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With the support of:

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Geneva, 2016



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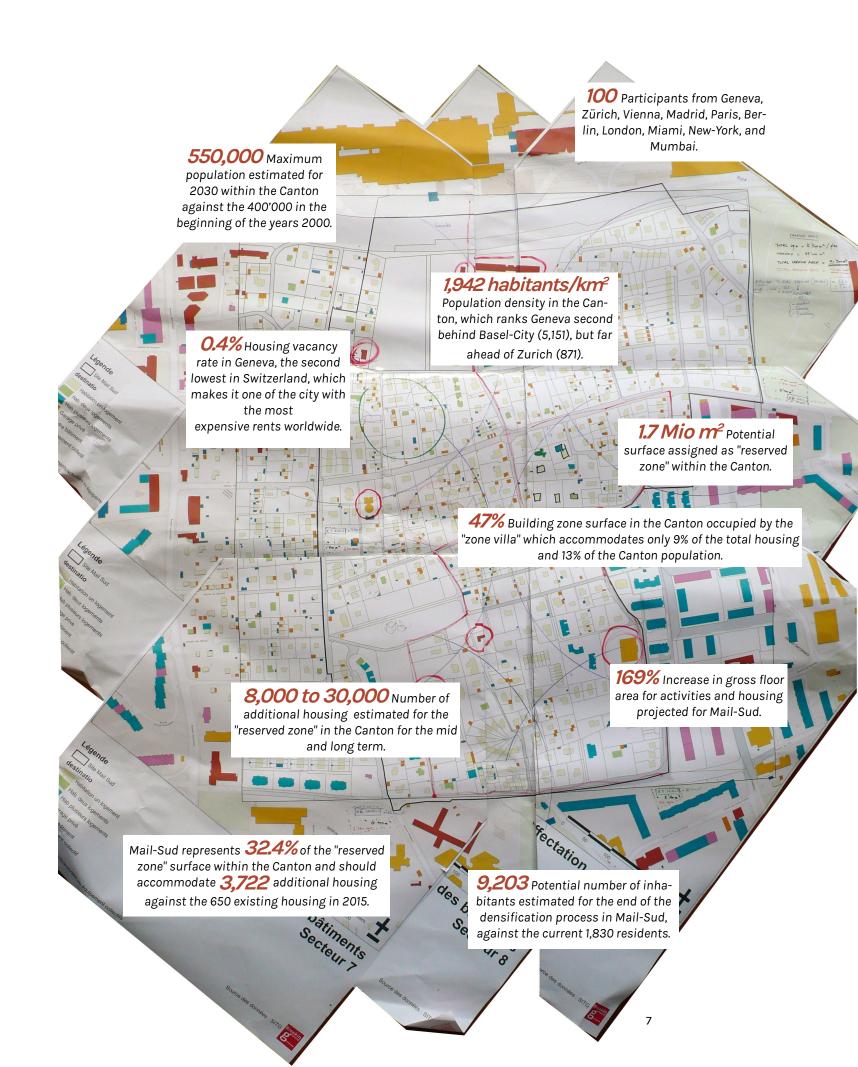
>1 INTRODUCTION

The "Breaking Ground" workshop took place in Geneva from the 21st to the 25th of September 2015, and brought together one hundred participants to conceive scenarios for the gradual densification of Geneva's residential zones and to work out strategies placing the users at the center of the urban project. Organized in ten interdisciplinary teams, the participants were asked to imagine ways of initiating urban transformation in respect of the neighborhood's identity. Mail-Sud in Grand-Saconnex, a neighborhood of 70 hectares with an average of 2,000 inhabitants, was chosen as a case study.

>2 CONTEXT

The Canton of **Geneva** is experiencing its fastest demographic growth since the 1960s, while already being one of the densest Swiss Canton and experiencing an unprecedented **housing shortage crisis**. How can the Canton continue to house a growing population on a saturated and landlocked territory? Federal laws protect the generous **agricultural greenbelt** surrounding the city, and the last frontier for Geneva's urban growth is its **low-density residential zones**, which cover half of the Canton's buildable space. A reflection on the notion of urban development that integrates quantitative and qualitative dimensions is necessary to imagine how "the Geneva of tomorrow" could develop itself from the existing urban fabric and in respect of residents' aspirations and needs.

Mail-Sud is a residential neighborhood both representative of the **zone villa** and characterized by strong singularities. Located on the border of the international airport, it should, according to the State's projections, absorb a significant share of housing surfaces estimated for the zone villa by 2030 and beyond.



>3 OBJECTIVES

The workshop participants were asked to address the following questions:

- How will current owners and tenants be involved or even become the initiators of the neighborhood's development?
- What kind of economic incentives, policy frameworks or legal codes are required?
- What kind of urban lifestyles could satisfy both the present and future residents?
- What kind of tools would help Municipal and State authorities to engage in dialogue and collaborate with the residents and stakeholders?
- How to help owners develop their parcel when they wish to?
- How to allow residents to control urban change instead of suffering from it?
- How a neighborhood could change while conserving its identity?
- How would these densified spaces relate to the urban conurbation at large, in particular when it comes to having access to transportation and other civic amenities?
- How to conciliate the rights and interests of the local population with those of the common good?

>4 ORGANIZATION

The "Breaking Ground" workshop was imagined by the Chicken Fight Club and realised by urbz with the support of the "Office de l'Urbanisme" and the help of institutional and academic partners. The workshop took place at "Fonderie Kugler", an iconic space for alternative culture in Geneva.

Academic partners

- Swiss Federal Institute of Technology in Zurich (ETHZ) with 19 students enrolled in the Master of Advanced Studies in Urban Design accompanied by 2 assistant professors.
- Geneva University of Landscape, Engineering and Architecture of Geneva (HEPIA) with 11 students enrolled in the Joint Master in architecture, accompanied by one professor.
- Geneva University of Art and Design (HEAD) with 23 students enrolled in the first year of bachelor in interior architecture, accompanied by one professor and one assistant professor.

Free registrations

Around 20 participants from diverse academic disciplines and professional backgrounds registered independently on the workshop facebook page.

Coordinators and guests

About 30 young professionals and experts from around the world were invited to guide and support the teams.



>5 STRUCTURE

Mail-Sud was divided into 9 circular perimeters of 438m of diameter each. These circles constituted a "starting point" for the teams which were free to narrow them at the level of a housing unit, or to enlarge them at the level of the neighborhood. Each of these 9 sectors represent a micro-context within the macro-context of the Geneva region and could be used as a test zone for the strategies to be elaborated by the teams. The circles overlap, so that the teams were to be interested in the work of the neighboring teams and evaluate the compatibility of their strategies. A tenth team was not assigned to a specific sector and had to consider issues for which an overall vision was necessary, such as the questions of infrastructure and mobility.

In the centre of the room, a large model of Mail-Sud was at the disposal of the participants and of the public.

Each team also had the following equipment:

- A **handout** presenting the objectives and expected outcomes of the workshop along with a presentation of the context with demographic and urban data on Geneva and Mail-Sud.
- Thematic maps of Mail-Sud and each sector in A2 format.
- A **physical model** of 1m by 1m with additional material to add volumes.
- A **usb stick** with extra data, such as a parametric model of Mail-Sud.

At the end of the workshop, the teams had to produce the following:

- A **public presentation** of 10 minutes per team for an audience comprised of residents, high officials and rubbernecks.
- A **stand** with large format posters of the projects' details inviting the public to interact with the teams after the presentation.
- A written report explaining the overall vision and presenting the proposed densification scenarios with visuals illustrating the urban forms that could result from the implementation of the strategies.



