



**THE OPEN INTERNATIONAL  
COMPETITION FOR CREATING A MASTER  
PLAN FOR THE TERRITORY ADJACENT  
TO THE SAMARA ARENA STADIUM  
Samara, Samara Region**

# **INVITATION TO PARTICIPATE**



## Initiated by

### **The Samara Region Development Corporation**

The Corporation was founded in November 2008 by decree of the Samara Region Government and the Vnesheconombank Supervisory Board, chaired by V.V. Putin, for the purpose of supporting major projects that benefit the Samara Region and may potentially create growth points for the local economy. The Corporation was among Russia's first projects for fostering regional development institutions. It aims to diversify the Samara Region's economy and make it more competitive, in addition to encouraging investments.



SAMARA REGION  
DEVELOPMENT  
CORPORATION

Some of the Corporation's projects include the development of Kurovokh international airport and the restoration of historical buildings in downtown Samara. Its portfolio prominently features agricultural projects, which are intended to improve the region's food security.

## Organized by

### **Agency for Strategic Development CENTER**

The Agency is a Russian analytical and consulting organization that works on multi-purpose projects in the sphere of development and urban planning, in addition to being one of the top operators of various architecture, urban planning, and design competitions. The CENTER Agency was founded in Moscow in 2014. It deals with matters related to comprehensive land and real estate development and to the quality of the urban environment in more than 60 Russian regions.



The Agency's portfolio features projects commissioned by major developers, investment companies, land and facility owners, federal and regional authorities, and professional communities. When working on a few of these projects, CENTER joined forces with the governments of the Russian constituent entities and the Russian Ministry of Construction and the Housing and Utilities Sector, as strategic partners.

# About the Competition

# ABOUT THE COMPETITION

## Competition Territory

The territory surrounding the Samara Arena Stadium and bordered by Tashkentskaya and Demokraticeskaya Streets and the Volga and Moscow highways in the city of Samara, 397 ha in size.

## Aim of the Competition

to develop an impactful and economically viable comprehensive development concept (Master Plan) for the territory surrounding the Samara Arena Stadium.

## Participants

Russian and foreign professional organizations that specialize in architecture, project design, the creation of concepts for the development of public spaces, commercial and residential real estate, master planning, economics, finance, and content design.

## Jury

Representatives of state authorities from the Samara Region; experts on architecture, economics, marketing, real estate, and urban planning; landscape architects.

## Finalists

At the end of the first stage, three finalists will be chosen based on their portfolios and essays, and will then have to develop their competition proposal.

# 3 FINALISTS

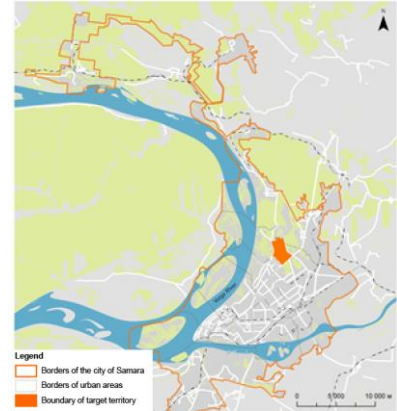
## Prize Fund

# 14,400,000 RUB

The three finalists who develop the final Competition Proposals will receive a reward totaling 2,400,000 rubles, including all taxes and fees.

Following a meeting of the Jury, the finalists will also receive an additional payment according to the place they achieve, including all taxes and fees, equal to the following amounts:

- 1st place — RUB 3,600,000;
- 2nd place — RUB 2,400,000;
- 3rd place — RUB 1,200,000;



## Competition Format

**INTERNATIONAL  
TWO-STAGE  
OPEN**



## **SCHEDULE\***

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**February 26, 2020**

Press conference about the start of the Competition

**March 20, 2020**

Submission deadline

**April 13 and 14, 2020**

Orientation seminar for finalists in the city of Samara

**June 16, 2020**

Meeting of the Jury; selection of the Winner of the Competition. Press conference

**March 10, 2020**

Orientation webinar for competition participants

**March 26, 2020**

Meeting of the jury. Selection of finalists

**June 8, 2020**

Submission of Competition Proposals by the Finalists

\*Organizer may introduce changes to the competition schedule.

# JURY\*



**Dmitry Azarov**  
Governor of the Samara  
Region



**Anatoly Barannikov**  
First Deputy Minister of  
Construction of the Sa-  
mara Region, Chief Archi-  
tect of the Samara Re-  
gion



**Anna Beregovskikh**  
Head of the ITP GRAD,  
Head of the National  
Urban Planners' Guild  
Council



**Igor Galakhov**  
Head of the Chief Ar-  
chitect's Office at the  
Samara Municipal Dis-  
trict Administration



**Aleksandr Karpushkin**  
Deputy Head of the Gov-  
ernment of the Samara  
Region



**Elina Krasilnikova**  
CEO, the Green ART Ar-  
chitecture and Landscap-  
ing Bureau



**Vladimir Plotkin**  
Chief Architect,  
Founding Partner, CU  
RESERVE



**Valérie Poli**  
Partner, Valode &  
Pistre Architects  
Bureau



**Aleksandr Puzanov**  
CEO, Institute of Ur-  
ban Economics Foun-  
dation



**Maksim Soyfer**  
CEO, Samara Region  
Development Corpora-  
tion

# Background

# SAMARA REGION

The Samara Region is located in the southeast of the European part of Russia, in the midstream of the Volga, Europe's largest river, and is part of the Volga Federal District, hereinafter referred to as the VFD (figure 1).

The Region includes 342 municipal entities, including 10 urban districts and 27 municipal districts. It is highly urbanized, with a population density of 60 people per square meter.

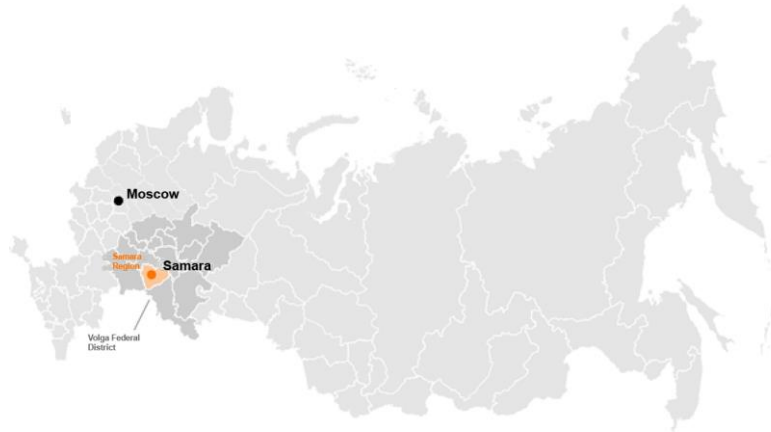


Fig. 1. The place of the Samara Region in the Russian Federation

The Samara Region enjoys favorable economic status and geographic and transport location. It is here that the Volga River meets the railway that connects the country's center and south with the Urals, Siberia, and Central Asia. The Samara Region contains the shortest routes from Central and Eastern Europe to the Asian part of Russia and the countries of Central Asia. Possessing all forms of transportation, the Samara Region has access not just to anywhere in Russia, but also to foreign nations from the former Soviet Union and beyond (fig. 2).

**53.6  
thousand  
sq. km**

size of the Samara Region

**0.31%**

of Russian territory occupied by  
the Samara Region

**3.18  
million  
people**

the population of the Samara  
Region

**80.2%**

urban population

**4<sup>th</sup> place**

by population size in the VFD



**The Samara Region is at the vanguard of  
Russia's southeast**



The unique geographical location of the Samara Region gives it immense transit potential, which is reaffirmed by the substantial volumes of trade with the nations that border on the Russian Federation.

Most of the passenger and shipping traffic is via road transport. The Region is crossed by the Moscow-Samara-Ufa-Chelyabinsk national highway. Federal highways also link Samara with the Republic of Kazakhstan and other Central Asian countries.

The Volga River is an important transportation channel as well. The river ports in Samara and Tolyatti are open to river-sea system vessels and are equipped with well-developed access communications and loading

*The social and economic development  
strategy for the Samara Region up to  
2030.*



and unloading complexes. The ports from the Volga-Don and the White Sea–Baltic systems provide access to almost every port in the Mediterranean, the Caspian region, and Scandinavia.

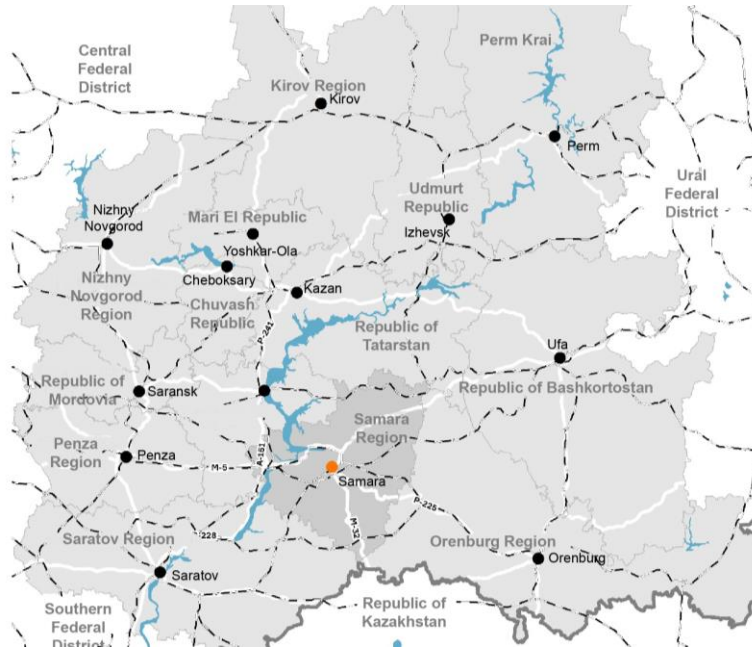


Fig. 2. The Samara Region in the VFD and with neighboring countries

**The favorable transit and geographical features of the Samara Region, a diversified transportation infrastructure and fundamental transport elements allow us to consider the Region's transportation and logistics potential as one of the most important development prerequisites, both for the region overall and the Samara urban district (hereinafter referred to as the u.d.) specifically Samara**

The Samara Region is one of Russia's major industrial powerhouses, with immense economic potential.

The local industrial complex encompasses mining, process manufacturing, and power engineering. The region's economy is built upon high-tech processing industries with high added value (automobile construction, aviation and space equipment manufacturing) and industries with a significant processing depth (chemistry, metallurgy).

In 2019, most of the Samara Region's exports were distributed as follows:

- mineral fuel;
- oil and petrochemicals;
- inorganic chemistry products;
- ammonia;
- land vehicles.

Samara Region is among the VFD leaders according to various social and economic development indicators, such as organization employee wages, gross regional product (GRP), and total investment volume (fig. 3–5).

**6<sup>th</sup> place**

the Samara Region's ranking in the Russian regions' investment potential rating

**13<sup>th</sup> place**

in the Russian regions' labor potential development rating

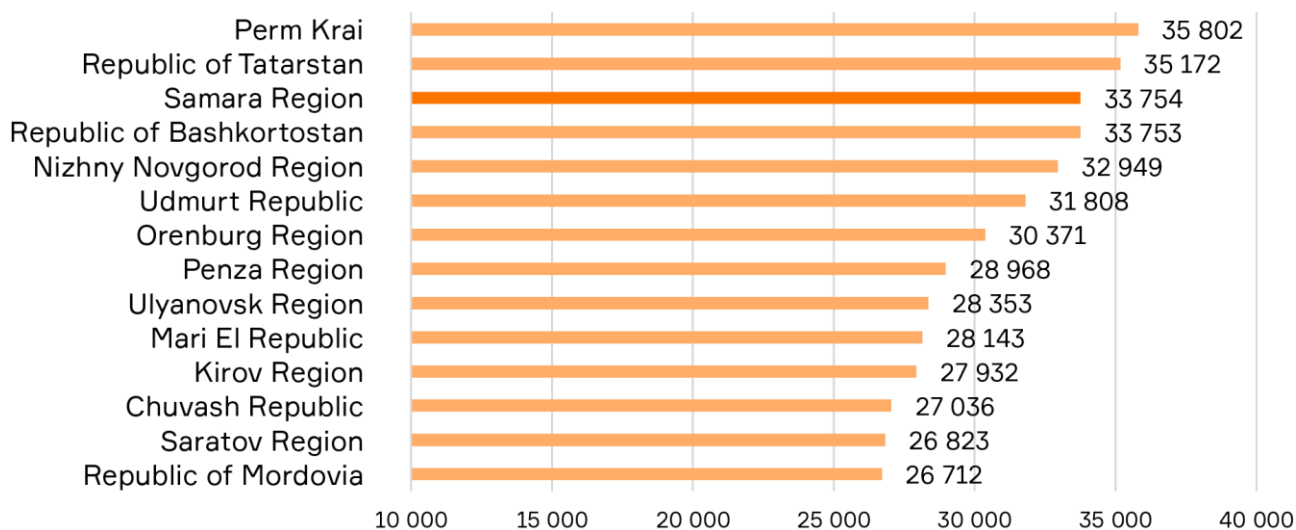


Fig. 3. Average nominal monthly organization employee wage, rubles

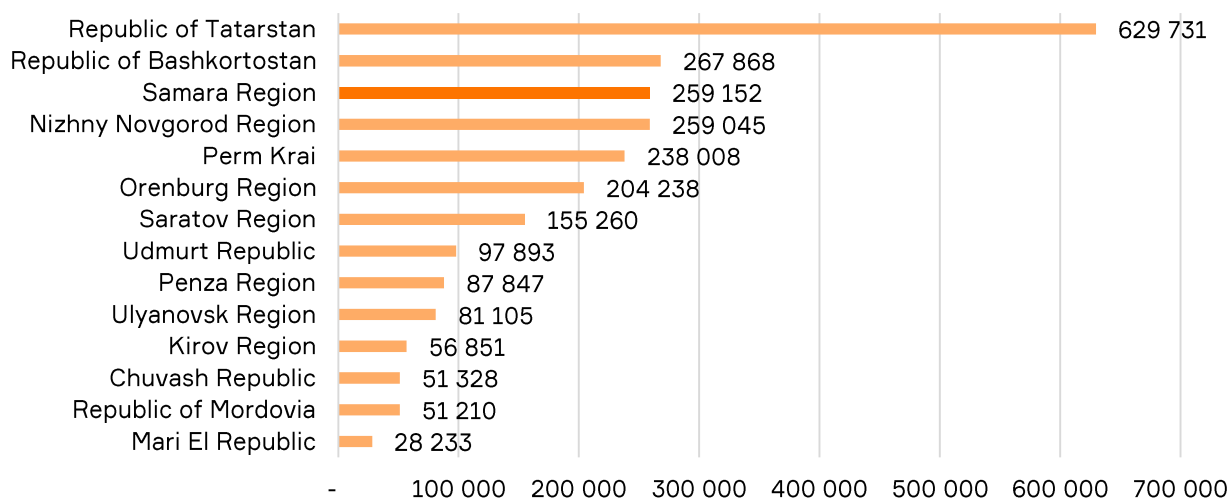


Fig. 4. Investment in fixed assets across VFD regions, million rubles

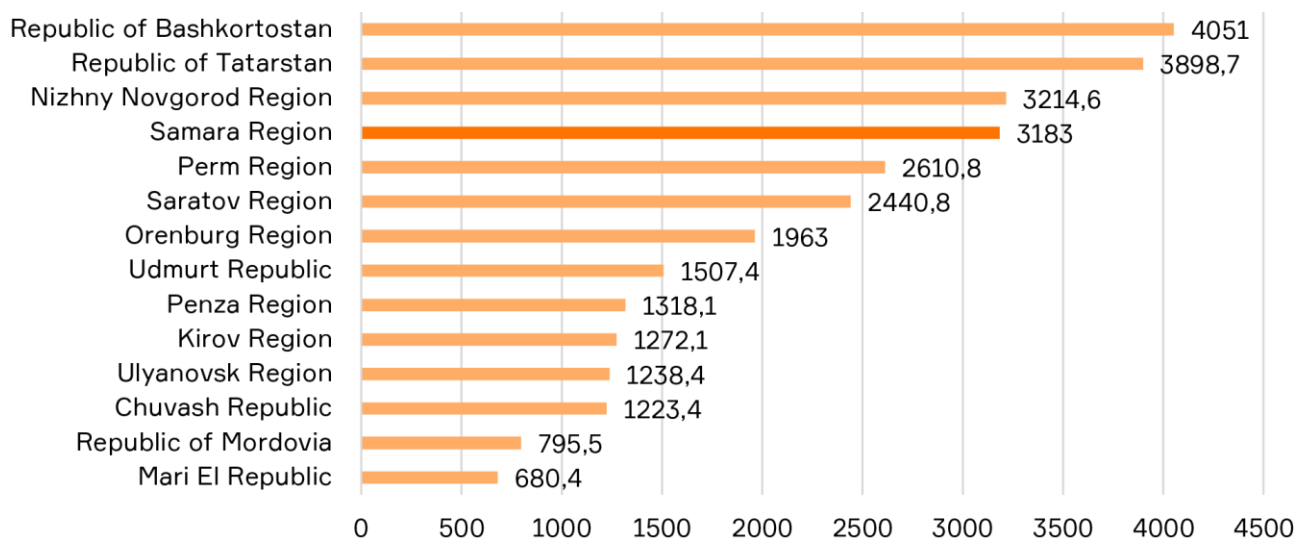


Fig. 5. Gross regional product across VFD regions in 2017, million rubles

# THE SAMARA-TOLYATTI AGGLOMERATION

The Samara-Tolyatti agglomeration (hereinafter referred to as the STA) is the third-largest two-core agglomeration by population size. Its cores are two major industrial centers, Samara and Tolyatti.

The STA fully or partially covers the territories of eight urban districts (Samara, Tolyatti, Syzran, Novokuybyshevsk, Chapayevsk, Kinel, Zhigulyovsk, Oktyabrsk) and nine municipal districts (Bezenchuksky, Volzhsky, Kinel'sky, Krasnoarmeysky, Krasnoyarsky, Privolzhsky, Stavropolsky, Syzransky, Shigonsky) (figures 6, 7).

**2.5 million**  
people reside within the  
agglomeration

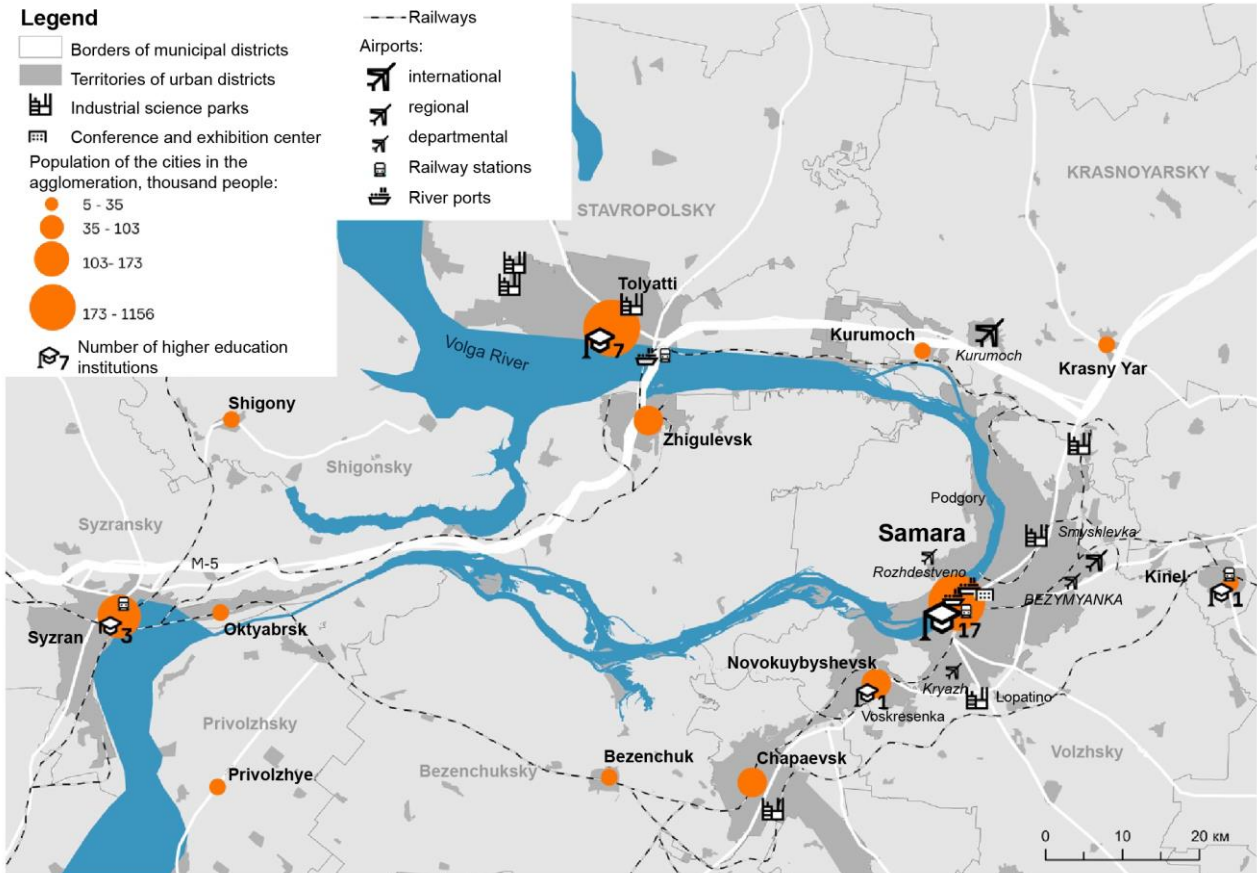


Fig. 6. The Samara-Tolyatti agglomeration

The STA is an automotive, aerospace, and petroleum industry center, as well as a hub for other types of machine engineering and mineral mining and processing.

