#### Community-led Urban Strategies in Historic Towns (COMUS)





**Community-led Urban Strategies in Historic Towns (COMUS)** 

EUROPEAN UNION

# **Establishment of Gyumri Heritage Centre**

**Feasibility Study** 

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# 1. Name of Site

Establishment of Gyumri Heritage Centre

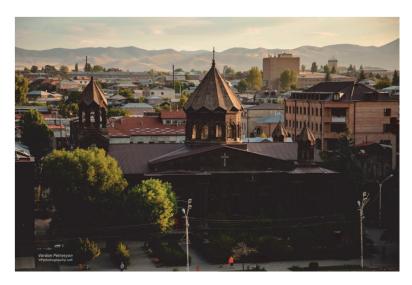


Fig 1. View of Gyumri

### 2. Executive Summary

#### 2.1 Introduction

The 'Urban Heritage Centre' (hereinafter referred to as the Centre) is located in Gyumri city, which is in the Shirak region of the Republic of Armenia. Gyumri is the second largest city in Armenia and its origins are ancient. Many sites and finds of archaeological interest have been found in the area, dating back to the 3<sup>rd</sup> millennium BC and as recent as the late Middle ages. The old name of Gyumri was Kumayri, a name which the Greek historian and General, Xenophon, used in his famous work, the "Anabasis".

Gyumri expanded during the 19<sup>th</sup> century under the governance of the Russian Empire. The city soon became a cultural centre, unique in Armenia during the Soviet period, and its reputation remains today. It is well known for its unique cuisine, the sense of humour of its people, its fine architecture, its traditional crafts and as the birth place of many famous Armenians.

The historical area of Gyumri is known as "Kumayri" Historical and Cultural Reserve-Museum, and is characterised by structures built during the 19<sup>th</sup> century. Their architectural style is unique, and the urban environment has retained a high level of integrity and is replete with churches, museums, residential buildings and hospitals.

Gyumri's history is ancient, it has the richest cultural life of all the settlements in the region, it is a favourite with the many tourists who visit every year, both Armenian and international, Therefore, the ambition to showcase the city's rich in its entirety is not inappropriate. The creation of the Centre will promote and popularize the culture and history of Gyumri, strengthening its profile in tourist routes, and enhancing the economic and social development of city.

This Feasibility Study analyses the opportunities for establishing the Centre, evaluating how it can achieve project's goals and outputs; that of making Gyumri a more inviting, attractive and visible tourist destination. The initiative behind the creation of the Centre came from a group of local stakeholders participating in the COMUS programme. This document is based on the Preliminary Technical Assessment (PTA) which considered the following strategies and basic questions:

- the role and responsibilities of Centre;
- strategic considerations (adaptability, users, audience, market);
- needs and requirements;
- socio-economic impact;
- the viability of the proposed project (management and sustainability).

The study includes a Plan of Activities (Paragraph 10) and Estimated Budget (Paragraph 11) which totasl €3,413,600.

#### 2.2 The goal of the project

The project's central goal is to establish a multifunctional 'Urban Heritage Centre'. Its role is threefold. It will: analyse and initiate urban development; document, preserve, inform, publish and re-evaluate the current status of historic environment; and finally, compile, build, co-ordinate and implement architectural and engineering projects that enhance the historic appearance of the city without damaging its heritage value. It will support the Municipality in achieving their goals.

The risks and opportunities to the project have been taken into account using a SWOT analysis. Ways of ensuring the effective management of the project have been outlined. These tools will guarantee a strong start to the work of the Centre, its establishment represents a unique opportunity in the city's recent history for disseminating knowledge of the city's history and culture, passing it on to future generations.

#### 2.3 Character and significance of the Site and its property rights

The historical and cultural heritage of Gyumri plays an important role not only in the value system of locals, but of all Armenians – including the large diaspora community. The values are associated with Gyumri's unique architecture, rich culture and traditions. Gyumri is considered to be a city of arts and crafts, one that is incomparable with other cities in the Republic. Sites such as Dzitoghtsents House, Merkurovs Memorial-Museum, Shiraz Memorial-Museum and the many 19-20<sup>th</sup> centuries buildings made of traditional black or red tufa stone with traditional wooden balconies and windows, ornaments, and internal yards, are original and specific to Gyumri.

