

Community-led Urban Strategies in Historic Towns (COMUS)



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Goris City Reference Plan

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Introduction

The European Union and the Council of Europe Community-Led Urban Strategies in Historic Towns COMUS PROJECT (hereafter, COMUS) was officially launched on January 1, 2015. The Council of Europe ("Secretariat") is responsible for the overall management of the project, which should be carried out jointly with the Organization of World Heritage Cities.

COMUS PROJECT is based on the Council of Europe and European Union policy priorities within the context of Eastern Partnership (2015- 2020) project, and is aimed at the intensive cooperation with Armenia, Azerbaijan, Georgia, Moldova, Ukraine and Belarus. Comprehensive cooperation has been developing in this region since 2007, within the framework of Kiev Initiative Regional Project and in particular within the framework of Council of Europe Rehabilitation of Cultural Heritage in Historic Towns program through the implementation of a project on "Providing Technical Cooperation and Consulting for Integrated Preservation of Cultural and Natural Heritage".

Principles behind the COMUS initiative reflect the common developments of urban management throughout Europe, moving away from traditional solutions in the urban development sphere.

Main goal of COMUS is to promote social and economic growth through strengthening the cultural heritage resources in historic towns. The project invites six pilot cities selected from six national states to research five key issues that would open new opportunities to connect to European aspirations and requirements and which include a better integration of heritage preservation and management into urban (including regional) economic development policies, at the same time guiding towards interaction between the planning, tourism, environmental, social and other policies. Those include:

- Promotion of the significance of heritage.
- Support to integrated approach.
- Management of current urban limitations and pressures.
- Introduction of public debate and ensuring immediate participation of the residents in the decision-making processes.
- The best use of the current urban structure with a view of promoting relevance.

1. Project Implementation Unit

The project implementation unit (PIU) is the COMUS management body to support the implementation of the project on the level of pilot cities. During the planning phase, the PIU has implemented Reference plan development works, by leading and coordinating them together with the local experts (community organization, departments, divisions, private specialists and interested groups) in the result of close interaction with the local stakeholder groups of the cities.

PIU included:

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2. Local Stakeholder Group

The Local Stakeholder Group was established through the mapping of capabilities by the project officer and the surveys and interviews held with the national coordinator. In the result of these endeavours the Local Stakeholder Group (hereinafter: LSG) was formed which has held 7 meetings between November 2015-February 2016.

Members of Goris Local Stakeholder Group are:

Garegin Parsyan
Chief Architect and Department Head of Urban Planning of Goris Municipality

Arus Hayrapetyan
Senior Specialist at Department of Culture and Sport of Goris Municipality

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Head of Goris Gallery
RoA Artists' Union Syunik Branch Chairman

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Gayane Martirosyan
Mirhav Hotel Executive Director

Shahen Zeituntsyan
"Heli" CJSC Founding Director

Nelson Mirakyan
Goris Municipality Urban Development and Community Department

3. Analysis

3.1 General Information

Location: City of Goris of RoA Syunik Region
1370 m above sea level
Distance from the capital: 240 km
Population: 20, 3 thousand people
Has a temperate mountainous climate.



Pic.1. Goris Location in Armenia Resettlement Scheme

3.2 Resettlement Scheme

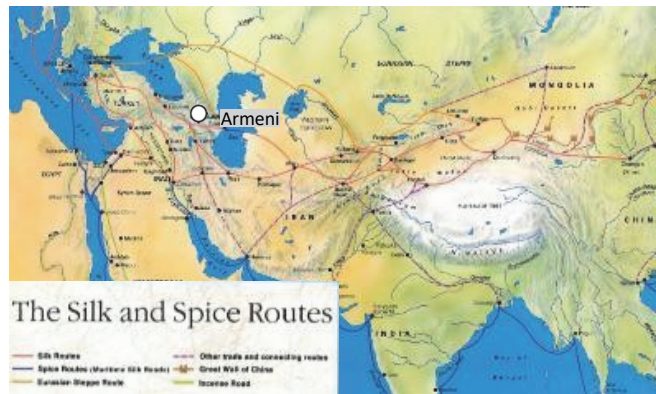
The City of Goris is located in Goris area of the RoA Syunik Region. Yerevan-Sisian-Kapan-Meghri interstate highway passes through the territory of the region.



Pic.2. Map of Syunik Region

Syunik region is among less inhabited areas of the Republic. According to 2012 statistics, about 4.7% of the RoA population was centred in the area of the region, while the territory of the region comprises 15.1% of the RoA total area. Such low level of population density is mainly conditioned by the mountainous terrain, and the big distance from the capital and Zvartnots airport. 2 forms of settlement were formed in the area of the region: urban and rural. The urban settlement system includes 7 urban communities, which form about 15% of the urban settlements of the Republic, and the rural system includes 106 rural settlements, which comprise the 12% of the total rural settlements of the Republic. About 67.3 % of Syunik residents reside in urban and 32.7 in rural settlements. The regional centre is the city of Kapan.

3.3 Connection with the adjacent areas



Pic.3. Silk and Spice route

The region was inhabited since ancient times. The adjacent territories of Goris were mainly developed through the road connecting Yerevan to Iran and through the western boundary of Goris village, in the crossroad of a trade route passing in parallel to Vararak river, which was branching out from the famous Nakhijevan-Agulis-Partav "AGHI" trade route by-passing Goris from south-east, to Caspian Sea, connecting to the Silk road by a trade route (Pic.3). The area was significantly developed and became famous in the 8th century, due to the religious and cultural centre of Tatev Monastery complex.

The interstate highway currently is passing through the city of Goris. There is an airport near the city, which however does not currently operate. The city is in a favourable access zone of 24 rural settlements of the region - region's most highly utilized area. Specific regional functions are accumulated in the city, including the bulk of cultural, health and service institutions.

