



# concept for culture & sport at Skolkovo IC

by: **Michael Schindhelm**

in collaboration with: Anna Butenko

contribution: Stephanie Reuter, Tom Zimmermann



**Produced for:**

Limited Liability Company United Department for Asset and Service Management of  
the Center for Development and Commercialization of New Technologies,

Krasnopresnenskaya embankment, 12  
Entrance No. 6, Office 1320 123610, Moscow Russian Federation

Contact: Anton Iakovenko, General Manager;  
Nasser Aboulela, Guest Zone Director;  
Alexey Batyrev, Guest Zone Manager,  
email: abatyrev@corp.i-gorod.com

**Produced by:**

Michael Schindhelm

in collaboration with Anna Butenko

contribution: Stephanie Reuter, Tom Zimmermann

**Date:** 28.10.2011

**File:** Culture\_and\_Sport\_at\_Skolkovo\_IC.pdf

**Disclaimer:**

The information contained in this document is confidential and privileged and shall be used solely by Limited Liability Company United Department for Asset and Service Management of the Center for Development and Commercialization of New Technologies and its related or affiliated companies (together, "Foundation". Some components of the information in this document has been obtained by third parties and/or representatives of the Foundation.

Some of the information obtained from third parties and/or representatives of the Foundation that is used in this document is preliminary and incomplete, and the results of this document should be considered preliminary, subject to further substantiation and once more accurate information becomes available.

## TABLE OF CONTENTS

1. EXECUTIVE SUMMARY	5
2. INTRODUCTION	11
3. STRATEGIC GOALS for culture and sport at Skolkovo and key considerations for district planning and design of cultural and sport facilities.	21
4. USER CONFIGURATION and audience definition for culture and sport.	29
5. CULTURE AND SPORT IN THE GUEST ZONE (profile, size and utilization of venues; activities).	41
6. CULTURE AND SPORT IN SKOLKOVO'S DISTRICTS (profile, size and utilization of venues; activities).	59
7. CONSTRAINTS AND OPPORTUNITIES of venues and activities proposed.	89
8. APPENDICES	95
1. Catalogues	99
2. Benchmarks for development projects	125
3. Benchmarks for venues in guest zone	175
4. Benchmarks for venues in Skolkovo's districts	215



**CHAPTER 1:**  
**EXECUTIVE SUMMARY**



## EXECUTIVE SUMMARY

This report presents a concept for cultural and sport venues, activities and events for the guest zone and other districts of the Skolkovo IC as a recommendation to the Skolkovo Foundation and its planning consultants during the district planning phase.

The report provides:

1. A strategy for audience definition and building and identifies potential preferences for visiting Skolkovo IC;
2. Information on optimal sizes of Objects suitable for the Guest Zone including internal spaces;
3. Guidelines on activities as well as public events suitable for Skolkovo IC territory;
4. Description of constraints and opportunities for the implementation of proposed venues and activities;
5. Concept recommendation for profile and role of public-related facilities (museum, performing arts center, cinema, sport facilities, conference and exhibition venue) with specific emphasis on components within the Guest Zone;
6. Description of operating principles for Objects and Venues in accordance with their functional purpose (operational activity);
7. Tangible Russian and international examples of the contemplated facilities from similar projects with similar applications and including space comparison analysis/diagrams, purpose and territories by their functions;
8. Appendices containing catalogues of the proposed venues, activities, target audiences and operation cycles for culture and sport in both the Guest Zone and other districts;
9. Appendices containing benchmarks (Russian and international) for purpose-built urban developments similar to Skolkovo and the proposed cultural and sport venues.

The report is based on benchmark and survey research studying new urban developments worldwide with a purpose-built infrastructure for innovation, education, culture, recreation and the goal of high quality of living. The report has identified two major groups of audiences and defined their needs and interests in cultural and sport offerings being potentially provided by the Skolkovo IC. Culture and sport significantly contribute to the quality of life in the urban development and therefore play a relevant role in making Skolkovo IC a successful development projects.



As a hub for education, science and innovation and as a prototype for urban conditions in contemporary Russia Skolkovo's cultural program shall reflect on globally recognized content like international theatre and music productions, contemporary art and design, niche exhibitions on subjects related to the main components of innovation (energy, communication, space and others). These offerings shall be developed tailor-made for the size and the specific social character of the potential user groups at Skolkovo. Programming culture at Skolkovo requires collaboration with signature institutions in Moscow and elsewhere and gains its attractiveness in complementing the content being provided in Russia's capital. Seven international benchmarks (see chapter 8) have been analyzed proving the relevance of culture and recreation in the development of urban vibrancy and competitive standards in social communication.

