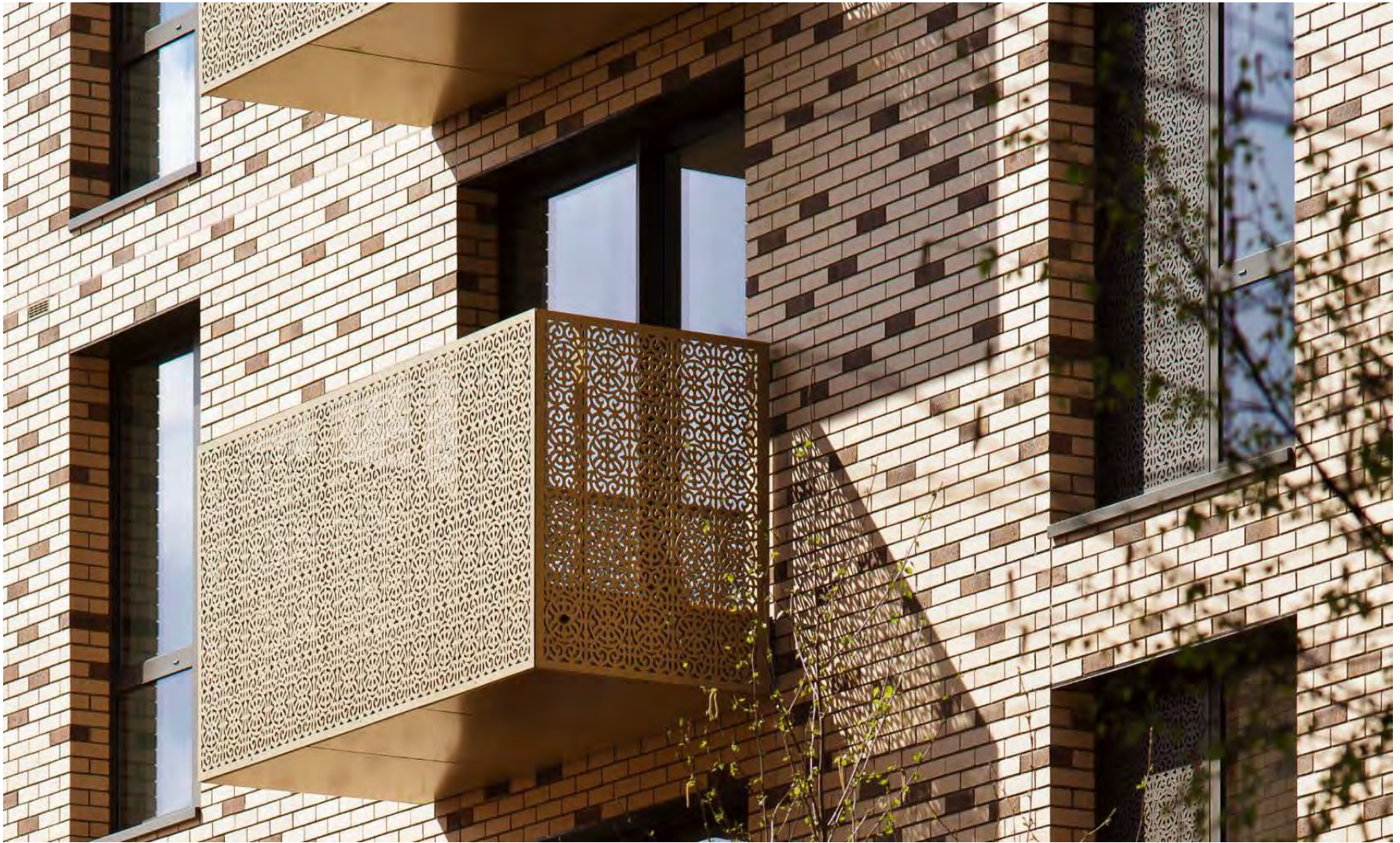
USE 'VALUE' MATERIALS IN THE MIX



'value' materials & craftsmanship



'value' materials & craftsmanship



case study:
I AM Moscow



Every new structure should be made
of good and lasting materials



case study:
I AM Moscow



case study:
Boulevard Karl Marx, Chistopol



economic sustainability on the architectural level

A sustainable house achieves cost-efficiencies in many ways:

- **Construction costs**
- **Ongoing running costs**
- **Long-term maintenance costs**
- **Future modification costs**
- **Living costs**
- **Cost efficiency for the community**

All of them have an impact on the
value owners and future buyers attach to it.



economic sustainability
on the urban level



It is all about density and mix: people , program, transport
Together they translate into the compact city as a **value**



MLA+

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