>6 WEEK IN PROGRESS

Monday the 21st - Friday the 25th of September 2015

The workshop program entailed a variety of activities which made it possible to develop different working dynamics. Thematic discussions, public debates, field visits, group work, and festive evenings marked the 5 days rich in reflections and exchange of ideas. Throughout the week, the teams were guided and stimulated by professional guests and experts in multiple fields, who debated with the teams and commented on their projects.

DAY 1_Monday 21

- Introduction to the context of Geneva, workshop presentation. Field visit in Mail-Sud.
- Public discussion on the topic of "Territorial dynamics in the Canton" with Francesco Della Casa (Cantonal architect), Lauren Baddeley (architect), David Prudente (envar), Yosef Tedros (Hepia) and Christian von Düring (architect).
- DJ set with Murdock (WTF World the funk).

DAY 2_Tuesday 22

- Team debriefing on Mail-Sud.
- Public discussion on "The question of density" with Yehuda Safran (professor in architecture at Columbia University, New York), Rahul Srivastava (anthropologist and co-foundator of urbz, Mumbai), and Amin Khosravi (designer and founder of KAMIDEAS, Geneva).
- DJ set with Trony Mamizuka (Digital Fiction Tokyo).

DAY 3_Wednesday 23

- Team work.
- · Intermediary presentations and collective brainstorming.

DAY 4_Thursday 24

• Team work and preparation for the final presentations.

DAY 5_ Friday 25

- Team work.
- Final presentation.
- Interactions and questions/answers with the public.
- Closing party with DJ Doca, DJ Nevahdie & Classik Luvanga (Colors Rec), Murdok (WTF).











>7 DENSIFICATION STRATEGIES

Economic development, land valorization, participation and urban planning are the four key themes that emerged from the propositions realised by the workshop participants. While each of the 10 projects developed by the teams focused on a specific dimension of the densification process, they all share complementary strategies that, put together, could be seen as one process which is both realistic and appealing for the current and future residents of Mail-Sud.

These strategies propose innovative visions for Geneva's urban development. They are presented in the following section and illustrated by a mashup of the work realised by the different teams.



a. ECONOMIC DEVELOPMENT

MIXED-USE STRATEGIC LOCALIZATION AND ADVANTAGES

b. LAND VALORIZATION

LAND USE VALUE
LOCAL EXCHANGE OF DEVELOPMENT RIGHTS

c. PARTICIPATION

NEIGHBORHOOD URBANISM RESIDENT DEVELOPER

d. URBAN PLANNING

STRUCTURING PUBLIC SPACES
GREEN NETWORK AND PEDESTRIANIZATION

a.

ECONOMIC DEVELOPMENT

Densification is the product of a strategy for economic development that intends to transform the residential monofunctional neighborhood into a mixed-use neighborhood.

Mixed-use spaces, and the valorization of the strategic localisation and advantages of the neighborhood, are two suggested strategies for the economic development of Mail-Sud. The gradual introduction of economic and commercial activities in the nearly exclusively residential neighborhood is proposed to ensure the proximity between accommodation, working place and leisure area. The neighborhood's context and physical proximity to two major economic and mobility poles, namely the train station Cornavin and the airport, also represent a strategic advantage in the urban development of Mail-Sud. By building on these contextual elements, the high-density mixed-use development follows the neighborhoods' ambition to become a new centrality in the economic and urban tissue of Grand-Saconnex, and more broadly, of the Geneva Canton.

MIXED-USE

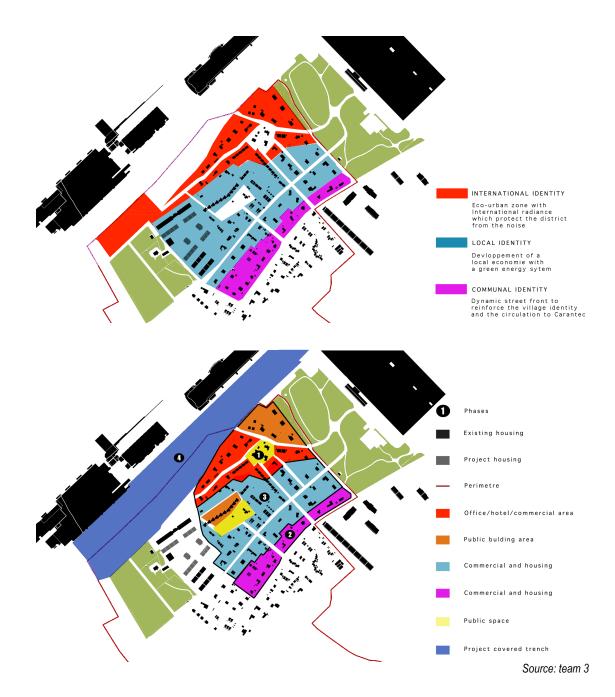
team 2 and 4

- Integrating a variety of functions and mixed-use spaces ensuring the cohabitation of different activities in the neighborhood.
- Integrating commercial spaces along major transportation axes.
- Integrating activities and local services at the ground floor of residential buildings and developing various housing unit typologies.

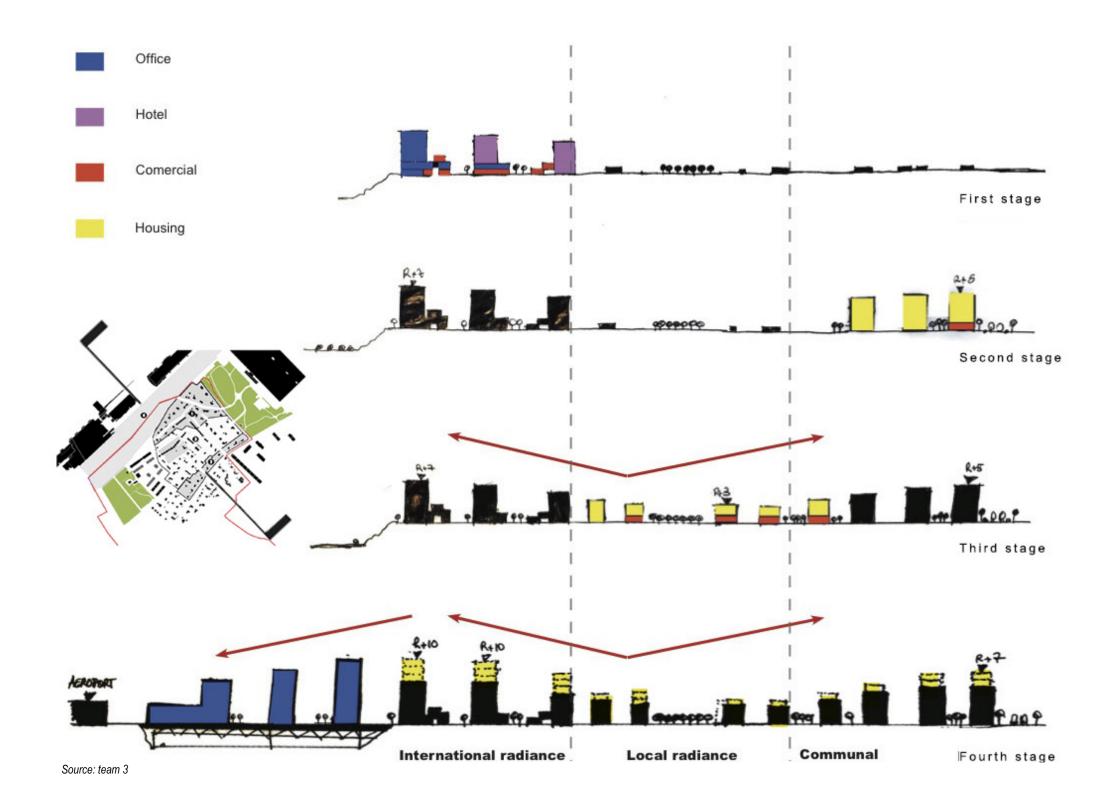
STRATEGIC LOCALIZATION AND ADVANTAGES

team 3

- Connecting the airport to Mail-Sud through the creation of a platform above the highway to generate a spatial and economic dynamic between these two territories.
- Integrating Mail-Sud to the economic fabric of Geneva, Grand-Saconnex and its surrounding neighborhoods by improving mobility infrastructure between them.
- Planning the urban development following a territorial zoning and multiscalar approach to Mail-Sud in relation to its local, regional and global context.



