

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

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

### Feasibility Study

Restoration of the former Jesuit College buildings,  
for effective reuse for urban development

**Mscislaŭ, Belarus**

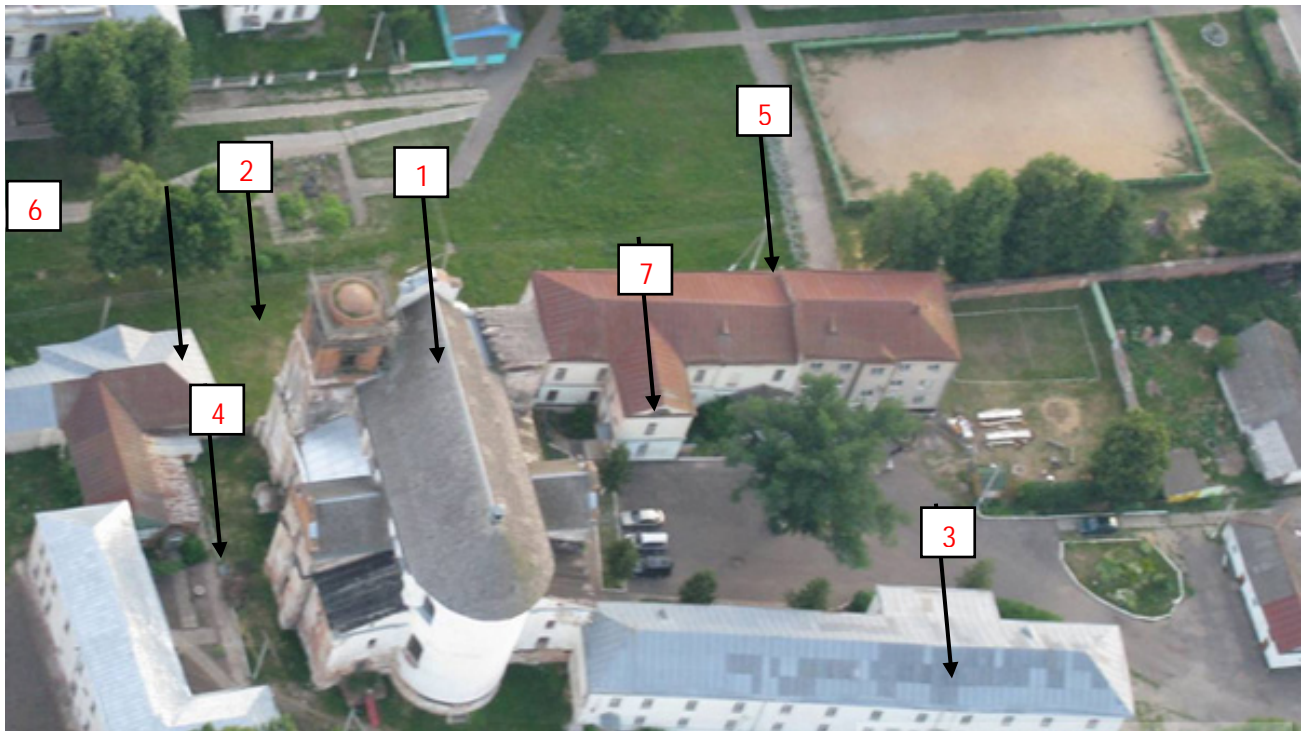
May 2017



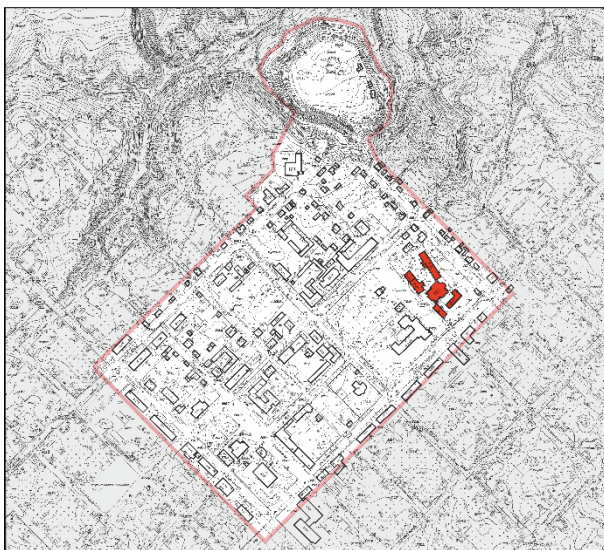
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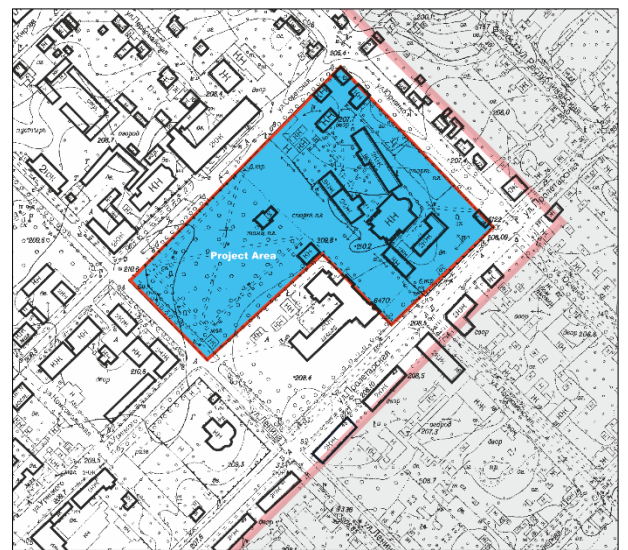
- 1. Site name: **Mscislaŭ Jesuit College**



## 2. Introduction



*Location in the historic centre of Mscislaŭ*



*Location at the place*

The restoration of the former Jesuit college and its reestablishment as a new type of institution; a multicultural cluster, in Mscislaŭ town (Mahileŭ region, Belarus) has been, since 2015, one of the pilots of "Community-led Urban Strategies in Historic Towns (COMUS)", a joint initiative of the European Union and the Council of Europe focusing on the political priorities of the Eastern Partnership Program (2015-2020).

The COMUS project targets five countries, including Armenia, Belarus, Georgia, the Republic of Moldova, Ukraine and nine pilot historic towns. The aims is to encourage sustainable social and economic development by enhancing

the cultural heritage resources in historic towns. The project provides the pilot towns with efficient support and expert knowledge from the Council of Europe and the Organization of World Heritage Cities so the heritage resources are mobilized as an effective instrument for reviving these towns. It contributes to multilateral international cooperation and the exchange of experience.