3.4 Resources

The recreation resources of both the region and the territory include forests, favourable areas of climate treatment, historical, cultural and archaeological museums. There are mineral waters (near Devil's Bridge), to be used for balneological purposes.

The region is rich both in history, cultural and natural monuments and in health and medical resources. There are balneological mineral water sources in the neighbourhood of Goris city. Thus, the availability of favourable conditions for climate treatment, the rich historical and cultural museums and mineral waters combined with unique climate conditions, are active factors to make the city of Goris a multi-functional recreation centre, increase the role of social activeness of the city and its centre, which will contribute to the economic development of both the city and the settlements that are located in the favourable access zone. It is planned to organize the Vorotan River Basin recreation zone- the Goris recreation sub-zone - in the area of favourable transportation access to Goris (which includes all of Goris region).

3.5 Historical Overview

The mention of the name Goris comes from the ancient Urartu period. Rusa A king has left in the 8th century of BC a cuneiform writing, where among the 23 countries conquered by him, he has mentioned the land of Guriaya. Scientists believe that it is Goris. Also an Aramaic language inscription stone of Artashes A kind (189-160 BC) was found in Goris.

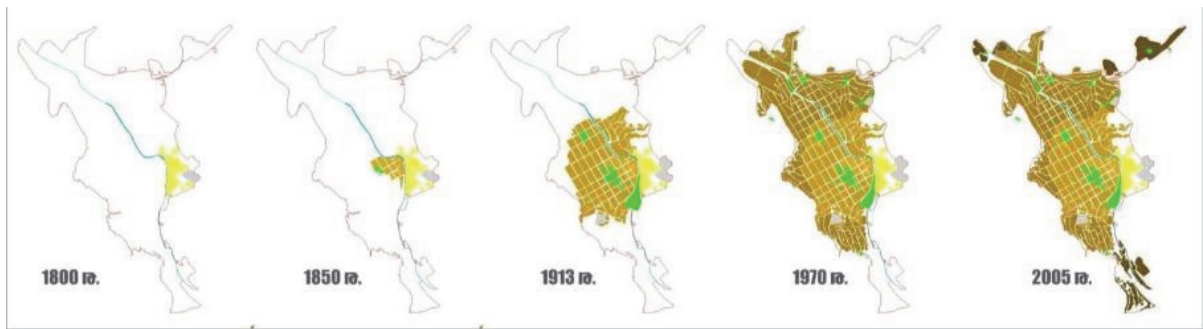
Humans were settled here since the Stone Age. It is referred to in historical sources since 13th century. (Pic. 4). The asymmetric landscape surrounding the city gives uniqueness to the urban area by clearly demarking it through its natural forms.



Pic.4. Caved Goris village and Plain Goris

From the north the city is restricted by a plateau, the edges of which are going down to the city via deep streams and gorges. From the east it is restricted by amazing forms (pyramids, columns) created from the weathered tufa and sand stones.

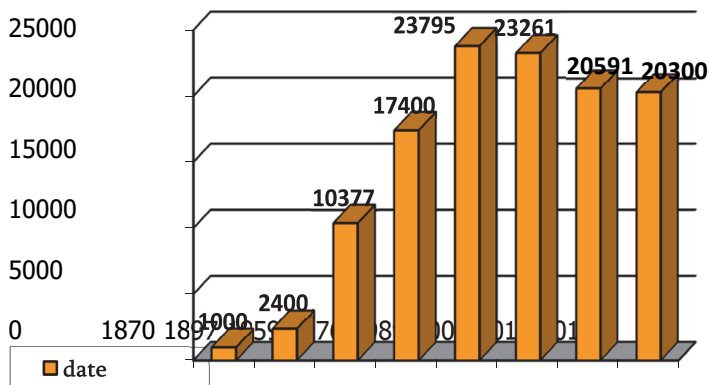
Since 19th century the city is rapidly developing and extending on the right bank of the river (Pic.5).



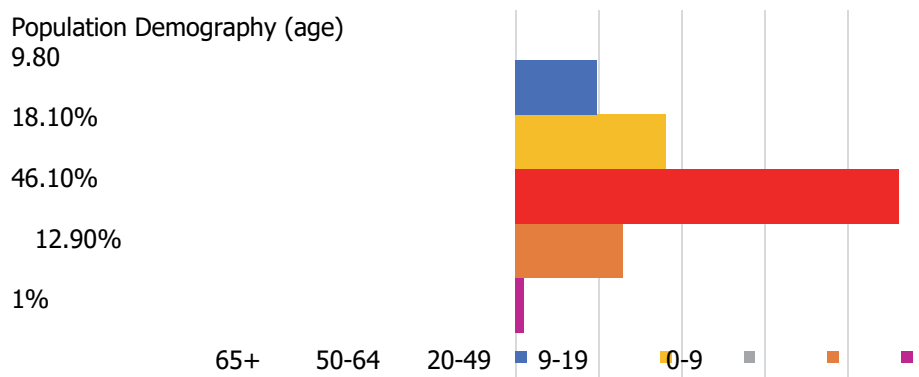
Pic.5. Phases of urban area development

3.6 Population

The dynamics of population growth, 1870-2015 in diagram below:



The analysis of the age and sex structure of the population (according to statistical data) presents the following picture - the ratio of men and women in the city is 49% and 51% respectively. Below is:



3.7 Urban Situation

Historically formed linear planning structure of the city of Goris is due to the location of the area in the flood plain of Vararak (Goris) river. The central part of the city plan is the rectangular street grid structure that separates the urban area in square and rectangular residential districts, a social centre and the 'ordinary' 1-2-story constructions of XIX-XX centuries that are of historical and architectural value.

Since 1960s, four-five story buildings are built in the central part of the city. The newly built constructions are mainly made of Artik pink tufa, which in its turn violates the colour harmony of the city that is completely constructed of the local basalt.