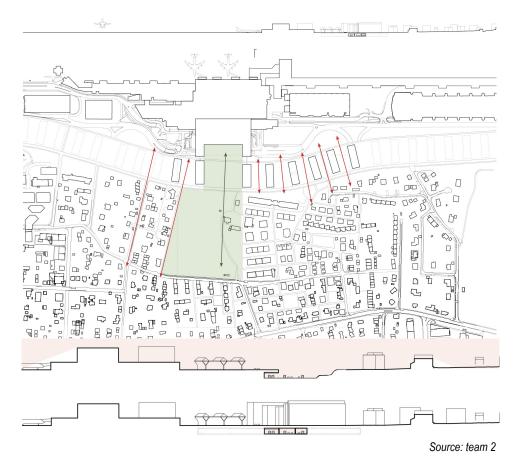
The land use plan of the sector is structured around three scales of intervention which define the international, local and communal zones in relation to the urban context of Mail-Sud. The densification program suggests economic zones and public equipments close to the airport; a dynamic communal front street along the streets Terroux and Edouard-Sarasin; and densification of the residential zones with the construction of new housing, activities and local services in response to the urban and demographic development of Geneva.



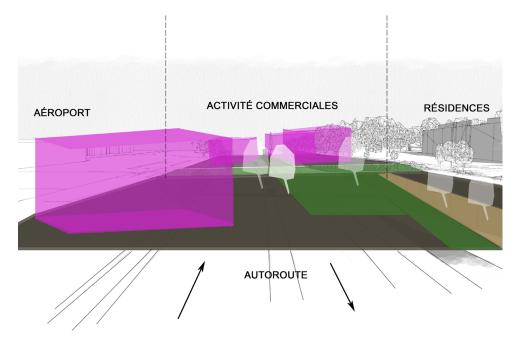
2/

The urban development is defined in relation to the specific influence of three land use zones: international, communal, and local. The densification of existing typologies follows these zones' hierarchy, so as to create a diversity of uses that include the implementation of offices, hotel services, commercial activities and residential housing.

3/Covering up the highway



4/Highway platform and activity zone



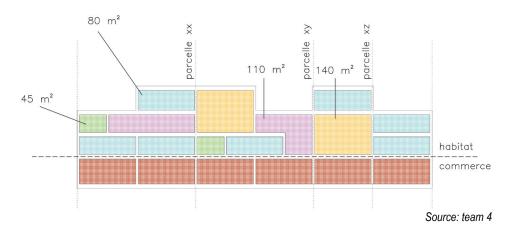
Source: team 2

5/Footbridge transformation between the airport and Mail-Sud



Source: team

6/Mix of housing units



3/

Spatial connection between the airport and Mail-Sud through the covering of the highway. It allows for the opening of a new north/south mobility axis linking the two major public transport hubs in Mail-Sud: the train station at the airport and the bus line 53. A cross-section shows the profile of the activity zone and the implementation of new buildings for specialised services.

4/

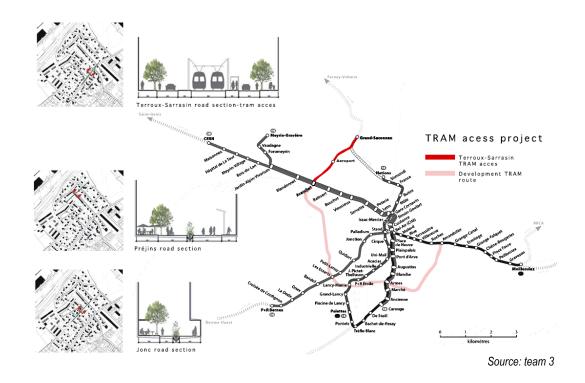
New zone for commercial activities on the platform that creates an economic dynamism which aims at developing and reviving the neighborhood, so far exclusively residential.

5/

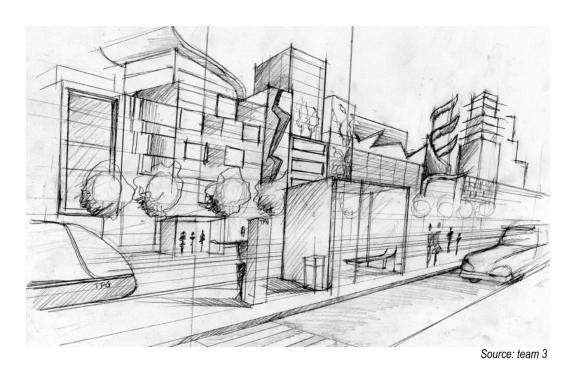
Integration of the current footbridge linking the airport to the neighborhood into the new platform above the highway, transforming it into a vast space for non motorized mobility with high quality public spaces.

6/

Mix of housing typologies ensuring affordable accommodation for different families and incomes and the availability of market activities at the ground floor.



8/Tram line on street Terroux - Edouard-Sarasin



9/Requalification of chemin du Jonc



Source: team

7/

Creation of two new tram lines: one connecting les Avanchets to the Grand-Saconnex and crossing Mail-Sud, and the other linking Mail-Sud to the rest of the existing tram network by connecting it to Petit-Lancy, la Praille, Carouge and les Eaux-Vives.

8/

Transformation of street Terroux and Edouard-Sarasin with the new tram line.

9/

View over the transformation of chemin du Jonc with the integration of market activities and a bike path crossing the neighborhood.

b.

LAND VALORIZATION

Improving management and legislative tools to facilitate negotiation between stakeholders is necessary to protect land and property values, and to unfreeze the densification process.

Enhancing land use value consists of the valorization of land, both in terms of its use, by its densification; and in terms of its exchange value, by selling concessions to the Canton or private investors. While the local transfer of development rights (TDR) - as an alternative to easement - allows for interested stakeholders to engage in voluntary exchange of sales or purchases of development rights, these two strategies enable the owners to receive long-term economic profits on their lands. They help overcome the freezing of any densification project caused by the lack of cooperation from owners, worried that their property value might decrease with the future transformation of the neighborhood.

ENHANCING LAND USE VALUE

team 8

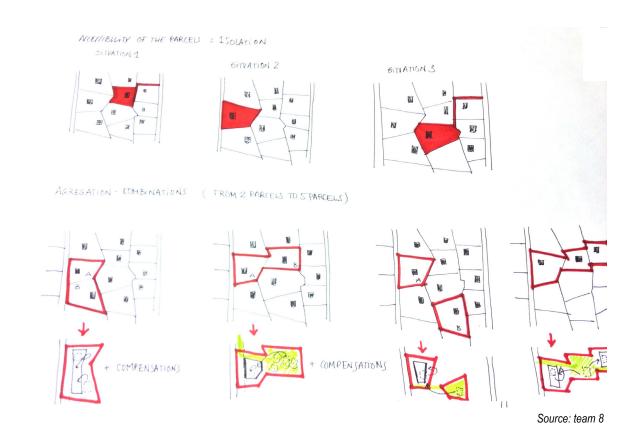
- Enhancing land value both in terms of use and in terms of exchange value to avoid the loss of property value for landowners and encourage urban development.
- Creating a "Union for Land Valorization" and a "Geneva Fund for Participatory Densification".
- Sales of concessions regarding central floors in new residential buildings to the Canton or to private investors for renting during the time period of the concession.