Despite the existence of a history museum in Gyumri as well as some other organizations that focus on displaying the city's history, the collection, study and, most importantly, publication and research of the city's heritage is incomplete. It is as if everyone is aware about the historical heritage of Gyumri, yet there are no materials available for either visitors or locals; the city's rich history is inaccessible and ephemeral. Information is lacking, and literature is unavailable, and indeed under threat of loss. Local people recount their history and culture from the stories shared by their ancestors, however, this oral history cannot be verified. Furthermore, during the tremendous earthquake in 1988, many historical sites were left semi- or completely destroyed or can never again tell us their stories.

Therefore, the need to establish the Gyumri Heritage Centre, is both urgent and important. The Centre will be located in the historic centre of the city, in the Historical and Cultural Reserve-Museum one of "Kumayri's" monumental buildings.

Three monument-buildings, built in 19-20<sup>th</sup> centuries in the traditional architectural style of Gyumri, have been selected as the location for the Centre. The Centre will use various parts of these buildings, and will thus contribute to the development of urban life including the creation of new opportunities for employment. These monumental buildings will become multifunctional, which will contribute not only to the development of tourism and infrastructure, but will also increase the city's revenues, bringing new life to these monumental buildings and prevent further decay.

The selected monumental buildings are currently in private ownership, but the owners can turn them over to new uses, rent them or sell them to owner or owners willing to make profitable use of these buildings for themselves and the state.

The above-mentioned protected monuments are:

a) 119 Varpetats Street: located close to Gyumri Municipality. A 19<sup>th</sup> century two-story residential building in need of restoration and a new use (it is in near ruin). It is a monumental building of local significance, used as the location of a popular Armenian film, shot in 1980s, called "Ktorme yerking" (arm. translate – "The piece of heaven"). It is privately owned.







Fig. 2, 3, 4. Residential house on 119 Varpetats Street, Photo: A. Mirzoyan, 2017

b) 30 Shiraz (previously Gorky) Street: located close to Gyumri Municipality and 119 Varpetats Street. It is a 19<sup>th</sup> century monumental building of local significance. It once housed the famous "Gyumri" Restaurant. It now needs to be restored and used. One half of the building is in private hands, the other half is owned by the municipality.











Fig. 5, 6, 7, 8, 9. Residential house-restaurant on 30 Shiraz Street, Photo: L. Igityan, 2016 and A. Mirzoyan, 2017

c) 90 Shiraz (previously Gorky) Street: located near 30 Gorky street. A 19<sup>th</sup> century residential house, a monument of local significance. It is a ramshackle residential dwelling that is currently occupied and in private ownership.











Fig. 10, 11, 12, 13, 14. Residential house on 90 Shiraz Street, Photo: L. Igityan, 2016 and A. Khachatryan, 2017

The character and significance of the architectural monuments selected as locations for the Centre have marked the history and culture of Gyumri. Their unique colour, their traditional features, their aesthetics – black tufa stones buildings with traditional wooden balconies and windows, ornaments – are all excellent examples of Gyumri's traditional folk architecture of 19-20<sup>th</sup> centuries.

#### 3. The current state of the Site

The buildings selected for the Centre are currently in poor condition, the result of a catastrophic earthquake in 1988. Unfortunately, following the earthquake, Gyumri city was not restored, and its condition has worsened. After the earthquake, many people dealt with the problem by moving into flats, others sold their properties and left the city. This is the situation of the above-mentioned district.

Therefore, the monumental buildings are either in a weak condition or are partially ruined (ranging from good to dilapidated) and need to be restored. Following restoration and refurbishment, the selected buildings will provide a comfortable environment for both work and rest for workers.

The buildings selected for the new Centre are all easy to find and located in the centre of the city's historical area. Never-the-less, panels, posters and sign-posts will be installed to direct people to the Centre, to ensure that they are both visible and accessible to visitors.

### 4. Suggestions for the future. Expected program

#### 4.1 Possible investors

It is recommended that the Centre be established and restored through:

- Government structures, which includes parties to the "Establishment Programme" i.e. the Government of the Republic of Armenia, Gyumri Municipality, the Ministry of Culture of Armenia, State Urban Development Committee of Armenia;
- All interested individuals (local and Armenian Diaspora business sector) and organizations (All Armenian Fund, "Friends of Gyumri" Foundation, etc.) NGOs funders;
- International donor organizations i.e. World Bank, European Bank for Reconstruction and Development,
   Asian Development Bank and other funders.