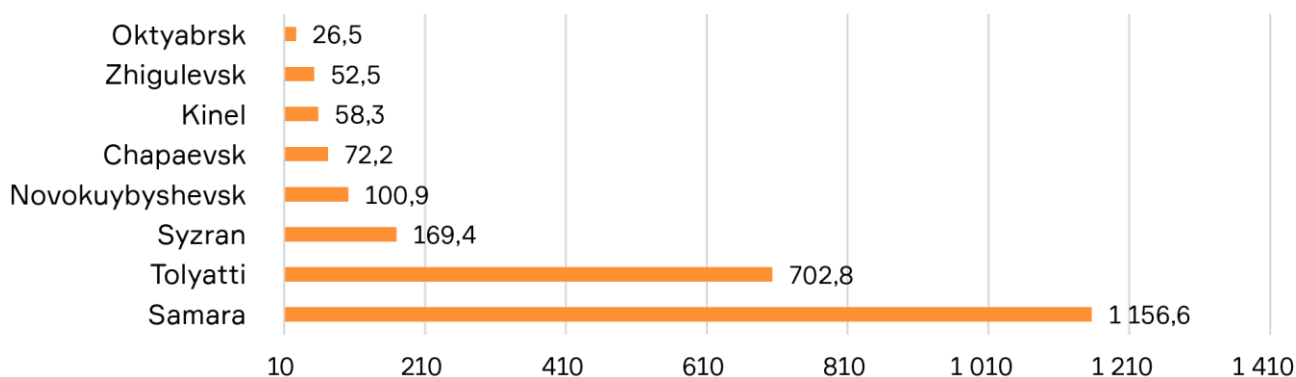


Fig. 7. The number of cities in the Samara-Tolyatti agglomeration as of 01.01.2019, thousand people

Russia's Spatial Development Strategy up to 2025<sup>1</sup> lists the STA among the largest urban agglomerations and the most promising economic growth hubs.

The spatial development concept for the STA was designed in 2014<sup>2</sup> and was aimed at removing the infrastructural hurdles that hindered territorial development, improving transport connections between the agglomeration's main hubs, and achieving the following results in the maintenance and improvement of the automotive transportation framework by 2038:

- a reduced load on the main transportation thoroughfares, the establishment of transit connections;
- stronger links between Samara, Tolyatti, and the Kurumoch Airport, which is a key element of the STA's transport infrastructure;
- the creation of a framework-building transport ring route that will help develop the two-core agglomeration (with Syzran as a potential third agglomeration core);
- the creation of an agglomeration-level transit hub at Kurumoch airport; the redistribution of interregional traffic; and the enhancement of transportation links between the STA and other nearby agglomerations.

The STA is currently creating a ring route system that interconnects cities and municipalities; more specifically, the following projects are in progress:

- the construction of a motor bridge across the Volga River near the Klimovka village, with access to the M-5 Ural Highway in the Shigonsky and Syzransky Districts of the Samara Region (2019–2025);
- the development of high-speed railway connections between Samara, the Kurumoch Airport, and Tolyatti (the project's initial stage will only connect Samara and Tolyatti, while Kurumoch connections are planned for later);

<sup>1</sup>Decree No. 207-r of the Government of the Russian Federation, "On Approving the Spatial Development Strategy of the Russian Federation up to 2025", dated 13.02.2019.

<sup>2</sup> <http://www.giprogor.ru/project/98-2018-02-23-15-32-45>; [https://economy.samregion.ru/activity/mun\\_razv/samtolagl/samarsko-tolyattinskaya-aglomeratsiya/](https://economy.samregion.ru/activity/mun_razv/samtolagl/samarsko-tolyattinskaya-aglomeratsiya/)

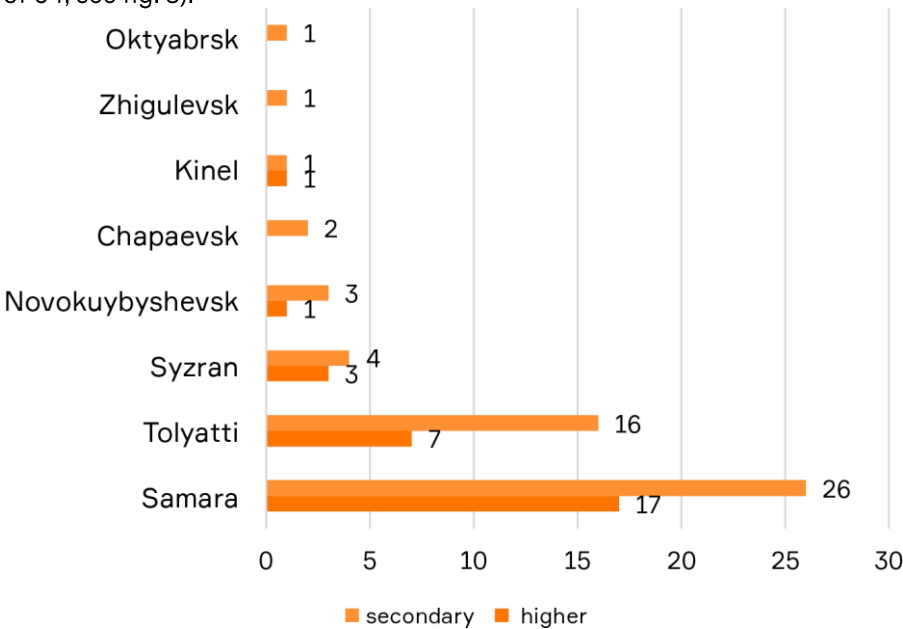
- the construction of the Tsentralnaya (Central) highway along Karl Marx Avenue, with access to the M-5 Ural Highway outside the Samara city limits (the layout of the highway segment between Kirov Avenue and the Samara River embankment has already been designed; highway construction is not expected until 2020);
- the creation of a logistics park system within the agglomeration.

Developing the region’s anchor institutions and education potential is a major development aspect for the STA.

The agglomeration’s higher education system is represented by 17 institutions, including two major universities, and a university that coordinates the Lower Volga healthcare education cluster. All of the agglomeration’s cities have secondary vocational education institutions (a total of 54; see fig. 8).

**17**

the number of higher education institutions in the STA



**54**

the number of secondary vocational education institutions in the STA

Fig. 8. The number of secondary and higher education institutions in the STA

Samara has the highest number of people with higher education, reaching 318 in every 1000 (figure 9).

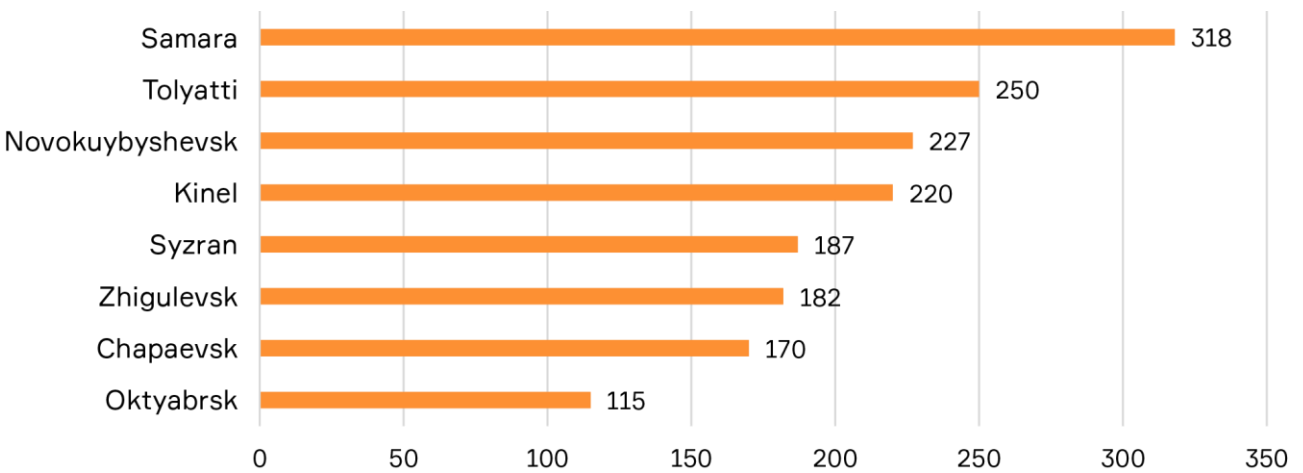


Fig. 9. The share of people with higher education, per 1000.

Improving the region's research and education potential relies on cluster-based development, with the creation of technopolises and technoparks, i.e. complex research activity hubs.

The STA is home to a thriving professional education complex that has the potential to be at the forefront of its urban development. Higher education institutions that specialize in the technological field are the most competitive.

The STA has another development vector: working on its tourism potential, which is to be achieved through a system of federal, regional, and local protected natural conservation areas, specifically the Zhigulevsk Reserve named after I.I. Sprygin and the Samarskaya Luka National Park.

The efficiency of the agglomeration's activities is tied to the further development of the research, innovation, and education infrastructure, the service sector, and the innovative territorial production clusters, while also strengthening intra-agglomerational links.

# THE CITY OF SAMARA

The city of Samara is the center of the Samara Region and forms the eponymous municipal unit. The main urban area's longitudinal dimension exceeds 50 km, while the latitudinal dimension exceeds 20 km.

Samara is divided into nine intra-city districts: Zheleznodorozhny, Kirovsky, Krasnoglinsky, Kuybyshevsky, Leninsky, Oktyabrsky, Promyshlenny, Samarsky, Sovetsky (figure 10).

## 1586

founded in

## 54,194 ha

the size of the Samara urban district

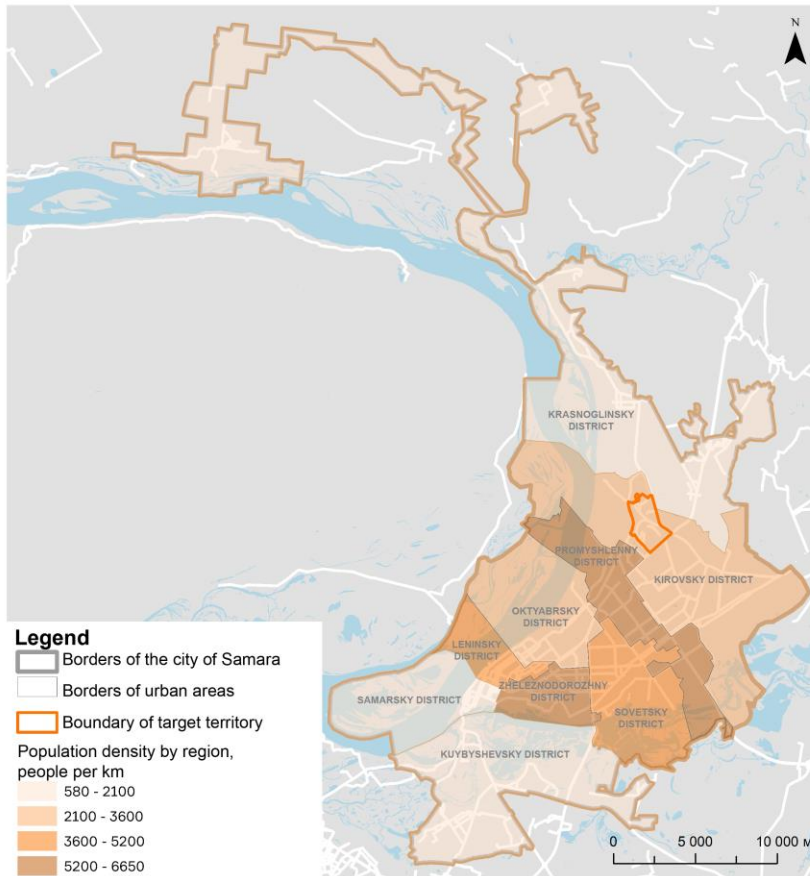


Fig. 10. Population density in Samara's intracity district

## Physiographic characteristics

Samara lies on the left bank of the Volga River, in midstream, along the southwestern edge of the Bugulma-Belebey Uplands, which are part of the High Transvolga orographic region. Most of the city's territory is taken up by a hilly area between two Volga tributaries, the Sok and the Samara. The city is most elevated on the north side. The highest point (282 m) is the Tip-Tyav peak, which is part of the Sokolyi Mountains. In the south, along the Volga, the elevation of the ravine-crossed terrain gradually decreases, until it blends into the Samara River valley, where the Samara joins the Volga.

## Climate

The urban district is largely characterized by a moderately continental climate. The weather is dominated by anticyclones about 58% of the year. The long-term annual average snow cover depth ranges between 35 and 75 cm<sup>3</sup>.

The average relative humidity is 74%. The average annual precipitation reaches 525 mm. The average monthly temperature is 21.0°C in July and -12.9 °C in January; the mean annual average is 4.8°C. The winds are strongest in May and weakest in August.

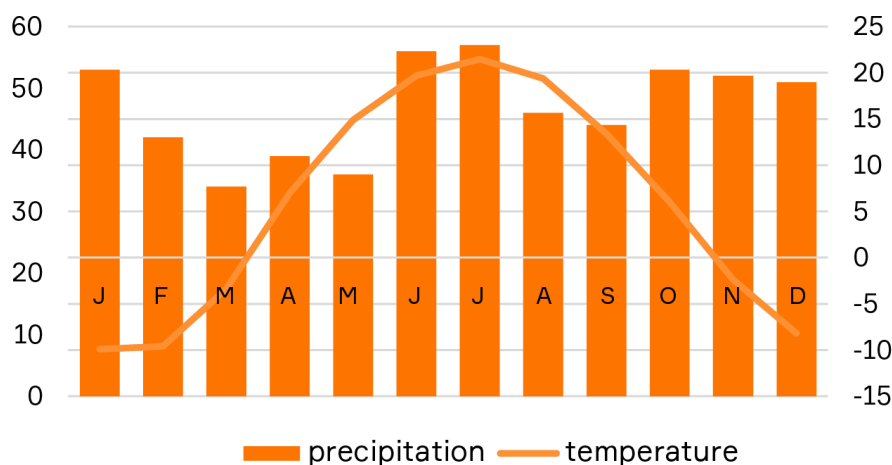


Fig. 11. Climograph of the city of Samara<sup>4</sup>

The urban district's favorable natural and climatic conditions and high recreation potential make it a desirable place of residence.

## Social and economic characteristics

For objectivity purposes, the urban district's key social and economic development indicators have been contrasted against the data for the cities from the reference group, which have a similar administrative and economic status in their respective constituent entities of the Russian Federation: Ufa, Rostov-on-Don, Perm, Nizhny Novgorod, Kazan, Yekaterinburg, and Volgograd.

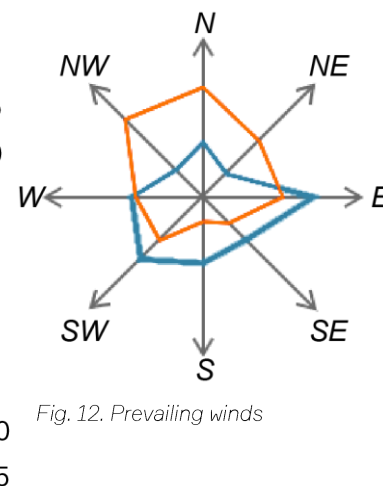


Fig. 12. Prevailing winds

<sup>3</sup> [https://www.samregion.ru/sam\\_region/card/klimat/](https://www.samregion.ru/sam_region/card/klimat/)

<sup>4</sup> <https://ru.climate-data.org/азия/российская-федерация/самарская-область/самара-460/>



## Investments

The fixed asset investments around the urban district are not stable; the investment value peaked in 2015 (figure 13). From 2015 to 2017, Samara had the lowest investment value among the cities from the reference group (figure 14). The city accounts for 30.4% of all investments in the Samara Region.

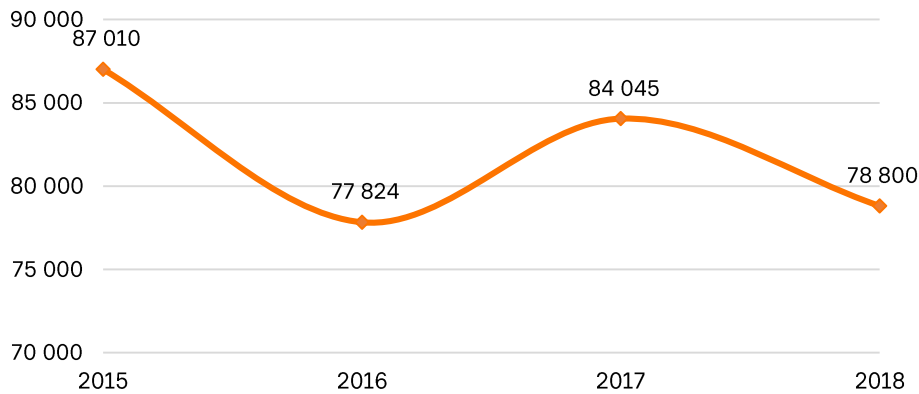


Fig. 13 Fixed asset investment dynamics between 2015 and 2018, million rubles

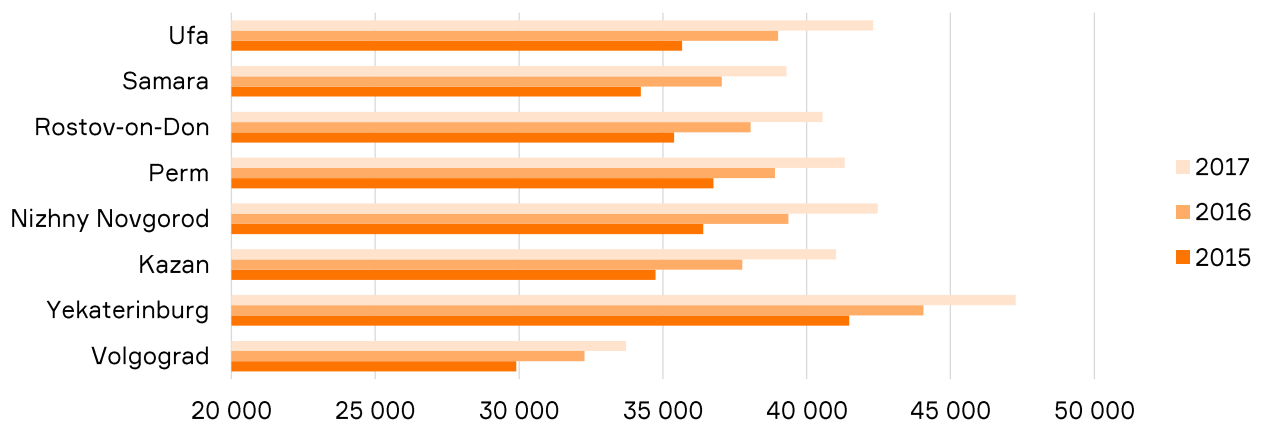


Fig. 14. Investment in fixed assets (actual prices) between 2015 and 2017, million rubles

## Average wage

The city residents' wage growth demonstrated positive dynamics between 2015 and 2018, reaching 43,020 rubles at the end of 2018 (figure 15). But even though in 2015–2016 the rate of its wage growth was among the highest, reaching 8.24%, Samara has one of the lowest wage levels among the cities from the reference group. In 2016–2017, the growth rate was minimal, dropping to 6.06%, while the overall dynamics in the reference group dropped as well (figure 16).

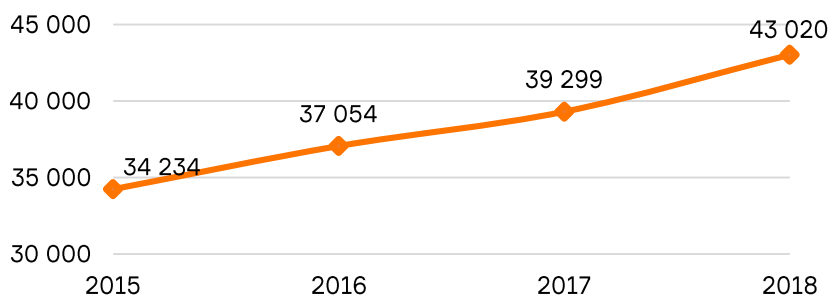


Fig. 15. Average nominal monthly organization employee wage, rubles

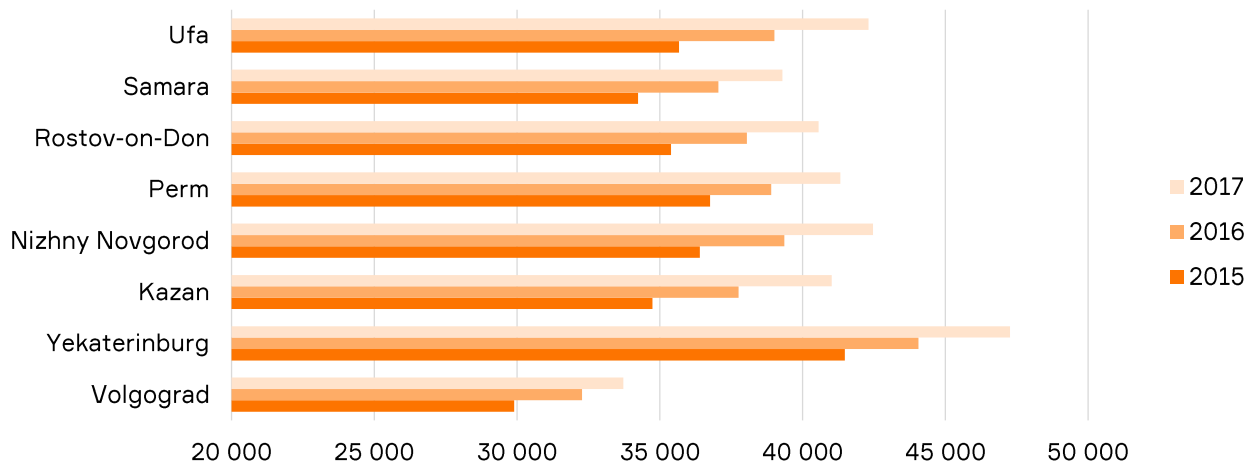


Fig. 16. Average nominal monthly organization employee wage, rubles

Industrial production accounts for most of the city's economy. The city specializes in unique aerospace equipment. The city's industrial infrastructure is represented by several major industrial facilities, which are located in Samara's Kirovsky and Promyshlenny Districts (figure 17).