Mscislaŭ has considerable the heritage potential as a pilot COMUS town with its wide-ranging opportunities for the development of sustainable tourism. It is one of the oldest cities in Belarus, and was founded in the 12th century AD. There are more than 40 historical and cultural monuments of international, national and local significance in the town, including archaeological sites, ancient churches and monasteries, fortifications, historic buildings and wonderful landscape.

The rehabilitation of the historical centre, which reflects the specifics of the Mscislaŭ and is the honor of inhabitants is a priority of the urban policy. For the past few years, the Mscislaŭ authorities invested heavily in the regeneration of historic area, the restoration and conservation of architectural monuments and archaeological sites. A local charitable foundation was founded in order to preserve the town's cultural heritage. Nevertheless, the potential of this small provincial town is limited by the poor condition of those heritage sites which dominated it in the past, and had a great role in its political and economic development, and they require fairly substantial investments. Not only do these monuments need to be preserved and restored, but new uses must be found for them, uses which meet modern needs and are socially important. The implementation of this project will contribute to the town's sustainable development and enhance its cultural and economic potential.

Following numerous discussions and consultations held with local stakeholders, representatives of municipal authorities, and individual experts in the framework of the COMUS, two priority projects were selected for their potential to contribute to the town's development. These are the rehabilitation of the Jesuit College Ensemble and the building of former male gymnasium.

The selection of these sites was mainly due to their position in the heart of Mscislaŭ. Furthermore, they are linked by a common space; the city park and the square around these complexes. Also relevant was their important historical and cultural values and aesthetic qualities (their architectural dominance in the town in the past), and whether they were capable of addressing multiple scenarios, plus, both sites are large and their size means they can be used efficiently.

This Feasibility Study (FS) has been developed for the rehabilitation of the Jesuit College Ensemble in Mscislaŭ on the basis of its urban historical, social and cultural role. The restoration of the College buildings and the surrounding area will allow a multicultural cluster to be established. The project's priority is based on the opportunity it provides for urban social and sustainable development. The project offers different opportunities for local young people to carry out professional training and take part in leisure activities. The project also has the potential to generate income from commercial and tourist activities, of importance for local authorities and inhabitants.

The priorities identified for this project include the need to improve the existing infrastructure, as well as the integration of territory of the value into the urban cultural landscape. Specific issues are also addressed, such as the environmental issues and landscape design, navigation, the choice of colour space code, an access for vehicles, and others.

It is expected that the project will take six years to complete, the first of which is preparatory. During this year, the existing problems will be analysed and solutions will be proposed as part of a series of activities with the involvement of the society and technical experts. The next five years are for the implementation of specific restoration and rehabilitation actions.

This study consists of five sections containing contextual information, the main constraints and opportunities for the town development, a detailed description of the project and expected results. The FS related to the objectives of the



regeneration project of the historical centre of Mscislaŭ. Sources of information include the existing urban development plans and programs of Mscislaŭ, inventory and archive plans, plans of technical services, historical documents and photographs, as well as Internet and printed publications. Legal bases were also considered during the development of the project concept.

This feasibility study focuses on the rehabilitation of the former Jesuit College and the establishment on its base a multicultural cluster with various opportunities for locals such as Art residence for artists and writes, business incubator for creative youth, a hostel, concert hall and etc. It is assumed that this will be a centre for the consolidation of the local community, a place for meetings and recreation.

The document was drafted by Ludmila Kirienko, the director of Mscislaŭ History and Archaeology Museum at the initiative of Mscislaŭ Stakeholders Group, according to the Reference Plan and the relevant technical documentation, consultations with technical experts (architects and restorers). The FS is based on a preliminary technical assessment (PTA), which reflected the following issues:

- a description of the site in the cultural landscape of the city;
- viability (control and stability);
- strategic problems (adaptability, customers, audience, market, etc).

The study includes the Action Plan and estimated budget, which amounts to € 12,186,500. The final version of the document was discussed and adopted at a meeting of the PIU of Mstislav 16.05.2017. The process of the FS was coordinated by the Project Officer and the National Coordinator.

### 3 Description of the object

#### 3.1. Description of the object and its components

The Jesuit College Ensemble is a complex of buildings from the 18-19<sup>th</sup> centuries, including the former Church of St. Archangel Michael (1 – see photo above), a Baroque monument with a sturdy, stone basilica and a two-tower facade. When it was reconstructed as an orthodox church during the 19<sup>th</sup> century, a large hemispherical dome on a cylindrical drum light was erected (though this has since been lost). Adjoining the church to the north is a one-storied building; the former Jesuit pharmacy (2), to the north of the apse is a two-storied, college building (3) that is rectangular in plan. Domestic buildings (4), a kanvikt (guest house) (5), fences in Romantic style (19<sup>th</sup> century) (6) and the chapel (7) are also preserved. The College was founded in the early 17th century by King Sigismund III Vasa. Wooden buildings were replaced with stone during the 18<sup>th</sup> century.

The Church of St. Archangel Michael dominates the complex of the Mscislaŭ Jesuit College. The church is composed of a three-nave basilica with a two-towers façade. The main facade is divided into two tiers and finishes with advanced the entablature with stepped attics in the centre. The walls are decorated with wide pilasters. The towers are partially preserved as well as remains of wall paintings.

The one-storied brick pharmacy building is rectangular with a protruding semi-circular section measuring 19.62 by 10.875m. The walls are red brick, with a wooden ceiling. There is no basement, but there is an attic in the pitched-hip roof supported by wooden trusses, the roof covering is of corrugated steel. Inside is one room, more than 4m high. The windows and doors are wooden and rectangular and the facades plastered with a decor along the roof eaves. The building has been conserved.

The College educational building is a two-storied, brick building in an elongated-rectangle shape, the southern end connected at a slight angle with the church. The north-east wall is decorated with wall piers. There is a corridor on one-side of the premises. The ground floor corridor and the room are cross-vaulted, on the second floor there is a flat ceiling. In the eastern corner is a narrow staircase.

*Kanvikt* - the building of the guesthouse, three-storey, rectangular in plan. Located to the left front of the main facade of the church. In 1960s three-storied music school building was built near it. Today the *kanvikt* has been restored and will be used in the near future for children's art education.

On the inside of the *kanvikt* building is a small chapel, built in the second half of the 18<sup>th</sup> century and reconstructed during the 20<sup>th</sup> century.

Domestic buildings were built in the beginning of late 19<sup>th</sup> century.