#### 4.2 Implementation of program

Step 1: Establishment of a fund. To secure financial investments for the programme, a fund will be set up by the Government of the Republic of Armenia. All interested people, businesses, organizations, owners of monumental buildings (with or without their properties) can make investments.

Step 2: Establishment of a committee. To implement the project effectively and achieve its goals, a committee will be established to determine the roles and responsibilities of all partners involved in the project as well as setting deadlines for all activities. Committee members from the governmental will be key members, their contribution is seen as a part of their remit and therefore they will not receive additional financial reimbursements. Professionals from state organizations (Gyumri Municipality, Ministry of Culture and Central Bank of Armenia, Yerevan State University, National University of Architecture and Construction of Armenia) will be involved in the committee with agreements.

The following specialists or roles will be represented in the committee:

- Project Co-ordinator;
- Scientific Supervisor;
- International and local consultants;
- Historians;
- Art critics;
- Restoration architects;
- Constructors;
- Geologist;
- Museologists;
- Environmentalists;
- Sociologists;
- Psychologists;
- Guides;
- Graphic and web designers.

The Project Co-ordinator post will receive a salary (see Paragraph 11), because this role has the most responsibilities and is long-term.

Step 3: The creation of a voluntary fundraising group. A motivated group of young voluntary fundraisers will be recruited to work in parallel with the professional group. The volunteers will organise fundraising activities to fund parallel project phases. This will facilitate efforts to secure the required amount for each or any given project stage. There has already been a precedent to this initiative, when apartments were bought for citizens living in shelters in Gyumri. Group membership would be open to all young people keen to gain knowledge and

skills in cultural management and cultural programme management. They may be high-school students or undergraduate students from university. Potential activities may include: selling hand-made postcards or greeting cards, cakes, etc.; organizing music or other cultural events with low ticket prices, etc. Meetings with volunteers will be held to introduce them into the programme goals, implementation of activities, mechanisms, communication strategies, etc. The group will make contacts and gain skills for debating. This voluntary group of young people will in itself stimulation the growth of civil society, enhancing the city's social and cultural life. It may also lead to new job opportunities for members.

Step 4: "Report days" will be organized for the citizens of Gyumri. These fundraising days will be themed according to the project(s) priority list to raise money. They will not only raise awareness, but also involve many people into the programme's activities. Anyone who is interested can participate through small donations to the Fund. Aside from raising money, creating opportunities for public participation and inspiring involvement in the city's life is one of the aims of these days.

#### 4.3 Organization of project implementation



Fig. 15. Writing on the wall (Translation - "Gyumri is the real Centre of the world, but many countries don't see it"), Photo: A. Kruse, 2016

The establishment of the Centre creates a modern comfortable urban environment for both residents and employees, which in turn promotes an increase in living standards, as well as reducing unemployment and migration.

The establishment of the Centre is a long-term process, it will be completed step-by-step. For establishment of urban heritage Centre we offer to:

- a) implement the study and documentation of monumental buildings: collect basic materials, carry out indepth analyses of the situation and assessment of needs;
- b) measure and study the buildings;

- c) carry out the restoration design of the monument buildings in their respective area (as it is required by the standards of Agency for the Protection of Historical and Cultural Immobile Monuments),
- d) restore monumental buildings according to their level of urgency based on a technical and physical assessment of condition and level of identity value for the city and the people. Implement the restoration and construction works;
- e) complete building renovation, taking into account external and internal lighting and installation of engineering systems;
- f) furnish the buildings;
- g) equip the Centre with necessary technical equipment (computers, photocopiers, scanners, cameras, paper, etc.),
- h) develop the Centre's programme and guarantee its long-term operation.

#### The results of the above points will be:

- a) the Centre is protected and shares information with a wide public;
- b) a plan for renewing the historic environment and urban infrastructure is created;
- c) a long-term management scheme is produced;
- d) the quality of life for inhabitants is improved.

### 5. Project management - responsibilities and mechanisms

The establishment of the Centre is a long-term process and will require a huge amount of investment. Its implementation will be phased, starting with activities aimed at the setting-up and organization/planning of future work of the Centre. Therefore, it is recommended that the first task be the restoration of the selected monumental buildings according to an assessment of urgency and need (see paragraph 2.3).