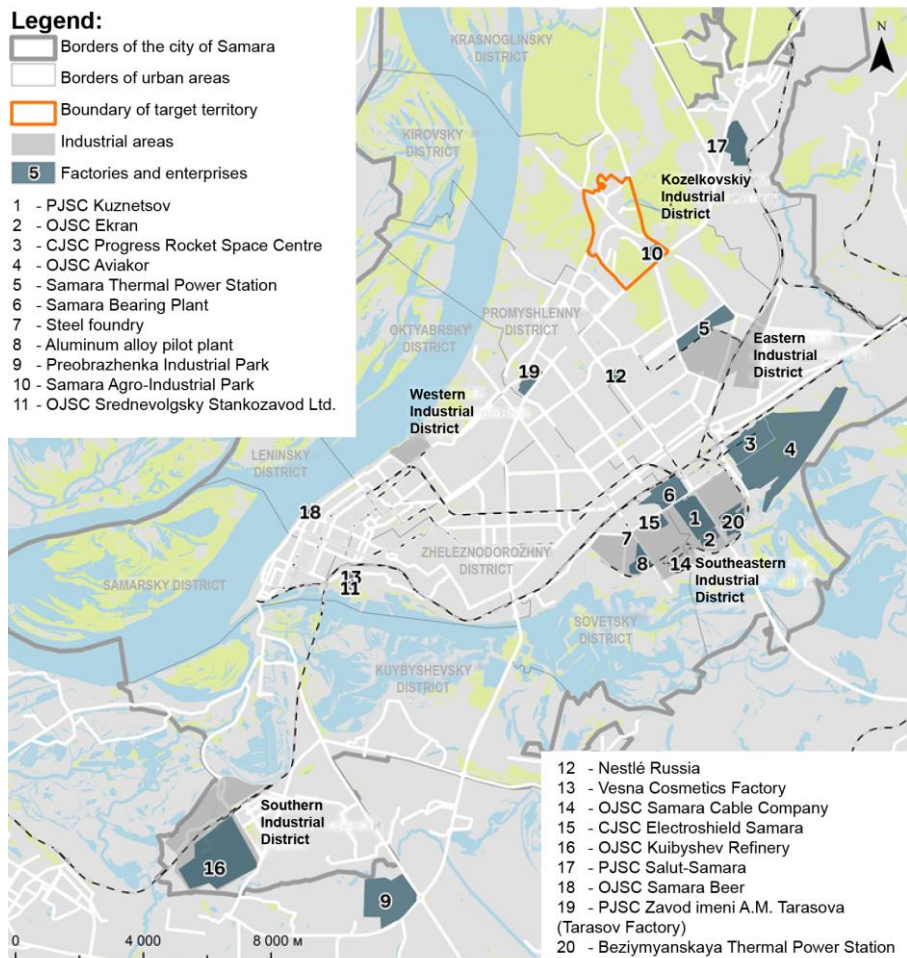


Fig. 17. Main production facilities and industrial zones

## Demographic characteristics

### Population size

Samara has experienced the most notable population decline in the reference group: the population reduced by 8,949 people in the 2014–2018 period<sup>5</sup> (figure 18). Aside from the general population decline, which is typical of both cities, the indicators that make up population dynamics — migration and natural population growth (decline) — are in the negative (figure 19).

**1.2 million**

population size of the Samara u.d. as of 01.01.2019

**6**

most populated urban district in Russia

**36.3%**

of the Samara Region's population resides in Samara

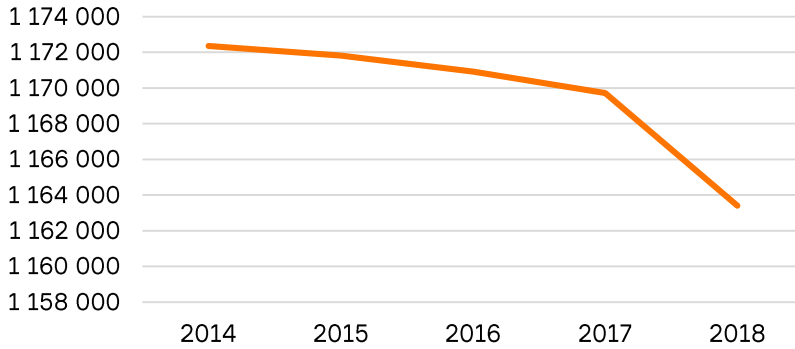


Fig. 18. Population size dynamics in Samara in 2014–2018, people

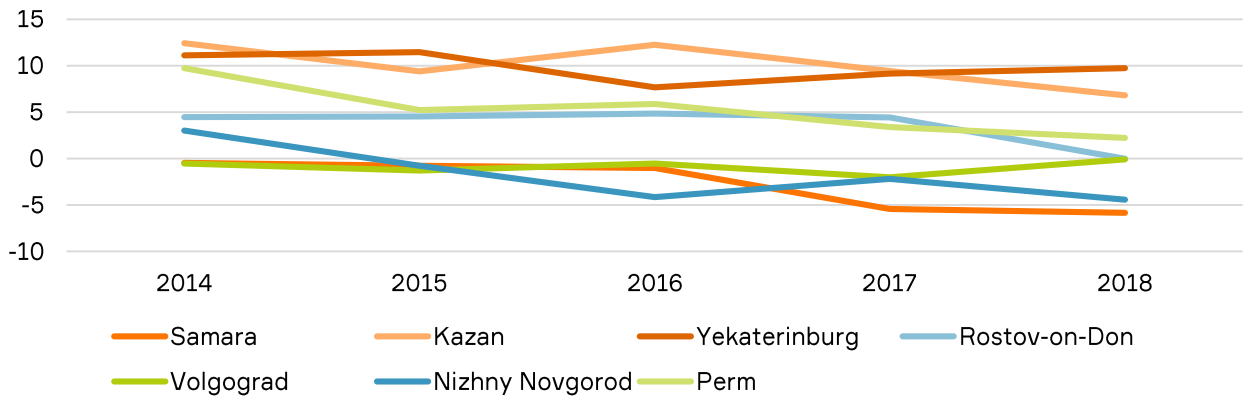


Fig. 19. General population growth rate in Samara and in the cities from the reference group in 2014–2018.

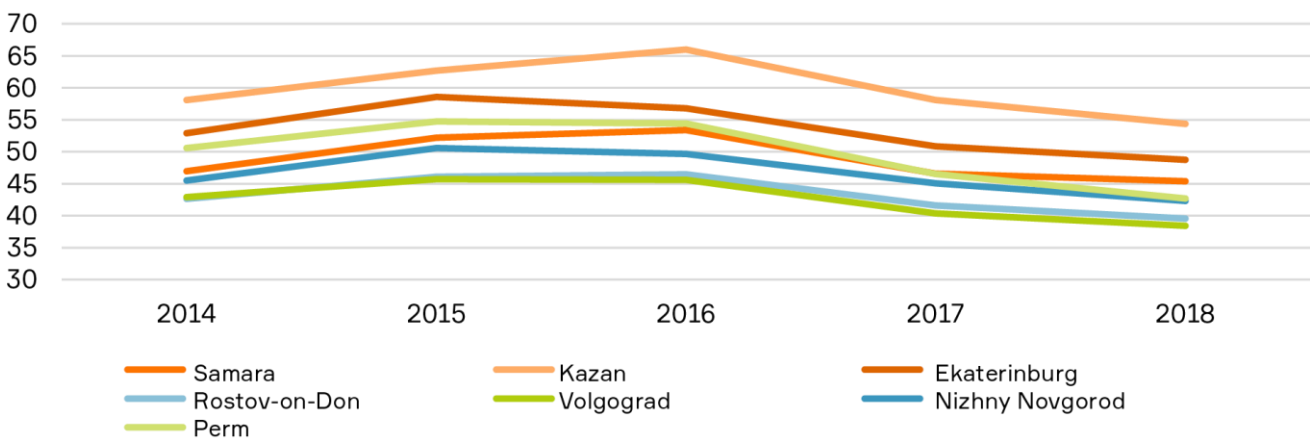


Fig. 20 The dynamics of the fertility rate in Samara and other cities from the reference group in 2014–2018.

Notably, Samara has been experiencing a stable decline in death rates over the past five years, while its fertility rate has been among the highest in the reference group (figure 20).

<sup>5</sup> <https://www.gks.ru/>

## Age and gender distribution of the Samara population

An analysis of the age and gender distribution of Samara's population (figure 21) yields the following results:

- at present, the employable adult population corresponds to the highest demographic peak, which heralds a high dependency ratio in the future;
- the population group aged between 0–4 is growing markedly, which could be explained by the out migration characteristics, as the birth rates are actually declining.

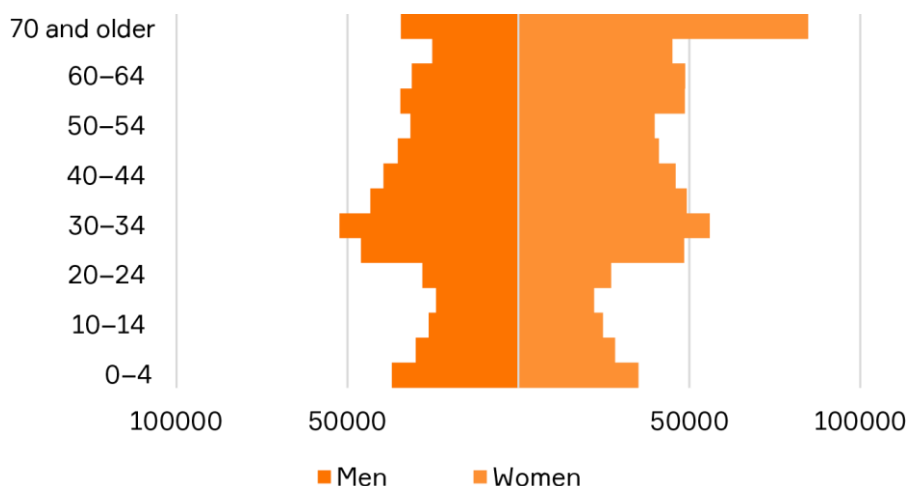


Fig. 21. Age and gender distribution of the Samara population in 2018

## Migration

Over the period studied, the net migration rate in the Samara u.d. has been gradually declining. In fact, over the past three years, the rate has been in the negative.

The migration's age distribution is negative; the 15–19 age group is the only one with a positive balance, which affirms that Samara's education infrastructure is appealing to the younger generation (figure 22).

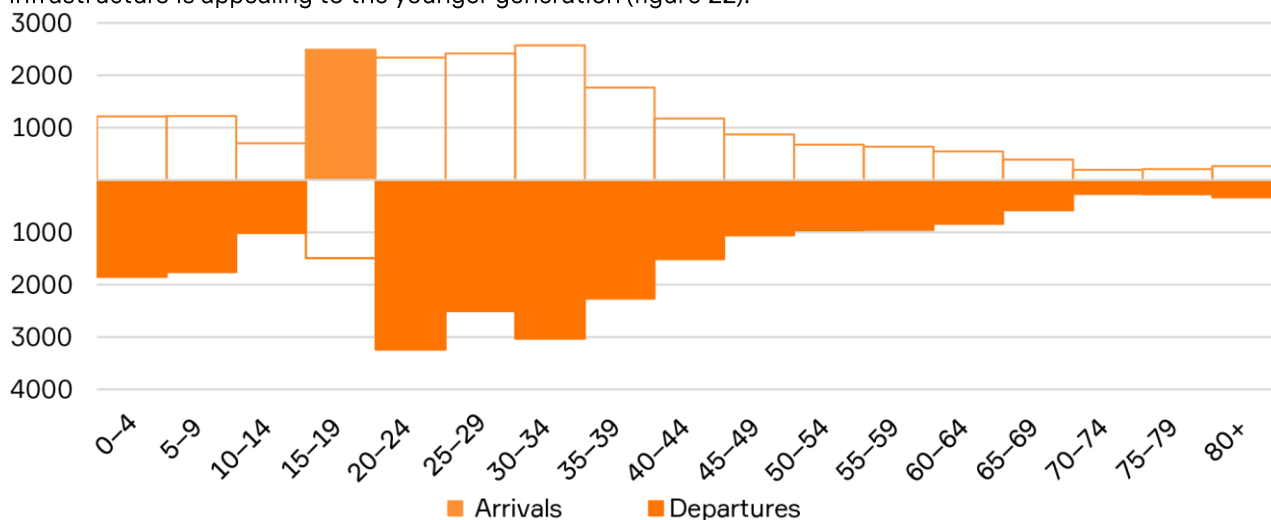


Fig. 22. The migration distribution in Samara in 2018, by age

Overall, it must be noted that almost all of Samara's demographic features are affected by negative dynamics: the population is aging, while employable and most demographically active adults are leaving, which limits the internal regulation of social and demographic issues.

Among the positive prerequisites for developing Samara's demographic potential (as compared to other cities from the reference group) are: a relatively high birth rate, a stable decline in the death rate, and a positive migration balance in the 15-19 age group.

## Transport infrastructure

Samara has the following types of public transport available: buses, trolleybuses, trams, and the subway (figure 23). Compared to the above, rail and river transport accounts for a very small amount of the city's passenger traffic.

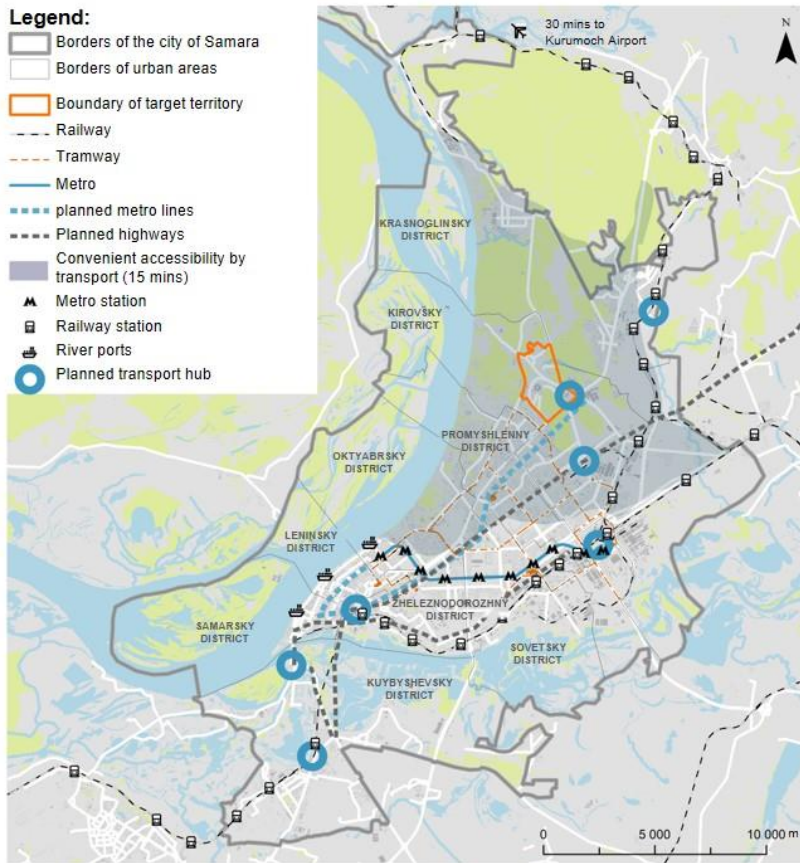


Fig. 23. The city's transport infrastructure

The passenger traffic structure in Samara is dominated by buses (35%). The average proportion of electric transport, including trams (34.5%) and trolleybuses (9%) reaches 43.3%; the subway accounts for 22% of passenger traffic.

Even though Samara is a major transportation and logistics hub, the transportation links that currently exist within the city do not meet its needs in their entirety. The central districts suffer from a high transit load, while the densely populated remote neighborhoods (Volgar, Yuzhny Gorod, and Krutye Klyuchi) are not sufficiently connected to the center.

Another development issue experienced by the public transport system is the lack of high-speed transportation between the center and the outlying districts.

There are a number of municipal programs aimed at optimizing transportation services, including such important initiatives as: the development of high-speed passenger rail between Samara, the Kurumoch Airport, and Tolyatti, along with the creation of a transit hub within close vicinity of the Samara Arena Stadium; the development of a transit hub at the Kurumoch Airport, with connections to automotive and rail transport at the crossroads of the M-5 Ural and Airport Highways; and subway development.

## The historical and cultural timeline of Samara's development

Due to the unique features of its unique geographic location, the Samara Region has served as a conjunction of several trade and diplomatic routes since ancient times. This is where everyone bound for Europe from Asia began their journey, either on foot or by transport. These travelers gave the local river, and then the city too, its name, Samara. Turkic in origin, it is either a combination of "samar" ("trader") and "Ra" (the ancient name of Volga), or a word meaning "river in the steppe". Later on, Samara was the place where merchants gathered together for major trade fairs; Sobornaya in the fall, and Vozdvizhenskaya and Kazanskaya in the summer.

In the late 16th century, the Principality of Moscow built an outpost here to defend the city from the continuous nomad raids. The new Samara Fortress dominated the Volga trade route and the surrounding areas. Samara is a fortress and a gateway to trading with the East (figure 24).

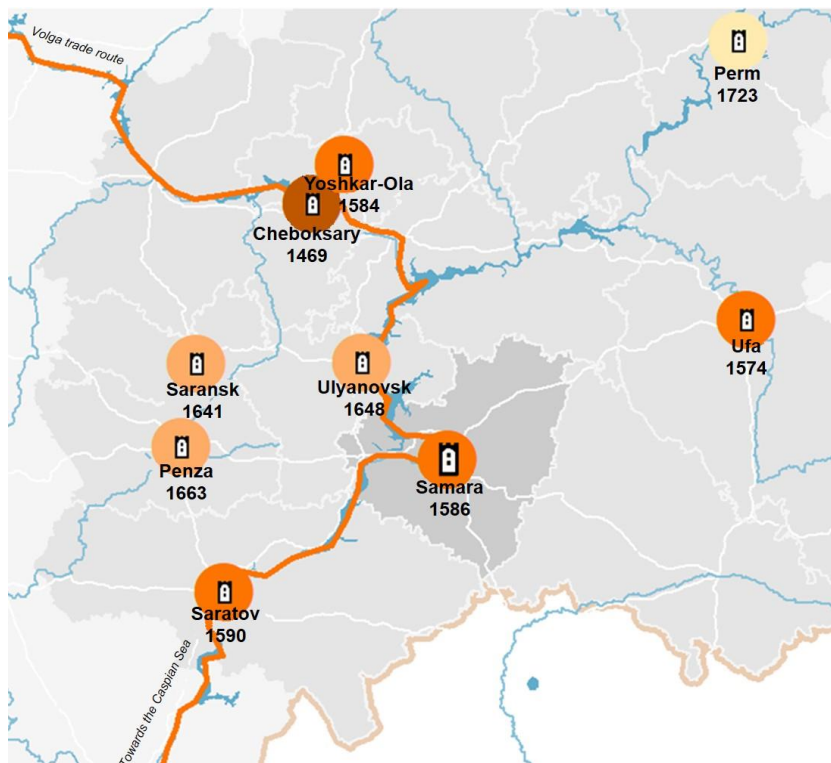
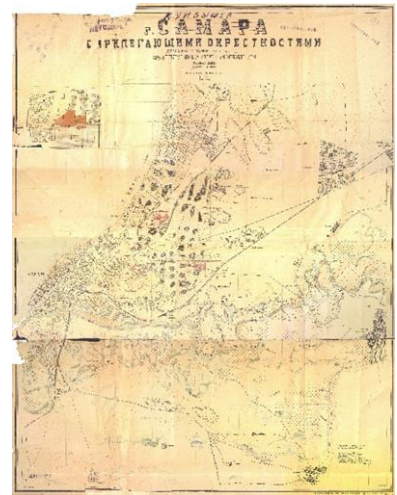
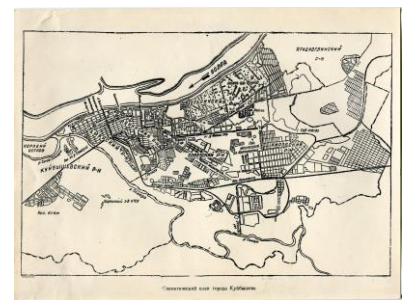


Fig. 24. The historical background of the territory's development

In 1935, Samara was renamed to Kuybyshev, and until 1991, the city kept developing as the main industrial center of the Volga Midlands, specializing in aerospace production. During the same period, Kuybyshev and Tolyatti became the core of the country's third largest and third most important urban agglomeration.



Plan of Samara and the surrounding areas, 1934.



Kuybyshev city layout, 1956

The spatial development evolution has had six key stages (table 1)<sup>6</sup>.

**Table 1. The evolutionary stages of Samara's spatial development**

<p><b>1586-1780</b></p> <p><b>The Ancient City:</b> irregular structure, the Samarsky Gorodok (Samara Town) fortress; as the city grows rapidly along the Volga bank, slobodas and other settlements begin to emerge outside its boundaries in the 17th century.</p>	<p><b>1781-1850</b></p> <p><b>The Uyezd Center:</b> regular construction based on a rectangular grid and three layouts (1782, 1804, 1840); the most active construction took place in the 1830s.</p>	<p><b>1851-1916</b></p> <p><b>The Guberniya Center:</b> in 1862, the city experienced a surge of territorial development and underwent functional zoning, as residential areas (including the nearby slobodas and villages) were distinctly separated from industrial areas, while the suburbs were actively developed as a site for country residences. The areas along the railway also underwent development.</p>
<p><b>1917-1939</b></p> <p><b>Pre-War Samara:</b> territorial development proceeded according to the 1935 general plan: the city (both residential districts and major industrial facility) expanded actively along the Volga river towards the northeast.</p>	<p><b>1940-1991</b></p> <p><b>Space-Age Kuybyshev:</b> the city developed and expanded actively according to the 1940-1945 master plan (the Bezmyanka district and the area around the Maslennikov plant) and the 1967 master plan (the eastern and northeastern suburbs; numerous new villages in the vicinity of neighboring industrial facilities, sovkhozes, and stations).</p>	<p><b>From 1992 onward</b></p> <p><b>Modern Samara:</b> chaotic infill development of already established urban areas; the creation of gated communities on the Volga bank slope, where the locals' country homes used to be.</p>

**To summarize: the city is characterized by multi-level development, which builds upon its historical heritage as a crossroads of cultures<sup>7</sup>.**

**It is also worth mentioning the continuity of some of the functions that the city retains today: transit through the surrounding area, trade logistics, territorial development along the railway, and active expansion along the Volga axis<sup>8</sup>.**

<sup>6</sup> Samogorov V., Pastushenko V., Fyodorov O. Kosmichesky Kuybyshev (Space Kuybyshev). – TATLIN, 2016.