### 3.2. Administrative information

- 3.2.1 Country or Territory: Belarus
- 3.2.2. Name of organisation compiling the information: Mscislaŭ District Executive Committee
- 3.2.3. Contact name: Biskup Natallia, Ludmila Kiryanka
- 3.2.4. E-mail address: [okinchits.mst@tut.by](mailto:okinchits.mst@tut.by), [irmaultra@yandex.by](mailto:irmaultra@yandex.by)
- 3.2.5. Name and address of building or site: Ensemble of Jesuit College. Address: Mscislaŭ, Mahileŭ region; at the corner of Str. 1th of May and Str. Proletarian.
- 3.2.6. Inventory reference number(s): 512Г000510
- 3.2.7. Building/Monument/Site type: Architectural monuments of national importance
- 3.2.8. Main dates: The architectural ensemble of 18-19<sup>th</sup> centuries, consisting of the church of St. Michael the Archangel, a College building, the pharmacy, *Kanvikt* (guest house), outbuildings, fences and the stone chapel.
- 3.2.9. Current use(s): In one of the restored buildings there is a children's art school. The *Kanvikt* is being restored. It will house a children's music school. The Collegium building now uses it as the hotel of Mscislaŭ District Education Department. All the other buildings of the Collegium need restoration.

3.2. 10. Ownership: Some of the buildings (the college itself, where the hotel is now located), some outbuildings, the *kanvikst* (guess house) belong to the City Department of Education. The former Farmacy building is the property of the Children's Art School named after N. Churkin". The Church is owned by the Mscislaŭ's History and Archaeology Museum.

#### 3.2.11. Responsible Authorities:

- Ministry of Culture of the Republic of Belarus
- Mscislaŭ Local Administration
- Mscislaŭ Dean's office of Minsk-Mahileŭ Catholic Church Administration
- Mscislaŭ District Educational Department
- Mscislaŭ Museum of History and Archaeology

- Children's Art School named after M. Churkin

### 3.3. Needs and requirements

The ensemble of Mscislaū Jesuit College and the adjoining town park are in the immediate vicinity of a large number places of historical and cultural value, in the heart of the historic centre of the town. Across from the Jesuit College is the former gymnasium building, selected as the second COMUS priority rehabilitation project. To the south of the College there are a former High school for girls, the former hotels: "Hermitage", "London" and "Paris", to the north is located the church of Alexander Newski, as well as Trade Rows and a number of wooden and stone buildings of the 18-19<sup>th</sup> centuries.

The 19<sup>th</sup> century town plan has remained unchanged. The majority of buildings are in their original places and form a single ensemble. All of these assets can be integrated into a single tourist route, associated with the history of the city. The Jesuit College is a key architectural complex of the historic centre, it attracts visitors and tourists even in not good conditions, but after rehabilitation may be a key link in the tourist route.

To date, the following buildings of the former Mscislaū Jesuit College have survived: the Church of St. Archangel Michael (18<sup>th</sup> century), the College building (18<sup>th</sup> century), the *Kanvikt* (guest house – 18<sup>th</sup> century), the pharmacy (18<sup>th</sup> century, modernized in 20<sup>th</sup> century), two outbuildings, fence and the chapel (18- 19<sup>th</sup> centuries). In one of the restored outbuildings a Children's art school is now in operation. In the former *Kanvikt* (the guest house) which now is being restored, a Children's music school will be located. In the former Jesuit college building, there is a hotel with 40 rooms which belongs to the City Educational Department. All other buildings require restoration. The Church of St. Archangel Michael (1748) has been conserved. Restoration works took place in the early 2000s, however, today, due to lack of funds, the restoration works have stopped. The site has been conserved.

In 2017, the landscaping of the college area and the surrounding square were carried out. However, there are a lot of questions concerned with the adequacy of this landscaping when consideration of the historical context and authenticity (the use of unconventional materials, changes in historical terms, and etc.) Such work, of course, requires a review after the rehabilitation of the all ensemble of Jesuit college.

Today, the college buildings are mainly used as a children's art education centre and a hotel. After the revitalization of the former gymnasium and its adaptation as an urban educational centre for adults and children ("the People's School"), all educational functions will cease at this building. The local population would like to see the former Jesuit College become a multicultural cluster with an art-residence (in the *Kanvikt*), a hostel (in the College building), a business incubator for the creative industries (in the former outbuildings), and a concert hall in the former church. The former Jesuit pharmacy will return to its previous use.

### 3.3. Limitations and Opportunities

#### 3.4.1. Statutory Protection/Constraints

Any intervention on the site will be undertaken in accordance with the requirements and constraints of protection in the 2<sup>nd</sup> category of historic and cultural value. The ensemble of the Jesuit collegium is located in the historic centre of Mscislaū. Any work to modernize, restore and repair the building will be carried out according to the policies set out for protected zones of the historical centre, developed as part of the detailed plan for the centre of the city of Mscislaū with the regeneration of the historic zone (project No. 40.08-00.FM-10, UE "BELNIIPRGADOSTROITELSTVA").

The restoration project will be co-ordinated with the state bodies in charge of the historic and cultural heritage. On this site of historic and cultural value, in the protection zone and the regulation zone of building, it is necessary to ensure:

- historically and culturally significant buildings and structures are protected and restored;
- historic layout in the building is preserved;
- lost elements of the street layout within the listed area and protection zone in the areas of building regulation are reproduced and restored;

- reconstruction of destroyed architectural monuments and vernacular buildings, preservation of parts of walls and foundations preserved in the cultural layer, organization of site improvement;
- protection, restoration and reconstruction of historic landscape and hardscaping;
- restriction on new buildings including number of storeys, spatial layout in the regulation zones (depending on the type of zone);
- clearing the protected area of low-value buildings with the aim of returning to the historic planning;
- minimizing the impact of new buildings that detract from the historic environment by improving facades, landscape gardens, etc. in the property area and protection zone.

Thus, the following activities are forbidden within sites of value and the protection zone:

- the location of new buildings without the agreement of the state body for the protection of historical and cultural heritage - concerning location of the monument;
- the construction of engineering and other structures that are not in keeping with the appearance of the historic environment of settlements;
- earthworks and construction works, except for in cases of emergency, as well as any other economic activity without the permission of state bodies for the protection of historic and cultural heritage.

The Technical project will be developed according to the established procedure in compliance with normative documents and the existing architectural and technical arrangements. Any activity that could endanger the integrity of the historic buildings will be co-ordinated with governmental bodies for Monument Protection, with the local administration and with the advisory service provided by the Ministry of Culture. This service is responsible for examining and approving project documentation related to interventions (conservation, restoration, consolidation) of buildings situated in protected areas.

#### 4. Opportunities for expansion of the existing use and re-functioning

The idea of establishment of a multicultural cluster in the former Jesuit College, which would satisfy the needs of citizens, especially - young people in realization of their creative initiatives, and at the same time, would contribute to the tourist activity, the development of local businesses, belongs to local stakeholders group during meetings and seminars.

In the Church of St. Michael, a Concert Hall will be opened and the old organ restored. The Catholic community in Mstislavl is small and only the Carmelite (Assumption) Church exists to meet their religious needs, and still conducts services. Meanwhile, many citizens have expressed a desire to have a Concert Hall in the city, which is famous for its classical music festivals. For these purposes, the majestic building of the former church fits perfectly.