The report provides a list of the most attractive sport disciplines in Russia and abroad and aligns the proposal on sport facilities and events according to this list. Several center points for sport activities are identified for popular sport activities, exercises and events in the techno park and sport park. Sport facilities are divided in those for self-activities of the residents and visitors of Skolkovo and for public events attracting audiences.

Whereas the report suggests a cultural focal point in the guest zone the sport facilities will be distributed over various districts. Operational cycles will be established allowing the guest zone to become a vibrant urban place during day and night. Some specifically resident-related cultural facilities (community center) will be concentrated in districts with residential dominance. Cultural offerings being specifically engineered in collaboration with Skolkovo's technology and education institutions and developed contexts with science and innovation will be presented in the techno park.

The appendices of this report provide Russian (where available) and international benchmarks on urban squares, exhibition centers, multipurpose performing arts venues, art galleries, community centers, public spaces, commercial and pop-cultural facilities, and various types of sport facilities and clusters which have been taken into account for this proposal. Space considerations for Skolkovo have been undertaken to adapt proposed program to the appropriate size and needs of Skolkovo IC.

The report not only acknowledges the benefit of a rich cultural life and a wealth of public offerings at Skolkovo IC but points out some constraints, as well. In particular, given the highly innovative and exposed position of Skolkovo IC within Russia and worldwide security needs have to be balanced against the need of publicness and social well-being. Therefore, we suggest developing a security-hierarchy system allowing the city management to provide at the same time public space of high vibrancy and urban quality and gated communities requiring limitations on public traffic and access.

The report provides also major insights into the status of public space in Moscow, its disadvantages, challenges and the recent efforts being undertaken by the new city government to improve this vast territory. The design of a state-of-the-art public space at Skolkovo will benefit from the results of the research which has been rendered at Strelka Institute, Moscow, over that last year under the supervision of the author of this report.

Finally, the report proposes to conduct a qualitative and quantitative market research on the offerings for culture how they are expected among the future tenants and residents of the Moscow region with a preference for the urban, social, educational and scientific conditions provided at Skolkovo IC. This research would help to fine-tune the size and profile of the proposed venues and ensure a content development in line with the real needs of Skolkovo's residents and visitors.



**CHAPTER 2:**  
**INTRODUCTION**



## INTRODUCTION

- **2.1** **By envisioning and developing a truly integrated world class center for innovation,** Skolkovo will be at the forefront of a global trend. Major science centres around the world have gone beyond developing individual facilities or clusters of venues and have developed successful districts that have added value to each individual venue or resident organization, and the communities around them. Most recent large scale projects like Hafencity, Hamburg, Lyon Confluence, Lyon and the redevelopment of Louvain-la-Neuve, Belgium have made evident that smart public spaces and facilities combined with a contemporary and tailor-made content program for culture are major key success indicators for the entire city (see chapter 8). To be successful as a prototype for urban development Skolkovo will have to be more than the sum of the individual venues. Exemplary comparative cities have been identified to better understand what attributes should define the city's cultural life as a whole, as well as those key design characteristics that will impact the operational functionality and quality of Skolkovo. Skolkovo represents the ambition to reconnect to the tradition in national science development under the condition of the market economy. In a global context Skolkovo has to aim for attracting innovative business from all over the world while becoming also a destination for national and international visitors.

- **2.2** **In order to interest innovative corporations and individuals from Russia and abroad** in a permanent residence or temporary presence among other aspects a great living environment will be crucial at Skolkovo.

Most important: **Skolkovo will become a city not a campus.**

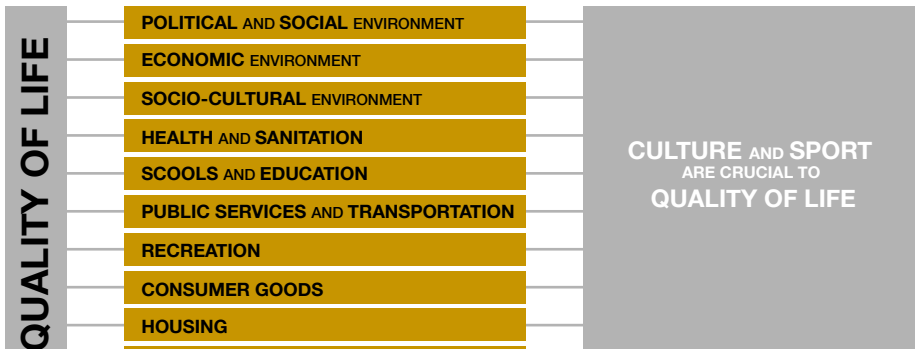
True and intensive social communication between all possible layers of residents, commuters and visitors is coercively linked to a space enabling interaction between those layers in various forms of public activities. This place would contribute remarkably to the identity building for the community of Skolkovo.