EXCHANGE OF LOCAL DEVELOPMENT RIGHTS

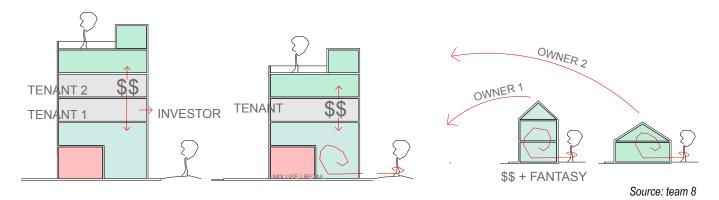
team 6

- Pushing forward the easement legislation towards a transfer of development rights (TDR) that is exchangeable on the local market, so as to release the construction potential of the land plots and facilitate benefits sharing between neighbors.
- Encouraging the sales and purchase of local development rights to guarantee the cost optimization of lands for the owners.

10/Plot aggregation



11/Funding scheme



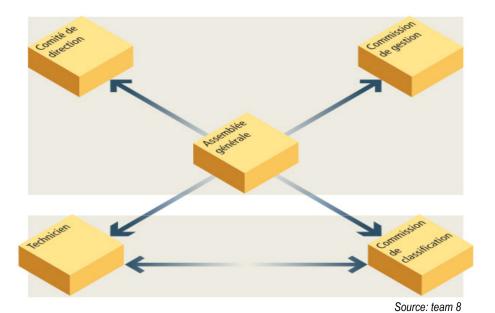
10/

Strategies for improving accessibility to the different plots from the street and for the aggregation of private plots. In a second phase, this aggregation will allow the implementation of a common project for denser housing on the assembled land.

11/

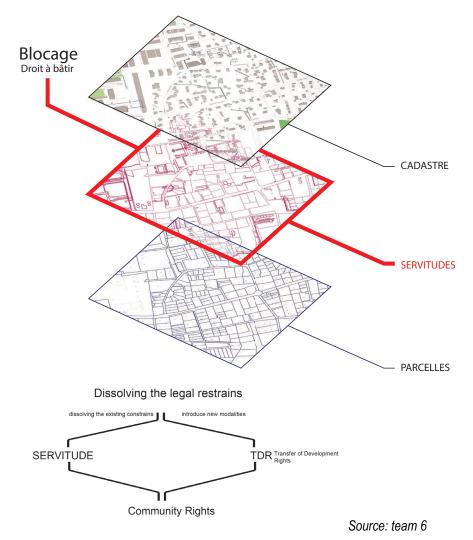
Financial strategy to attract investors in urban development projects, while keeping people's ownership through the sales of concessions. The concessions concern the central floors in residential buildings and are valid for a given time period. During the concession period, those accommodations could be rented out.

12/Governance system: union for property valorization

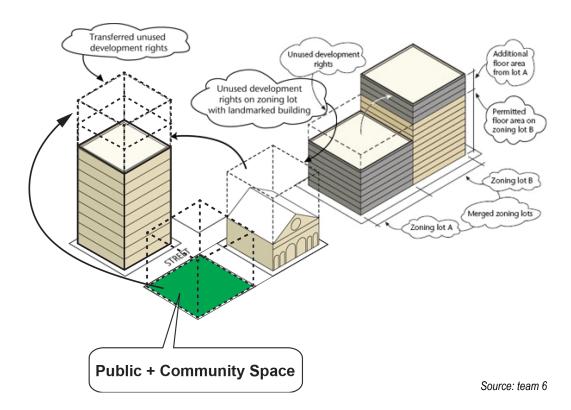


13/Transforming legal restrictions

26



14/Transfer of development rights (TDR)



12/

The Union of Land Valorizationis a public corporation of landowners interested in reorganising land ownership in order to valorize the land as well as to implement and finance collective equipments. Source: figure retrieved from Etat de Vaud, 2005.

13/

Easement is a constraint upon one property in favor of another property, each belonging to a different owner. It can be understood as a parallel law to the urban legislation, which rules the demand for modifications within the urban tissue.

14/

Property ownership within TDR is described as a cluster of rights to subdivide, develop, or exchange. TDR requires a large administrative capacity from the community in order to be successfully implemented, but it requires only limited monitoring capacities, as transactions happen without state interventions.

15/Local urbanism office "Maille Sud"

C.

PARTICIPATION

The densification process looks at residents as central actors of the urban fabric. The collaboration between residents, experts and authorities is the core element of common development projects.

A participatory approach to densification implies a new way of making local urbanism and engaging residents in deciding on what development they want and strategies for their neighborhood's transformation. Creating a local urbanism office in the heart of Mail-Sud becomes a new structure promoting shared governance, co-planning and co-production of urban projects. The mission of the office is to provide all necessary resources for the residents' engagement. It also facilitates the coordination between stakeholders for the common production of a "Cooperative Neighborhood Plan" developed under the resident's lead - as an alternative to the classic "Localized Neighborhood Plan" (PLQ). To be part of the densification process, participatory approaches allow more fexibility and freedom of action to the owners. They become active promoters of their own properties. This is facilitated by the relaxation of the administartive context and by the provision of technical support and financial incentives to get the owners to densify their parcels.

NEIGHBORHOOD URBANISM

teams 1 and 4

- Creating a local urbanism office, supported by the Canton and the Municipality with mediators and multidisciplinary experts to facilitate participatory processes with the inhabitants.
- Collaboratively implementing Localized Neighborhood Plan (PLQ) that integrates projects supported by organized residents-promoters.
- Creating a sense of community through the organisation of cultural events so as to stimulate movements of civil mobilization in the neighborhood.

RESIDENT PROMOTER

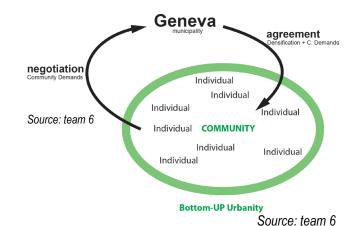
teams 5 and 7

- Redefining the normative context and zoning regulations in order to provide a proactive operational framework to guide the owner through the neighborhood transformation process with building initiatives.
- Providing a Tool-Kit for densification to facilitate owners' initiatives for development. eg., technical tools, financial incentives, and architectural solutions with references of possible housing typologies or transformation of their current units.