Areas of activity, mission, structure, principles and standards for the Centre's management and reporting structures need to be clarified. It is proposed that the Centre be established as a separate legal association (i.e. City Research Centre working in Gyumri or "Friends of Gyumri" Foundation). The establishment of the Centre will be financed with money raised by the Government of Armenia and others (see point 4.2). In the future, the Centre will be able to raise enough revenue to self-finance (become profitable), with the support of Gyumri Municipality if needed (e.g. taking over operating costs). The Centre's profits will stimulate further productive work in the future and will serve as an example of good practice inspiring other—community led—projects. This will ensure project sustainablity.

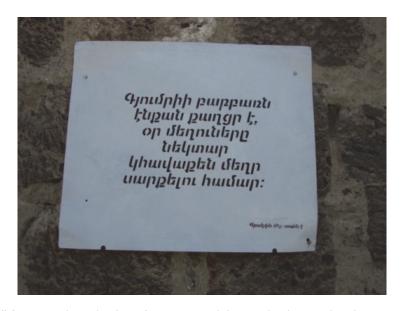


Fig. 16. Writing on the wall (arm. translate - "Dialect of Gyumri is such honey, that bees gather the nectar for the honey"), Photo: L. Igityan, 2016

#### 5.1 Mission

The Urban Heritage Centre in Gyumri will contribute to the collection of information about the cultural heritage of the city and disseminate it through visibility actions (publications, digital and social media, etc.) to ensure the promotion and protection of the city's urban historical and cultural character. This contribution will be helpful for the tourism industry, and the Centre will become a focal point for information.

#### 5.2 Structure

The Centre will consist of three single departments performing varied functions at different addresses:

a) Resource and Information Centre: subdivided into two units, Information (tourist), and Research (of Gyumri history) located on 119 Varpetats Street (Fig. 2, 3, 4). This local monument building is abandoned, and partially collapsed and is in private hands.

The Resource Centre will be a hub for collecting, archiving, processing, digitalising, distributing, disseminating documentation and information on local and regional heritage (social networks and websites through advertisements). The historians, architects, web designers and developers working here will obtain the relevant materials and documentations from the archive of Armenia, the relevant departments of the Ministry of Culture, "Kumayri" Historical and Cultural Reserve-Museum, Museum of the History of Gyumri and other relevant sources. It is proposed that an in-house printing unit will be established to publish the Centre's documents, as well as taking on external print orders.

The Information Centre will provide information for tourists (and interested locals) concerning the historical places and sites of Gyumri. Information will be provided both in electronic and printed formats. The Information Centre will also offer Urban Walks for Gyumri and its environs, tailoring its offer to organizations, businesses and individuals, as visitors interested in active lifestyles are a growing sector. In the framework of the Urban Walks, tours will be organized to sites of historical interest in Armenia, helping to establish the Centre as a platform for communication, co-operation, exchange of experiences, connecting cities and villages to each other.

The income received for services provided by the departments will be utilised for employees' salaries and organizational costs. As the building is dilapidated and uninhabited, it is assumed that the current owner has no means for recovering it. It is therefore recommended that an offer is made to the current owner an offer to sell the building.

| SWOT  |   |  |  |  |
|---|---|--|--|--|
| Strengths   | Weaknesses  |  |  |  |
| <ul> <li>centralization of knowledge and research: centralised collection and archive material on cultural and historical monuments and sites of city</li> <li>restoration of monumental buildings</li> <li>creation of a common database</li> <li>organizing expeditions to the different historical sites</li> <li>new contacts, communication cooperation, networking opportunities</li> </ul> | <ul> <li>problems with the acquiring archive material</li> <li>scarcity of necessary information</li> <li>lack of appropriate specialists</li> <li>the insufficient service</li> <li>property situation</li> </ul>  |  |  |  |
| Opportunities   | Threats   |  |  |  |
| <ul> <li>modernise the city</li> <li>modernise life: digitization of information about the history and culture of the city</li> <li>acquirement of new knowledge</li> <li>skills and partners</li> <li>the creation of employment</li> <li>the acquiring experience of young professionals</li> </ul>   | <ul> <li>lack of appropriate technical measures</li> <li>high cost of archive material</li> <li>integration of a small number of people</li> <li>high cost of service</li> <li>lack of unskilled professionals specialised in communication</li> <li>lack of foreign language skills</li> <li>low salaries</li> <li>less orders</li> <li>low visitor numbers</li> </ul> |  |  |  |

b) The Meeting and Visitor Centre, located at 30 Shiraz (Gorky) Street (Fig. 5, 6, 7, 8, 9). This monumental building is of local value and is currently in private hands and is uninhabited and abandoned.