- **2.3** **The Guest Zone is considered to play the role of this social connector and identity-builder.** It is an urban area whose identity is defined by its vibrant mix of public and cultural venues and events. The venues and events will include flagship buildings and resident institutions of world-class quality, great open spaces, and a uniquely integrated offering of shops, restaurants and entertainment; ultimately creating a place where people can enjoy, learn, live and mingle.

The Guest Zone should have great open spaces where people can experience culture in every aspect of their daily lives such as public art, an attractive mix of landscape and hardscape offering a variety of outdoor activities; cultural venues that inspire, stimulate and educate both residents and visitors with different cultural and educational backgrounds. Furthermore, the Guest Zone should embody unique shops and restaurants integrated with the public facilities in an urban fabric where everyone can find a place to shop, eat, meet and play. It also encompasses a variety of other uses such as hotel, office and residential developments that add to the vibrancy of the district and create a true neighbourhood, alive day and night.

The success of Skolkovo will not only depend on its brand as a relevant place for science but also on its high **Quality of Living Standards**. Looking at internationally acclaimed quality of living measurements culture, sport and public space play a vital role in creating high standards of life quality. Looking at relevant criteria for the assessment of quality of life culture and recreation have a strong direct and indirect impact (see chart below).

**2.4 —**



Mercer Quality of Life Survey evaluates local living conditions in 420 cities worldwide, analyzing 39 factors in 10 categories.

Some of the highest ranking cities worldwide (see chart below) display an interrelation between factors like service-based economy, good infrastructure, high concentration of individuals with cultural and social flexibility and adaptivity and attractive offerings in education, culture and recreation. This type of urban space provides benchmarks for the design of a concept for culture and sport at Skolkovo. However, Skolkovo's specific character of a center of innovation and education with a relatively small population has to take into consideration, as well.

Rank 2010	City	Country	Qol index 2010
1	VIENNA	AUSTRIA	108.6
2	ZURICH	SWITZERLAND	108
3	GENEVA	SWITZERLAND	107.9
4	VANCOUVER	CANADA	107.4
4	AUCKLAND	NEW ZEALAND	107.4
6	DUSSELDORF	GERMANY	107.2
7	FRANKFURT	GERMANY	107
7	MUNICH	GERMANY	107
9	BERN	SWITZERLAND	106.5
10	SYDNEY	AUSTRALIA	106.3

Quality of Living: Mercer Survey Results, 2010

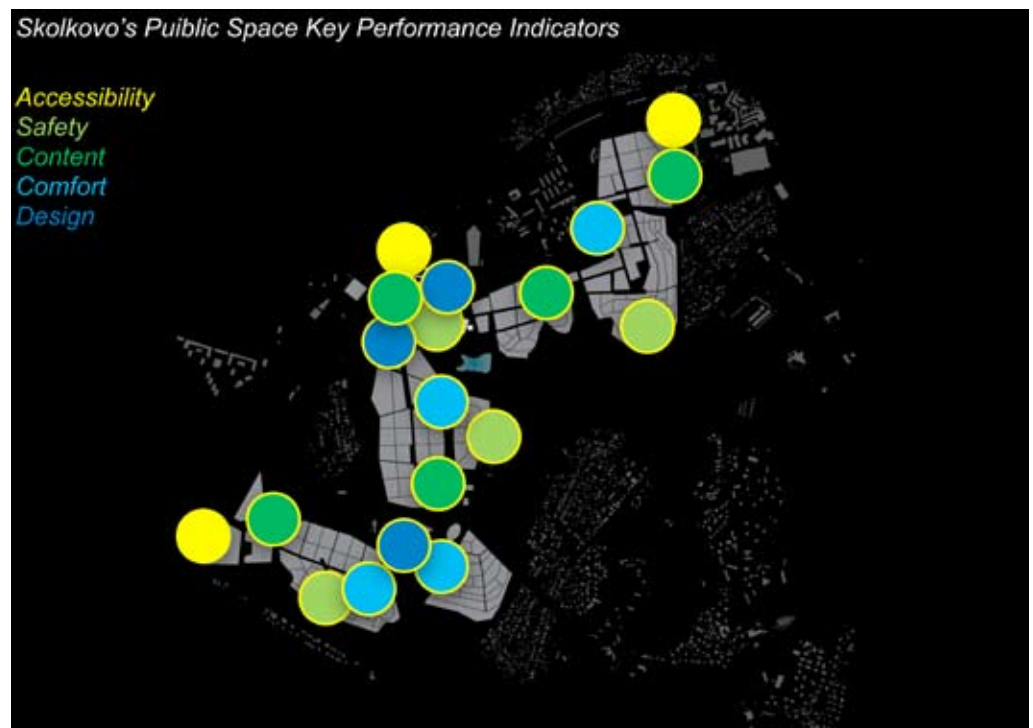
**Skolkovo has also to be seen in the context to the neighboring city of Moscow.**