Source: team 4

16/"Bottom-up urbanism"

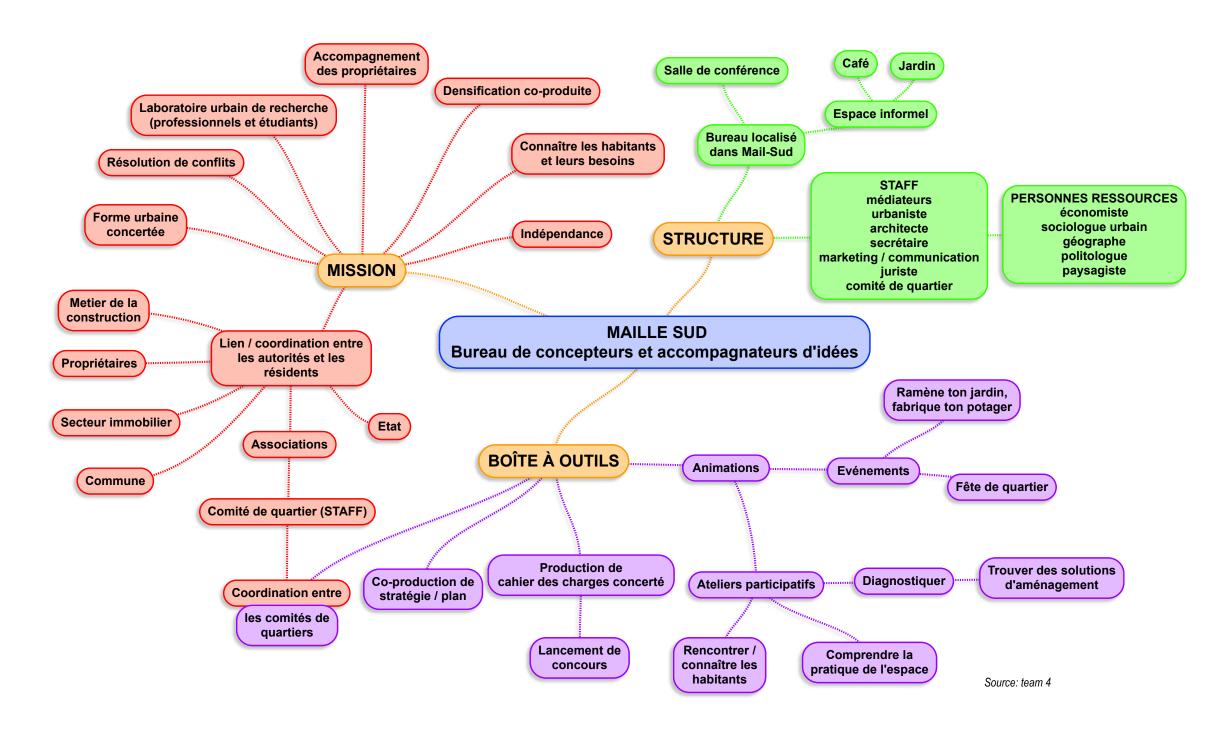


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Maille Sud office is a communal space and a forum for discussion localized in the heart of the neighborhood. It works as a planning and coordinating office dedicated to support the residents during the participatory process for the neighborhood densification.

16/

Negotiation process between the Municipality (authorities and experts) and the community (inhabitants of Mail-Sud) in order to reach a consensus which satisfy both the inhabitants' demands, and the State densification objectives.

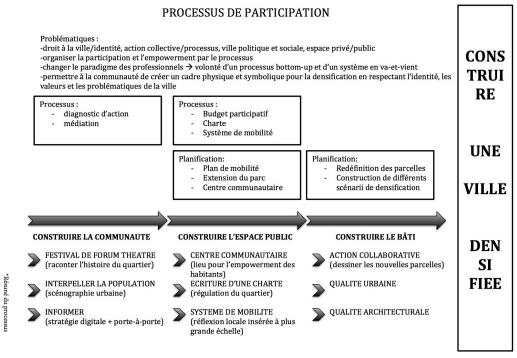


17/

Maille Sud office of creator and facilitators of ideas combines several roles ranging from civic participation, coordination of actors, technical and juridical assistance, to multidisciplinary research. In addition, Maille Sud provides to interested actors a tool kit regarding urban planning, composed of both strategies to undertake participatory processes, and tools for event organization, such as "Occupy your street!"

18/Densification strategy

19/Participatory process



Source: team 1

20/Public scenography



Source: team 1

21/Local event "Occupy your street!"



Source: team

19/

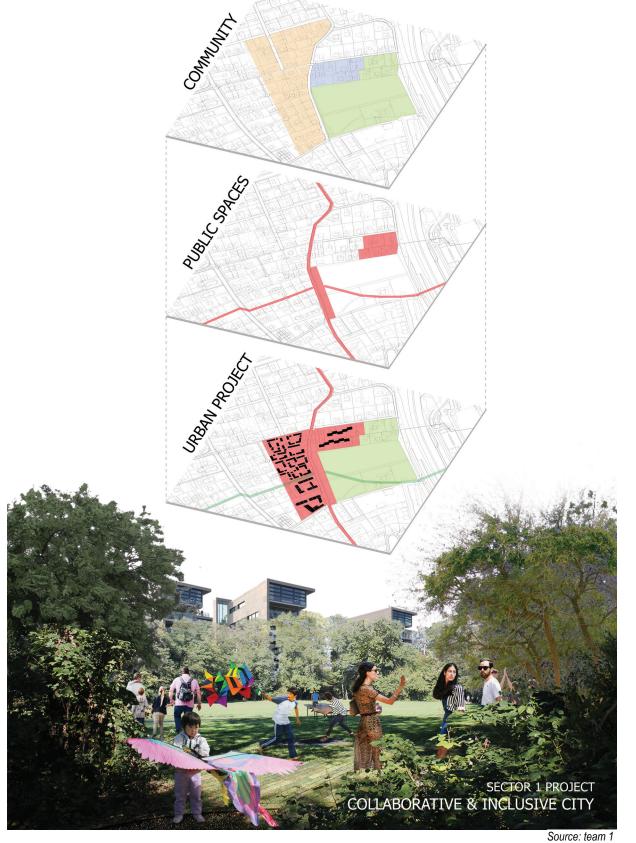
Cluster of participatory strategies for densification elaborated for a period of three years. During this period, storytelling (neighborhood identity building), porosity between public and private spheres, quality of public spaces, as well as knowledge transfer regarding contemporary urban challenges are discussed and initiated by the residents.

20/

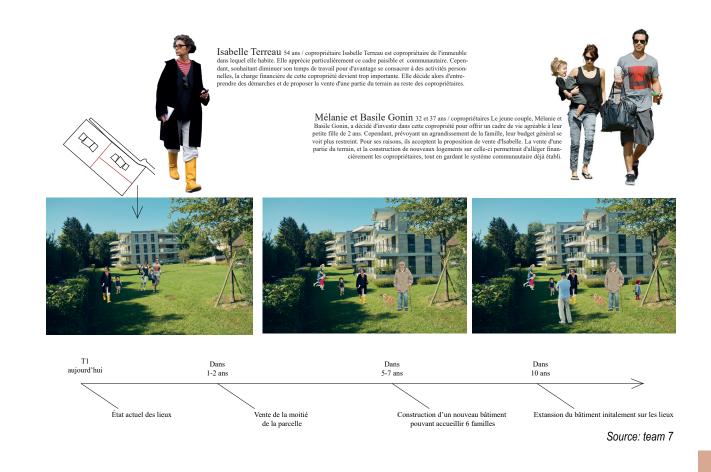
Implementation of a public scenography in the street in order to invite the residents to question and communicate their visions of the neighborhood using theater as a means of communication and expression. Urban scenography is one of the strategies chosen to engage the residents in communal mobilisation within the neighborhood.

21/

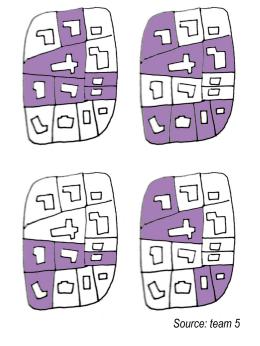
Festive event organized by Maille Sud office to invite the residents to animate public spaces so as to raise awareness about the neighborhood's future evolution. This event could be followed by the creation of a residents' committee.