The benefits of establishing an Art-Residence in a town with historical and cultural resources, beautiful landscapes, long-standing literary traditions (from the book-printer, Peter Mstislavets in the 16<sup>th</sup> century to many modern writers, philosophers and scientists born there) are obvious. It would help increase the town's popularity and image.

*Kanvikt* - the former guest house, where the Jesuits' famous guests were housed, is the best suited to the idea of creating an Art Residence.

The former academic building of the Jesuit College now houses the hotel of the Mscislaŭ Department of Education but only meets the agency's accommodation requirements. Meanwhile, the city lacks good hotels, aimed at attracting young people and tourists. Future plans include: the transformation of an existing hotel into a hostel providing a variety of opportunities for accommodation and recreation.

The former Jesuits pharmacy will be converted into a green pharmacy, providing opportunities for the development of herbal medicine, with a museum area dedicated to the medical tradition of Mscislaŭ's Jesuits.

The former outbuildings that now house the Children Art School, will be converted into a business incubator for creative industries.

The Jesuit College ensemble offers unique opportunities for the development of different activities and recreation. Due to its location in the town centre, close to the city park (which is the site of the old market), it will be a key area for both locals and tourists. The central square is also a great place for a variety of open-air festivals, concerts, craft fairs, theatrical performances and other forms of activities.

The Jesuit College complex, as well as the open space between the buildings, will create a welcoming area for socializing and spending time with family, friends, neighbours and visitors.

The project will comply with the principles and practice of sustainable urban development, encouraging the adaptive reuse of the existing historical and cultural heritage and the preservation of the integrity of the cultural landscape.

## 5. Description of the project

### 5.1. The project plan

#### 5.1.1 *Scope and Objectives*

The main objective of the project is to revive cultural, educational and recreational functions of the Jesuit College ensemble in the context of approval of the future Mscislaŭ's role as a regional cultural and tourist centre.

#### Specific objectives:

1. Restoration of the heritage site and improvement of its infrastructure;
2. Development of a creative sector in the town;
3. Increasing the participation and cooperation of the local community, the consolidation of locals around interest groups;
5. Creation of new partnerships on the basis of culture, heritage and education;
6. Development of new additional creative and educational services;
7. Create the quality comfortable living environment for the local community;
8. Development of tourist services;
9. Creation of a dynamic cultural landscape that integrates historical identity with the new facilities;
10. Development of commercial services and facilities for the local community;
11. Development of youth Initiatives, support for small businesses;
12. Creation of new jobs;
13. Creation of a dynamic cultural and historical landscape that integrates historical identity with the new facilities;
14. Creation of a network of interconnected open spaces for leisure activities and public events;
15. Attracting new investors and partnerships;
16. Improving the image of the city at the regional and national levels.

The main target group of the project is local residents living in Mstislavl, from different social and age groups. The project will give them an opportunity to socialize, relax, acquire new knowledge, understand and express their distinctive identity.

#### 5.1.2 *Expected results*

The rehabilitation of the Jesuit College will have clear socio-cultural and economic benefits for the whole town, especially for young people.



### Quantitative results:

1. The Jesuit College buildings with adjoining territory fully restored and adapted to their new use;
2. New permanent jobs created (about 100), there is the possibility of creating temporary jobs;
3. More than 2,200 m<sup>2</sup> of unused spaces engaged in cultural, recreational and commercial activities;
4. Created a new, cosy and affordable infrastructure to accommodate visitors and tourists (a hostel for 40 people);
5. Gains of new institution increased by € 150,000 each year;
6. The number of city visitors, including international tourists, increased.
7. Business-incubator in one of the ensemble building provides 50 new jobs for young people.

### Qualitative results:

1. Increasing awareness and attractiveness of the city on a national and regional level;
2. Improving the quality of life and living conditions for local residents;
3. Increasing the attractiveness to foreign investors;
4. Increasing the number of educational and cultural opportunities;
6. Positive impact on the surrounding area (the historic centre, road infrastructure);
7. A positive example of rehabilitation for other settlements;
8. Increasing the number and variety of commercial activities;
9. Increasing a level of tolerance and community participation;
10. Improving cross-cultural exchange;
11. New jobs and income for local communities and governments;
12. Reducing emigration and increasing the number of inhabitants;
13. Increasing opportunities for cross-border cooperation.

## 5.2 A brief overview of the project philosophy

The project aims to fully rehabilitate the Jesuit College ensemble, and includes the conservation and restoration of the buildings, its interiors and wall paintings (where they exist), as well as landscaping the surrounding area. After its restoration, the Jesuit College Ensemble has great potential for adapting to new functions that can meet the needs of the town's socio-cultural development.

According to the needs of the town's inhabitants and the local authority, the former Jesuit College will be used as a multicultural cluster with an Art-Residence (in the *Kanvikf*), a hostel (in the College building), a business incubator for creative youth initiatives (in a former outbuildings), and a concert hall in the former church. The former Jesuit pharmacy will return to its previous use.

## 6. Development of the project

### 6.1 Assessment of the activities

The Jesuit College Ensemble consists of some 18-19<sup>th</sup> century buildings, including the former Church of St. Archangel Michael, a Baroque monument with a sturdy, stone basilica and a two-tower façade, as well as a one-storied building of the former Jesuit pharmacy, a two-storied, college building, two domestic buildings, a *Kanvikf* (guest house) (5), a chapel and fences in Romantic style. These buildings present a range of conditions. The Church of St. Archangel Michael is the most significant building of the ensemble, and is now in bad condition, requiring a thorough restoration and serious investment. In 2000, the building of the church was mothballed. In comparison, other buildings are in better condition and need repair (see Appendix 1) and adaptation to new uses (see p.4).

The rehabilitation of the Jesuit College will take 6 years to implement. The proposed timeline and phasing can be summarised as:

*Phase 1* - Rehabilitation of the surrounding area and the adjacent park - 1<sup>st</sup> or 2<sup>nd</sup> years.

*Phase 2* - Rehabilitation of pharmacy - 1<sup>st</sup> or 2<sup>nd</sup> years.

*Phase 3* - Rehabilitation of the former church - 2<sup>nd</sup> - 5<sup>th</sup> years.

*Phase 4* - Rehabilitation of the college educational building (hostel), *Kanvikt* and outbuildings (the first year after the restoration of the building gymnasium and transfer functions).

The total cost of the restoration of the whole complex (phases 1-5) is € 12,186,500

Phase 1 - Overall assessment of the reconstruction and improvement within the Jesuit Ensemble and the adjacent park: €370,000

Summary of the work required:

- Replacement of road paving and pedestrian areas;
- Installation and repair of utility networks;
- Landscaping;
- Development of the urban navigation, the installation of information boards;
- Hardscaping;
- Installation of outdoor lighting.