**2.5 —**

As a matter of fact Moscow will provide Skolkovo with a substantial number of commuters and visitors. The city's transportation infrastructure will connect Skolkovo to Russia and the world. Moscow's cultural and sport infrastructure and offerings will certainly attract residents and international visitors from Skolkovo to visit Russia's capital, as well. Skolkovo's cultural and sport development should consider this interrelation and make it part of its concept for culture and sport. In this context culture and sport at Skolkovo should add to the offerings the city of Moscow encompasses already.

Culture and Sport at Skolkovo will become a complimentary niche to the vast wealth of Moscow's cultural life. At the same time Skolkovo offers the opportunity to underscore the importance of well-designed and smart public spaces. In the first half of 2011 Moscow's Strelka Institute has conducted an **in-depth analysis of the conditions of public space in Moscow**. The research has indicated crucial urgencies in the improvement of public space in Moscow but also confirmed the emphasis on improvements, the new government of Moscow has undertaken in the meantime (details see below). Categories like accessibility, safety, security seem to have a prerogative in the design of a successful public space. However, the research at Strelka Institute has shown that most public spaces in Russia's capital do not apply high standards in those categories but rather display a lack of awareness among both designers and stakeholders.

Skolkovo's Public Space  
Key Performance Indicators



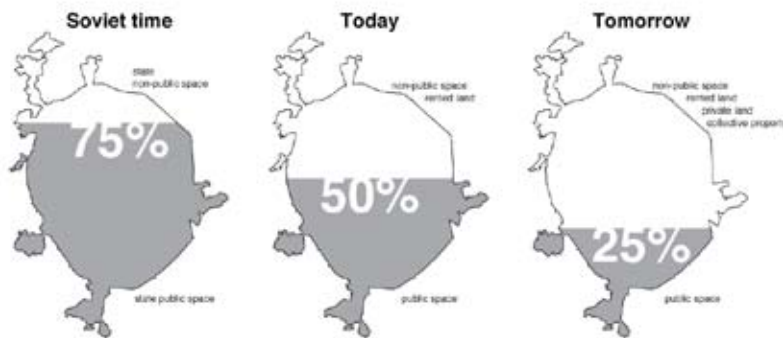
**2.5.1** In a postindustrial city, it is people—with their opinions and demands—that determine its function and character. The intangible value of space is the key factor for a contemporary postindustrial city. The level of satisfaction with the quality of urban environment among different consumer groups, including citizens, entrepreneurs, and tourists, affects the city income both in terms of taxes, money spent in restaurants and stores, and in terms of the city's immaterial value — its attractiveness for living, recreation, or business. From a space of industry and production, the city turns into a space for communications. Today, it is not roads, but public spaces that have become the key urban infrastructure.



Public infrastructure must meet the ever-increasing demands of people for clean air and water, greenery, various recreational activities, communication with friends and family, or simply for anonymous existence in the city. All these demands cannot be satisfied without businesses that create added value for this infrastructure. Thus, the value of public spaces continues to rise and capitalize on the city's brand.