Both in the mentioned period and now too, a lot of valuable architectural buildings situated in the central part of the city are either demolished or transformed. In their place, without taking into account the spatial features of the already formed urban planning environment, new buildings with nearly no architectural value are constructed, which are out of scale and do not at all match the surrounding environment.

The section adjacent to Vararak River, located to the south from Komitas (formerly Karapetyan) street and to the east from Syunik Street is totally distorted.

The area within the M. Mashtots, Liberty, Zoravar Andranik and Gusan Ashot streets, area including hundred meters to north and seventy meters to south from the crossing point of Movses Khorentatsi and Gusan Ashot streets, the territory located to east from Orbelyan street and to north from Gusan Ashot street, and the one to the east from Makich Street are partly distorted. The rest of the historic town is not distorted. Here the image of the historic city is preserved.

Built on a regular plan, the city has a clear planning structure and a specific planning distribution of public territories, in particular specialized (administrative, trade, craft, market, theatrical) squares, green zones for common use (city and victory parks) and sport zone.

The historic centre of the town is presented mainly with the construction of perimeters of neighbourhoods with few-story houses, which facades are looking over the street. The buildings are placed along the red lines of the street, have a decorated wooden balconies of great value. There are also multi-apartment buildings both in the historic centre and the northern Vanki tap and southern joint districts of the shaped city.

In addition, the industrial zone is located in the area close to the historic centre.

3.8 Historical and Cultural Heritage

The most specific environment of the city that is of historical and cultural value is the streets constructed with residential houses. They are a range of unique residential houses of Goris that are mainly two story (sometimes also one story) buildings with arched gates and are connected to each other with fences. The low and not densely constructed New Goris is in close compositional connection with the Old Goris which was constructed in a complex natural terrain. The New Goris is a complete organism in spatial and stylistic sense, the separate structures of which are in close harmony with the surrounding nature. It does not have clearly articulated spatial accents.

Both in Goris village and in the historic part of the Goris city multiple and various historical and cultural monuments are registered (residential houses and commercial and public facilities, oil pressers, pottery workshops, mills, Dzagedzor Castle) that are of republican and local significance. They shape the historical and cultural value of the city, and even after the mistakes made during the reconstructions, still preserve the significance of Goris city as one of the most interesting cities of the Republic with high architectural and aesthetic value for both local and foreign visitors.

According to the inventory list of the RoA historical and cultural museums, 157 monuments are registered on the territory of the city consisting of 277 units. 127 of them are of republican significance, and about 46 of the monuments are surrounded by preservation zone [Goris city's historical and cultural study project area and the concept for the reconstruction and use of its individual segments, Protocol No. 211 of 31.05.2012 of the RoA Government Session].

3.9 Communications System

The city of Goris is connected with the other cities of the Republic by automobile roads. M-2 Yerevan-Yeraskh-Goris-Meghri highway of interstate significance passes through the whole length of the city. Within the boundaries of the city it is called Syunik Street. In the northern part of the city, from the M-2 highway, M-12 Goris-Stepanakert road is branching out.

The potential areas of economic development of the city are tourism and knowledge-intensive and creative industries, which imply the provision of an effective and advanced communication network.

It also implies improving internal street network and its adaptation to modern requirements. The key streets are designed 24m wide and the rest of the streets are designed 17m wide. In terms of bandwidth, the 24 metre wide streets are sufficient both for the movement of transportation and pedestrians - in their lateral parts where pedestrian movement routes are organized. However, in terms of quality and modern requirements it needs both restructuring and modernization - cross section and covering.

The parts foreseen for the pedestrians are occupied by other functions, the organized bicycle paths are absent, certain part of the protective trees is removed, and there are old trees among the ones that remained. There is not organized parking near the public spaces.

The system of open drainage channels stretching along the pavements that give a unique look to the city are worn out, and at the same time creates impediments for the movement of population groups with low mobility.

4 organized routes of public transport operate in the city including for minivans and buses. However there are no planned stops organized for them.

The pedestrian road leading to the historical Goris village that has a big role for the attractiveness of the city is in a poor condition and does not have a proper significance and value. Elements of street furnishing in line with the historical and cultural value of the city are absent.

3.10 Public Spaces

In line with internal cultural values there are specialized (administrative, trade, craft, market, theatre) squares, common use green zones (urban and victory parks), specifically shaped planning allocation of sport zone in the City. However, both their allocation and the absence of mutual functional planning

connections between them did not contribute to the opportunity of shaping a unified system of functional zones formed on the basis of the regular plan. A unity would perhaps be better ensured through a regulated system of pavements and pedestrian lanes of trade streets, the potential possibilities for which are there, however the lack of unified planning solution does not contribute to its implementation. In addition, those are not adjusted to ensure the access of low mobility population groups.

3.11 Environmental conditions

Currently, the city environmental situation is favourable in terms of ambient air, because industrial objects with emissions are absent from the city. There is a specific pollution issue regarding the lands, connected to the irregular waste management and the incompliance of the waste dump with the requirements of the current norms. There is also a risk of contamination of the Vararak river bed, connected with the unauthorized heaps of waste on the banks of the river and the riverbed, as well as due to the flow of sewerage into the river because of the absence of the main collector and cleaning station.

3.12 Conclusions

Summing up the regional resources, the role and position of the community and the results of the analysis, there are following generalized preconditions:

- Nearly equal access from the abandoned settlements of the region that are of historical and cultural value (a precondition to organize regional routes);
- Location in the place where recreation resources are centralized and nearly in the geographical centre of the region;
- Rich cultural traditions (preconditions for the organization of festivals and celebrations);
- Accumulation of the cultural potential of the region in Goris (presence of higher education institutions);
- Rich heritage and traditions of craftsmanship (metalworking, silversmithery, carpet weaving, jewellery, architecture);
- Availability of transportation and engineering infrastructures;
- Availability of sites of historic value,
- Availability of historical and cultural monuments;
- Availability of valuable historical city buildings;
- Favourable access from the surrounding areas in the process of forming a single regional area;
- Rich potential of the adjacent rural settlements. [№ 39-N decision, 19.01.2006, on approving the general plan for the urban community (settlement) of Goris of the RoA Syunik region and amendment of the general plan of the city of Goris in 2015].