Phase 2 - Overall assessment of the rehabilitation of the pharmacy: €252,000<sup>1</sup>

Summary of the work required:

- Complete dismantling of the roof and restoration of load-bearing structures;
- Repair and restoration of doors and windows;
- Waterproofing of the basement;
- Plastering and painting of facades;
- Carrying out the interior works according new functions.

Phase 3 – Rehabilitation of the St. Michael Archangel church: €10,000,000

Summary of the work required:

- Development of technical documentation for conservation and restoration of the heritage object;
- Conservation of the building and providing the emergency response work;
- Restoration of the building and wall paintings.
- Interior work in accordance with its new use (transform to the concert hall).

Phase 4 - Rehabilitation of the educational building of College and transformation into the hostel: €650,000

Summary of the work required:

- Development of technical documentation for conservation and restoration of the heritage site;
- Restoration of the building and lost elements;
- Waterproofing of the basement;
- Plastering and painting of facades.

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<sup>1</sup>The cost was calculated according to the costs of a restoration project carried out in 2016

- Fitting out the interior to its new use.

Phase 5 - Rehabilitation of kankvit and establishment of the Art Residence: €500,000

Summary of the work required:

- Development of technical documentation for conservation and restoration of the heritage object;
- Restoration of the building and lost elements;
- Repair of the adjacent new building, stylized facades based on the *Kanvikt* morphology;
- Outdoor and artistic lighting;
- Fitting out the interior to its new use (into a concert hall).

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Phase 5 - Rehabilitation of outdoor buildings and establishment of a business incubator, and cafe: 300 000 €

Summary of the work required:

- Complete dismantling of the roof and restoration of load-bearing structures.
- Repair and restoration of doors and windows;
- Waterproofing of the basement;
- Plastering and painting of facades.
- Fitting out the interior to its new use.

For the implementation of the project is necessary to conduct a number of activities:

Activity 1

Activity name: Organization of a kick-off conference.

Duration: Month 1.

Description: the conference will be organized with the project partners, and include various stakeholders: sponsors, partners, local NGOs, local and national media, cultural institutions, civic entities and local residents. The main objective is to present the goals of the project, its activities and expected outcomes, milestones and deadlines. The conference will be used as an opportunity to attract potential sponsors and partners and promote the project with the help of various tools.

The final result: publications, press release.

Estimated budget: €1,500

Activity 2

Activity name: Development of the target book (project specification).

Duration: two months.

Description: the target book will be prepared by experts on the basis of the FS at the request of the beneficiaries (Ministry of Education and Ministry of Culture). It will contain specifications and the reference phase and proposals for the rehabilitation project. It must be approved by the beneficiaries and local authorities.

The final result: Target book developed and approved by all partners.

Estimated budget: €2,000

Activity 3

Activity name: Restoration works.

Duration: 4 years.

Description: Tendering for restoration works will be conducted for all the restoration work contracts. Any permits required will be obtained. The procedure will take 3 months. After that the restoration work will commence. The certified technical experts will be appointed to oversee quality implementation.

The final result: the heritage site is restored in accordance with the project requirements and international standards.

Estimated budget: €11,702,000

#### Activity 4

Activity name: Project management, monitoring and evaluation.

Duration: Throughout the project's implementation.

Description: Monitoring activities will be organized throughout the project. The procedure will be determined primarily by funding partners. It will include the monitoring of the work process, during which the progress, use of resources, implementation of activities, and risks will be considered. Meetings with partners will be arranged as necessary. During these meetings narrative and financial reports, actions to mitigate risks proposed, official reports, informative notes will be presented in accordance with the donor requirements.

The final result: narrative and financial reports.

Estimated budget: € 50,000.

#### Activity 5

Activity name: Capacity building.

Duration: throughout project implementation.

Description: A series of trainings and study visits will be organized for the school staff, during which will be presented best practices and experience. The capacity building will also include the exchange of experience with other educational and cultural centres of the region and country, as well as European countries, the organization of youth restoration camps, etc.

The final result: 4 seminars, 2 internships, 2 restoration camp summer schools.

Estimated budget: € 50,000

#### Activity 6

Activity name: Promotion.

Duration: 2-4 years during the project implementation.

Description: The project implementation team will ensure project visibility and communication through mass media and social networks, blogs, flyers and brochures, fundraising for the community (e.g. student marathons), etc.

The final result: 1 brochure, 1 blog, pages on social networks, press releases, reports on local and national TV, 2 events, etc.

Estimated budget: € 10,000

#### Activity 7

Activity name: The final conference.

Duration: last month of the project implementation.

Description: The final conference will be organized at the end of the project by the partners. Its purpose is to summarize the project and search for new partners.

The final result: publications, press releases.

Estimated budget: € 1,000

Activities 1-7 amounts to €12,186,500

## 6.2 Funding

### 6.2.1. Broad assessment of budgetary needs and phasing

The exact cost of restoration and conservation works on the Jesuit complex will be determined after the primary research and evaluation of the design and construction phase. The average cost of restoration at similar facilities is €800 - 1,500/m<sup>2</sup>.

Activities	Estimated Cost, €
1. Organization of kick-off conference	1,500
2. Development of the target book (project specification)	2,000
3. Restoration works	11,702,000
3.1. Design and research works, conservation and restoration of St. Machael church	8,000,000
3.2. Adaptation the church building into a Concert Hall, purchase and establishment of organ	2,000,000
3.3. Restoration and repair work in the educational building of the collegium. Adaptation for hostel.	650,000
3.4. Restoration of the <i>Kanvikt</i> , establishment of Art-Residence	500,000
3.5. Restoration and repair work in the outbuildings. Adaptation for business incubator	300,000
3.6. Restoration of the pharmacy	252,000
4. Landscaping	370,000
5. Project management, monitoring and evaluation	50,000
Capacity building	50,000
6. Promotion	10,000
7. The final conference	1,000
TOTAL	12,186,500 EUR

### 6.2.2 Assessment of (real) possibilities for attracting investments

In order to attract investment for restoration works, the following financing bodies should be considered:

- Ministry of Culture of the Republic of Belarus;
- National and regional development funds;
- International and cross-border cooperation funds;
- Local funds of the city and of the district of Mscislau (the applicant).

At the moment the Mscislau administration has allocated money for the restoration of the pharmacy. The restoration of the church is in the Ministry of Culture's plans but only for the years 2020-2022. Taking into account the new functions of the ensemble, new investors for the revitalization of other buildings should be sought.

### 6.2.3 Assessment of (real) possibilities for recovering investments



Recovery of investments is planned due to the introduction and development of various educational, cultural and commercial services. These include:

- Income of the Concert Hall;
- an extensive system of co-working;
- events;
- services of hostel, business incubator;
- exhibitions;
- activities in workshops and studios, conference area;
- income of tourism
- souvenirs, publications
- donations, sponsorships.