In Soviet times, a lots of Moscow's urban land covered by commercial, industrial, institutional uses, parks and other green zones, recreational areas, and all residential territories with large housing estates were publicly owned, just like streets, squares and land used for different public utilities. This brought the share of public land in the socialist city up to roughly 75% of the total urban area. In the capitalist West, the divide between public and private land is the opposite; the total amount of public space makes up about 25-30% of the total city area (Kiril Stanilov, De-mocracy, Markets and Public Space in the Transitional Societies of Central and Eastern Europe, University of Cincinnati). Moscow anno 2011, with its 50% of public ownership, is right in the mid-dle of these two paradigms. If the city continues its capitalist development, the percentage will get close to the 'western' 25% mark in the near future.

**2.5.2**



Amount of public space in Moscow in transition

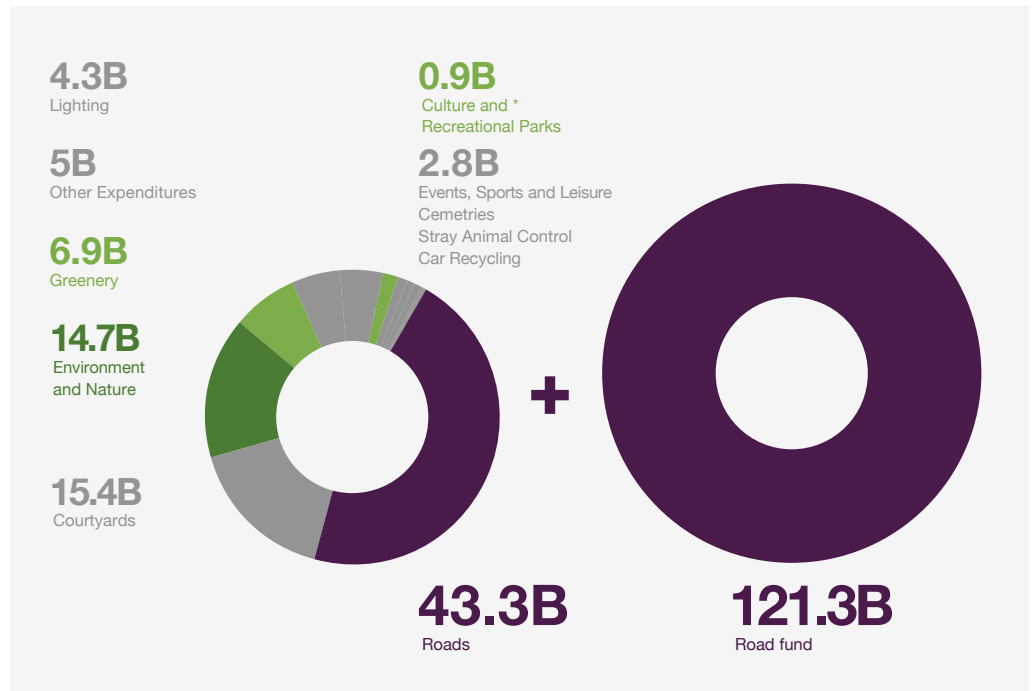
Under direction of the new mayor Sobianin Moscow's government has undertaken major finansial & organizational efforts to improve public spases within the upcoming years. In the first four months of 2011, amendments to the budget increased expenditures on public spaces by almost 85 percent.

**2.5.2**



Moscow Budget amendments 2011

Parks have become part of the program of the new mayor. As a public good, nowadays public parks often enjoy special attention from the heads of all cities. In political parlance, taking care of public parks is tantamount to providing special care and improving comfort for the inhabitants.



**2.5.4** Further research investigation in Strelka Institute included behavioral and social data regarding public spaces in Moscow.

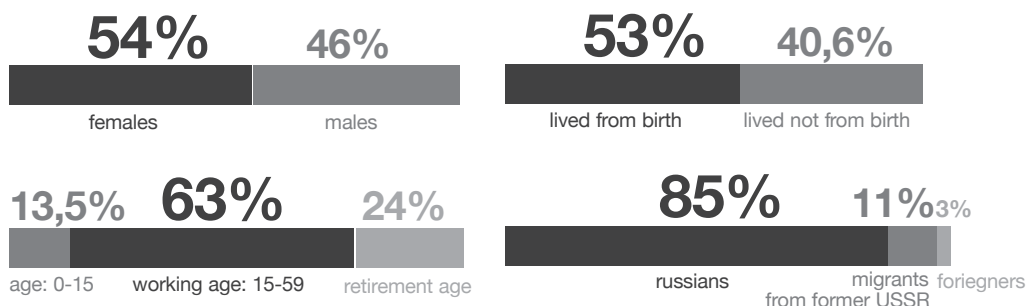
Potentially, an average Muscovite on an average day may spend 40 minutes in public greenery (strolls or athletic activities).