Meetings Centre: After the restoration of the monumental building, facilities will include: TV and radio studios; meeting rooms; and, venues for discussions, debates, conferences, non-formal trainings, and workshops. These events will bring to light the problems of city history and culture, and analysis will be included in the strategy of the Centre in order seek solutions to these problems through the Centre's activities.

Spaces within the department will be available for rental to different organizations, i.e. TV and radio programme production, public auditions, training events, workshops, conferences, film showings and discussions, non-formal training courses (a need for such spaces has been identified in Gyumri).

| SWOT  |   |  |  |  |
|---|---|--|--|--|
| Strengths   | Weaknesses  |  |  |  |
| <ul> <li>an opportunity for people to share their</li> </ul>                            | <ul> <li>lack of trainers and specialists</li> </ul>              |  |  |  |
| traditions: restoration and use of an important   | <ul> <li>lack of appropriate training programmes</li> </ul>       |  |  |  |
| monumental building that played a significant role                                      |   |  |  |  |
| in Gyumri's history   |   |  |  |  |
| <ul> <li>preparation of various cultural programmes and</li> </ul>                      |   |  |  |  |
| conferences   |   |  |  |  |
| public hearings   |   |  |  |  |
| <ul> <li>non-formal training events</li> <li>exhibition and sale of artworks</li> </ul> |   |  |  |  |
|   |   |  |  |  |
| children and youth training   | Threats   |  |  |  |
| Opportunities   | 1111 001 00   |  |  |  |
| <ul> <li>preparing new programmes and raising</li> </ul>                                | lack of debating skills   |  |  |  |
| awareness about the history and culture of the  | <ul> <li>integration of only a small number of people,</li> </ul> |  |  |  |
| city  | while the majority is excluded                                    |  |  |  |
| <ul> <li>acquisition of new knowledge and skills</li> </ul>                             | <ul> <li>bad advertising and untargeted programmes</li> </ul>     |  |  |  |
| <ul> <li>rebirth of art and traditional crafts</li> </ul>                               | <ul> <li>low request for TV and radio programmes</li> </ul>       |  |  |  |
| <ul> <li>creation of new employment</li> </ul>  | <ul><li>poor teaching methods</li></ul>                           |  |  |  |
| <ul> <li>promotion of the children and youth</li> </ul>                                 | <ul><li>expensive prices</li></ul>                                |  |  |  |
| development   |   |  |  |  |
|   |   |  |  |  |

c) Visitors Department Shop: also located at 30 Shiraz (Gorky) Street (Fig. 5, 6, 7, 8, 9). This will show and sell the traditional artisanal crafts of Gyumri made by the city's young professionals.

Visitors will have the opportunity to find out more about the traditional arts and crafts of Gyumri. This space will give them the chance to meet with masters and attend master-classes. Workshops will be organised for children, giving them the opportunity to study the local arts and crafts tradition (there are successful precedents, e.g. https://haypopup.com/). Training events will be organised on: Art History, History and Crafts of Gyumri, Cultural History of Gyumri, Cultural Management, and Cultural Programme Management, etc. (including financial and commercial aspects). The Visitor area will include a café, an echo of the building's former use.



Fig. 17. Hayp Pop Up Gallery, Photo: A. Kruse, 2016

d) Bookstore, located on 90 Shiraz (Gorky) Street (Fig. 10, 11, 12, 13, 14). This monumental building is of local significance and is currently in private ownership. The original appearance of this residence has been compromised by unsympathetic additions. Its current owners lack the funds to restore the building, Gyumri Municipality should offer to subsidise the owner or allocate them a property of equivalent value from municipal housing recourses.

We suggest that the heritage building is restored and fitted out for the Centre's Bookstore. The space will be used not only for book sales, but also to host book presentations and talks with contemporary writers. The Ministry of Culture of Armenia will be responsible for providing stock for the Bookstore and studios.