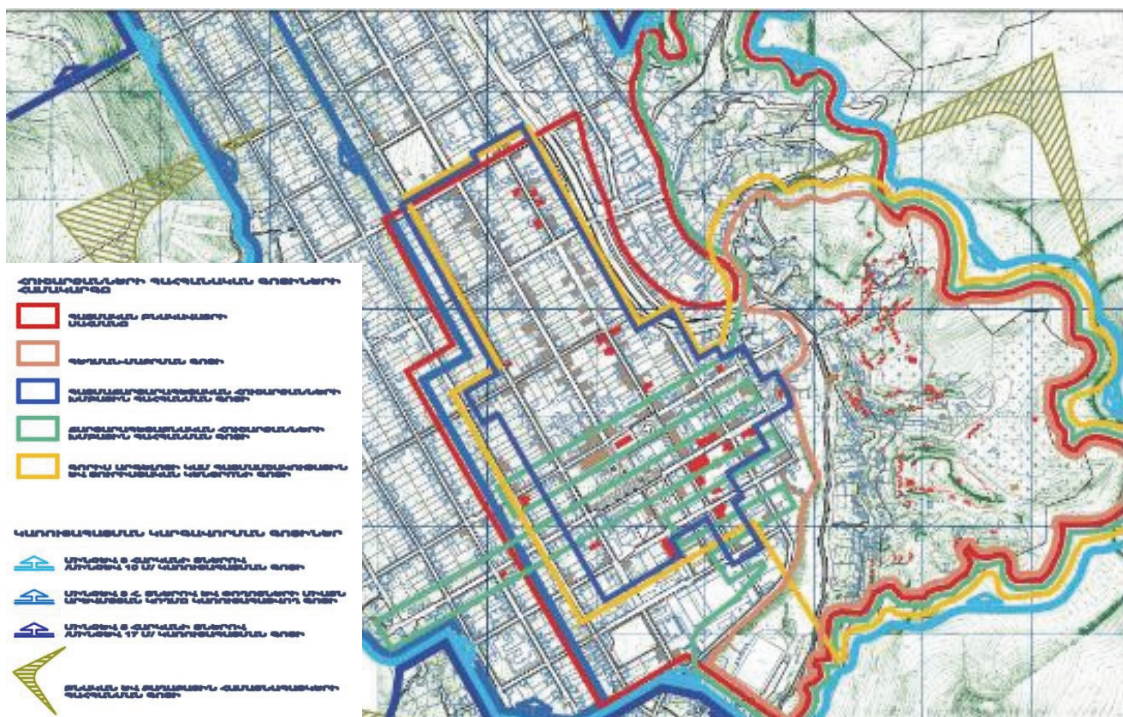
4. Capacity for Intervention

Conclusions made on the basis of the analysis results formed a clear idea, that the preservation and development of heritage have a central role in order to have a balanced, complete and sustainable urban future (shared vision) in the city of Goris. Thus, the intervention will include a complex of measures directed to the modernization of each section to improve individual elements of the historical and cultural heritage, urban structure and natural landscape, the sequential implementation of which will lead to the formation of a complete sustainable urban environment.

In order to ensure a coordinated implementation of the process for the preservation and re-utilization of historical and cultural heritage, it is necessary to develop recommendations, which will comprise the scope of the interventions necessary to ensure the further viability of individual buildings (historically valuable and warn to different degree), by excluding the re-construction of the valuable building, additions to it and external changes which would lead to the destruction of the historic value.

When implementing new constructions those should be harmonized with the existing ones by size, proportions and architectural features, in order to preserve the integrity of the valuable historical environment.

The spatial inclusion of the interventions is available in the Old Goris Historical and Cultural Preserve. It starts from the crossing point of David Bek and Syunik streets, passes through Syunik street up to its crossing point with Zoravar Andranik street, then continues from Zoravar Andranik street up to the point of crossing with Movses Khorenatsi street, then passes 540 m by Movses Khorenatsi street to the south, and continues 450 m towards east from that point, parallel to Grigor Tatevatsi street and in 50 m distance from it, and then continues to the south, parallel to M. Mashtots avenue and in 60m distance from it, and further includes the historical area of the Old Goris. This solution will ensure revitalization of a complete historical environment on a compact territory, which will make the perception of an interconnected urban environment, which includes all the elements of the intervention, and its influence on the tourism and economic development of the city and improvement of its educational system and infrastructures.



Pic.6. city's historical core, protection zone system

4.1 SWOT analysis

The SWOT analysis results constituted the ground for strategic planning, namely the local stakeholder group presented, discussed and developed the proposed ideas on the development factors.