**Self-Reflection of Muscovites**

**2.5.5**

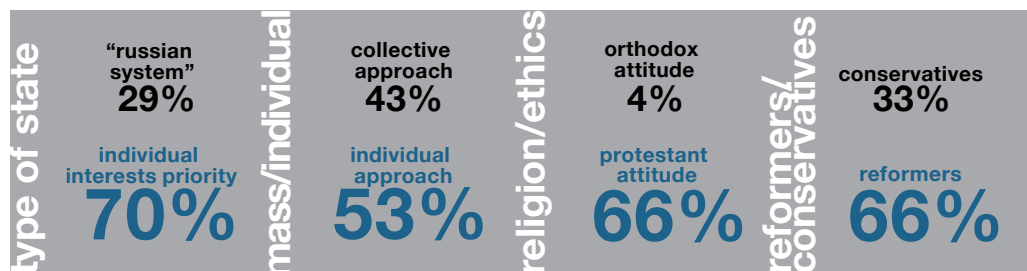
The research “Scenarios for Russia 2”, held in 2003, on the basis of direct questions got a picture of society, which dismisses the popular notion of a need of paternal care. On the contrary, the research reveals the society ready to reforms, which value personal freedom, independence and is able and willing to take responsibility for their lives. 66% of people answering the questions of existential meaning proved to be carriers of the Protestant ethic, despite the declared commitment of the Orthodox faith. And also, despite a shift towards individualism, the results of the research manifest ability and willingness of people to combine personal interests with the group ones.



Portrait of muscovites in charts  
Structure of Moscow population according to Rosstat research data of 2010.

**Self-Reflection of Muscovites**

The research “Scenarios for Russia 2”, held in 2003, on the basis of direct questions got a picture of society, which dismisses the popular notion of a need of paternal care. On the contrary, the research reveals the society ready to reforms, which value personal freedom, independence and is able and willing to take responsibility for their lives. 66% of people answering the questions of existential meaning proved to be carriers of the Protestant ethic, despite the declared commitment of the Orthodox faith. And also, despite a shift towards individualism, the results of the research manifest ability and willingness of people to combine personal interests with the group ones.



Self-identification of muscovites  
Values and preferences of Moscow society according to research “Scenarios for Russia 2. Normal people in abnormal country”, 2003





## **CHAPTER 3:**

# **STRATEGIC GOALS**

FOR CULTURE AND SPORT AT SKOLKOVO  
AND KEY CONSIDERATIONS  
FOR DISTRICT PLANNING  
AND DESIGN OF CULTURAL AND SPORT FACILITIES.



## STRATEGIC GOALS FOR CULTURE AND SPORT AT SKOLKOVO AND KEY CONSIDERATIONS FOR DISTRICT PLANNING AND DESIGN OF CULTURAL AND SPORT FACILITIES.

- **3.1** Socio-cultural environment, public services, recreation, and natural environment belong to the 10 most relevant categories for the evaluation of quality of living. An analysis of annual quality of living surveys from Mercer, Monocle or The Economist has proved that it is not necessarily large cities providing best conditions for excellent living but very often smaller urban entities within a particular culturally friendly, tolerant and socially prosperous environment.



*It's cultured, clean, well manicured and well connected  
Is it any surprise that we still love Vienna so much?  
(Monocle)*