The Centre will become the venue for local writers to present their work – poems, stories, both scientific and non-scientific articles, books etc. The Centre will also offer writing courses to the public (children, youth, professionals and elders). A "Gyumri Writer Society" can be founded, which will be responsible for collating and writing Gyumri's (more recent) history; exploring contemporary issues, bearing witness to the city's urban layers i.e. post-earthquake period and the city's current struggle. The Centre can run a poetry event each year for local schools, and a poetry slam targeting the city's youth. Tickets will be sold for participation in an international poetry slam event.

| SWOT  |   |  |  |  |
|---|---|--|--|--|
| Strengths   | Weaknesses  |  |  |  |
| • writing for life: restoration and reuse of a                  | <ul> <li>limited resources</li> </ul>                               |  |  |  |
| heritage building   | <ul> <li>availability of private property</li> </ul>                |  |  |  |
| <ul> <li>establishing a Bookstore and studios</li> </ul>        | <ul> <li>potential issues with the owner</li> </ul>                 |  |  |  |
| <ul><li>networking opportunities for contemporary</li></ul>     | <ul><li>problems with the evacuation of residents</li></ul>         |  |  |  |
| writers   |   |  |  |  |
|   |   |  |  |  |
| Opportunities   | Threats   |  |  |  |
| <ul> <li>creation of a venue for culture and science</li> </ul> | <ul><li>extension of the restoration work</li></ul>                 |  |  |  |
| <ul><li>book discussions</li></ul>                              | • disagreement of the owner on proposed sale                        |  |  |  |
| <ul><li>meetings with authors</li></ul>                         | instead of extensive funds  |  |  |  |
| <ul> <li>the creation of new employment</li> </ul>              | • use of monument building incoherent with its                      |  |  |  |
| <ul> <li>running events encouraging locals and</li> </ul>       | values  |  |  |  |
| international tourists to visit Gyumri                          | ■ lack of profit from book sales                                    |  |  |  |
| <ul> <li>creating local pride and awareness of place</li> </ul> | <ul> <li>disagreement of the owner or a proposal to sale</li> </ul> |  |  |  |
|   | instead of extensive funds,   |  |  |  |
|   | • few visitors  |  |  |  |

#### 5.3 Management

The different units of the Centre in Gyumri need to be inter-connected, operating on the basis of their transaction and objectives. The failure of one of these units will impact on the effectiveness of the work of others. It is proposed that a general meeting be convened every 6-months to report on the activities of the Centre (financial, progress, issues, new programmes). The report will be presented to the government structures (Ministry of Culture, Gyumri Municipality, Urban Development Committee under the Government and others) and the public ("Shirak Centre" NGO, etc.) as well as interested organizations and individuals.

#### 6. Risks

The following risks have been identified"

- seismically unstable area;
- disagreement with the recent owners;
- lack of technical means;
- poor archive materials;
- a requirement for a greater amount of archive material;
- less experienced and unprofessional trainers;
- no quality teaching methodology;
- lack of appropriate training programmes;
- untargeted programmes and poor advertising;
- low salaries;
- Insufficient interest from community
- high prices and low quality service;
- lack of potential investors;
- inappropriate use of heritage buildings;
- availability of private places and owners;
- not enough clients/visitors;
- unprofitable sales from books;
- young people will not use the offer and the building will be abandoned again;
- problems with the evacuation of recent residents.

## 7. The main beneficiaries

The main beneficiaries of the project are:

- private property owners;
- businesses in tourism and related fields;
- local artists, artisans and people involved in other creative industries;
- young people;
- local and international tourists and travellers;
- Municipality of Gyumri and other local institutions;
- "Kumayri" Historical and Cultural Reserve-Museum;
- Government of the Republic of Armenia.

## 8. The impact of targeted project

The establishment and management of the Centre will serve as a pilot project for creating and popularising similar historical urban heritage sites in Armenia, stimulating the creation of new opportunities for employment, for developing chances for young people through education and employment in tourism, increase in revenues and thus social-economic development, an improvement in infrastructure, through the preservation of the history and culture leading to the maintenance and ongoing use of monumental buildings.

### 9. Long-term sustainable management of site

The management of the centre will be co-ordinated by Gyumri Municipality. The centre will provide a vivid example of the historical heritage of Gyumri city and the Republic of Armenia. There are other 19<sup>th</sup> century monumental buildings in the Centre. After its establishment the Centre will need a long-term plan for its sustainable management, for which the following elements are necessary:

- a similar perception by all stakeholders and comprehensive preservation and use of the centre;
- implement a phased plan, to control the works, to evaluate the criteria and feedback between the parties;
- including the new partners and stakeholders in supporting and development of the heritage centre;
- attracting and securing of the necessary funding;
- conduct the monitoring, rate the changes and the implied interventions;
- functional and material potential development of centre;
- permanent training of the staff;
- income generating activities.