<sup>7</sup> Section 1, Subsection 2.3 of the Comprehensive Analytical Study of the territory surrounding the Samara Arena Stadium conducted by the Agency for Strategic Development CENTER LLC. – M., 2020.

<sup>8</sup> Image sources:

Plan of Samara and the surrounding areas, 1934, Kuybyshev city layout, 1956 – <http://www.etomesto.ru/>

## Spatial development characteristics

The competition territory lies within the Kirovsky District, which is located in the northeast of the Samara u.d. and borders upon the Krasnoglinsky and Promyshlenny urban districts, as well as the Volzhsky rural district of the Samara Region. At 101 sq. km in size, it is one of the largest districts in Samara and the second largest by population (224.9 thousand people), and possesses strong economic, research, engineering, and technical potential, as well as a wealth of creative achievement and tradition.

# 101 sq. km

size of the Kirovsky District

## Spatial planning documents

The General Plan of the Samara u.d.<sup>9</sup> (hereinafter referred to as the General Plan), defines the city's key spatial development aspects as follows:

- the creation of an international transportation and logistics cluster in Samara;
- the development of the main composition and planning axis along the Volga river;
- multifunctional territorial development, encompassing the historical center (the Samarsky District) and the median zone (the Zheleznodorozhny, Leninsky, and Oktyabrsky Districts, as well as the Samarskoe Zarechye) (figure 25).

# 224,900 people

the Kirovsky District population size

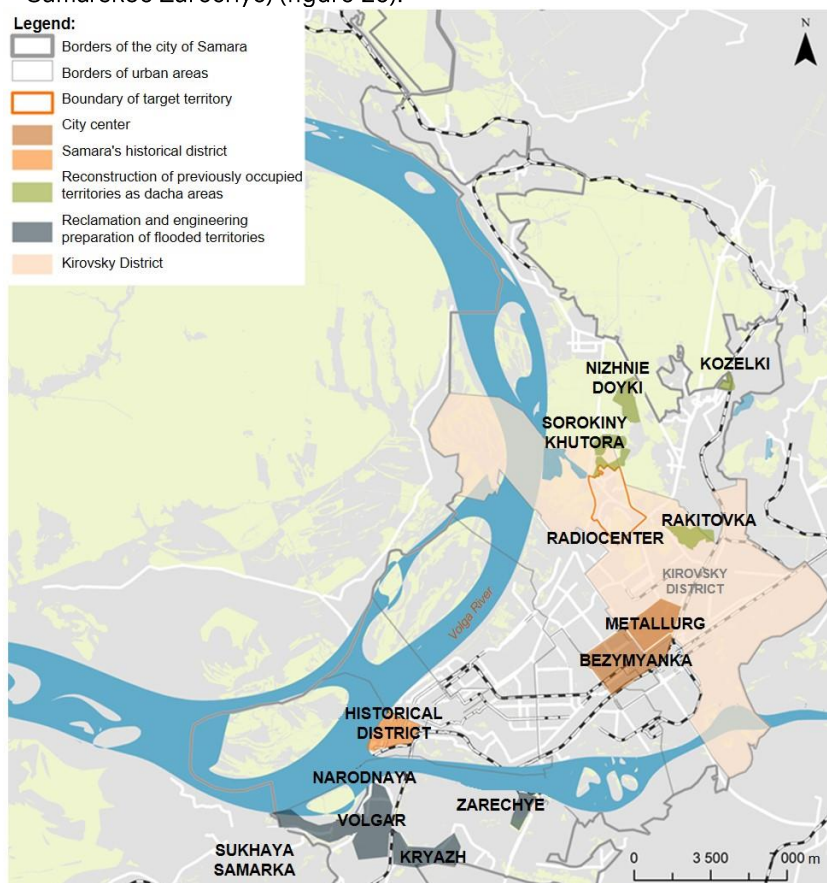


Fig. 25. Special features of spatial development in the Samara urban district

<sup>9</sup> General Plan of the Samara Urban District, approved by Decree No. 539 of the Duma of the Samara Municipal District, dated 20.03.2008 (amended on 05.12.2019)



There are three main directions for the city's projected territorial growth:

- north and northeast: across the Krasnoglinsky and Kirovsky Districts;
- south: across the Kuybyshevsky District;
- a new sector is also being developed on the Studyony Ovrage – Dubovy Gai axis, which has crossing points with the Krasnoglinskoe and Moscow Highways.

The growth in the north and northeast mostly occurs due to the mass conversion of occupied land (Rakitovka, Kozelki, Raidotsentr-3, Doyki, and Sorokiny Khutora) into dacha plots; in the south, the territory expands through alluviation and a utility overhaul of flooded lands (Samar-skoe Zarechye, Narodnaya, Sukhaya Samarka).

New urban planning hubs are emerging in the Oktyabrsky District (around the Maslennikov Plant), in the Podpolshchikov Ravine, in the neighborhood between the new bus terminal and Yury Gagarin Park along the Moscow Highway, and in the Kirovsky district, not far from the competition territory (the former horse race track and the crossroads of the Moscow Highway, Alma-Atinskaya Street, and the Rakitovskoe Highway).

The main provisions of the General Plan on the development of recreation zones and the tourism and vacation infrastructure suggest: improving the Volga embankments; creating crosswise pedestrian routes linking the heart of the residential development areas in the Sovetsky, Promyshlenny, and Kirovsky Districts and the parks, recreation centers, and beaches along the Volga; creating a public space system; establishing urban recreation and tourism areas with different themes ("Old Samara", "Samara the Military Capital of Russia", "Samara the Sports City", "the Wings of the Motherland").

The key capital construction sites that were completed in 2008-2019 include<sup>10</sup> the Frunzensky and Kirovsky Bridges, the Sports Palace, the Koshelev Project and Yuzhny Gorod neighborhoods, the IT Park, and more<sup>11</sup>.

## Natural and recreational framework

The natural and recreational framework of the city of Samara is based on the Volga River and its tributaries, the Samara and the Sok, the Volga river valleys, and the forest lands that have been preserved within the city and in close vicinity thereof (figure 26).



*Visual representation of the Sports Palace design*



*The Yuzhny Gorod Residential Area*



*Visual representation of the IT Park Design*



*The kitchen factory building*



*The Volga and Samara rivers*

<sup>10</sup> This section uses information from the <https://63.ru> website.

<sup>11</sup> Image sources:

<https://regionsamara.ru/news/rosneft-vydelit-360-mln-rublej-na-stroitelstvo-dvortsa-sporta-v-samare/>

[https://telelider.ru/yuzhnyy\\_gorod](https://telelider.ru/yuzhnyy_gorod)

[https://yandex.ua/news/story/V\\_Samare\\_vedetsya\\_stroitelstvo\\_IT-parka--388aaabe86cb1d65957e7e42716ec837?cl4url=388aaabe86cb1d65957e7e42716ec837&title=V\\_Samare\\_vedetsya\\_stroitelstvo\\_IT-parka](https://yandex.ua/news/story/V_Samare_vedetsya_stroitelstvo_IT-parka--388aaabe86cb1d65957e7e42716ec837?cl4url=388aaabe86cb1d65957e7e42716ec837&title=V_Samare_vedetsya_stroitelstvo_IT-parka)

<https://yandex.by/collections/card/58a6e1a52a6f93c88dd30bb9/?torec=1>

The urban district is home to 17 federal natural conservation areas, 19 urban parks, as well as embankments and other recreation spaces<sup>12</sup>.

The natural and green areas are scattered haphazardly around the municipal district and do not form a harmonized whole; furthermore, the public green areas are distributed in a strikingly uneven way. The Krasnoglinsky urban district of Samara is considered the greenest, as it lies within comfortable reach of the unique forest land.

The unique landscapes and natural landmarks of the Zhiguli and Sokskiye Mountains are easily accessible from Samara by transport; two specially protected natural areas (the Zhigulevsk Reserve named after I.I. Sprygin<sup>13</sup> and the Samarskaya Luka National Park) have been formed for the specific purpose of safeguarding these landscapes. The average size of public green spaces (not counting the urban forests and forest parks) reaches 4.5 square meters per person,<sup>14</sup> while the norm is 6 square meters per person. Nevertheless, the actual availability of green spaces is higher, as many woodlands and valleys are easily accessible by transport.



The Samarskaya Luka National Park



Kuybyshevsky Botanical Garden

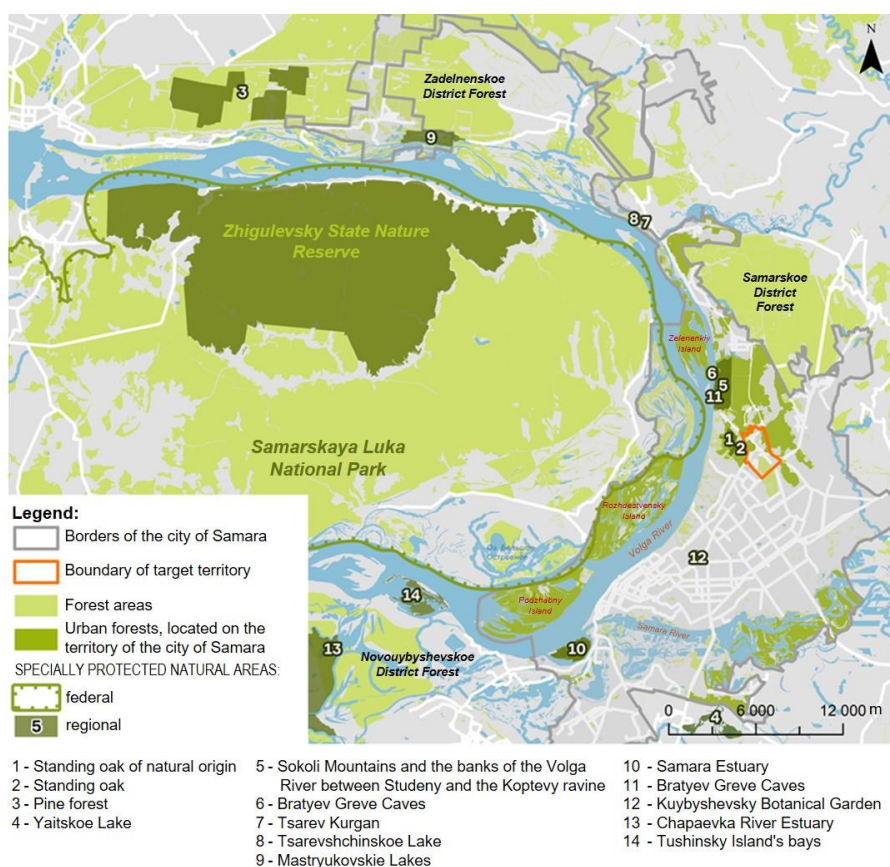


Fig. 26. Natural and recreational framework

<sup>12</sup><http://oopt.aari.ru/category/Административно-территориальное-деление/Приволжский-федеральный-округ/Самарская-область/г-С.>

<sup>13</sup> [https://www.samregion.ru/sam\\_region/card/tourism/](https://www.samregion.ru/sam_region/card/tourism/)

<sup>14</sup> As per the General Plan of the Samara u.d.

## Social services and tourism infrastructure

### Education

Samara ranks among Russia's topmost space and aviation research hubs and possesses a well-developed research and education network with higher education institutions and R&D centers at its core. The city is very appealing to university applicants, due to the high number and density of educational facilities. Samara is home to a large number of education institutions, research and education centers, and research and development organizations, which have organizational and operational links with the Russian Academy of Sciences.

The general statistics for the number of education institutions throughout the city are presented in Figure 27.

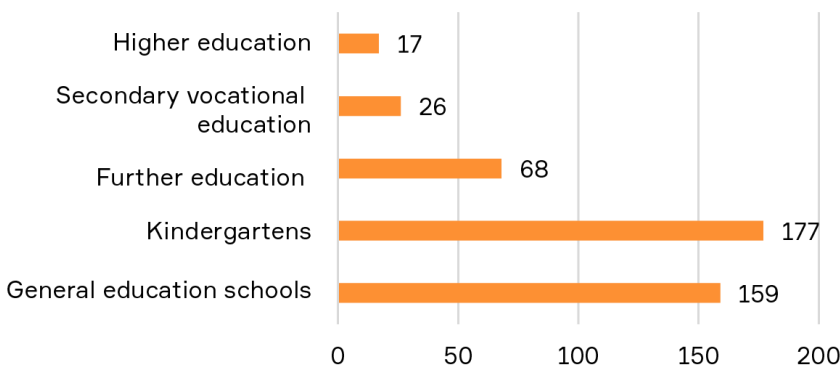


Fig. 27. Educational institution structure



Samara National Research University named after S.P. Korolyov

**38**

the ranking of the Samara National Research University on the list of Russia's top 100 HEIs

**43**

the ranking of the Samara SMU on the list of Russia's top 100 HEIs

**55**

the ranking of the Samara STU on the list of Russia's top 100 HEIs

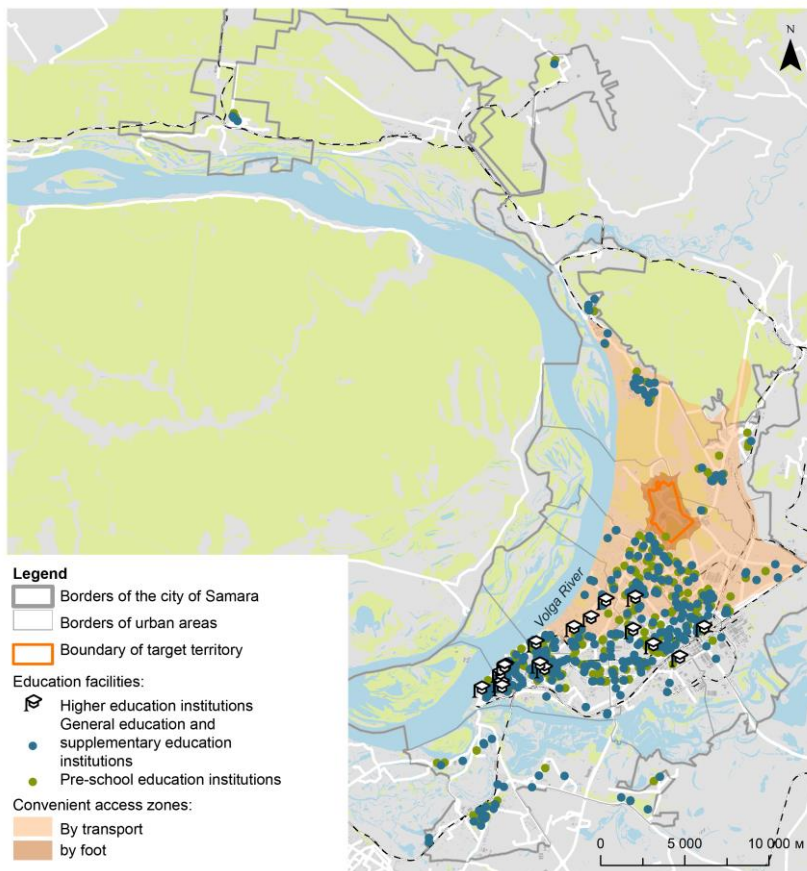


Fig. 28. The location of education institutions throughout the city

## Culture and leisure

As a major cultural hub, the Samara u.d. currently possesses an expansive art and culture network that includes theaters, philharmonic halls, cinemas, public libraries, museums, and more. The city is also noted for a number of unique architectural sites that require conservation, renovation, and promotion.

Samara has its own zoo, an aquarium (the largest in the Volga region), 38 museums and exhibition complexes, 18 theaters, and 17 palaces and houses of culture.

Aside from sports events, the Samara Arena complex is also used for hosting concerts and festivals. It is essentially the city's largest mass entertainment venue.

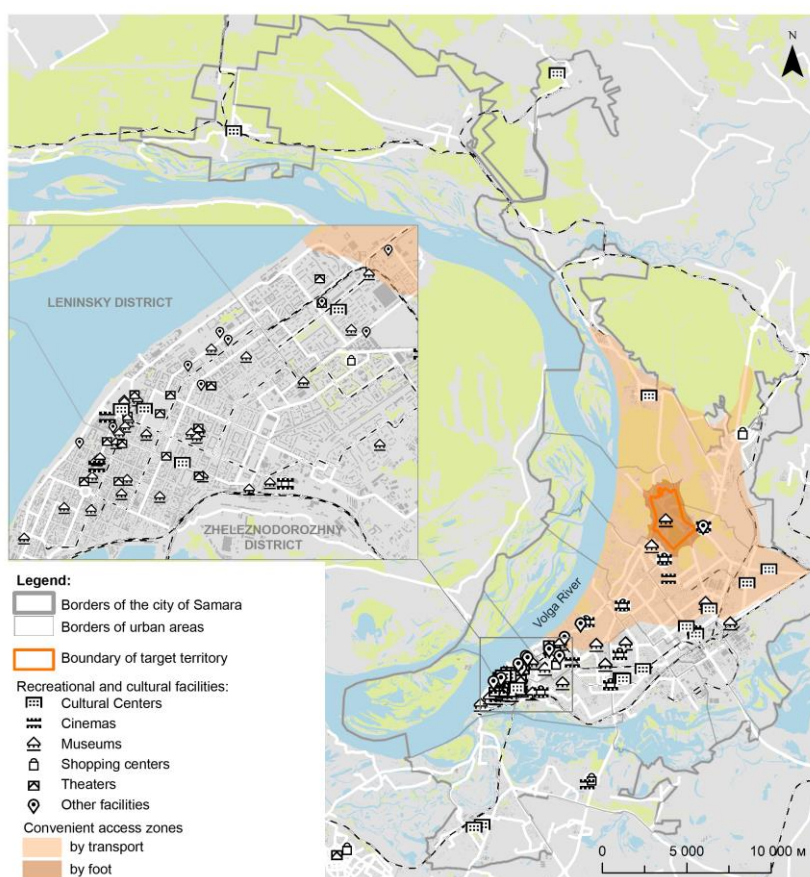


Fig. 29. Location of culture and leisure infrastructure facilities

The city's central districts have an excellent choice of various types of culture and leisure venues, while in the more remote parts of the city, such institutions are either lacking or have been repurposed. Furthermore, the city does not have enough modern concert venues to meet the high demand. Malls, which are found in practically every part of the city, also play their own role in meeting the demands for entertainment<sup>15</sup>.



The Samara State Philharmonic Hall



The P.V. Alabin Local History Museum of the Samara Region



The Railway Workers' House of Culture



The S.P. Korolyov Aviation and Space Museum

<sup>15</sup> Image sources: The Samara State Philharmonic Hall – <https://filarm.ru/>

The P.V. Alabin Local History Museum of the Samara Region – <https://yandex.by/collections/user/fromaziawithlove/chto-posmotret-v-samare/>

The Railway Workers' House of Culture – <https://b1.culture.ru/c/785392.jpg>

The S.P. Korolyov Aviation and Space Museum – <https://sgpress.ru/tag/kosmos/page/6>

## Sport

The city's sports infrastructure is represented by numerous facilities, including the Crystal Ice Palace<sup>16</sup>, the Track and Field Palace, and the Hippodrome Arena Physical Culture and Sport Complex, among others (figure 30). Samara has high potential for creating unique regional and national sports venues.

There are 10 stadiums, 6 swimming pools, and 12 multi-purpose sports complexes located throughout the city.

Currently, Samara has only one international and one national venue. The CSK VVS Samara Sports Palace, which is currently under construction, will have the capacity to host national hockey matches, but not on the KHL level.



The Crystal Ice Palace

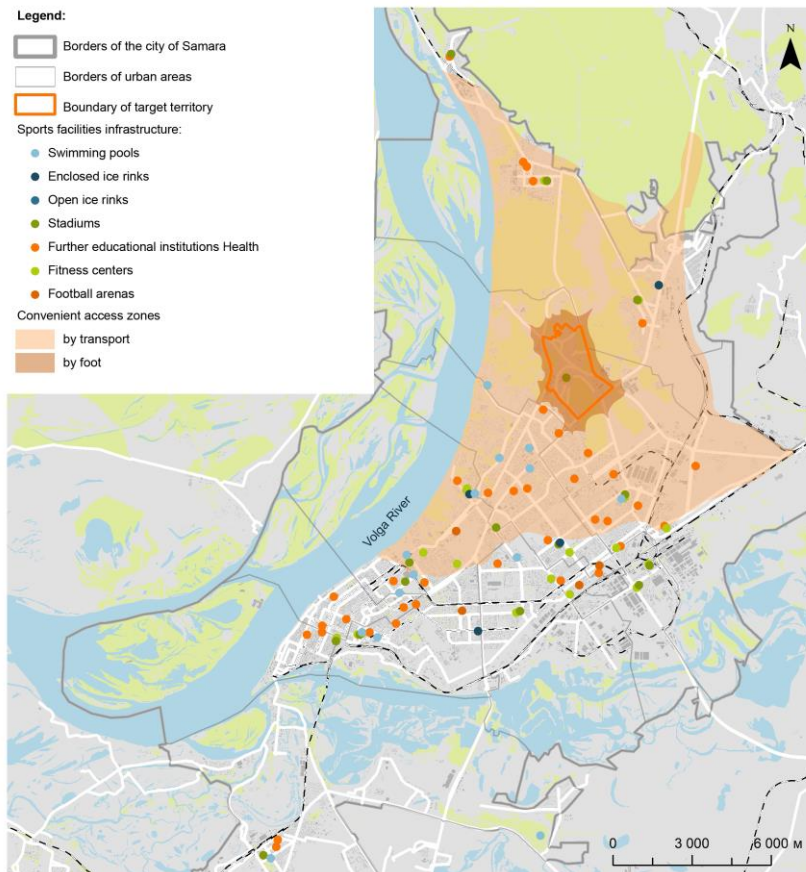


Fig. 30. Location of sports infrastructure facilities

## Healthcare

The availability of healthcare facilities complies with the Samara Region's current standards; the facility density corresponds to the population density in the respective districts. The new residential neighborhoods of the Krasnoglinsky District are the only exception.