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ A large number of natural and man-made monuments within the community and surrounding areas ▪ A rich tangible and intangible heritage ▪ Strategic geographic location as a transportation hub ▪ Favourable climate ▪ Availability of numerous hotels and guest houses ▪ Availability of transport and engineering infrastructure network 	<ul style="list-style-type: none"> ▪ Scarce budgetary resources ▪ Seasonal tourism ▪ Inability to present historical and cultural heritage ▪ Lack of tourism services ▪ Need in branding and advertisement ▪ Waste disposal ▪ Lack of treatment plant (cleaning station) ▪ Low quality of public spaces ▪ Lack of facilities and services contributing to the development of the historical centre ▪ Lack of furnishing and design elements of the urban environment ▪ Lack of local production ▪ Low level of environmental protection
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Potential to become a regional an international tourism centre ▪ Improvement of public spaces, construction of recreational areas, particularly in the post-industrial town in the central zone ▪ Eco Production ▪ Participation in different international projects ▪ Creation of infrastructure to connect the city with the Old Goris ▪ Political will of municipal authorities ▪ Involvement in various international and regional projects ▪ Availability of an airport in the city ▪ Community consolidation ▪ Development of tourism projects ▪ Organization of local festivals ▪ Development opportunities in the general planning structure of the city (abandoned industrial areas) ▪ Availability of banks and their potential funding 	<ul style="list-style-type: none"> ▪ Lack of waste disposal and waste processing ▪ Lack of urban regulation ▪ Morally and physically exhausted Soviet housing ▪ Construction of a new road bypassing the city in the future ▪ Bad sanitary conditions of Vararak rover die to illegal waste disposal ▪ Declining population (migration)

4.2 The Identified Key Issues

Targeted round-table discussions were organized on the 6 main key issues jointly identified by LSG, through brainstorming method. In the result of the discussions the following five key issues were specified:

1. Lack of a clear plan for the development of the city area subject to potential consolidation, as well as a need for respective regulation to exclude the adoption of subjective and individual decisions and provision of permits.

In this development phase the local self-government system in Armenia is not ready for further decentralization, which first of all means provision of additional powers to Local Self-Governmental Organizations [Concept paper on formation of intercommunity units and community consolidation, 2011 https://www.e-gov.am/u_files/file/decrees/arc_voroshum/11/qax44-18_1.pdf].

The main reason for this situation is the high degree of fragmentation of local self-government system with majority of rural communities with small population. 442 or 48% of the 915 communities of our republic have a population which is less than 1000. 197 or 22,7% of the 866 rural communities of the Republic have up to 300 residents, 75 or 8,6% of the total rural communities has 301-500 residents, 168 or 19,3% of the total rural communities has 501-1000 residents. Goris will not remain outside of the scope of this consolidation program, through unifying with Akner, Verishen, Karahunj communities. This certainly would lead to both advantages and problems.

In connection with the not complete use of the historical and cultural potential of the city of Goris, guided by the requirements of the 3rd paragraph of the RoA N 973 Degree, June 10, 2011, on "Tourism Development in the City of Goris", assigned by the RoA Ministry of Culture, "The Concept for the Goris City Historical and Cultural Justification Project and the Recovery and Utilization of the Historical Area of the City and its Separate parts" was developed in the "Scientific Research Centre of the Historical and Cultural Heritage" SNCO.

This document was developed based on the Armproject OSJC prepared "General plan of the Goris Urban Community (Settlement)". However, in the result of discussions it was revealed that a regulation based on that would have significantly contributed to answering all the questions and to regulate the constructions in the historical centre. This issue could be solved through zoning project, while the state has two tools to give solution to those problems – land policy and permit provision policy.

Moreover, the LSG identified a lot of concerns, including:

- Lack of quality urban development projects, despite the fact that there is a big potential and good will in the city, and there are all the prerequisites to ensure development.
- Construction permits are provided by the community council or the community head.
- Construction barriers without justifications.
- The developed polices remain on the paper.

All the LSG members shared the view that the lack of urban development regulation is a serious problem. The city needs an urban development regulation, the responsible for which would be the Urban Development Department, and which would clearly identify for example the permitted height of the buildings, forms for advertisement boards, content, form and measures of the pavements, which are defined in the zoning plan, however are violated for different reasons. The regulation should be developed by the efforts of both the community and all the stakeholders.

In case of social activism and consolidation, it would be possible to make the performed works visible. In addition, before starting any new initiative one should understand where we come from, where we now and where are we going? It is necessary to know the history very well.

2. Tourism is announced as a priority for the development of the city, without a clear policy and with a lot of impediments.

Both, the state authorities, and the municipal authorities clearly understand, that tourism is the main direction and moving force for the development of the city, however it is not enough to reach tangible results, because there are a lot of deficiencies present:

- We have historical and cultural resources, however we have problems to demonstrate the.
- The city needs an enhanced image, which would lead to the development of tourism and increase of investments.
- Limits of hospitality and business are not clearly defined in the region. Tourism service sector is underdeveloped. The development of tourism suggests also availability of catering places, recreation places and souvenir shops. The available hotels and rooms are sufficient for tourists.
- The city needs a third tourist point. That can be for example on the way to Vorotan, because the bridge of Khdzoresk and Tatev Ropeway are leading to the increase of the number of tourists, however there is a need to create a third similar infrastructure too.

The role of infrastructures is increased. The ropeway and the bridge are infrastructures which lead to the heritage sites. However, the role of infrastructures is much more increased. It is necessary to reveal new directions within the framework of the project, in order to keep a tourist much longer in the city.

Goris should be viewed by the eyes of a tourist. One should understand what do we want to get after the reconstruction – an old city, a new city, a city with red roofs, a city with caves. A clear position is needed.

In addition to the above-mentioned, there is one very important impediment in the sphere – the seasonal character of tourism. LSG members proposed various options to solve the problem:

- Goris is the best place for SPA. It would help to overcome the seasonality of tourism and attract guests also from Russian market.
- Development of ski sports will allow receiving tourists in winter.
- Presence of ice makes it difficult to move in the city. The lack of constant snow does not allow developing the ski sport.
- Organizing festivals and concerts in winter, it is possible to ensure an inflow of tourists.
- Cultural events on state level can disperse tourists in the whole city.
- Tatev-Goris road improvement, installation of signs pointing to the direction of Goris would bring the tourists back from Tatev to Goris.
- Provision of free services in Goris with the ropeway ticket (for example one day in a hotel) would bring a tourist back from Tatev to Goris.
- Recovery of roof tile production, revitalization and demonstration of crafts.