Vienna

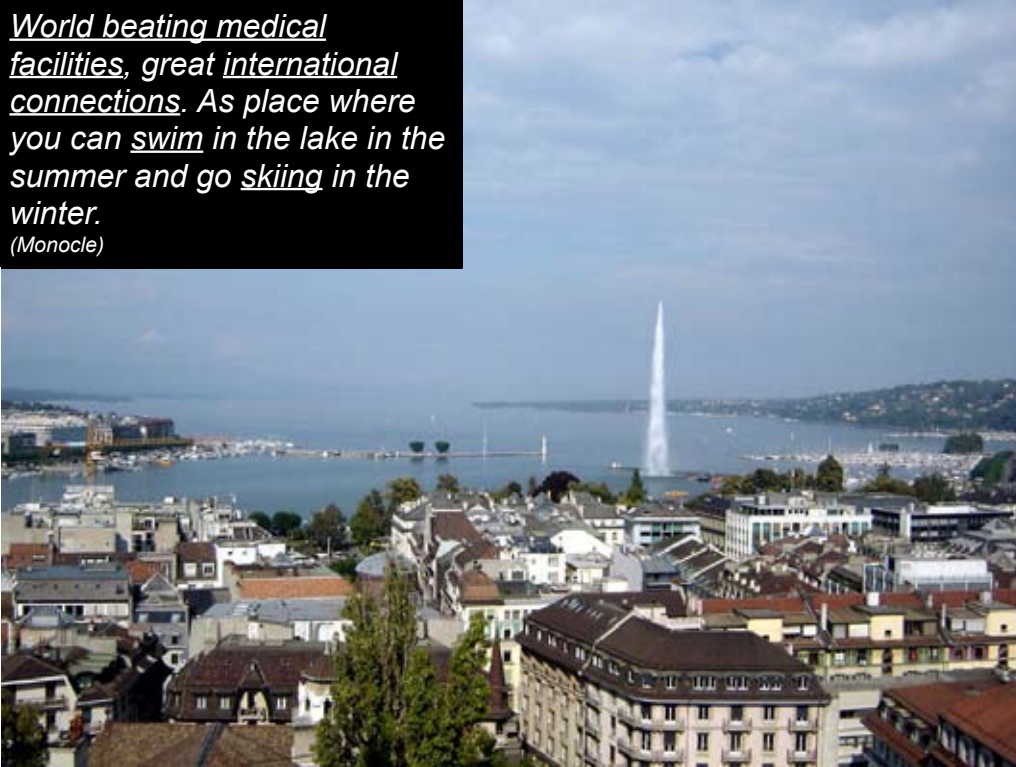
**Culture and sport directly add to great urban conditions for both residents and visitors of Skolkovo.** Among other factors they are decisive for potential users of the innovation center. The planned cultural and sports infrastructure should reflect the needs of both layers of users and their various cultural backgrounds. Whereas some major components for culture are coercively required to create a vibrant atmosphere in the guest zone, some others relate rather to potential activities in residential areas or in the technopark.

The distribution of sport venues and events will be distributed similarly spread with some focus on technopark and university and smaller venues in the guest zone and residential areas.

- **3.2** **Educating science and technology heritage and new trends.** As a major hub for science and technology Skolkovo Innovation Center will organically grow into the role of a showcase for contemporary Russian science developments. Science and technology gain wide social acknowledgement not only through their innovative achievements but also their educational impulse to different layers of a society. Russia has a long tradition in using science as a tool for enlightenment and education of a broadest public.



*World beating medical facilities, great international connections. As place where you can swim in the lake in the summer and go skiing in the winter.*  
(Monocle)



Geneva

A coherent understanding of what stands Skolkovo's innovation efforts for will not only foster its national reputation as a brand for science and technology but also widen the intellectual horizon of Russia's people and international visitors on major issues and topics within the fields of energy, life sciences, space or communication technology. The cultural infrastructure at Skolkovo should support this ambition and reinforce the dialogue between science and the Russian society today. In partnership with leading entities and corporations at Skolkovo platforms will be established to create events and content on new science trend with specific relation to Skolkovo.