<sup>16</sup> Image source:

The Crystal Ice Palace – <https://gazoraspredelenie.gazprom.ru/press/news/2015/02/57/>

The key healthcare facilities that service the city and the region include:

- The Samara Regional Clinical Hospital named after V.D. Seredavin;
- The Regional Perinatal Center;
- The Samara City N.I. Pirogov Clinical Hospital;
- The Railway Clinical Hospital at Samara Station;
- The Samara City N.N. Ivanova Children's Clinical Hospital No. 1;
- The Samara Region Specialized Cardiology Clinic;
- The Samara Regional Clinical Ophthalmologic Hospital named after T.I. Eroshevsky;
- The Samara City N.A. Semashko Clinical Hospital No. 2;
- The Samara Region Clinical Oncology Dispensary;
- The Mother and Child Clinical Hospital.

### Tourism infrastructure

The Samara Region enjoys favorable natural and climatic conditions and offers major industrial sites that appeal to business tourists, as well as unique recreational resources, and national and international cultural events.

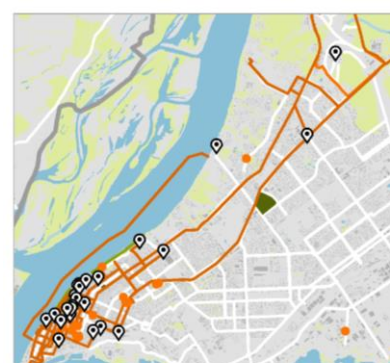
There are several different types of tourism available in Samara and the Samara Region<sup>17</sup>:

- cruises;
- events;
- sightseeing;
- business trips;
- medical tourism;
- outdoor activities;
- industrial tours.

The city's tourism infrastructure is equipped for hosting major international events, which may help bring Samara into the international travel service market.

However, Samara lacks convention and exhibition venues, which stunts the development of business tourism.

The development of the tourism and recreation cluster is significantly hindered by the poor accessibility to some recreation zones by transport, the lack of links between territories that might otherwise create a unified green framework, and the inefficient use of the current recreational potential.



**Legend:**  
 Tourist attractions:  
 ◻ landmark sites  
 ● bars and cafes  
 — embankments and streets  
 ■ parks and squares  
 — Tourist routes

Fig. 31. Tourism infrastructure

<sup>17</sup> <http://tic-samara.ru/chem-zanyatsya/>

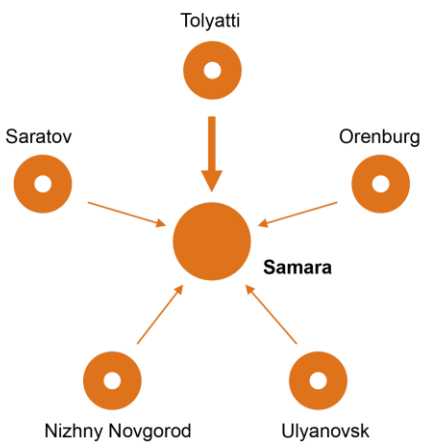
## The territory's symbolic capital and identity elements

### Analysis of the perception of the city

The search query statistics were used<sup>18</sup> as basis for a list of the most popular tourist destinations, the key landmarks, and the travelers' associations with the respective destinations.

By popularity among Yandex<sup>19</sup> users, Samara is the 8th most searched city. Most of the interest in Samara comes from the nearby agglomeration core, Tolyatti, as well as from Orenburg and Ulyanovsk. Conversely, users located in Samara search for Tolyatti, as well as for Moscow and Ufa (figure 32).

**Searches for the city**



**Searches from the city**

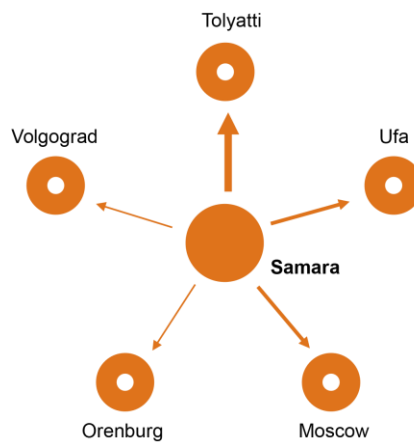


Fig. 32. Search queries by origin

Users from other cities usually search for Samara in the context of tourism, logistics, and Volga cruises. Queries related to the Samara Arena Stadium are also popular. Among other notable queries, are searches for local malls, key culture and leisure facilities, and universities (technical, medical, aerospace, and pedagogical universities).

Aside from malls, some other organizations that people search for include<sup>20</sup>:

- banks and ATMs;
- hotels;
- car servicing and dealerships;
- restaurants;
- saunas and bath houses.

<sup>18</sup> <https://wordstat.yandex.ru/>

<sup>19</sup> <https://yandex.ru/company/researches/2017/cities?res=sam.>

<sup>20</sup> According to the Yandex Maps data.

The origin of the search queries partially overlaps with the data on Samara's friendship ties with other cities<sup>21</sup>, derived from the Vkontakte social network (figure 33).

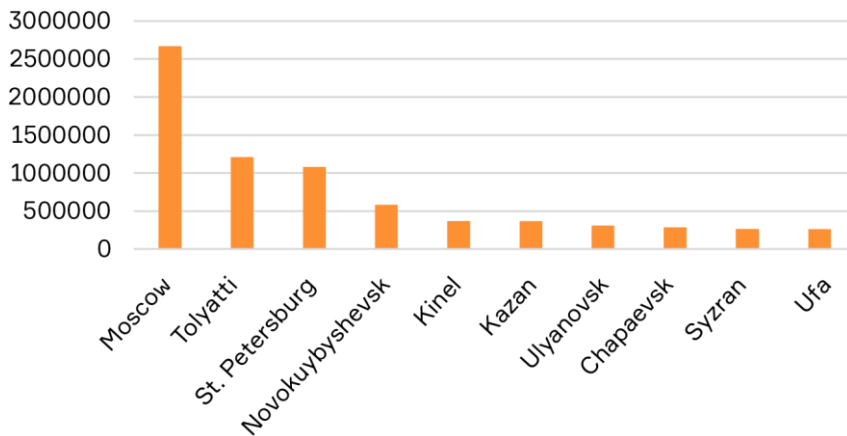


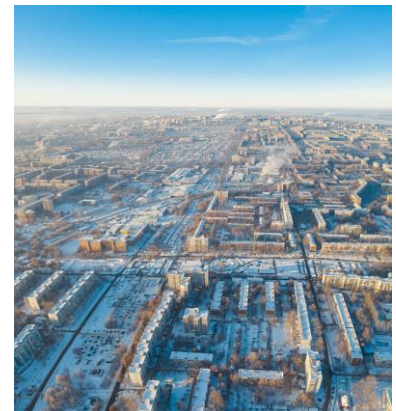
Fig. 33. Friendship ties statistics

Users residing in Samara interact most extensively with Moscow and St. Petersburg, as well as other users within the STA and some cities within the VFD (Kazan, Ulyanovsk, and Ufa).

### The image of the Kirovsky District

In the urban context, the aspects of the competition territory's current environment quality are affected by a number of historical trends and related indicators, such as the subjective perception of its safety, comfort, and quality of life.

To elaborate: the Kirovsky District<sup>22</sup> was where the construction of Samara's subway began; and it was at the eastern border of this district that the plane carrying Yury Gagarin, the first human in space, landed, at the Bezymyanka air field. The Kirovsky District also has semantic links to football matches; it is associated with an opportunity to pursue sports or hold a large-scale event. Nevertheless, there is also the notion that this part of the city has a higher concentration of marginalized people than other districts; some people claim that the Kirovsky neighborhood is unsafe. High accessibility via transportation is described as a positive feature<sup>23</sup>. Even so, the Kirovsky District is not currently among the top 10 places where the residents of Samara would like to live<sup>24</sup>.



The Kirovsky District

<sup>21</sup> According to research into the "Virtual Population of Russia" – <http://webcensus.ru/>

<sup>22</sup> Image source: <http://iwphoto.ru/frozen-kirovsky-samara-2019/>

<sup>23</sup> Sources:

<http://drugoigorod.ru/psychocity/>

<http://drugoigorod.ru/menthalmap/>

<sup>24</sup> <http://opensamara.com/results>.



## Analysis of the symbolic capital and elements of territorial identity

The currently established mental image of Samara invokes:

- the names of distinguished researchers and rocket designers (such as D.I. Kozlov, who contributed to the creation of the rocket that took Yuri Gagarin to space as the first person to do so in history; the rocket was built at the Progress facility in Samara), famous painters (I.E. Repin, I.K. Aivazovsky, and V.I. Surikov), other cultural figures (film director E.A. Ryazanov, writer A.N. Tolstoy, musician S. Zhukov, artists V. Logutov, A. Syaylev, and S. Shuvayeva), athletes (equestrian B.M. Skripnikov and football players A. Tikhonov, A. Karyaka, A. Anyukov, and S. Ignashevich);
- local brands (the Samara brewery and the Rossiya chocolate factory);
- modern cultural practices and festivals (the Shiryaev Biennial, Pravy Bereg, Prinyzhdeniye k Interpretatsii)
- unique local words and expressions<sup>25</sup>: “sezonka” (public transportation pass); “kurmyshi” (remote and abandoned places); “dno” (brewery); “muzhik s kryliyami” (literally “dude with wings”; the Monument to Glory in the Samara square).

The most typical geographical names in Samara are listed below:

- Radiocenter;
- Studeny Ravine;
- The Mekhzavod Village;
- Sorokiny Khutora;
- the Yablonka Village;
- Lesnaya Polyana;
- Barboshina/Barbashina Polyana (Polyana Frunze);
- The Pobeda Oktyabrya, Kholodok, and Neftyanyk homesteads;
- Lysaya Gora;
- The Dubki Forest Park;
- the Dalny Kumys healthcare facility (1915);
- the countryside estates of the Sokolov merchant family and Pavel Shikhobalov;
- the Shapito (Circus Tent) market – 1990s;
- lake Shishiga;
- the Privolzhsky department store (1983).

## Samara’s Sports Identity

The history of Samara as a sports hub is associated, first and foremost, with Krylia Sovetov football club, which is currently leasing the Samara Arena Stadium for its home games. The club has fostered many legendary football players, including Andrei Kanchelskis, Andrei Tikhonov, Andrei Karyaka, Sergei Ignashevich, Aleksandr Anyukov, and Denis Kolodin.

But there are more facets to sports life in Samara than that.

The Samara Region is the birthplace of two Olympic champions: Alexei Nemov, who won Olympic gold four times and achieved second and third places eight times; and boxer Oleg Saitov, who holds two gold medals and one bronze medal.

<sup>25</sup> <https://journal.tinkoff.ru/samara/>

The city also has its own basketball club, Krylia Samara, which won the Russian Cup twice; however, the club does not currently compete in the league any more, as its home stadium has the capacity of less than 3,000 people, which falls below the standard regulations. There is currently a new CSK VVS sports palace under construction in downtown Samara, near the Molodogvardeiskaya Street. The Krylia Sovetov beach football club, which ranked among the top performers of the Russian Championships, plays at the Volga Stadium.

Apart from all the clubs listed above, the city has other diverse sports communities as well; quad bike riding is particularly popular.

### The city's event calendar

The analysis of the city's event calendar shows the<sup>26</sup> following:

- cultural institutions (theater, cinema, opera), sports, and the creative industry dominate the entertainment sphere according to the number of events (figure 34);
- the event calendar is more saturated in the off-season (spring, fall) than in the winter or summer (figure 35);
- the scale of new-format events reflects Samara's unique identity on the modern art and music scene.

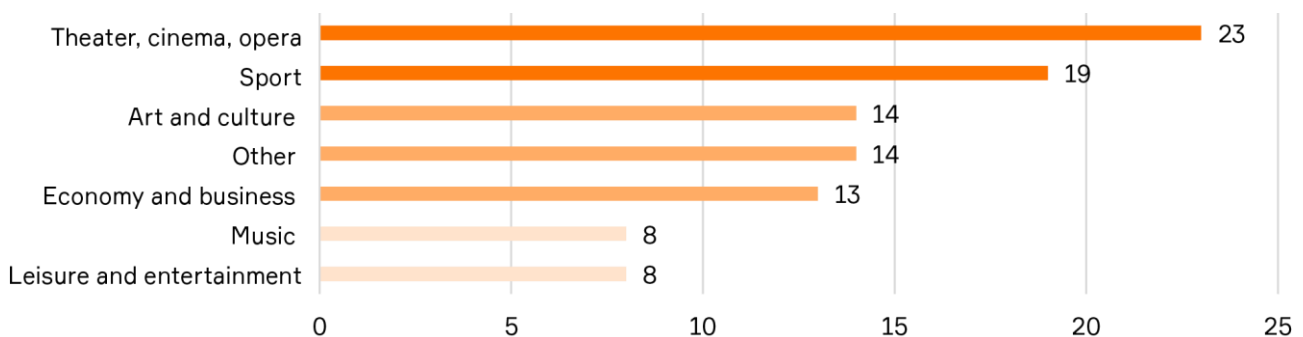


Fig. 34. City event number and format

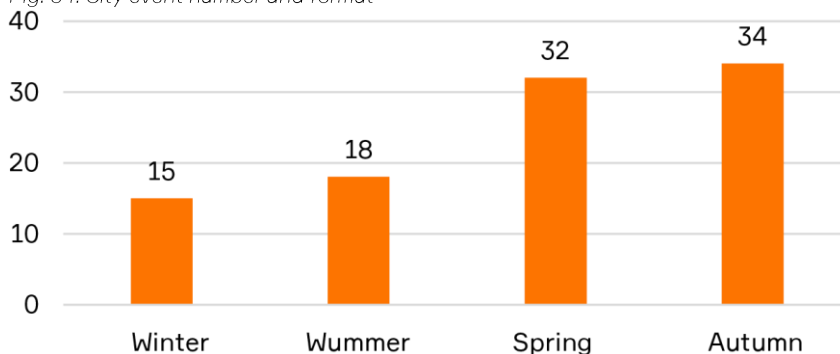


Fig. 35. Events by season

Despite the diversified seasonal schedule, events are irregular and do not encompass the entirety of the city's unique research achievement, industrial history, culture, and architecture; nor does the event program equally represent specific districts, or include cross-scale events within the agglomeration.

<sup>26</sup> According to open source data, as of late 2019.

Planning a variety of cultural events for the Kirovsky District and diversifying the infrastructure for everyday life, which includes creating modern art venues and venues for large scale cultural events, may become one of the promising development directions for the competition territory.

### Identity-shaping factors that impact Samara and the target territory

The analysis of Samara's unique history and culture, of its perception by the locals and tourists, and of the event program, has helped enumerate the structural and symbolic factors that shape the city's identity (table 2).

**Table 2. Identity-shaping factors**

Structural (stable) factors	Symbolic factors (measurable in the long term)
<ul style="list-style-type: none"> <li>▪ Samara as a Turkic word.</li> <li>▪ Cultural diversity.</li> <li>▪ Location at the heart of trade routes.</li> <li>▪ The largest transport hub in the Volga region.</li> <li>▪ The Volga's role in military defense, transportation, and sustenance.</li> <li>▪ The Volga's position as the axis of an urban framework.</li> <li>▪ Dispersed and remote urban locality centers.</li> <li>▪ The region's industrial hub with a robust research and education complex; a leading aerospace center.</li> <li>▪ Unique architecture.</li> <li>▪ Natural and recreational potential.</li> <li>▪ Resort-like lifestyle and a favorable business climate.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Volga and its embankment as the most attractive landmarks for the locals and tourists.</li> <li>▪ Love for sport.</li> <li>▪ Krylia Sovetov as the most popular sports club.</li> <li>▪ Education center's reputation.</li> <li>▪ Kuybyshev square: the largest square in Europe.</li> <li>▪ Recognizable works of art: the <i>Barge Haulers on the Volga</i> painting, Dmitri Shostakovich's Symphony No. 7 (first performed in Samara in 1942), the <i>Restless Nights in Samara</i> TV series (1970).</li> <li>▪ Unique festivals: The International Shiryaevo Modern Art Biennale (the world's only biennale held in a village), Metafest, TomSawyerFest, VolgaFest, Art Nouveau in the Clouds, the Grushinsky festival, Rock over the Volga, etc.</li> <li>▪ The Kirovsky District and the birth of Samara's subway.</li> <li>▪ The Kirovsky District's industrial background.</li> <li>▪ The Bezmyanka air field and Yury Gagarin.</li> <li>▪ Compared to the historical city center, the local environment, safety, and leisure options are perceived far more negatively.</li> </ul>

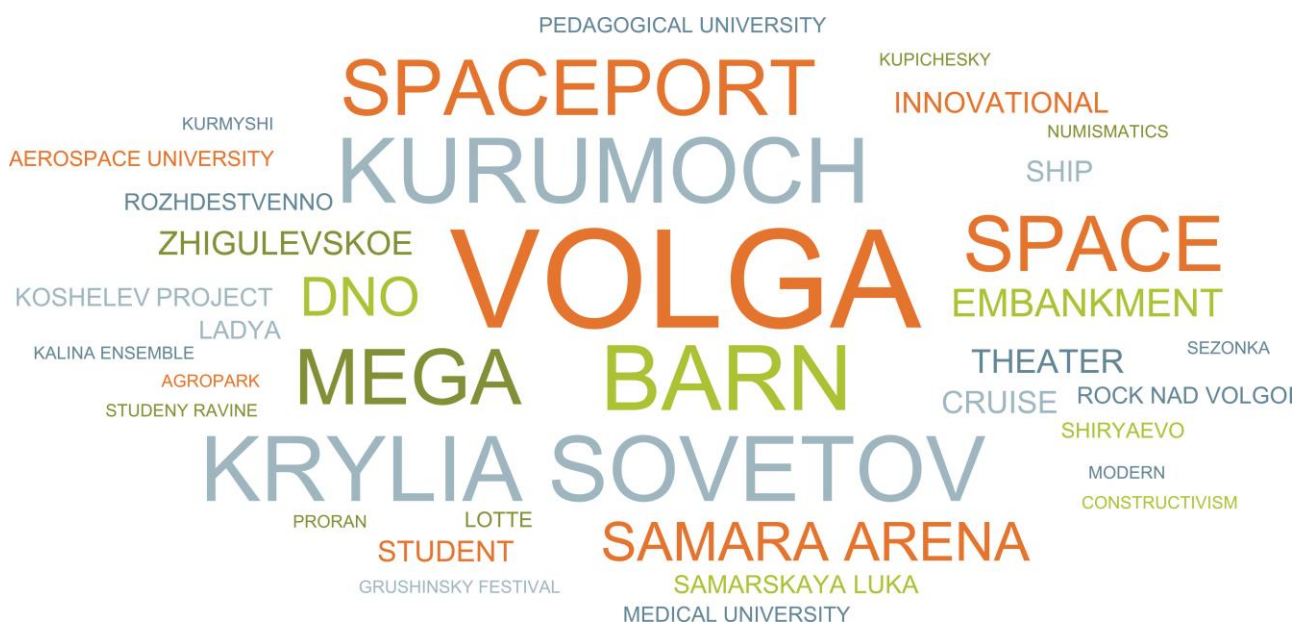
The unique features of the symbolic capital both in Samara and in the target territory specifically include both intangible elements linked to the city's history, the industrial role of the peripheral districts, the notable place names, associations with the legendary athletes and art and culture figures, a unique and eventful city calendar, and tangible elements linked to the city's functional specialization, such as:

- the industrial facilities located in the Kirovsky District, the current negative public perception and the potential for creating a new identity, based on aviation and space research, sports, and international-level events;
- a transit hub for river, railway, car, and air transport; a major logistics center;
- the overall commerce and entrepreneurship function, built upon a well-developed network of trade connections, with the Kirovsky District having everything required to develop business initiative projects;
- a capital of education and culture with unmatched architectural design and excellent human resources;

- natural surroundings and notable natural landmarks nearby (the Lysaya Gora Peak and the Dubki natural forest park).

A general overview of Samara's symbolic capital and the specific elements of its identity that affect the creation of the key development concept for the target territory are represented in figure 36.

Fig. 36 A general overview of the territory's symbolic capital



## Characteristics of the real estate market

### Residential real estate market

Overall, the city and the surrounding territory offered 68 residential complexes for sale as of late 2019; 22 of these complexes were already in active use. The total area of the homes under construction is 1,544.69 thousand square meters (27,637 apartments)<sup>27</sup>.

According to the Dom.RF portal,<sup>28</sup> 18 of the houses located in the city have been recognized as “bad assets”.

Most of the primary real estate offerings are in the Kuybyshevsky and Krasnoglinsky Districts, mostly represented by comfort- and economy-class projects.

A juxtaposition of the cost of one square meter of residential space, on the one hand, and the number of residential complexes, on the other hand, reveals that most of the residential complexes fall within the 40,000-60,000 rubles per sq. meter range. The small number of projects priced at 80,000 rubles or more per square meter reveals that the locals prefer to opt for more affordable real estate, and also that the high-class real estate market is limited<sup>29</sup>.

According to an analytical study entitled “The ten best practices for residential construction in Russian regions: a comfortable environment. The Volga Federal District”, which the Agency for Strategic Development CENTER conducted in 2016, the following six residential complexes located in Samara offer a highly comfortable environment:

- The Favorit residential complex;
- The Zhelyabovo residential complex;
- The Park Pobedy residential complex;
- The Botanichesky residential complex;
- The Isumrudny residential complex;
- The Olimpiya Park residential complex.

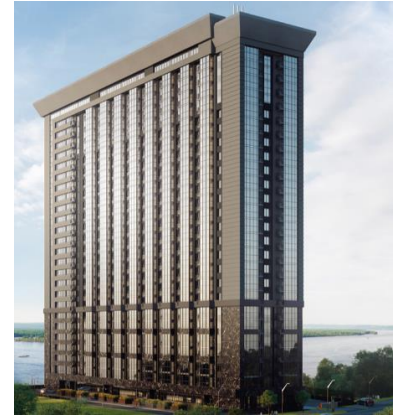
*“A comfortable urban environment is shaped by a set of conditions that reflect the satisfaction of essential needs, which determine a person's quality life, and, in turn, shape the individual's attitude towards their city and its system of governance”<sup>30</sup>.*

The new residential real estate market is saturated with economy- and comfort-class properties; many of the complexes are equipped with basic features and have their own infrastructure.