#### *6.2.4 Environmental and social impact*

The project, after its implementation will contribute to the social and environmental equilibrium, namely:

- increasing the city's reputation as the regional educational and cultural centre;
- promoting the diversification of cultural, social and educational proposals in the city;
- development of creative activities;
- improving the social integration and mobilization of the local community;
- development of partnerships, exchange of experience;
- creation of new jobs;
- development of a creative sector;
- development of employment opportunities for young people;
- development of crafts and traditional forms of employment;
- improving the city's image as a tourist and cultural centre;
- the school will serve as a good example and inspire other institutions in the region and the country.

#### *6.2.5 Risks*

*Regarding the restoration process:*

- *Inappropriate interventions, which do not consider the authenticity of the buildings;*
- *Use of cheap materials and inadequate technologies;*
- *Lack of skills, poor expertise;*
- *Financial problems, inability to cover quality rehabilitation;*
- *Natural hazards (earthquakes, floods, temperature fluctuations).*

*Regarding the investment project:*

- high, unreasoned cost recovery;
- failure to define and implement a sustainable vision of the object;
- inability to secure financing;
- non-payment of investments and the expected results;
- lack of effective cooperation between partners;
- inefficient management.

*Post – restoration management:*

- inefficient use of recovered objects;
- vandalism, robbery;
- lack of qualified personnel;
- improper use of the surrounding buildings and grounds;
- lack of institutional support;
- overly intensive use and visit.

- political pressure - instability and divergence between decisional structures.

### 6.3 Project development scenarios

There are different scenarios for the project:

- 1) *No action: this is the worst-case scenario* as it will lead to a continuous and permanent result. This will significantly increase the recovery costs in the future, or will lead to the complete loss of the monument.
- 2) *Preservation.* In the case of failure to provide funding and / or to determine the sustainable development, the building will be maintained until the appropriate circumstances.
- 3) *Restoration:* the proposed scenario. The project envisages full rehabilitation, conservation and restoration of buildings, interiors and landscaping of the surrounding area. The use of the Jesuit College will be adequate to its place in modern city context. The project also includes the training of the teaching staff, as well as an awareness raising and promotion.

However, in the case of the latter scenario may be a variety of options (phase) of its development:

*The first scenario: interventions are insignificant, the task is to adapt the object for visit, without involving significant resources.*

With this in mind we need to do:

- 1) conduct further research on the monument (the present physical state of the ensemble and wall paintings; engineering studies supporting structures of the building);
- 2) repair towers;
- 3) emergency response to strengthen walls and ceilings;
- 4) carry out the restoration work of the church, the chapel, pharmacy;
- 5) recreate historical paint on facades;
- 6) carry out temporary engineering networks, a temporary acoustic equipment and infrared heating;
- 7) create a temporary exhibition of the wall-painting using optical devices;
- 8) open the church to the public;
- 9) landscaping of the surrounding area.

*The second scenario: full rehabilitation of the Jesuit complex.*

In this case, it would be necessary to:

- 1) restore the main space in the church (building and wall paintings) and adaptation in accordance with its new use as a concert hall;
- 2) restore the pharmacy and create a museum;
- 3) repair the *Kanvikt* and the college building, adaptation for new functions (art-residence and hostel);
- 4) adapt other buildings to new uses;
- 5) insert engineering services for buildings;
- 6) implement additional measures for fire protection for the entire ensemble;
- 7) landscaping with the restoration of lost elements in accordance with the new features;
- 8) introduction to cultural and tourist uses.

### 6.4 Management and sustainability

The rehabilitation project will be implemented by a Project Implementation Unit (PIU), responsible for planning, organizing the process, monitoring and visibility. The PIU is composed of long-term and short-term experts, involved for delivering certain tasks within the project. The activity of the PIU will include specific actions, including project meetings, to implement the project in a timely fashion according to a predetermined schedule. Highly specialized activities will be managed by a specific coordinator, supervised and supported by the main expert.

Project management, monitoring, evaluation and visibility will include the following:

- technical management and coordination of project meetings with representatives of partners;
- monitoring of implementation in accordance with the requirements of sponsors and beneficiaries;
- preliminary and final evaluation, including technical and financial reports;
- promotion and visibility, including through publications and newsletters.

The Mscislaŭ District Executive Committee is responsible for ensuring the project's sustainability, it will plan annual funds for maintenance and support for the institutional activities. Further management will be conducted by an informal consulting body.

### 6.5 Viability assessment

The rehabilitation of the Jesuit College will have a positive social impact on the local community, especially on the younger generation. The college ensemble will become an important urban multicultural centre, supporting the development of the creative industries and play the important role in the socio-cultural life of the city, development of creative sector and social innovation.

The future multicultural cluster will provide a high-quality environment, and will bring various groups together around common interests, will become a place of city meetings, improve the quality and level of education and cultural services for different age groups. It is expected that the rehabilitation of this ensemble and its adapting to the new modern urban needs will lead to greater social responsibility, will reduce migration and help to attract new investments, as well as additional research, cultural and artistic initiatives. It will also develop local tourism, since the buildings of the Jesuit College with adjoining territory are a wonderful architectural value and part of the historical centre of Mscislaŭ. It has real potential to be included in the local, regional and national tourist routes.

### 7.SWOT analysis

Strengths	Weaknesses
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<ul style="list-style-type: none"> <li>• An architectural monument of outstanding value;</li> <li>• Continuity of use as an educational complex;</li> <li>• Central location;</li> <li>• Motivated personnel management;</li> <li>• Value for different target groups;</li> <li>• Potential for the development of a professional platform for young people;</li> <li>• Some of the buildings are already restored and therefore do not require significant financial investments.</li> </ul>	<ul style="list-style-type: none"> <li>• Poor physical condition of some buildings (the church and the pharmacy);</li> <li>• Lack of research;</li> <li>• Lack of funds;</li> <li>• Lack of an integrated vision of the development of complex;</li> <li>• Poor institutional capacity;</li> <li>• Inefficient use of existing assets;</li> <li>• Lack of a fruitful partnership and cooperation with other organizations;</li> <li>• Lack of experience in the creative sector.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Raising awareness about the value of heritage among the local community;</li> <li>• Increasing the interest of the authorities and investors in relation to historic buildings and places;</li> <li>• The opportunity for potential partners;</li> <li>• Development of tourism services in the city;</li> <li>• Development of the creative sector;</li> <li>• New jobs for young people;</li> <li>• Development of creative and business opportunities for local youth;</li> <li>• Development of infrastructure for accommodation and meals.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of effective communication between partners;</li> <li>• Lack of support from local and national authorities;</li> <li>• Poor implementation of legislation;</li> <li>• Lack of project management skills.</li> <li>• Lack of professionals in the creative industries;</li> <li>• Lack of local business;</li> <li>• Poor inter-agency cooperation.</li> </ul>

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- Code of Culture of the Republic of Belarus

- Decree of the Council of Ministers of the Republic of Belarus of May 14, 2007 No. 578 on the status of a highland-cultural chestnut-tree.