23/chronology of densification driven by owners' initiatives



24/Possibilities for parcels' clustering

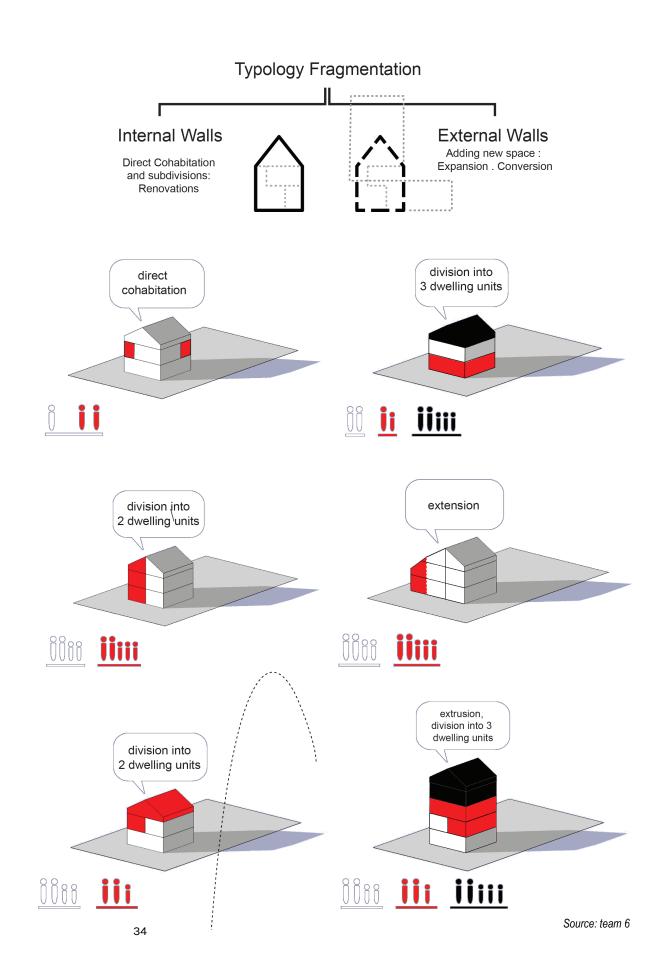


22/

Densification of interior space through the transformation of existing housing typologies, either by a division between floors or subdivision of one floor (direct cohabitation); or by vertical or horizontal extension (respectively by adding one floor or an annexe).

24/

Illustration of different possibilities for parcels' clustering between owners interested in elaborating a common densification project. For the ones not interested in joining a cluster, individual densification project on a single parcel is also possible.



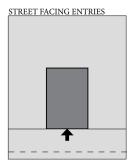
25/New zoning regulations



MIXED USE ZONE

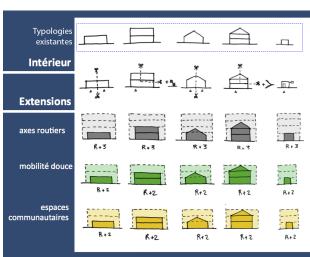






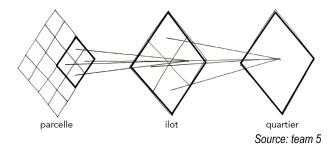
Source: team 7

26/Densification Tool-Kit



Source: team 5

27/Horizontal coordination



25/

Suppression of existing zoning regulation to transform Mail-Sud into a mixed use neighborhood. Suggestions of key elements for new zoning regulations and land-use planning so as to facilitate residents' densification efforts.

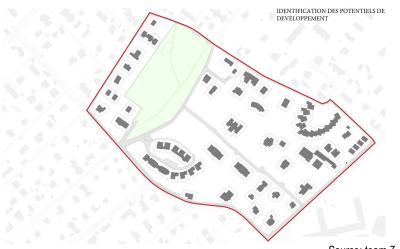
26/

Cluster of tools implemented by public authorities to facilitate residents' densification efforts: possible extension of typologies and building norms, technical tools and financial incentives, and/or accompanying measures for the development of new typologies or transformation of their house.

27/

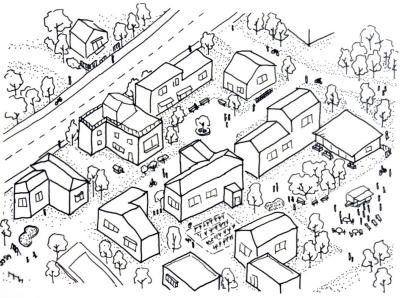
Horizontal governance system in which the Municipality and residents negotiate, collaborate and coordinate their development plan together, each responsible for one intervention scale: parcel (resident) - cluster of parcels (cooperative) - neighborhood (Municipality).

28/5m no-build zones around buildings



Source: team 7

29/Organic development



Source: team 5

28/

Example of one building norm among the many regulations facilitating residents' densification efforts.

29/

Densification of a housing block following the clustering of several parcels with the implementation of a common or individual development project driven by owners. This organic development is in perpetual change evolving according to the needs. It suggests a diverse architecture, high population density with low-rises, mixed services and a mixed nature-urban environment.

30/Structuring public spaces

d.

URBAN PLANNING

Planning dynamic urban areas and a high quality environment is necessary to anticipate the neighborhood transformation and to develop other ways to live collectively.

Planning public spaces and creating a network for non-motorized mobility are two suggested planning strategies for the transformation of Mail-Sud. While limiting individualism and promoting a new way of living collectively, Mail-Sud's development is thought through the creation of a network of public spaces as a structuring element for densification. By requalifying the current vacant areas as public spaces, a diversity of community activities and urban programs can be created to improve the quality of life with opportunities for social, cultural and ecomonic development. So far characterized by a lack of open spaces, and by the ubiquity of cars, implementing a network of green corridors dedicated to non-motorized mobility intends to pave the way for a progressive pedestrianisation of Mail-Sud. This pedestrianization will liberate spaces exclusively dedicated to motorized traffic and use them for other urban and housing purposes that benefits the actual and future residents.

STRUCTURING PUBLIC SPACES

teams 5, 6, and 9

- Erasing parcel division and occupying free spaces so as to create public spaces that preserve the local identity and structure the neighborhood densification.
- Promoting the programming of communal spaces for the inhabitants.

GREEN NETWORK AND PEDESTRIANIZATION

teams 5 and 10

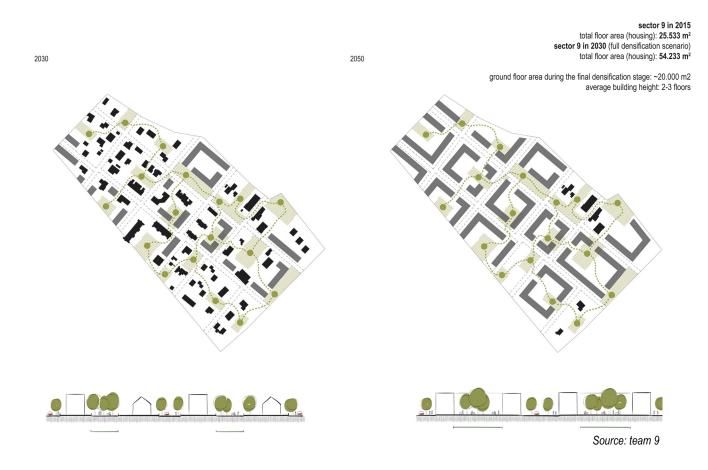
- Pedestrianizing the neighborhood through gradual abolition of individual cars and the creation of car parks at the neighborhood periphery.
- Transforming spaces dedicated to cars into housing units, local services, cultural, sportive and professional spaces.
- Creating a network of green axis between the parks and and within the residential areas to preserve the natural environment of the neighborhood.
- Creating green corridors dedicated to non motorized mobility linking the airport and the trains station of Cornavin via Mail-Sud.