Nevertheless, the city is experiencing a lack of high-quality, conceptually sound, and affordable residential projects.

# 58.7 sq. m

average area of apartments under construction



The Parus residential complex



The Volgar residential complex;

<sup>27</sup> <https://erzrf.ru/?region=samarskaya-oblast&regionKey=144745001&costType=1>

<sup>28</sup> <https://наш.дом.рф/>

<sup>29</sup> Image sources:

The Parus residential complex – <http://жкпарус.рф/>

The Volgar residential complex – <https://www.amond.ru/kompaniya/portfolio/galereya/foto/>

<sup>30</sup> Top 10 Practices of Residential Construction in the Regions of Russia: Comfortable Environment. The Volga Federal District. – M. Agency for Strategic Development CENTER, 2016.

## Retail space market

The construction of modern office centers and malls in Samara is currently very active. The retail space market has a range of offerings in different formats; most of the retail spaces are concentrated in high-quality supra-district malls, while the intra-district malls are characterized by the highest number of vacant spaces and one of the lowest lease rates. The selling and leasing of integrated and attached spaces is also well-developed, and mostly focused on the Oktyabrsky and Kirovsky Districts.

Marketing analysis shows that:

- the retail space market is diverse and saturated with mall offerings of different formats, as well as with integrated and attached space offerings;
- as a leader in retail space availability among Russian cities with a population of over one million<sup>31</sup>, Samara does not want for retail space, despite the high occupancy rate of the current malls;
- the target territory and the adjacent urban districts are well-equipped with state-of-the-art retail and entertainment spaces.

## The production and warehousing real estate market

The production and warehousing real estate market is very important for the city, as it is a transit hub that ties highways, waterways, and railways together. The region's high product turnover stimulates the market, and the city supports market growth, as evidenced by the development of an industrial park network with favorable lease conditions.

Generally speaking, Samara has two large warehouse zones, around the Zavodskoe Highway and the Kinelskaya route. This part of the city is currently home to the highest-quality warehouses, which are used by the Baltika brewery, the Pepsi-Cola and Coca-Cola companies, and by the SLC (Srednevolzhskaya Logistics Company), a local logistics service provider.

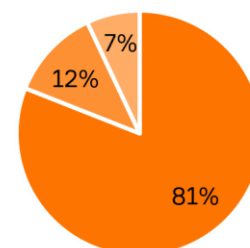
Today's warehouse market has a wealth of options in various price segments. Most of the production and warehousing spaces are antiquated and lack the modern utility features, which may drive away potential lessees. Furthermore, there are not enough lease offerings for spaces larger than 1000 sq. meters; this may prevent larger lessees from locating their production sites and warehouses in the area<sup>32</sup>.

## Office space market

Samara currently has approximately 50 business centers (BC), including some facilities of questionable quality that advertise themselves as business centers. Most large-scale office properties are generally located in the city's central districts. Unlike commercial spaces, there are no new directions planned for office space construction. All new office buildings will remain within the traditional locations and the multi-purpose development areas.

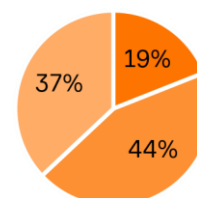


The Ambar Mall



- Supra-district malls (size – more than 45 thousand sq. m)
- District malls (size – 10-45 thousand sq. m)
- Intra-district malls (size – up to 10 thousand sq. m)

Fig. 37. The large mall market structure in the city of Samara in Q1 2019, % of the overall space



- BC Class A
- BC Class B
- BC Class C

Fig. 38. The active business center (BC) structure in 2019.



The Good'OK multi-purpose

<sup>31</sup> <https://www.knightfrank.ru/news/Самара-второй-год-подряд-самый-обеспеченный-ТПЦ-город-013160.aspx>

It would not be an understatement to say that the large-scale office space segment is growing. The city's central business districts are described as very promising in terms of executing top-grade new projects. Spaces in high-quality business centers have excellent occupancy levels, proving that the city will experience high demand for A and B+ business centers in the near future.<sup>33</sup>

### Hospitality real estate market

The city prepared for the 2018 FIFA World Cup by opening about 20 new hotels and renovating many of its existing hotels.

In 2019, however, the hospitality industry began to experience a noticeable decline. A 2019 monitoring study, conducted by the Tourism, Resort, Recreation, and Hospitality Entrepreneurship Committee at the Samara Region Chamber of Commerce and Industry, revealed that hotel room sales had dropped by 67% compared to a similar period in 2018.

According to the Federal List of Tourism Facilities,<sup>34</sup> the Samara u.d. currently (in early 2020) has 125 officially certified hotels with a total of 4100 rooms, including five hotels under international brands.

Following the introduction of high-quality hotel rooms for guests of the 2018 FIFA World Cup, the local hospitality real estate market has become saturated. Given the current level of the city's appeal to tourists, the market has reached its limit; that said, few of the hotels have a well-developed supporting infrastructure, which still leaves the park hotel niche open<sup>35</sup>.



*LOTTE Hotel Samara*



*Hotel Volga*

<sup>33</sup> Image sources:

The Good'OK multi-purpose complex – <https://zen.yandex.ru/media/bigvill/gid-krupneishie-torgovyie-centry-samary-5a1fe02d2f578c4bd025951e>

<sup>34</sup> <https://классификация-туризм.рф>

<sup>35</sup> Image sources:

LOTTE Hotel Samara – [https://www.tripadvisor.ru/Hotel\\_Review-g298521-d13511060-Reviews-Lotte\\_Hotel\\_Samara-Samara\\_Samara\\_Oblast\\_Volga\\_District.html](https://www.tripadvisor.ru/Hotel_Review-g298521-d13511060-Reviews-Lotte_Hotel_Samara-Samara_Samara_Oblast_Volga_District.html)

Hotel Volga – <https://www.booking.com/hotel/ru/volga-samara.ru.html>

# THE COMPETITION TERRITORY

The competition territory occupies a total of 397 ha in size and lies in Samara's northern Kirovsky District, between the estuaries of the Sok and Samara rivers. It is bordered by the Volga highway in the northeast, the Moscow highway in the southeast, Dalnyaya Street in the southwest, and Demokraticheskaya Street in the west.

For the purposes of integrating the competition territory into the surrounding urban and suburban areas, the total territory size was extended to 510 ha (figure 39).



Fig. 39. Site plan

Residential development areas and industrial facilities, as well as urban forests and a forest park lie within comfortable walking distance. The adjacent areas also offer malls, a cinema, and retail facilities, including department stores, groceries, and public food service facilities: Fifteen cafes, a bar, and fast food restaurants.



## Land ownership relations

The plots of land located within the competition territory are characterized by the following ownership types:

- private property, mostly homes and businesses;
- property owned by public entities;
- plots with an undefined ownership type (about 60% of the territory), including urban forests<sup>36</sup>.

The competition territory possesses a unique feature: undivided publicly owned land within the city limits that exceeds 300 ha in size; nevertheless, the plots in the area are characterized by a chaotic configuration, which reduces the efficiency of potential use.

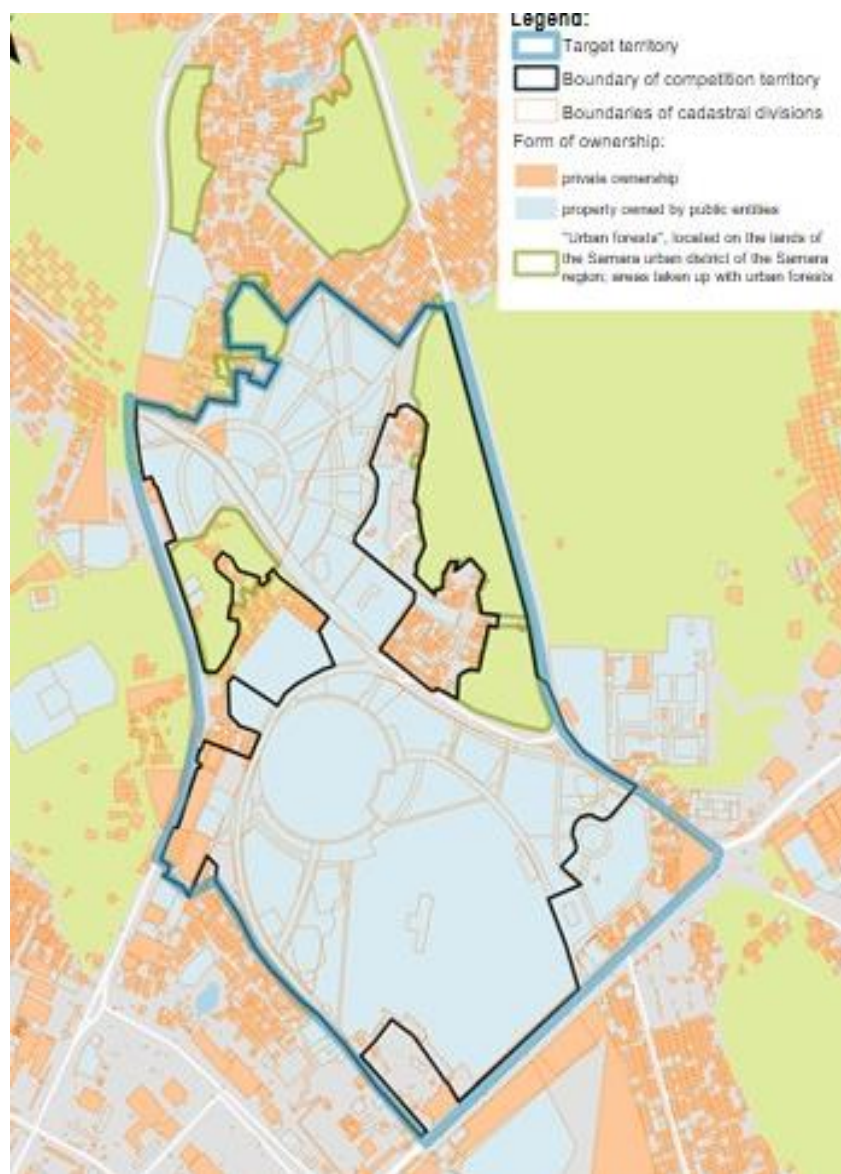


Fig. 40. Land ownership relations

<sup>36</sup> The provisions of the Saratov Region's Law on Land serve as basis for allocating the purpose of urban forests.

## Social infrastructure

The target territory lies within easy transit reach of seven hospitals, two outpatient clinics, the Samara Region Medical Center for Information and Analysis, and the Dynasty Regional Medical Center. There are three health resort facilities located in direct proximity to the target territory.

Among the truly unique healthcare facilities (both for Samara and the Samara region overall) that are located within the competition territory are the IDK multi-functional clinical hospital and the Mother and Child Family Planning Center<sup>37</sup>.

Kirovsky District has a total of 34 general education schools and 29 pre-schools, two of which are within a comfortable walking distance of the competition territory. While not compliant with the urban planning regulations, the total capacity of local schools and kindergartens is enough to meet the current demands of the district<sup>38</sup>.

## Transport infrastructure

The competition territory has a favorable position within the city's transportation framework. Despite the remote location of the Kirovsky District (16 km away from the city center), regional and urban motorways make it easily accessible.

The local transportation framework has the following axes: the Moscow and Volga Highways and Tashkentskaya and Demokraticheskaya Streets.

The public urban transport network consists of buses and trolleybuses.

Despite the transport and logistical advantages that it has, both within the city and within the STA, the target territory has some issues with local transportation access: there are not enough public transport links within the Kirovsky District and between the district and downtown Samara.

There are plans to upgrade the<sup>39</sup> transport infrastructure between 2021 and 2038, and some of the proposed activities have a direct impact on the target territory's accessibility.

- A new Samara Arena transit hub is to be launched by 2021, with a high-speed tram route to the Krutiye Kluchi neighborhood and tram-bus connections. This is expected to result in high-speed connections between the Samara Arena interchange station, the surrounding areas, and the city as a whole.
- The third section of the local subway, stretching along the Moscow Highway from Moskovskaya station to the future Samara Arena transit hub, is to be completed by 2038. This will result in high-speed underground transit from the target territory to the city center.

<sup>37</sup> The IDK multi-functional hospital is an investment asset based on a public-private partnership, and counts among the strategic investment projects vital to the development of the Samara Region (as per Decree No. 221-r of the Samara Region Government, dated 09.04.2014).

<sup>38</sup> 110 general education facilities for one thousand students, 55 preschool education facilities for one thousand students, as per the regional urban planning regulations for the Samara Region, approved by Order No. 526-p of the Government of the Samara Region, dated 24.12.2014.

<sup>39</sup> As per the current and proposed urban planning documents (the Spatial Planning Chart, the Samara Region General Plan, the Comprehensive Transport Infrastructure Development Program and the Complex Traffic Management Plan for the Samara Region).

- A high-speed route connecting Samara, Kurumoch Airport, and Tolyatti, with quick and easy interchanges between the Yagodnaya and Samara Arena hubs, will integrate the target territory into the agglomeration, increase its importance at the regional level, and speed up passenger traffic and logistic connections.

### The competition territory in the landscape and recreation framework

The target territory is adjacent to three natural recreation zones (figure 41):

- the Park Marking the 60th Anniversary of Soviet Power, which is the largest well-equipped urban forest area, reaching over 150 ha in size, is within easy walking distance;
- the Dubki Natural Forest Park, which is home to the Natural Oak Forest Stand and the Oak Forest Stand regional-level natural heritage sites;
- the Nagornaya Dacha Forest in the southeast.

The following landmarks are located within the competition territory itself:

- the Samara Arena Park and the Last Mile green walkway – a well-equipped forest park zone with a total size of more than 85 ha;
- urban forests.



Fig. 41. Natural and recreational framework

## The urban planning potential of the territory

The competition territory enjoys a strategically advantageous transit position, which was chosen when planning the Samara Arena stadium; nevertheless, it has not yet achieved its full urban planning potential.

### General Plan

According to the General Plan<sup>40</sup>, the territory bordered by Demokraticheskaya Street and the Moscow and Volga Highways includes the following functional zones:

- the locations of proposed sports and entertainment venues;
- current public green areas;
- the locations of proposed urban service system structures;
- the locations of proposed high-rise construction;
- current low-rise buildings (four storeys and fewer);
- current low-rise private houses with backyards;
- the locations of proposed low-rise construction;
- current valuable natural landscape sites;
- current industrial and utility sites;
- current natural landscape areas.

<sup>40</sup>General Plan of the Samara Urban District, approved by Duma Decree No. 181, dated 07.02.2012.

## Restrictions on the use of the territory

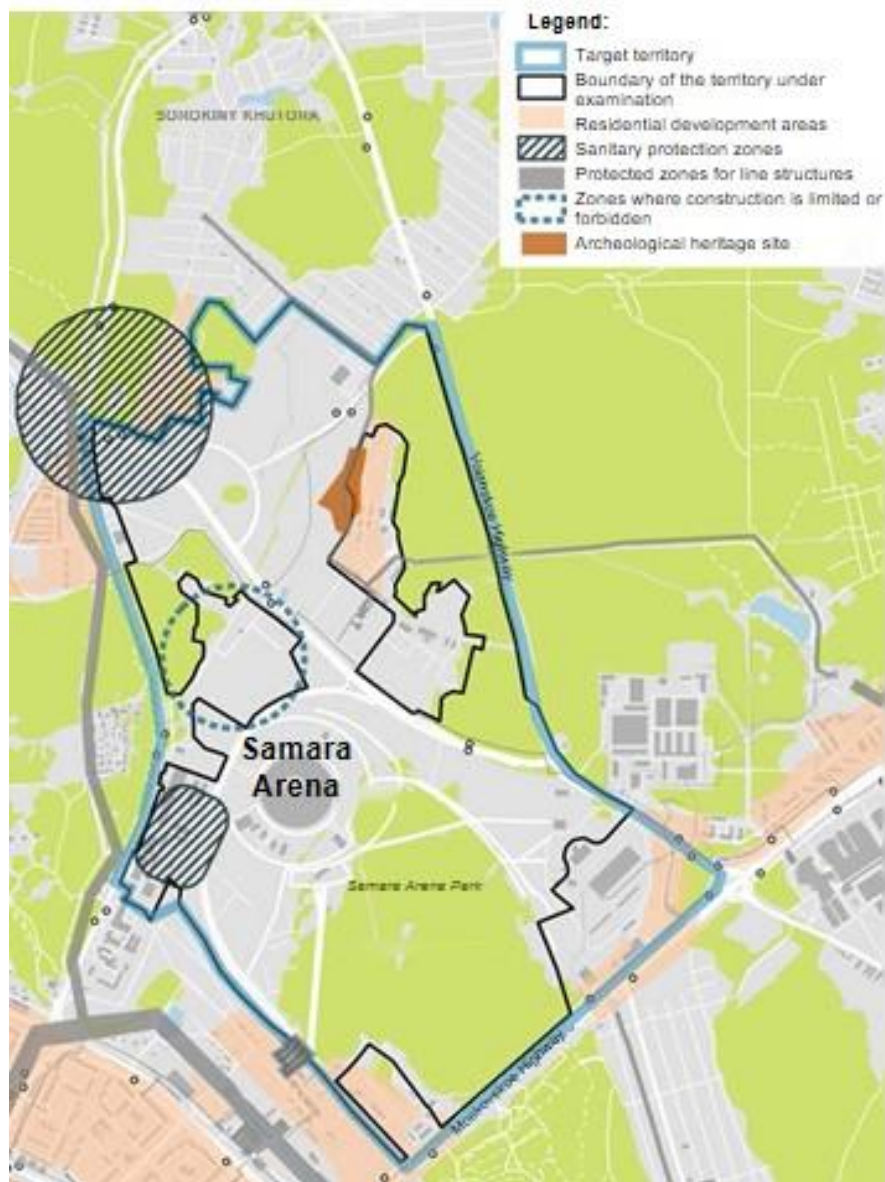


Fig. 42. Zones with special terms of use

The territory under examination includes the following zones where restrictions and special terms of use apply (see figure 42):

- sanitary protection zones;
- restricted areas around power lines;
- zones where construction is limited or forbidden.

The territory encompasses urban forests, which are subject to a number of restrictions in compliance with the Russian Forestry Code<sup>41</sup>, as well as the Zhigulyovskiy Sady archeological heritage site<sup>42</sup>.

<sup>41</sup> Article 116. Urban Forests, the Russian Forestry Code.

<sup>42</sup> In accordance with Art. 33, cl. 1 of Federal Law No. 73-FZ "On Cultural Heritage Sites (historical and cultural monuments) of Peoples of the Russian Federation", dated 25.06.2002.

## Land use and development regulations

According to the Land use and development regulations in the Samara u.d., approved by Decree of the city Duma and dated 26.04.2001 (amended on 14.03.2019), the territory bordered by Demokraticheskaya Street and the Moscow and Volga Highways includes the following zones:

- ZH-1 – housing zone with individual residential buildings;
- ZH-2 – housing zone with low-rise residential buildings;
- ZH-4 – housing zone with high-rise residential buildings;
- TS-2 – public and commercial zone of city-wide importance;
- TS-4s – public and commercial zone for facilities designated for sports and spectator events;
- TS-4t – public and commercial zone for facilities designated for public transport;
- TS-5m – public and commercial zone for healthcare facilities;
- R-1 – zone of the center of the recreational territories;
- R-3 – natural landscape zone;
- R-5 – zone of garden and country house (dacha) plots and communal gardens;
- PK-1 – business and warehouse zone for class V-IV hazards (with sanitary protection zones of up to 100 m);
- PK-3 – business and warehouse zone for class V-IV hazards (with sanitary protection zones of 500 m and wider);
- Sn – Special-purpose area;
- Rzv – Reserve territories.

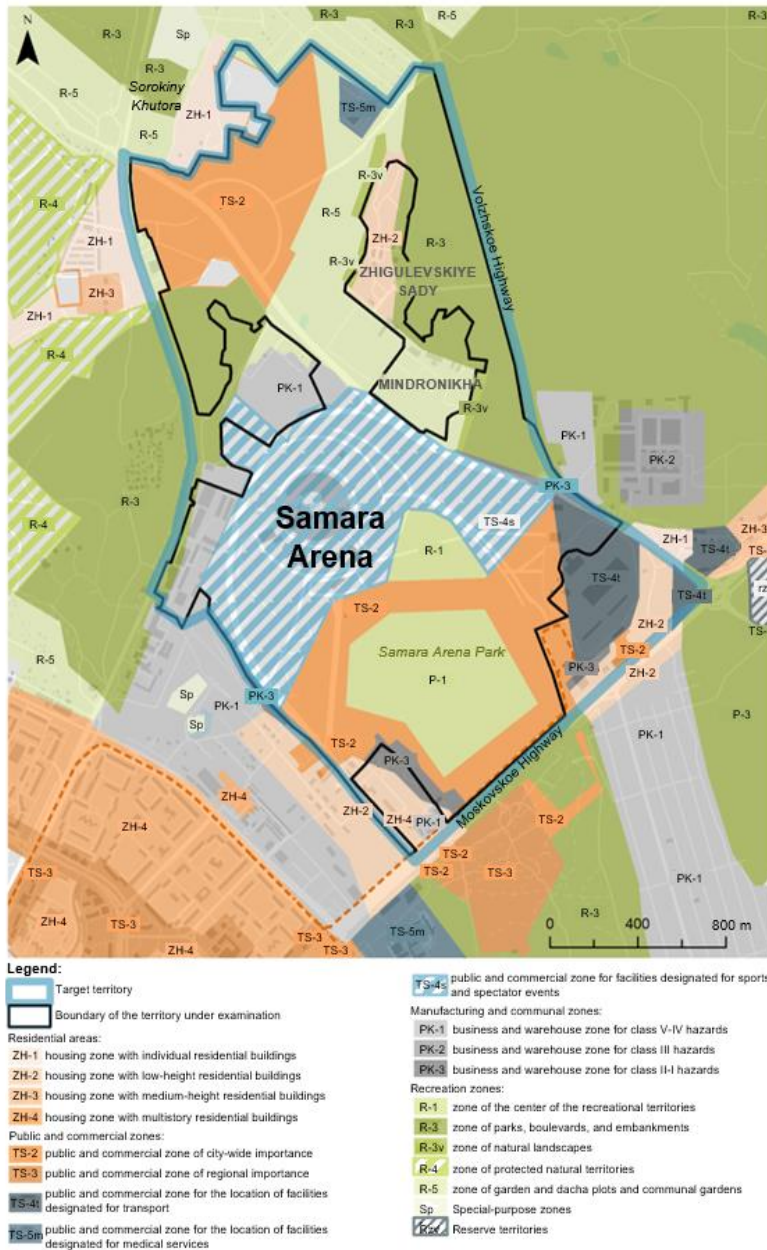


Fig. 43 Zoning layout according to the Land use and development regulations in the Samara u.d.