Internet:

1. <http://mstislavl.info/photogallery/mesta/93-ansabl-iezuitskogo-kollegiuma.html#sel=5:1,5:22>
2. [http://globus.tut.by/mstislavl/index.htm#iezuit\\_collegium](http://globus.tut.by/mstislavl/index.htm#iezuit_collegium)
3. [https://ekskursii.by/?place=16569\\_Mstislavskij\\_iezuitskij\\_monastyri\\_i\\_kollegium](https://ekskursii.by/?place=16569_Mstislavskij_iezuitskij_monastyri_i_kollegium)

## 9. Appendices

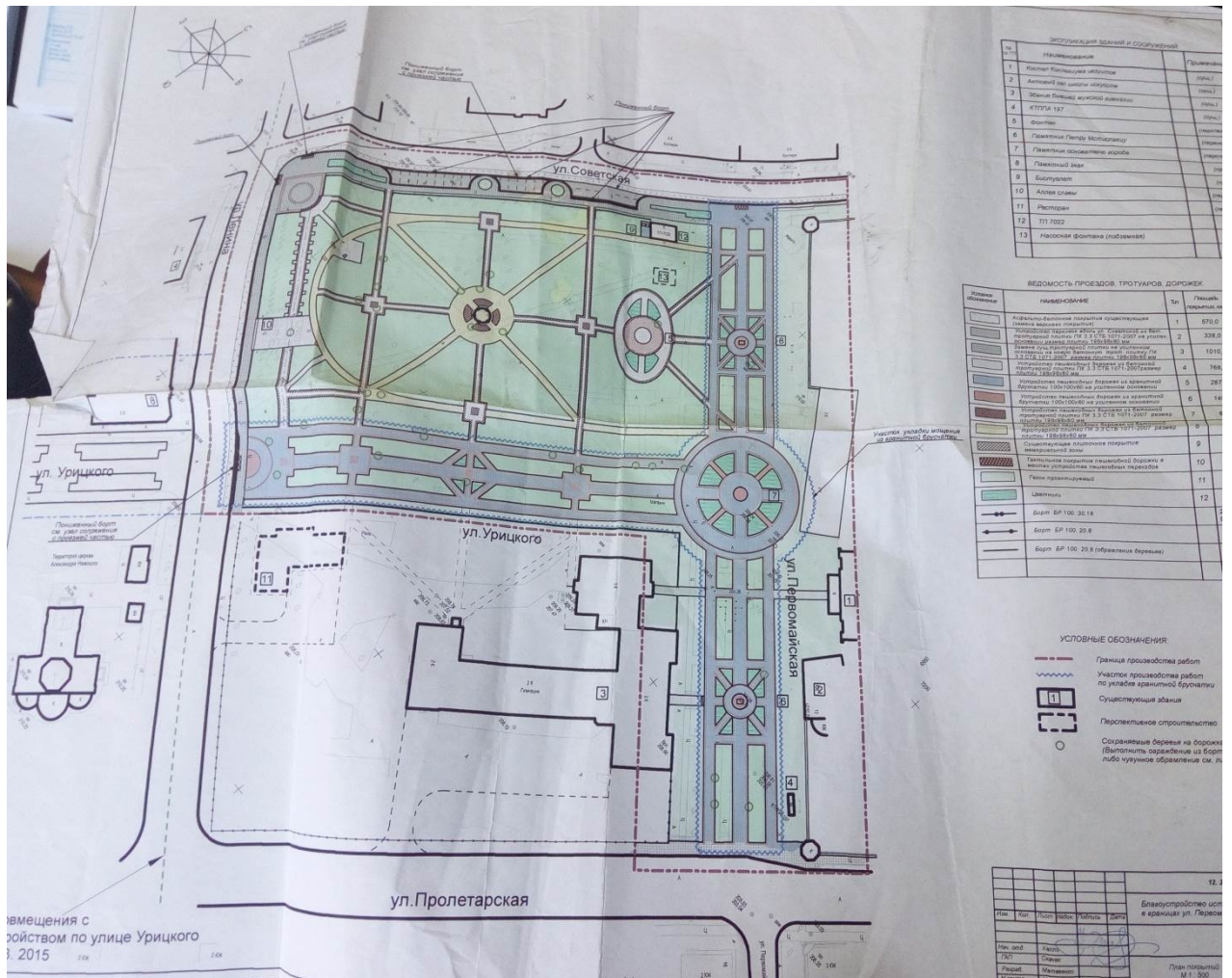
### Appendix 1. Summary of condition

No.	Address of the building	Summary of the physical condition (very bad to good)	Condition Risk Assessment A-H	Priority for intervention – High/Medium/Low
1	Church of St. Archangel Michael Mscislaŭ, 18 <sup>th</sup> century. 1 <sup>st</sup> May Str.	Poor condition, but has undergone conservation work (strengthening the walls and recovering the roof) in the late 1990s. Reconstruction of towers incomplete.	B	High
2.	Jesuit College building, 18 <sup>th</sup> century. At the crossroads of 1 <sup>st</sup> May Str. and Proletarian Str.	Renovated during the early 2000s. In a satisfactory condition. There is now a hotel with 50 beds.	F	Medium
3.	Pharmacy, 18 <sup>th</sup> century, modernized in the beginning of 20 <sup>th</sup> century. At the crossroads of 1 <sup>st</sup> May Str. and Proletarian Str.	Requires restoration and repair, the building needs to be conserved	F	Medium
4.	The building of the Jesuit college. <i>Kanvikt</i> (guest house). 18 century At the crossroads of 1 <sup>st</sup> May Str. and Proletarian Str.	Being restored.	F	Medium



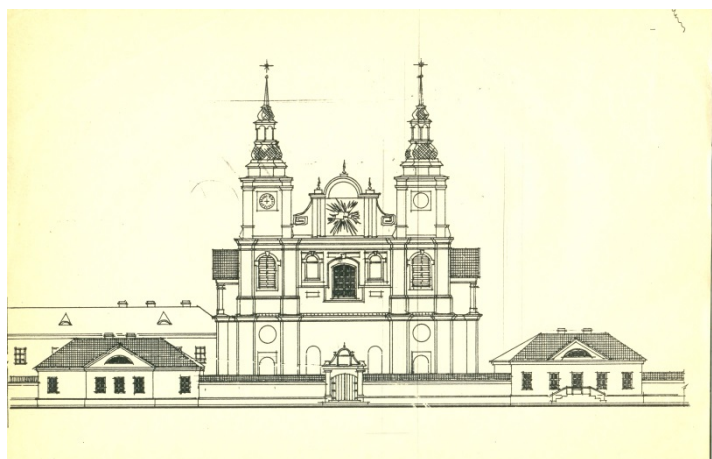
5.	Two outbuildings, 19 <sup>th</sup> century	In good condition. Now used as a Children's Art School.	H	Law
6.	Fence, late 19 <sup>th</sup> century	In good condition.	H	Law
7.	Chapel, 18 <sup>th</sup> century	Requires restoration and repair, the building conserved.	F	Medium