30

After identifying the vacant areas situated in interstices between existing buildings, these areas become public spaces with mixed-use activities. The development of these areas are structuring elements and spaces around which housing densification occurs.

33/community programs



32/Green corridors

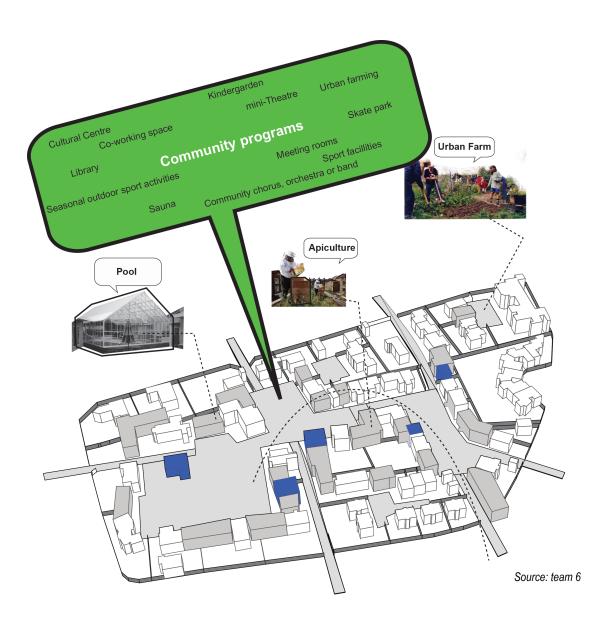


31/

Gradual densification of the neighborhood with the construction of new housing units around a network of interconnected public spaces. The new residential buildings are adjusted in a way to maintain untouched the public spaces, which ensure a dynamic community exchange among residents and preserve a high quality of life in the neighborhood.

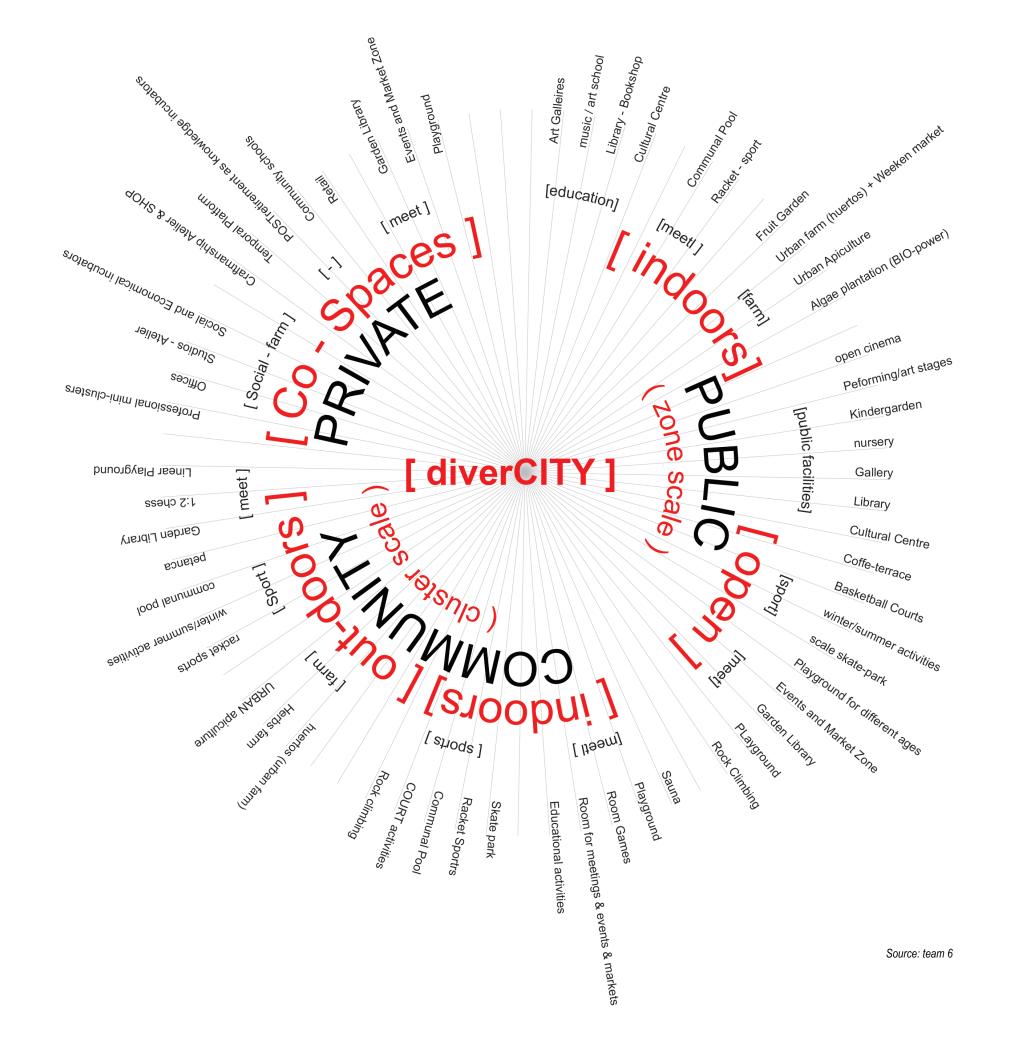
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Three green corridors of pedestrian networks and bicycle paths are linking the airport to the train station Corvanin with a north/south axis crossing Mail-Sud. These corridors have multiple access to a network of mixed-use public spaces within the residential areas.



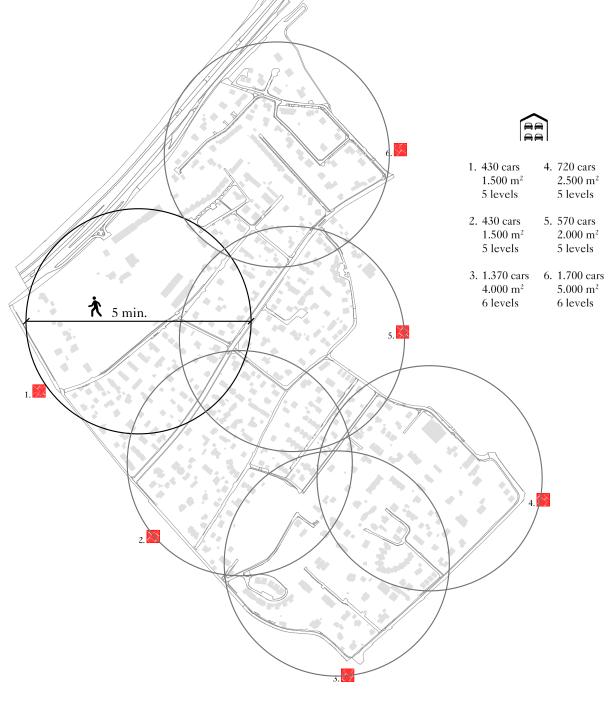
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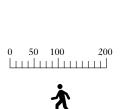
Program of daily or weekly activities for families within the public, private, or communal space. The creation of urbanity in those spaces ensures the implementation of necessary conditions for exchanges and negotiation among residents. It therefore brings the foundations for the future densification of Mail-Sud, while improving the social, cultural, and economic quality of life of the neighborhood.