### Territory design drafts

The following documentation is applicable to development projects in the competition territory:

- territorial planning documents for the Radiotsentr 3 area in the Kirovsky and Krasnoglinsky Districts of Samara, for the purpose of major construction of a stadium and supporting infrastructure, approved by decree of the Russian Government No. 1168-r, dated 30.06.2014, and by decree of the Government of Samara Oblast No. 935-r, of 05.12.2014, and the follow-up documents that introduced changes to territorial planning for the Radiotsentr 3 area in the Kirovsky and Krasnoglinsky Districts of Samara, for the purpose of major construction of a stadium and supporting infrastructure;
- territorial planning documents for the technopolis in the Kirovsky District of Samara, approved by decree of the Government of Samara Oblast No. 985-r, dated 02.12.2015, and the follow-up documents that introduced changes to territorial planning for the technopolis in the Kirovsky District of Samara.

The number of unfinished urban planning projects within the target territory currently falls far behind the number of finished projects; most of the projects are still relevant and may later be reviewed and adapted as the territory is being developed further.

The location in a clean, green area, access to unique forest lands (either on foot or by transport), and the value of the local woodlands are all very favorable prerequisites for creating a new kind of comfortable urban environment.



## UNFINISHED PROJECTS IN THE COMPETITION TERRITORY

The urban planning projects for the Radiotsentr 3<sup>43</sup> and Technopolis<sup>44</sup> areas includes proposals for several facilities of city-level and agglomeration-level importance, out of which the most notable were:

- an indoor bicycle track with 500 spectator seats;
- an aquatics center with 50 m and 25 m swimming pools, 1000 spectator seats, and a 500 sq. m. training gym;
- a multi-functional sports complex, including a track and field arena, which is easily convertible into a 4000-seat concert hall, and a multi-functional martial art and game gym.
- a research, development, and education complex, which was to host several research institutes and organizations by 2022 (in such fields as: biotechnical and biomedical systems, micro- and nano-electronics, fiber optics and photonics, and a laser center), as well as an inter-university campus, a production facility for making metal powders for the FSUE "VIAM", and other facilities, which would have helped promote Samara's innovative products;
- a regional conference and exhibition center.

These unfinished territorial development plans currently need to be re-activated and reviewed in light of the region's and agglomeration's strategic development goals, territorial planning goals, the urban context, the local community's needs, and the commercial real estate structure.

<sup>43</sup> The proposal to amend the territorial planning documents for the Radiotsentr 3 area in the Kirovsky and Krasnoglinsky Districts of Samara, for the purpose of major construction of a stadium and supporting infrastructure.

<sup>44</sup> The proposal to amend the territorial planning documents for the technopolis in the Kirovsky District of Samara, approved by decree of the Government of Samara Oblast No. 985-r, dated 02.12.2015.

# RELEVANT EXPERIENCE IN DEVELOPING TERRITORIES ADJACENT TO SPORTS VENUES

The Stade de France Stadium and the Olympic Aquatics Palace, Saint-Denis, Métropole du Grand Paris, France<sup>45</sup>



<https://www.metropolegrandparis.fr/fr/projet-olympique-66>



<b>Area</b>	Stadium: 18 ha. Aquatics center: 7 ha.
<b>Capacity</b>	Stadium: 75-90 thousand people. Aquatics center: 15 thousand people.
<b>Jobs created</b>	150 thousand new jobs: Security, logistics, transport – 78.3 thousand Tourism – 60 thousand Construction – 11.7 thousand
<b>Construction budget</b>	Stade de France Stadium – €285 million Aquatics center – €86.8 million (projected).
<b>Key features</b>	<ul style="list-style-type: none"> <li>▪ More diverse functions (new hotels and offices).</li> <li>▪ The conversion of the Athletes' Village into residential spaces, including welfare homes and student campuses, following the completion of the Olympics.</li> <li>▪ New kindergarten, school, and park.</li> <li>▪ Two hotels (680 rooms) and a conference hall for 2,000 people.</li> <li>▪ Office spaces (28,000 sq. meters), business and retail spaces (6,000 sq. meters).</li> <li>▪ A cinema, a fashion academy, digital technology school, and meeting halls.</li> </ul>
<b>Transport infrastructure</b>	<ul style="list-style-type: none"> <li>▪ An interconnected utility system linking the Stade de France Stadium and the Olympic Aquatics Palace.</li> <li>▪ New subway line.</li> <li>▪ New tram routes.</li> </ul>

## 1998

FIFA World Cup in France

## 2024

Summer Olympics in Paris

## €6.8 billion

expected budget of the Summer Olympics 2024

<sup>45</sup> Regenerating the Plaine Saint-Denis 1985-2020 Integrated planning in a large 'Urban Project' Paul Lecroart, 2008 [URL: [https://www.iau-idf.fr/fileadmin/user\\_upload/Enjeux/gd\\_projets\\_urbains/Colloque\\_22-23\\_nov\\_2007/visites/v1/en/PlaineSaintDenisRegeneration\\_Final.pdf](https://www.iau-idf.fr/fileadmin/user_upload/Enjeux/gd_projets_urbains/Colloque_22-23_nov_2007/visites/v1/en/PlaineSaintDenisRegeneration_Final.pdf)]

- Motorway overhaul.
  - Public transport system upgrade.
  - New parking spaces.
  - Two new stations for the Grand Paris Express (GPE) automated high-speed transit system.
- 

### **Plans for overhauling the territory by the 1998 FIFA World Cup.**

#### **Project overview**

The plan to revitalize Saint-Denis dates as far back as 1985, but it was only put into action in 1992, when France won the bid to host the 1998 FIFA World Cup, and construction of the Stade de France Stadium commenced. Saint-Denis had a number of advantages as a prospective sports venue location site, such as its large unused land plots, low land value due to it being a disadvantaged neighborhood, and proximity to Paris. The main purpose of the project was to transform a stagnating industrial area into a multifunctional and diverse environment that would be comfortable to live, study, and relax in. The initiative was aimed at “activating” this urban space: attracting new residents and businesses thanks to a denser transportation network and a more robust social infrastructure, without compromising industrial activity and low-income households.

The stadium became an integral part of the new multi-functional urban district, which also included residential complexes, leisure centers, and public pedestrian spaces. Public transport was also upgraded successfully, and car traffic in the neighborhood was restricted. After France won the 1998 FIFA World Cup, many businesses decided that they would like an office near the “good-luck stadium”, which provided extra impetus for the development of the neighboring areas.

#### **Main stakeholders:**

- municipal authorities;
- local businesses;
- the Hippodamos 93 Group (architects and designers);
- the government of Paris;
- the government of France.

#### **Execution stages:**

**1985** – the Rebirth plan;

**1991** – official document with the development strategy for Saint-Denis;

**1992** – France wins the bid to host the 1998 FIFA World Cup;

**1993** – construction of the Stade de France Stadium is approved;

**1994** – the regional development plan and the five-year regional and federal joint investment program;

**1997** – construction of the stadium and the supporting infrastructure is complete;

**1998** – the World Cup; France wins.

## Territory overhaul plan for the Summer Olympics 2024

### Project overview

Saint-Denis is to be the site of the comprehensive Athletes' Village development project. After the Olympics are over, the city will receive 900 new residential assets, 400 of which will be used as welfare homes: student campuses and apartments for socially vulnerable population groups. The project also includes the construction of a new kindergarten, school, and park, a total of 3 ha in size. The ground floor will house cultural facilities that will strengthen community links between different audiences: a cinema, fashion academy, digital technology school, and meeting halls. The district's symbol, the Tour Pleyel skyscraper, will be converted into two major hotels, a conference center, offices, and business and trade spaces.

The proposed Olympic Aquatics Center, which is to include two swimming pools, each 50 m long, will enjoy a favorable location close to the Stade de France. The two sites will be joined together by a bridge, becoming a single system for track and field and swimming competitions. After the Olympics, the aquatics center will be open to the general public, schools, and sports associations. It is also set to become a high-level training site under the auspices of the French Swimming Federation (Fédération Française de Natation). The construction will be carried out through a public-private partnership: private construction companies will cover approximately 70% of all expenses, and in return they will get the right to sell apartments in the renovated Athletes' Village after the Olympics.

### Main stakeholders:

- the government of France;
- private investors.

### Execution stages:

**2015** – Paris submits a bid to host the 2024 Olympics;

**2017** – the IOC chooses Paris as the host of the 2024 Olympics;

**2019** – the detailed plan for construction of the Olympic site in Saint-Denis is approved.

### Recommended trends:

- using mega-events as a means of attracting investment into the comprehensive development of a stagnating neighborhood, rather than merely as events in and of themselves;
- long-term multi-lateral territorial development planning that accounts for the opinions of the local community and other stakeholders;
- collaboration between authorities of all levels and members of the business community;
- a social focus for territory renovation plans.

## Queen Elizabeth Olympic Park, London, Great Britain<sup>46</sup>



<https://archi.ru/projects/world/7495/olimpiiskii-park-korolevy-elizavety>



<b>Area</b>	226.6 ha.
<b>Capacity</b>	Stadium – 60–80 thousand seats Aquatics center – 17.5 thousand seats
<b>Jobs created</b>	46 thousand people, including 9.2 thousand locals <sup>47</sup> .
<b>Construction budget</b>	Stadium – €774 million Aquatics center – €314.5 million The improvement of park features – 252 €/sq. meters
<b>Use scenarios</b>	Sports events and concerts
<b>Key features</b>	<ul style="list-style-type: none"> <li>■ The East London Tech City park.</li> <li>■ Campuses of the London College of Fashion and University College London.</li> <li>■ The renovated East Village (3600 apartments) and Athletes' Village housing complex.</li> <li>■ Urban vegetable gardens.</li> <li>■ ArcelorMittal Orbit: a 115-meter tall observation deck, slide, and the largest work of public art in Britain, all in one.</li> <li>■ The Transport for London head office</li> <li>■ An international city district, with office spaces and business venues.</li> </ul>
<b>Transport infrastructure</b>	<ul style="list-style-type: none"> <li>■ the upgrade to the Docklands Light Railway and the Northern underground line;</li> <li>■ the extension of the East London line;</li> <li>■ the new high-speed Olympic Javelin Shuttle;</li> </ul>

# 2012

London Olympics

# 2013

the Queen Elizabeth Park is unveiled at the Olympic site

# \$19 billion

total investment into the area's development, including infrastructure and housing investments

# >25 million

people have visited the park, its venues and events since 2014

<sup>46</sup> <https://www.queenelizabetholympicpark.co.uk/-/media/key-facts-summary-july-2019-v1.ashx?1a=en>

<sup>47</sup> Beyond 2012 – The London 2012 Legacy Story [[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/77993/DCMS\\_Beyond\\_2012\\_Legacy\\_Story.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/77993/DCMS_Beyond_2012_Legacy_Story.pdf)]

- park-and-ride systems;
- transporting athletes and officials in low-emission vehicles.

### Project overview

The former industrial districts in the east of London have been regenerated, and investments and human resources have been pooled into the area thanks to the Olympic Park overhaul. The park complex includes public spaces for games and relaxation, residential buildings, commercial spaces, and cultural and educational institutions. When working on the district's post-Olympic development project, the architects strove to preserve biodiversity and manage energy resources in a more rational way, by minimizing waste, saving water, and using renewable energy sources. The goal was to create an inclusive and utilitarian cultural and educational public space, perfect for playing games, relaxing, and staying fit and healthy.

The construction of Olympic venues and their continued use after the Games created thousands of new jobs, increased the influx of investments and tourists, and stimulated economic activity in the area. The construction of offices, a technology park, residential buildings, and commercial spaces, as well as renovation of the transport system, helped East London thrive.

### Main stakeholder

- London Legacy Development Corporation: responsible for maintaining the park and the adjacent areas; acts as the main planning body and gives out construction permits.

### Execution stages

**2012** – London Olympics.

**January 1, 2013** – the Queen Elizabeth Park is unveiled at the Olympic site.

**Spring of 2013** – the first residents move into what used to be the Athletes' Village.

**July 2013** – the launch of the Northern Hub and the Copper Box multi-functional sports complex.

**Spring 2014** – the aquatics center and the observation tower open to the public.

**2017** – the Olympic stadium is used for the World Athletics Championships.

### Recommended trends:

- long-term multi-lateral territorial development planning, with detailed scenarios for using mega-venues after the sports event is over;
- the creation of a new type of urban environment, including through the use of innovative technology;
- the establishment of a management company specializing exclusively in the development of the target territory;
- new jobs for the locals.



## The Allianz Riviera Stadium, Nice, France



<b>Area</b>	Stadium – 5.5 ha. The green district – 10 ha.
<b>Capacity</b>	35-45 thousand people.
<b>Jobs created</b>	1,000 people and 11 cranes were involved at the construction's peak phase. The contractor undertook an obligation to provide the local workers with over 80,000 working hours at the construction stage.
<b>Construction budget</b>	Stadium: €243.5 million
<b>Use scenarios</b>	Football matches, concerts.
<b>Key features</b>	<ul style="list-style-type: none"> <li>▪ The National Museum of Sport – 5,000 sq. meters.</li> <li>▪ Offices, business, and commercial spaces – 29,000 sq. meters.</li> <li>▪ Tennis court.</li> <li>▪ The Allianz Riviera hotel</li> </ul>
<b>Transport</b>	<ul style="list-style-type: none"> <li>▪ The creation of a tram route connecting the stadium to the airport and Nice city center.</li> <li>▪ The construction of a parking lot for 1,450 cars.</li> </ul>

### Project overview

Multi-lateral territorial development, linked to the stadium construction, compliant with modern environmental standards, and resulting in the creation of a new mall and one of the world's largest National Sports Museums. There are also plans for Plaine du Var, a new neighboring green district, with recreation, housing, and business zones, integrated into the Var river valley and functioning in synergy with the stadium.

The Allianz Riviera Stadium is a strategically important flagship project at the forefront of future green district development. Thanks to its proximity to the airport and easy accessibility by public transport, this part of the city draws large crowds of tourists and football fans, bringing in a breath of life. Furthermore, the stadium is linked to the rest of the city via a network of walkways, public spaces, and bicycle lanes.

# 2013

stadium opens

# 15.5 ha

territory size

# 7,000 sq. m

solar panels lining the stadium's walls

**Main stakeholders:**

- the Caisse des Dépôts state fund;
- SEIEF (South Europe Infrastructure Equity Finance);
- the Nice city authorities;
- Nice sports club.

**Execution stages**

**2008** – the project of a green district in the Var river valley is first conceptualized;

**2009** – an international architectural competition for the design of a stadium for sports events and concerts;

**2011** – construction begins;

**2013** – the stadium opens;

**2014** – the National Sports Museum opens.

**Recommended trends:**

- sports venue as a development driver for adjacent territories;
- comprehensive territorial development after the sports event: sports, cultural, educational, commercial, and everyday functions;
- the use of green technology and integration into the existing landscape;
- new jobs for the locals.



## Lansdowne Park, Ottawa, Canada



**Area** 16 ha.

**Capacity** Stadium – 24 thousand seats  
Hockey arena – 9.5 thousand seats.

**Construction cost** \$129 million from the city budget.  
\$125 million – private investments.

**Key features**

- The TD Place Football Stadium
- Hockey arena.
- Park.
- Shopping center.
- The Aberdeen Exhibition Pavilion.
- Cinema.
- The Horticulture Building.
- Offices.
- Restaurants.
- Shopping center.

**Transport infrastructure** ▪ Underground parking lot for 1,000 cars.



# 2014

the stadium and park open after reconstruction

# ≈\$250

## million

the total cost of redeveloping the territory

### Project overview

With the discovery of cracks in the football stadium's structure, it became abundantly clear that Lansdowne Park was in need of reconstruction. The efforts resulted in Lansdowne Park's transformation into one of the main attraction centers in Ottawa, as the sports venues were now accompanied by stores, restaurants, green recreation areas, and nearby residential complexes. The former site of a large parking zone and crumbling stadiums was turned into a pleasant new community entertainment space, complete with skate parks, basketball courts, promenades, and bodies of water. The stadium's renovation gave rise to another added benefit: the city's beloved football team returned, and the number of fans increased.

### Main stakeholders:

- Ottawa Sports and Entertainment Group (OSEG) — a local large enterprise association.
- The Ottawa City Council.

### Execution stages

**2007** – The City Council announces a public competition for the Lansdowne Park redevelopment design projects.

**2008** – the competition is put on hold, as OSEG, a local large enterprise association, promises to cover part of the stadium renovation expenses and have the football team come back to town, in exchange for construction rights to 60% of the park's territory, which it plans to fill with residences and business and entertainment spaces.

**2009** – despite the public outcry and allegations that the decision-making process is not transparent, the City Council accepts the offer. Dissatisfied with the OSEG's project, the locals found the Friends of Lansdowne Park grassroots organization.

**2010** – the Friends of Lansdowne Park appeal to the City Council with their own redevelopment initiative, but it gets rejected; the community goes to court, accusing the City Council of abusing its power to give the OSEG an inappropriately preferential treatment in violation of state acquisition laws.

**2011** – the court dismisses all charges; the Friends of Lansdowne Park file an appeal.

**2012** – the appeal is rejected, OSEG begins construction.

**2014** – the stadium and park open to visitors.

**2015** – the cinema opens.

**2017** – the redevelopment project is finalized.

**Recommended trends:**

- redeveloping and rebranding the public space;
- using territories adjacent to sports venues for a variety of functions.

## The Gateway Sports Complex, Cleveland, USA<sup>48</sup>



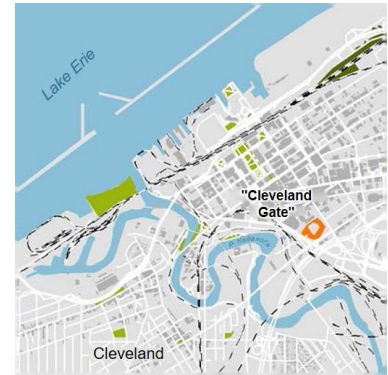
<http://www.sasaki.com/project/40/Cleveland+Gateway/>

<b>Area</b>	11.3 ha.
<b>Capacity</b>	Baseball stadium – 43,368 seats. Basketball arena – 20.5 thousand seats.
<b>Construction cost</b>	~\$467 million (75% from the state budget).
<b>Key features</b>	<ul style="list-style-type: none"> <li>▪ Basketball arena.</li> <li>▪ Baseball stadium.</li> <li>▪ Six hotels.</li> <li>▪ Three shopping centers.</li> <li>▪ Eight housing complexes.</li> </ul>
<b>Transport infrastructure</b>	<ul style="list-style-type: none"> <li>▪ Parking lot for 2,100 cars</li> </ul>

### Project overview

The creation of a sports and entertainment cluster at the city's gateway, not far from the crossroads of several major highways, and its integration into the city street and public space layout. The cluster was intended to become a catalyst for the district's economic development and spur on its revitalization by attracting investments into residential and business infrastructure construction. The new sports complex was also expected to breathe life back to the nearby Euclid Avenue, which was once a thriving business district. The construction was mostly funded by excise taxes on alcohol and tobacco.

The neighborhood's image has changed entirely: it has transformed from a giant parking lot for office workers into the city's main entertainment hub. The surrounding abandoned buildings have been renovated and transformed into upper middle class apartments, as well as hotels, restaurants, and stores. Aside from reusing existing buildings, new office spaces and hotels have also been built nearby. The modernized aesthetic made local real estate substantially more expensive, which helped return the sizeable investments into the district's redevelopment. However, this construction boom did not last for much longer than the first



# 1994

construction is completed

<sup>48</sup> Timothy S. Chapin (2004) Sports Facilities as Urban Redevelopment Catalysts: Baltimore's Camden Yards and Cleveland's Gateway // Journal of the American Planning Association, 70:2, 193-209

few years after the sports complex opened; a slump eventually followed, while the arrival of new major chain stores negatively affected local small businesses, and Euclid Avenue never regained its shopping street status. It is also worth noting that the lively bustle around the Cleveland Gateway drained economic activity elsewhere around the city: the people who used to spend money on entertainment in their own neighborhoods now all flocked to the stadium, spending their money there instead. This prompts a conclusion that, while sports venues may indeed catalyze the redevelopment of the surrounding areas, additional measures must be taken in order to sustain the positive impact and continue the multi-lateral urban growth.

**Main stakeholders:**

- the mayor's office;
- The City Planning Department;
- the Gateway Economic Development Corporation of Greater Cleveland: a non-profit organization that is funded by major local companies interested in revitalizing the district;
- the Department of Parking & Transportation Services;
- local sports clubs.

**Execution stages**

**1988** – the Cleveland City Planning Commission approves the Cleveland 2000 Master Plan, which highlights the strategic role that the Gateway district plays in the city's development.

**1991** – the Sasaki Associates architect bureau presents a detailed conceptualization of the Cleveland Gateway project.

**1991** – construction begins.

**April 1994** – the Progressive Field stadium opens to visitors.

**Recommended trends:**

- the use of sports venues to attract investments that can be used to support the renovation of the surrounding infrastructure and new construction therein;
- the revitalization of facilities and territories that were previously used inefficiently;
- cluster-based territorial development, including integration into the urban space;
- the involvement of local sports clubs, city authorities, and the business community in designing the district development program.