3. The current movement system of the city needs to be developed and integrated with the Old Goris historical district, particularly developing routes foreseen for the movement of wheeled vehicles.

One of the problems in this direction is that Goris will soon appear in a road margin. After the construction of Vardenis and North-South roads, the business entities working towards the road will suffer. It is necessary to prepare them to that shock. The next problem relates to the absence of a connection, an infrastructure between the historical centre of the city and the Old Goris settlement. In addition, the road taking to the historical district is in need of renovation and slabbing, and the implemented lighting is not yet sufficient.

The lack of pavements, the low level of awareness about the community services among the population, the fact that in case of route changes the population is not being notified, and intercommunity transport, all of these are also serious problems.

Undoubtedly, regulation of the street network will lead to regulation of transportation. The city needs one route with 5-6 buses, which should work in a circular scheme. In addition, the transportation should also be interesting. In a city that has tourism ambitions, there may operate open buses or phaetons.

4. Waste disposal, environmental situation of Vararak River, illegal waste dumps, improvement.

During the city's development, it is necessary to consider the historical and cultural values and environmental problems. The city is currently facing serious waste disposal problem which is conditioned by several circumstances:

Waste disposal with open cars;

- The fact that the main landfill (dump) is close to the city. Dogs are moving the waste into the city; the problem of the main dump of the city should be solved.
- Absence of the waste disposal culture. There is no sorting of waste in the city, while it would help to produce less waste.
- Waste management in the district near the river. The waste is directly thrown into Vararak, though there are a lot of waste bins in the neighbourhood.

The LSG proposes several scenarios for the improvement of the city:

- Companies that perform activities in the city shall pay for the improvement of the city.
- The Municipality cannot oblige to clean and improve public spaces. It can be done by verbal notices, as the process is not regulated by legislation.
- The city pavements are occupied. If it is of permanent or Long-Term nature, the Municipality should define fees for that.

5. The main square and two parks are not city wide recreation places, the reason for this being the administrative buildings and the adjacent industrial territories and the moving prison complex.

- There are a lot of uninhabited and half built buildings in the historical centre and a morally and physically destructed housing since Soviet Era, which distort the historical environment and the view opening to the city from high places (5th front).
- The Soviet legacy shall also be taken into consideration. It is not only the historical heritage that shapes the profile of the city.

In addition, the colourful balconies that represent the face of the city are in a poor condition.

There is also a problem of scarcity in public areas in the city, because the major part of such places is privatized.

Though the chief architect of the city shares the opinion that there is a landscaping problem in the newly built square of the city, however, it was presented that it is an administrative square and not a park for rest, while the concerns in relation to the square are numerous:

- Lighting of the square - especially when empty, the square has an ugly look, the illuminators are not nice and the lighting is too bright.
- An additional second square is needed, which can serve as a recreation zone.
- The sculpture of Grigor Tatevatsi is located in the centre of the square, while Tatevatsi does not have any links to Goris; there is no need for such a sculpture in the square.
- The square can be representative, with cross stones which can be placed on pedestals and on the grass. Exhibition of the works of sculptors can be organized. Small trees can be planted or non-productive mulberry trees, as mulberry is the brand of Goris.

The presence of prison and military barrack do not disturb some people, while the others had interesting proposals concerning the prison, for example, to view the prison as a hotel, and the cells as rooms. The Military barrack could be transformed to gathering place for patriots. Both of those are beneficial from the point of view of tourism. An opinion was expressed, that the presence of a military barrack in the city is more disturbing than the prison. For an ordinary citizen the presence of army in the city and the external appearance of the barrack with the colours of its wall are unpleasant.

LSG members had different views concerning the industrial buildings. One of the options was that the industrial buildings could be transformed into residential houses or universities; this is an accepted international practice. It can make the life in the city centre more active. The other option was that sooner or later the industrial buildings should be destroyed.

There has long been a need to negotiate with the private owners in order to change the functions of the half-built structures. For example, the half-built building on Orbelyans street has been spoiling the look of the city for years. It is turned into a dump, while could serve as a bank, a shop or a catering place.

5. Shared Vision

The main route of preserving the valuable historical and cultural heritage of Goris urban community considers the rational use of all resources (educational, cultural, natural, medical, etc.). It is mainly targeted to the re-creation of aesthetic valuable environment interconnected with the surrounding natural landscape and the further improvement of available transportation, engineering and technical infrastructures.

Goris will grow into a creative hub for a development based on heritage, through its cultural resources and heritage, like traditional architecture, unique urban environment, historic city and other historic sites, landscape a non-tangible heritage.

A strategy based on heritage, targeted to the recovery of the historic centre of the city may serve as a stimulus for tourism and economic development. Modernization of the historical centre will integrate the attractiveness of the urban complexes and landscapes; modernization of public areas and infrastructures would contribute to the favourable living and working conditions promoting the sustainable and balanced development of the city and protecting the historical and architectural buildings of high value from the loss.

The growth of the city into a regional cultural centre will contribute to:

- Implementation of strategic directions of the RoA tourism strategy in the following routes: Yerevan-Yeghegnadzor-Sisian-Goris-Artsakh, Yerevan-Yeghegnadzor-Sisian-Goris-Kapan-Meghri-Iran, Sevan basin-Selim Pass- Goris-Artsakh and the second one – Goris-Kapan-Meghri-Iran. Out of the above-mentioned routes, the destinations of Khot-Shinuhayr-Halidzor-Devil's Bridge-Tatev- Aravus will be branched out from Goris. Intermediate tourist stops will be organized there. The routes will be classified based on the level of difficulty – light, medium, difficult. This will contribute to the sustainable development of rural settlements of the region too.
- Establishment of new health resorts (mainly in Goris) with climate treatment orientation.
- Organization of transportation and social infrastructure objects (mainly services);
- Creation of new jobs.
- Increase of the education level.
- Improvement of medical services.
- Introduction of new information dissemination means.
- Consolidation of the rural settlements of the region.
- Development of a project on the use of the historic centre of the city of Goris and the cave settlement closely connected to it with its complex terrain, in terms of regulation of its exotic and unique construction and use for recreational purposes.
- Development of an environment favourable for residence.