35/Peripheral parking lots

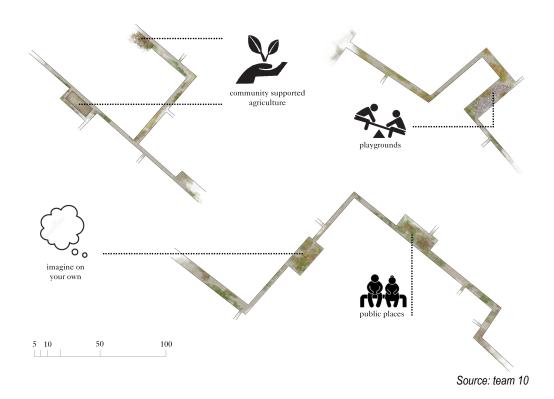
36/Transformation of street usage





walking distance to new parking lots







Source: team 10

35/

Creation of 6 parking lots at the periphery of the neighborhood and accessible in maximum 5 minutes walk from all housing, in order to reduce car use in Mail-Sud and liberate private car parks for other purposes.

36/

Transformation of the public street, so far mainly dedicated to car traffic, to a space dedicated to communal usages.

37/

Gradual pedestrianization of public streets by 2060.

37/Gradual pedestrianization of Mail-Sud





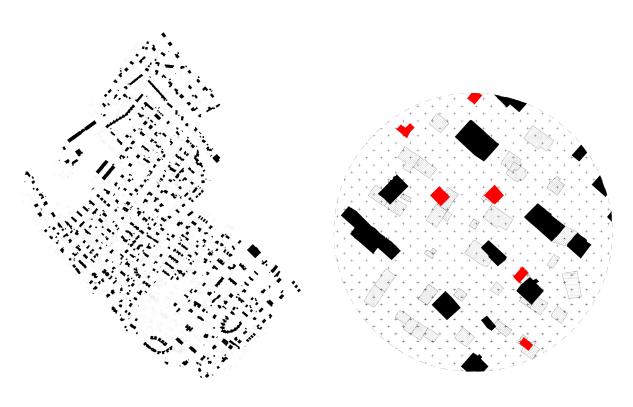


Source: team 10

Source: team 10

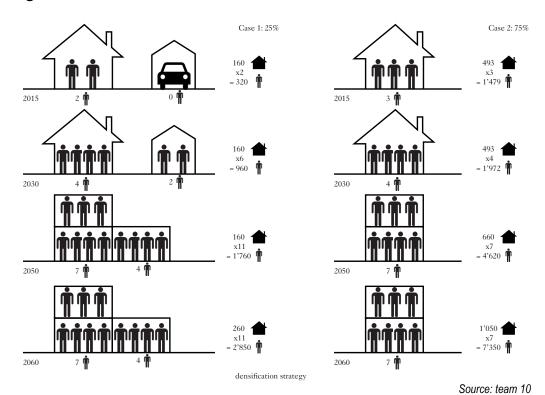
47

38/Gradual housing development



Source: team 10

39/Housing densification



40/street purposes





today project

Source: team 10

41/Housing transformation



Source: team 10

38/

Suppression of parcel division to create a continuous housing field upon which housing typologies are densified and new constructions allowed.

39/

Creation of shared housing spaces by increasing the occupancy rate of existing housing and by transforming private garages into housing units. These strategies could increase the actual

population of 1,800 inhabitants to 7,350 by 2060.

40

Transformation of existing private garages into multiple use spaces to participate to the requalification of paths into communal spaces.

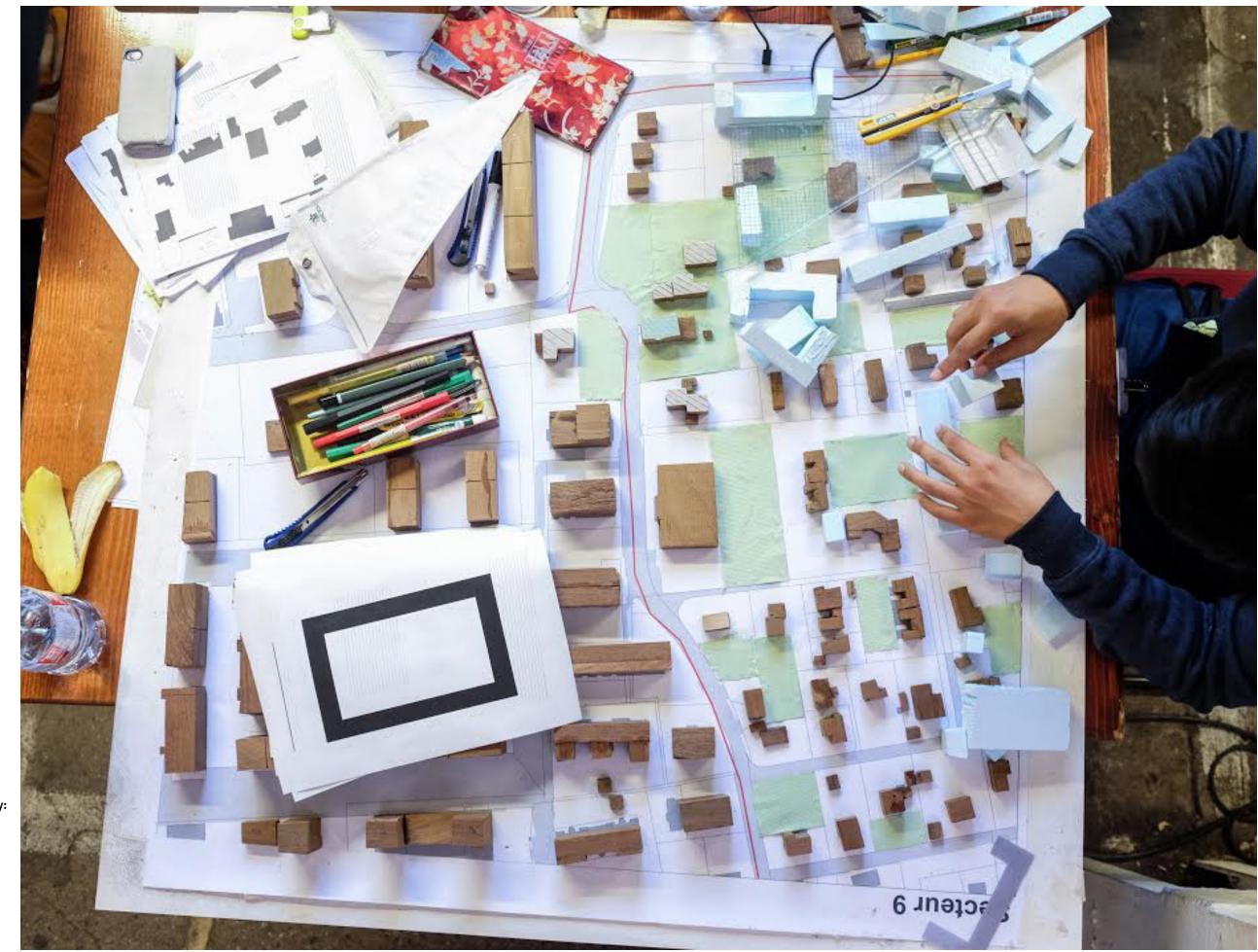
11/

Increased housing density by vertical extension of existing houses by a gradual addition of 2 to 3 floors.

The combined work of teams, guests, coordinators and organisers lead to the success of the workshop!

The Ground was indeed broken!





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