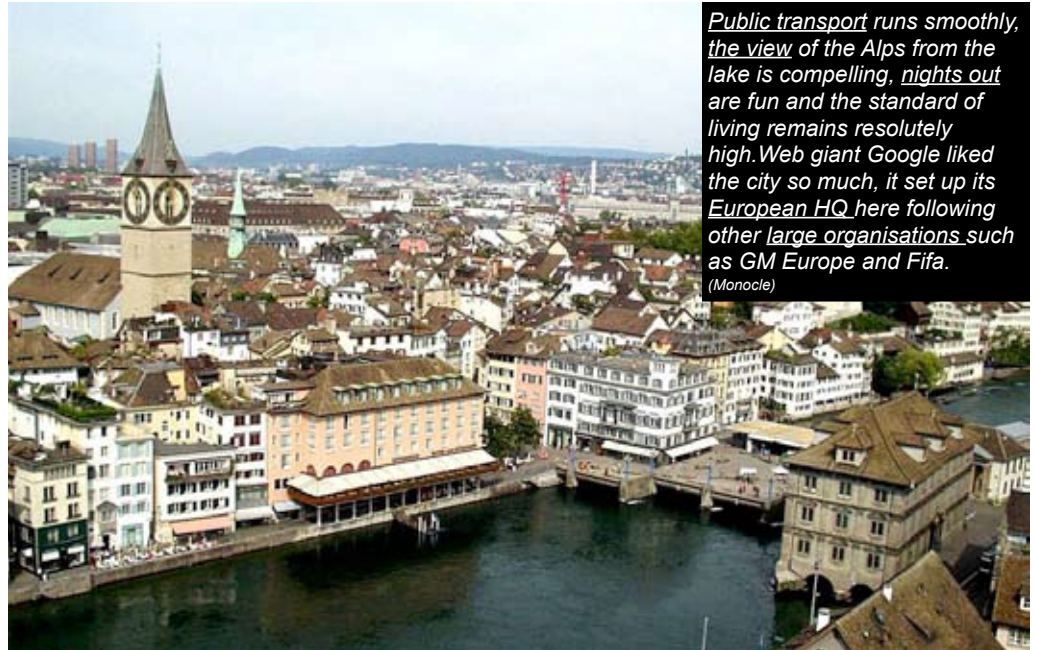
In particular the guest zone will embody a wide range of possibilities to catalyze **cross fertilizing between businesses, creativity and culture**. A network of cultural and science institutions from Moscow, Russia and abroad will be invited to engineer new forms of content for arts and education within the context of scientific innovation under the condition of market economy. Private-public-partnerships will be initiated to craft new products of knowledge and media and their representation in public space. Those products and media will contribute to the enrichment of the public realm at Skolkovo's guest zone and other districts.

**3.3 —**

#### **Supporting strong participation in recreation practises.**

**3.4 —**

A balanced relationship between intellectual and bodily activities characterises a contemporary life style for all layers of the community. Therefore, the motto "Sport for All" should apply to Skolkovo, as well.



Zurich

*Public transport runs smoothly, the view of the Alps from the lake is compelling, nights out are fun and the standard of living remains resolutely high. Web giant Google liked the city so much, it set up its European HQ here following other large organisations such as GM Europe and Fifa.*  
(Monocle)

A wide spread program of sport facilities in the districts of the technopark and the university will provide employees and students at Skolkovo with facilities for the most relevant and popular sport activities globally and in Russia. Also the residential district and the residential part of the guest zone have to contribute to the mission of making Skolkovo a state-of-the-art center for recreation. Here, boutique-like venues should enable the residents of Skolkovo short term visitors to forge their bodily practises. At the same time sport can also be envisioned as a generator of high attractive public events at a certain scale. Without competing with major sport facilities in and around Moscow Skolkovo shall prove its role as a gateway to international sport disciplines which might become more popular in Russia, as well, without being neither a mass activity nor event.

— **3.5** **Developing infrastructure for cultural and sport activities at Skolkovo planners and architects should take some key considerations into account:**

**3.5.1** Representing best contemporary architectural standards Skolkovo's design does not only aim to achieve **iconic visibility** and appropriate functionality but respects also **local architectural and cultural traditions**. The design of cultural facilities at Skolkovo should not simply follow global trends but reflect specifically Russian landmark architecture to ensure the identity-building potential of those facilities.

**3.5.2** The design provides both **high and low density** to ensure urban vibrancy and enables operators of public buildings consequently to create various forms of circulation and communication. Whereas the cultural-related environment in the guest zone will benefit from a range of different intensities (between hardscape and landscape) residential areas will require lower density to provide tranquillity and privacy.

**Accessibility** is not a given condition in public spaces neither in Russia nor elsewhere. Cultural facilities require design principles which ensure a low threshold between the building and its content on one hand and its users on the other. Public spaces have to be understood as an indispensable public good. Their design should not only provide comfortable hardware but also invite operators to develop smart strategies for its most efficient utilization. **3.5.3**

**Sustainability** does no longer refer only to economical and environmental conditions but implies also a cultural ecology. Planning and designing cultural and sport facilities at Skolkovo requires a clear understanding of the user's configuration (see below). The complexity of the various cultural and social backgrounds of residents and visitors needs to be taken into account to accomplish an infrastructure for culture and sport which responds to all types of Russian and international users. **3.5.4**

Skolkovo represents an enormous public effort to develop a knowledge-based community as **incubator for the contemporary urban Russia**. The infrastructure for culture and sport at Skolkovo should be developed as a potential model for similar kinds of new urban environments in Russia. **3.5.5**