The solution of problems aimed at the implementation of the strategy are generalized in a Shared Vision (shaping prospective development directions for the city based on the revitalization of its historical and cultural heritage) and are formulated with the help of Long-Term and Short-Term objectives.

Short-Term Objectives

- Developing an improved city (cleaning of pavements, improvements, channel edge stones, tree pruning, and street slabbing).
- Reorganization of the city square to make it more representative (placement of sculptures, cross stones and landscaping).
- Improvement of the environmental situation of the city, in particular solution to the waste management problems.
- Vitalization of the city life through creation of recreation places and implementation of cultural initiatives.
- Formation of extended tourism facilities.
- Creation of a city brand, organization of promotional campaigns (targeted at awareness raising).
- Development of an urban planning regulation (in particular aimed to preserve the urban image shaped through history).

Long-Term Objectives

- Transformation to regional tourist centre, ensuring the development of this sphere based on its natural and cultural potential.

- Valuation of historical and cultural heritage and its complete presentation.
- Sustainable and environmental development of urban infrastructures.
- Shaping public psychology among the citizens that they are the owner of their city, through the use of active targeted mechanisms.
- Introduction of new tourism types (SPA, festivals), in order to prolong the tourism Period.
- Restoration of local traditional production (roof tiles), development of crafts and exhibitions.
- Transfer of constructions that are not in line with the historical environment of the city or attributing new functions to them.
- Re-utilization of the abandoned industrial areas (residential, public and educational).

The following main objectives are foreseen in order to implement the developed vision, the gradual implementation of which will finally lead to the improvement of the current situation of the historical heritage of the city, will contribute to the increase of the city's attractiveness and its organization as a regional cultural and tourism centre which is equipped with modern complex of communication and service institutions, and would lead to the integration of the urban environment and the formation of favourable habitat.

5.1 Shared Vision Objectives

1. Enhance tourism, aimed at the integrated use of natural and cultural potential of the region, increasing competitive attractiveness of Goris, strengthening cooperation with the neighbouring settlements
2. Revive the historical city, viewing it as preservation of heritage and a driving force for development of tourism
3. Promote development of creative fields, through a combination of natural and cultural landscape and intangible heritage, considering the existing potential in the IT sector and location on the historical Silk Road as an advantage
4. Improve the tools of increasing educational and public awareness, to promote preservation of heritage, development and spreading of related fields
5. Create environments necessary to lead healthy lifestyles, developing the urban management infrastructures and popularizing environmentally friendly production

6. Actions

The sum of the main objectives targeted to the improvement of the historical environment of the community, creation of a favourable environment and economic development of the community includes the 5 main problems (spheres) presented below, and the sequence of actions targeted to the implementation of those objectives with their detailed description.

1. Tourism Development targeted to the integrated utilization of the natural and cultural potential of the region by raising the competitive attractiveness of Goris as a founding point and reinforcing the cooperation with the surrounding settlements.

1. Construction of a new tourism infrastructure on the way to Kapan; planning and development of economic development relations and operational links between the city and the neighbouring regions.
2. Organization of cultural initiatives (celebrations, cultural events, competitions and thematic exhibitions) developing the cultural tourism and supporting the related businesses.
3. Rehabilitation of traditional and artistic crafts, promotion, development and implementation of projects targeted to souvenir production and craftsmanship, including direct sponsorship, preserving the traditional methods and materials.
4. Organization of events, like traditional popular art and other festivals, summer schools, specialists meetings and fairs in historical places.
5. Implementation of impressive events in the city (in the example of Tatev Ropeway and Khdzorsk Bridge).
6. Development of local traditional construction industries, particularly production of roof tiles, creation of carpenter workshops.
7. Development of hop, beans, mulberry vodka and other local specific agricultural production.
8. Implementation of projects targeted to ecotourism, highlighting the importance of winter and health resort (SPA) tourism development.
9. Provision of an area for a tent camp.
10. Creation of new tourism attractions (SPA, festivals) to overcome the seasonality of tourism.
11. Diversification of transportation means, Tourist buses or carriages in one route that would operate in a circular pattern in the historic centre.
12. Planting of small, non-productive mulberry trees in the centre of the city, because mulberry is considered as the brand of the city.
13. Vitalization of the urban life creating recreation places and carrying out cultural initiatives.
14. Annual festivals presenting the local traditions.

2. Revitalization of the Historic City viewing it as a development force for heritage preservation and tourism development.

1. Restoration of the former bath house located in the central part of the city, to contribute to the completion of urban planning of that part and its integration into the historical environment.
2. Taking steps related to the ideas of future use of a penitentiary institution.
3. Rehabilitation of heritage environment in the historical centre, highlighting its quality and operational aspects, particularly removing the irrelevant additional constructions and restoring the infrastructures connected with the rain water drainage and recirculation opportunities.