Appendix 2 – Plan for the reconstruction of the town park and its 3D image



Appendix 3 – Historical plans and images





*The Church of St. Michael the Archangel. The façade and plan (the project proposal)*



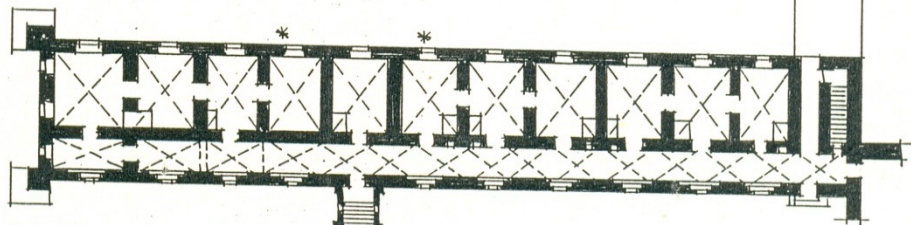
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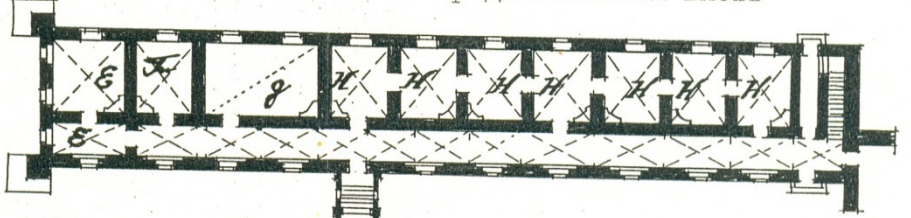
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Нижний этаж

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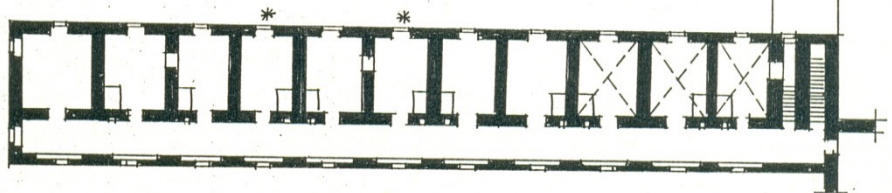


- Е - Комната для инспектора
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- И - Бурсу
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- Г - пекарня

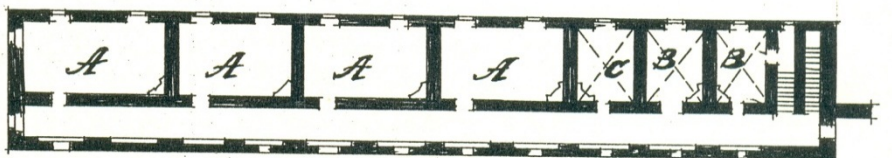
\* - Место означающее самое тяжёлое повреждение

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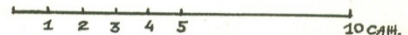
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- Б - Комнаты для двух учителей
- В - Библиотека или комната для хранения учебных пособий
- А - Классы



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Могилёвский губ. архитектор  
Ал. Бусвирский

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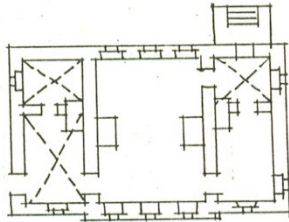
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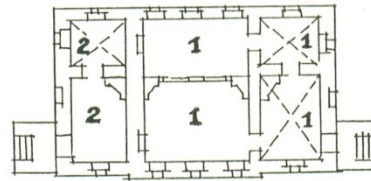
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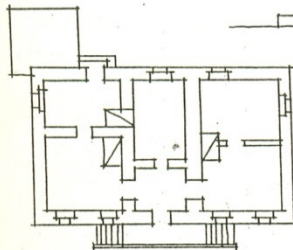
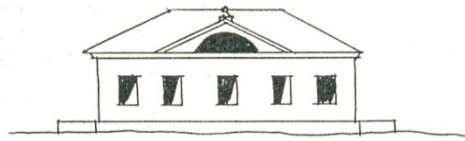


**А** план флигеля  
с суц. видом



— " —  
с предполож. ...

- 1** - Для настоятеля  
с послушником.
- 2** - Для монаха  
с послушником.

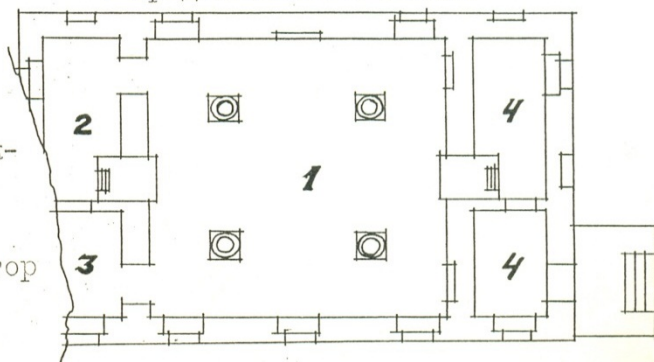


**В** план флигеля с существующим  
видом

— " —  
с предположением вновь.

- 1** - Церковь /тёпная/
- 2** - Пономарня
- 3** - Вход
- 4** - Для монаха с послуш-  
ником.

Составлял  
Могилёвский губ. архитектор  
Ал. Бусвирский.



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*The Church of St. Michael the Archangel: fragment of interior*

#### Appendix 4 – Additional images



*The Church of St. Michael the Archangel*



*The Church of St. Michael the Archangel*





*The Church of St. Michael the Archangel*



*Interior of the Church of St. Michael the Archangel*





*Buildings of the former Jesuit College: Kanvikt & pharmacy. View from Savetskaya Str.*



*Buildings of the former Jesuit College*





*Crucifixion of the Sacred Michael of the Archangel. View from the Praletarskaya street*



*Buildings of the former Jesuit College.*



*Old photo of Budinski. From the side of the former Menchynskay gymnasium*





*Fencing of the complex of the former Jesuit College*



*Fencing of the complex of the former Jesuit College*

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