# 10. Plan of activities

The activities will begin in April (Month 4), 2017

| No | Description of activity                          | Responsible entity  | Timeline                    |  |
|----|--|---|-----------------------------|--|
| 1  | Negotiation phase with the owners                | Local Government, New owners  | Month 4 > Month 6,<br>2017  |  |
| 2. | Fundraising activities                           | Local Government, Social organizations                              | Month 4 > Month 6,<br>2017  |  |
| 3. | Cooperation with schools                         | Local Government,<br>Social organizations                           | Month 4 > Month 5,<br>2017  |  |
| 4. | Commission work                                  | Local Government,<br>Social organizations                           | Month 4 > Month 5,<br>2017  |  |
| 5  | Form project management team                     | Local Government,<br>Social organizations                           | Month 5 > Month 7,<br>2017  |  |
| 6  | Procurement process for contracting design works | Local Government  | Month 5 > Month 6,<br>2017  |  |
| 7  | Implementation of project and design works       | Local Government,<br>Social organizations                           | Month 5 > Month 6,<br>2017  |  |
| 8  | Measurement of selected buildings                | National University of<br>Architecture and<br>Construction, Yerevan | Month 4 > Month 6,<br>2017  |  |
| 9  | Restoration of monumental buildings              | Local Government<br>Private Owners                                  | Month 6 > Month 12,<br>2017 |  |
| 10 | Implementation of construction works             | Local Government,<br>Private Owners                                 | Month 6 > Month 12,<br>2017 |  |
| 11 | Purchase of furniture and technical equipment    | Local Government,<br>Private Owners                                 | Month 1 > Month 6,<br>2018  |  |

# **11. Estimated budget (for 2017-2018)**

| No | Expenditure Activity                       | Unit  | No of<br>Units | Price of<br>Unit (€) | Cost (€)    |
|----|--|-------|----------------|----------------------|-------------|
| 1  | Project Management                         | month | 15             | 3,000 €              | 45,000 €    |
| 2  | External Expertise                         | days  | 20             | 200 €                | 4,000 €     |
| 3  | Assessments (Needs, Structural, Technical) | days  | 15             | 200 €                | 3,000 €     |
| 4  | Measurement of buildings                   | m²    | 1,550          | 2€                   | 3,100 €     |
| 5  | Restoration Design Packages                | m²    | 980            | 50 €                 | 49,000 €    |
| 6  | Restoration Works                          | m²    | 980            | 2,000 €              | 1,960,000 € |
| 7  | Design Packages                            | m²    | 1,200          | 500 €                | 600,000 €   |
| 8  | Construction works                         | m²    | 1,200          | 250 €                | 242,500 €   |
| 9  | Furniture, Technical equipment             | m²    | 970            | 3,000 €              | 45,000 €    |
|    | Total                                      |       |                |                      | 2,906,600 € |

#### 12. References

- "Historical and cultural monuments and historical environment protection and the real use" law of RA (Armenian),
- "The state-owned and not subject to alienation of immovable monuments of history and culture of RA" law of RA (Armenian),
- http://www.armenianheritage.org/hy/monument/Giumri-I/1288
- http://www.arlis.am/
- https://hy.wikipedia.org/wiki/%D5%8D%D5%B8%D6%82%D6%80%D5%A2\_%D5%86%D5%B7%D5%A 1%D5%B6\_%D5%A5%D5%AF%D5%A5%D5%B2%D5%A5%D6%81%D5%AB\_(%D4%B3%D5%B5%D5 %B8%D6%82%D5%B4%D6%80%D5%AB)
- https://en.wikipedia.org/wiki/Gyumri
- PTA- Gyumri Architecture Museum (by COMUS Expert Ashot Mirzoyan, E-mail address: ashotmirzoyan@gmail.com)

## 13. Responsible authority

Government of Armenia (address: Yerevan, Republic of Armenia)

## 14. Name of organisation compiling the information

Gyumri Municipality, "City Research Center" NGO Contact Names: Hovhannes Sahakyan, Ashot Mirzoyan

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## 15. FS has conducted

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