## **The development trends for territories adjacent to sports venues that are recommended as references for forward-thinking competition territory development proposals**

Upon analyzing global experience in working with sports mega-venues before and after an event and revitalizing sports venues and their adjacent territories, we have singled out a number of general trends that may be applied to forward-thinking proposals for the development of the territory around the Samara Arena Stadium.

- Using sports mega-events as a territorial development driver.
- Designing a long-term post-event territorial development program, which should include the renovation of stagnating territories and social issue resolution.
- A comprehensive approach to territorial development, aimed at creating a new type of environment and including the demonstration of new urban technology.
- Innovative territorial development methods as a means of generating additional image-forming advantages.
- HR activation.
- Multi-functional post-event utilization of sports venues and adjacent territories.
- A unified system for managing the target territory.

# PROMISING TERRITORIAL DEVELOPMENT ASPECTS

**A comprehensive analysis** of the territory's development prerequisites, including the current strategic planning documents, the territory's current status, the existing issues and potential, as well as of the global trends in utilizing territories around sports mega-venues before and after an event, has brought to light the following strategic development aspects:

- creating a favorable environment for an infrastructure that will tie together the two cores of the agglomeration: Samara and Tolyatti;
- innovative and technical development;
- communication development;
- business environment development;
- the development of the general vocational education segment;
- transport and logistical development;
- tourism and recreational development.

The execution of the aforementioned initiatives in the Samara u.d. has both types of prerequisites: the positive (favorable demographic dynamics and social and economic development, professional skill reserves, education and innovation potential) and the negative (insufficient investments, average urban environment quality, low appeal to the younger generation).

When developing the target area around the Samara Arena Stadium, the above prerequisites may be applied through a comprehensive pilot project aimed at the development of the urban construction cluster on Samara's northeastern axis as a self-sufficient entity.

This study describes **cluster-based development** as the creation of a relatively autonomous system of interconnected spaces, bound together by innovative communication channels and infrastructure that will provide new opportunities to resolve the city's current issues, facilitate its post-industrial development, improve its image, and make it more appealing to the local residents and the business community.

The purpose of cluster-based urban development is to take the quality of life to a new level by creating new environments for everyday activity, business, human resource development, and innovation. This requires a bespoke urban policy, tailored for the target territory and aimed at optimizing governance, fostering economic partnerships, and encouraging cooperation among all of the territory's residents (figure 44).

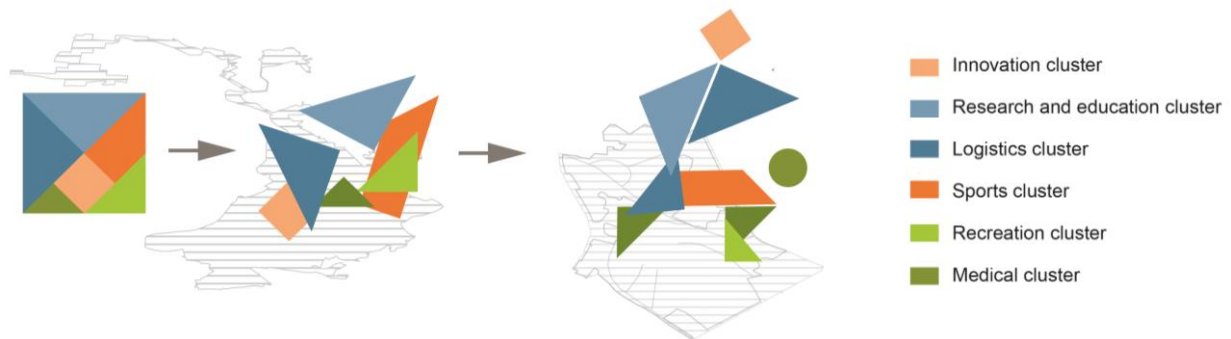


Fig. 44. The conceptual model of cluster-based territorial development

## PRELIMINARY TERRITORIAL DEVELOPMENT SCENARIO

Each potential territorial development scenario includes both general tasks and the tasks specific to the agglomeration, urban, and district scenarios.

The general tasks are:

- innovative development;
- HR activation;
- the creation of a new type of urban environment;
- the creation of a favorable business environment.

The specific tasks set for each scenario (agglomeration core – multifunctional district, city center – self-sufficient city district) depend on the expectation level and the degree to which current development potential has been actualized. The creation of a new type of urban environment depends on the Kirovsky District's image, as well as on the development of a new identity, based on aviation and space research, sports, and international-level events.

A table with a general overview of territorial development scenarios (table 3) can be found below.

Regardless of the selected scenario, its execution is expected to result in a rationally useable, multifunctional urban space, cemented by an overarching spatial development scenario that will help reposition and rebrand the Kirovsky District in light of the local identity (figure 45).

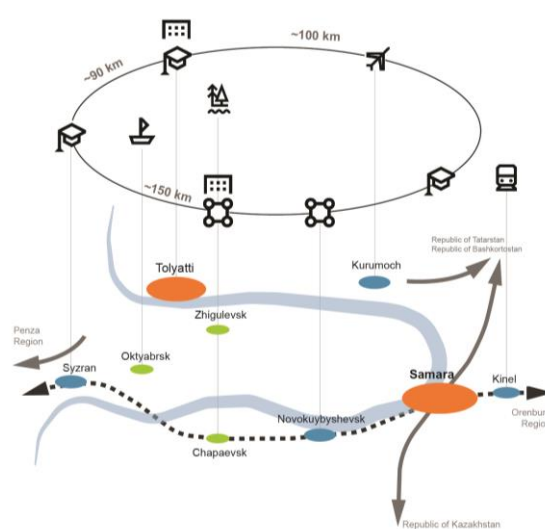
**Table 3. Territorial Development Scenarios**

**Scenarios**

**Objective**

**Agglomerational**

An innovative education cluster and the transport and logistics center within the STA



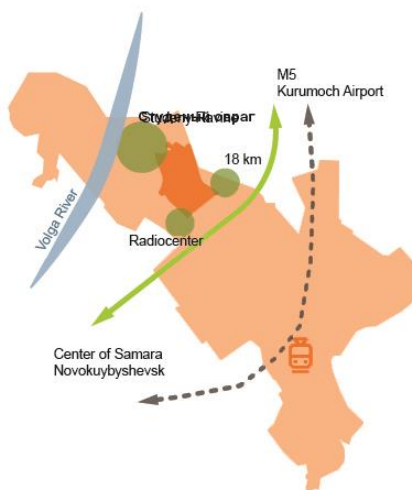
**Urban**

The target territory is the driver of the city's multi-functional development



**District**

A fresh presentation of the Kirovsky District and the creation of a new type of environment that is integrated into the existing infrastructure





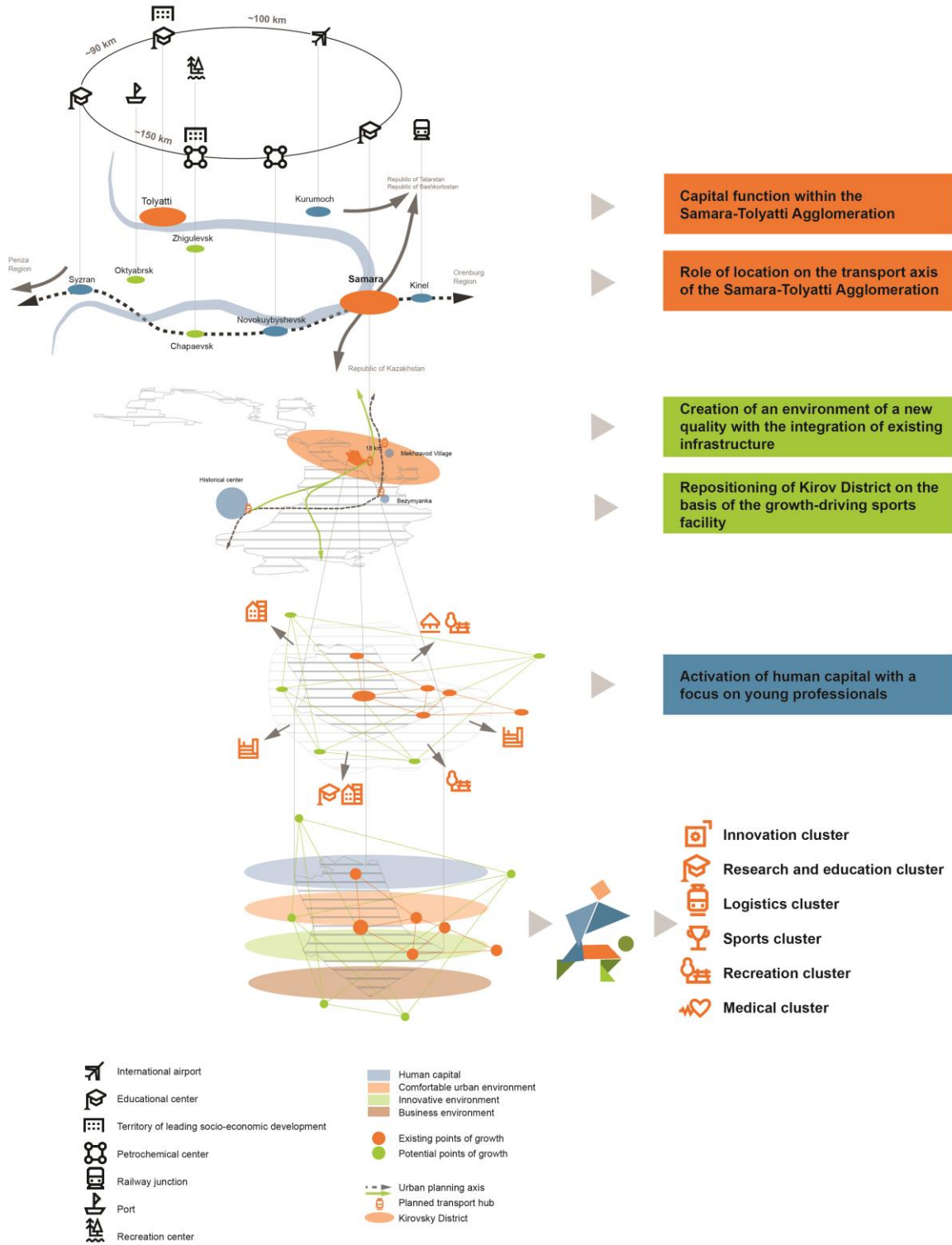


Fig. 45. Cluster-based territorial development structure

# Principles for the Preparation of Competition Proposals

# PRINCIPLES FOR DEVELOPING A COMPETITION PROPOSAL

Proposals for the open international competition for the development of a master plan for the territory adjacent to the Samara Arena stadium must adhere to the following fundamental principles.

## 1. The creation of an agglomeration-wide hub

The creation of an agglomeration-wide hub is motivated by the following strategic prerequisites in the target territory:

- a favorable location on the agglomeration axis (Samara – Kurumoch Airport – Tolyatti) and close proximity to the city's main thoroughfare (the Moscow Highway);
- unique urban planning potential: the only publicly owned land within the city limits that exceeds 300 ha in size;
- convenient transport accessibility via the Volga river;
- a major international-level sports venue;
- unique city landmarks both near the target territory and within its limits: the Samara Arena Stadium, the Mother and Child hospital and family planning center, and the industrial and agricultural park that performs business, entertainment, and industrial functions, as well as serving as a central marketplace and gastronomic hub;
- favorable environmental conditions, including the proximity to vast woodlands.

The Competition Proposals must be aimed at maintaining the urban district's metropolitan status and must allow for the creation of facilities that support this status and comply with the STA's strategic development priorities.

## 2. Cluster-based territorial development, including integration into the urban space

The comprehensive nature of territorial development around the Samara Arena Stadium, including the territory's integration into the urban space, should include:

- the creation of a new hub on the Samara u.d.'s northeastern spatial development axis;
- the creation of a self-sufficient territorial unit with a balanced functional planning structure that is well-adapted to changes in external conditions and the locals' demands;
- the application of social and cultural programming principles;
- links between the elements of the functional planning structure, ensured by: the transportation framework, the nature and recreational framework, and the public space system;
- the integration of existing and proposed facilities in the vicinity, on the one hand, with nearby residential areas; research, production, and social infrastructure facilities; recreational areas; and woodlands, on the other hand;
- the creation of the necessary social, utility, and transportation infrastructure.

Cluster-based development must ensure the creation of a self-sufficient structure that would integrate the Samara Arena into the surrounding area, as its development driver.

On the regional level, the cluster effect helps rebrand the Kirovsky district, develop the local identity, and create a rationally usable multifunctional urban space that will encompass several sections of the target territory, bound together by a shared environment development arc.

### **3. The creation of a new type of urban environment**

The advanced development of an urban environment in the Kirovsky district that will account for the increasing demands of the creative class, ensure that the district is comfortable to live in, and encourage highly skilled professionals to work here.

According to the Urban Environment Quality Index published by the Russian Ministry of Construction Industry, Housing and Utilities Sector (Minstroy), Samara has an unfavorable environment<sup>49</sup>; the aggregated rating of Russia's largest cities, published by the Urbanica urban planning institution, places Samara 21st out of 100<sup>50</sup>. The creation of a new type of urban environment includes the following:

- the internal integration of community, business, residential, and utility features into public spaces;
- rich functional content with diverse use scenarios;
- an interconnected system of communication and information technologies to manage internal processes and improve the quality of life of the population;
- the development of inclusive spaces and smart urban logistics.

### **4. The creation of conditions for HR activation**

The territory's development must help the city overcome its demographic challenges, primarily by appealing to the younger generation and highly qualified research and innovation experts.

Possible ideas for making the city's image more appealing to younger people:

- creating a unique territory that reflects the best Russian and international urban environment planning trends;
- creating new jobs specifically aimed at a younger target demographic;
- giving young people the support they need to express themselves, including business opportunities;
- introducing modern formats for public and residential spaces of a new type that bring together various activities, continuous education (skill development), community communications, and smart leisure.

### **5. References to global experience in developing territories around major sports venues after the relevant sports event is over**

Developing territories around major sports venues after the relevant event is over poses a complex management challenge.

Global experience in the field reveals that, even though mega sports events do drive territorial development and attract investments, a multi-lateral approach is needed to make the territory function properly.

<sup>49</sup> <https://xn---dtbcccdtsypabxk.xn--p1ai/#/cities/1075>

<sup>50</sup> <http://urbanica.spb.ru/research/ratings/integralnyj-rejting-krupnejshih-gorodov-rossii-top-100-po-dannym-2018-goda/>

This requires such measures as:

- designing a long-term post-event territorial development program, which should include the renovation of stagnating territories and social issue resolution;
- creating a new type of environment, which ought to include the demonstration and application of innovative urban technologies;
- HR activation;
- ensuring multi-functional post-event utilization of sports venues and adjacent territories.

#### **6. Ensuring the territory's sustainable social and economic development and efficient investment growth**

An economic presentation of the competition territory and its ability to attract a stable influx of investments that will ensure a high rate of sustainable growth and improve competitiveness.

Suggestions for creating breakthrough points for the territory's economic growth.

# CONTENTS OF THE COMPETITION PROPOSALS

## Submission contents for the first stage

### 1. Application

Applications should be filled in via the Internet on the competition's the official website: [samarena.life](http://samarena.life)

### 2. Portfolio

The portfolio must include five projects relevant to strategic development, urban planning, architectural planning for complex construction sites, and financial and economic modeling. The projects may be the participant's individual work or collaborative work as part of a consortium.

The portfolio must include the following information (each field must be filled in for each of the five projects):

- project name;
- year of completion;
- completion status: completed / not completed / in progress.

A completed project implies that construction has been finished, a public space has been created, etc. (please attach pictures showing the project's current status).

Documentation regarding strategic and/or proposed territorial development must be supplied with links to information resources that confirm the status of the project activities, and/or pictures of territories that have been redesigned as part of the corresponding projects.

Visual materials – no more than three images per project in jpeg format (A4 landscape orientation). The size of each jpeg file must not exceed 15 MB.

### 3. Essay

The essay must describe the key ideas and approaches to developing the master plan. The length of the essay should be between 4,000 to 6,000 characters with spaces.

### 4. Additional visual materials (plans, renders, etc.) may be added at contestants' discretion

## **Contents of materials for the second stage**

- Project albums, including a cover letter and visual materials for the proposed solutions.
- Presentation Boards.
- Presentation.
- A video with 3D simulation elements.
- Any other additional materials that participants may need to present their concepts.

# GENERAL GOALS FOR DEVELOPING THE MASTER PLAN FOR THE TERRITORY ADJACENT TO THE SAMARA ARENA STADIUM

## 1. COMPREHENSIVE EVALUATION OF THE COMPETITION TERRITORY'S DEVELOPMENT POTENTIAL

- 1.1. Current status overview, including development hurdles and issues.
- 1.2. Evaluation of the city's infrastructure, including utilities, transportation services, and access to the social infrastructure.
- 1.3. Analysis of the territory's development prerequisites: social, economic, and urban planning prerequisites, as well as other factors that define the most promising concept development areas, on the level of:
  - the agglomeration;
  - the region;
  - the city.
- 1.4. Definition of the competition territory's development potential, in light of the complex set of prerequisites on the different levels, as well as the resource potential and applicable use restrictions.

## 2. THE COMPETITION TERRITORY'S DEVELOPMENT CONCEPT FOR 2020-2030

- 2.1. The goals and principles for developing the competition territory, tied to the strategic priorities for the development of the city of Samara and the Samara-Tolyatti agglomeration, as well as to cluster-based development principles.
- 2.2. The priorities and prospects of the territory's spatial development as the basis for long-term sustainable development.
- 2.3. A fundamental model for the competition territory's development, based on the comprehensive range of prerequisites, taking into account internal and external risks, reflecting the territory's role in the agglomeration, the city, and the district, and including suggestions as to the location of major construction sites.
- 2.4. The fundamental functional and planning layout of the competition territory, with links to the transportation and natural recreation framework, ensuring integration into the adjacent areas.
- 2.5. Spatial development scenario for the competition target territory up to 2030, split into stages: 2020–2025, 2025–2030.

## 3. ARCHITECTURAL AND URBAN PLANNING CONCEPT FOR DEVELOPMENT

- 3.1. Functional planning organization of the territory, including proposals for the infrastructural composition of the allocated functional zones.
- 3.2. Fundamental architectural, constructive, and dimensional planning solutions for the key major construction sites.
- 3.3. Suggestions for designing the public space system, ensuring the integration of key facilities that perform a variety of functions.
- 3.4. Landscaping and architectural solutions for the key public spaces.



**3.5.** The design of a transportation service system for the territory, including two-way links to the city's and agglomeration's transportation frameworks, along with public transportation service proposals.

**3.6.** A general proposal for the territory's comprehensive utility grid.

**3.7.** Suggestions for the location of social infrastructure facilities

**3.8.** Projected technical and economic indicators for the territory's development, including estimated costs for executing the Competition Proposals, arranged according to project completion phase.

#### **4. AN EFFICIENT FINANCIAL AND ECONOMIC MODEL FOR THE TERRITORY'S INVESTMENT DEVELOPMENT**

**4.1.** An economic presentation of the competition territory and its ability to attract a stable influx of investments that will ensure a high rate of sustainable growth and improve competitiveness.

**4.2.** Suggestions for creating breakthrough points for the territory's economic growth.

**4.3.** A financial and economic model for the competition territory, allowing for sustainable development thanks to efficient co-funding methods that will have a multiplicative effect in various industries later on.

**4.4.** Activities and methods that will help apply the proposed financial and economic development model in practice.

#### **5. ROADMAP FOR MASTER PLAN COMPLETION. A COMPREHENSIVE EVALUATION OF THE ECONOMIC, SOCIAL, AND INVESTMENT EFFICIENCY OF THE PROPOSED DEVELOPMENT SCENARIO.**

**5.1.** A network plan for stage-by-stage master plan activities from 2025 to 2030, including the methods for implementing these activities, as well as potential funding sources.

**5.2.** Priority industry and inter-industry projects aimed at following the master plan, including expected costs, deadlines, and the impact thereof.

**5.3.** Evaluation of the economic, social, and investment impact and feasibility of implementing the proposed development scenarios for 2025 and 2030.

**5.4.** Suggestions regarding the institutional tools that may help improve project execution in compliance with the recommended development scenario.

# Appendices

- Complex analytical research of the territory surrounding the Samara Arena Stadium.
- The General Plan of the Samara Municipal District.
- Terms of land use and construction in the Samara Municipal District.
- Territorial planning documents for the Radiotsentr 3 area in the Kirovsky and Krasnoglinsky Districts of Samara, for the purpose of major construction of a stadium and supporting infrastructure.
- Amendments to the territorial planning documents for the Radiotsentr 3 area in the Kirovsky and Krasnoglinsky Districts of Samara, for the purpose of major construction of a stadium and supporting infrastructure.
- Territorial planning documents for the Kirovsky District of Samara, for the purpose of creating a technopolis.
- The proposal to amend the territorial planning documents for the technopolis in the Kirovsky District of Samara, approved by decree of the Government of Samara Oblast No. 985-r, dated 02.12.2015.
- Content of the geotechnical survey report of the territory, entitled "Urban improvements and green space expansion in the territory adjacent to the stadium in the Samara u.d. and bordered by the Moscow Highway, the Rakitovskoe Highway, the Volga Highway, Tashkentskaya Street, and Demokraticheskaya Street".
- Information on the Zhigulyovskiye Sady archeological heritage site, which is located in the Kirovsky District of the Samara u.d.
- Forest survey data and information on the woodlands.
- Information on the green spaces.
- Borders of zones with special terms of use, in vector format.
- Red lines, in vector format.
- Linear features of the transport and engineering infrastructure, in vector format.
- Current development sites, in vector format.
- Topographical survey, in vector format.
- The list of republic-wide and municipal programs that include activities affecting the comprehensive development of the Samara u.d., dated 2017 and later.
- The approval document for the Samara u.d. and the Samara Region budget performance report for 2018.
- The Samara u.d. and Samara Region budget document for 2019 and budget plans for 2020 and 2021.
- Data provided by the Federal Service for State Registration, Cadastre and Cartography (Rosreestr)

The list of source data will be defined more accurately at the second stage of the Competition.

This Invitation has been designed by  
Agency for Strategic Development CENTER in 2020

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