4. Re-evaluation of the role of public areas and implementation of projects targeted to the development of their functions; landscaping of the areas.
5. Modernization of the streets in the historic centre, in particular highlighting the need for the development and preservation of the pavements and rainwater canals.
6. Review of the communication system of the city, in particular highlighting significance and developing the pedestrian and bicycle movement systems and their integration into the urban and regional ones.
7. Improvement of the football sport stadium surroundings and development of that urban function.
8. Reconstruction of Geological Museum.
9. Restoration of caves in Verishen and Old Goris areas.
10. Integrated rehabilitation of the elements present on the valuable sections of historical buildings (balconies, windows).
11. Implementation of steps targeted to the preservation and modernization of the Soviet heritage of the city.
12. Study of the 5th front of the city and implementation of steps targeted to its rehabilitation and development.
13. Study, popularization and rehabilitation of the Birds Houses district.
14. Transfer of the prison to the outskirts of the city; transformation of the building into a hotel (tourism attraction).
15. Completion of the unfinished construction in Komitas street, making it a bank, a shop or a catering place.
16. Reformation of industrial zones attributing them other functions (residual, educational act).
17. Transfiguration of the city square into a more representative one with cross stones that can be placed on pedestals or on the grass.
18. Lighting of the historic part of the city centre with decorative illuminating elements typical to that part of the city.

3. Promote the development of creative industries in combination with natural and cultural landscape and non-tangible heritage, viewing the potential available in the IT sphere and the fact of being situated on historical Silk Road as advantages.

1. Modernization of street furnishing and street illumination.
2. Diversification of transportation means, (public transport, alternative transport), public transport and stations to reach the historic village:
3. Preparing signs with the street names and pointing out the significance of heritage.
4. Revitalization of Grigor Tatevatsi administrative square, by creating a connection between the centre of the city and the pedestrian access to the public square and Victory Square, promoting the continued flow of pedestrians.
5. Revitalization of cultural heritage through the help of old or abandoned buildings' recovery and re-utilization projects, protecting the cultural and natural heritage from destruction.
6. Transformations of the industrial zone to creative technologies centre (studies into cultural and creative industry, cultural theories, history of culture) as a driving force of knowledge-based economy.
7. Construction of stops.

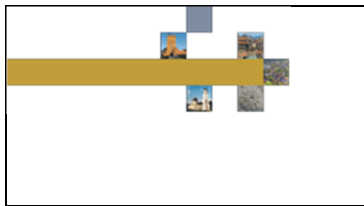

4. Improve the educational and public information means aiming to support the development and dissemination of heritage preservation and related fields.

1. Creation of a city brand, highlighting the specific features of heritage.
2. Organization of promotional campaigns presenting the natural and cultural potential, aiming to raise the common level of awareness about the cultural and economic potential of Goris.
3. Implementation of educational programmes about the significance of heritage and the need for its preservation in secondary schools.
4. Involvement of citizens and stakeholders in the urban development decision-making process.
5. Informing the residents about their heritage and its value, highlighting the tourism development results due to heritage and presenting the risk factors (market manipulations, imitating transformation of historical environment, etc.).
6. Constant information dissemination in order to make the tourism revitalization and development results visible.
7. Development and popularization of the examples of reconstruction of historical environment of the city.
8. Regular publications and news programmes about heritage values.
9. Installation of information billboards near the monuments.
10. Creation and dissemination of a complete city map.
11. Formation of associations in the communities, that decide their internal rules by themselves (self-regulation structures), for example an association of hotel owners.
12. Development of coordinated and commonly accepted regulation on signs and advertisement boards.

5. Shape an environment necessary for healthy life developing the urban management infrastructure and popularize ecologically clean production.

1. Cleaning the areas on the Vararak river banks from waste and abandoned buildings.
2. Modernization of utility services.
3. Waste management by reduction of environmental risks, in particular excluding the illegal landfills near the Vararak river bed and on its banks, as well as sorting, recycling and re-utilization of waste.
4. Modernization of the sewerage system and building of the main collector, with the aim to reduce the pollution of the river and its environmental risks.
5. Improvement of public green spaces taking into consideration of the local traditions and modern global experience
6. Improvement of the river bed and stabilization measures, using protective headwalls, integrating it with the green system of the city.
7. Building and operation of an urban treatment facility.

7. Appendix. Action Description

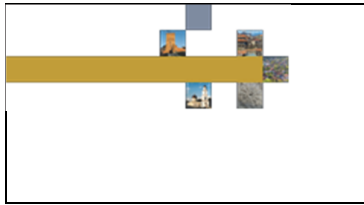
	<p>COMUS PROJECT PILOT CITY GORIS REFERENCE PLAN ACTION N° 1 (1.1)</p>	
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7.1. Construction of a new tourism infrastructure on the way to Kapan

<p>Position</p> 	
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Basic Description of the Action	
Summary	Implementation of impressive initiatives in the city that would contribute to the raised awareness about the city (Like Tatev Ropeway and Bridge of Khndzoresk).
Challenge(s) to which the action is targeted	Goris will soon face the risk of getting into a road margin with the construction of the new highway that will pass by the city. Thus, there might be a situation when a tourist would visit Tatev and Khndzoresk without entering into Goris.
Shared vision objective	1. Develop tourism targeted to the integrated use of the natural and cultural potential of the region, improving the competitive attractiveness of Goris as a basing point and reinforcing cooperation with the surrounding settlements.

Details of the action process: explanation of the objectives and the project	
Objectives	Development of new tourism destination. Building of a new and attractive tourism object.
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: October 2016 –October 2019 Risk: Scarce financial resources
Key Performers	
Involved Key Performers	Goris Municipality
Participation	Business sphere
Funding Sources	
Total Estimate and Funding Sources	Municipality Philanthropists Business People
Expected Results	
Results and Impact	Increased awareness of the city. Increased number of tourists. Overcoming the seasonality of tourism. Increase of the tourism revenues.
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris



COMUS PROJECT PILOT CITY: GORIS
 REFERENCE PLAN ACTION N° 2 (1.3)

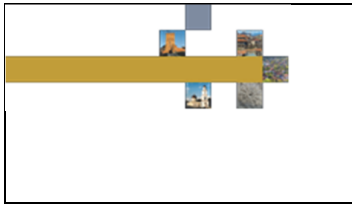



7.2. Rehabilitation of traditional and artistic trades

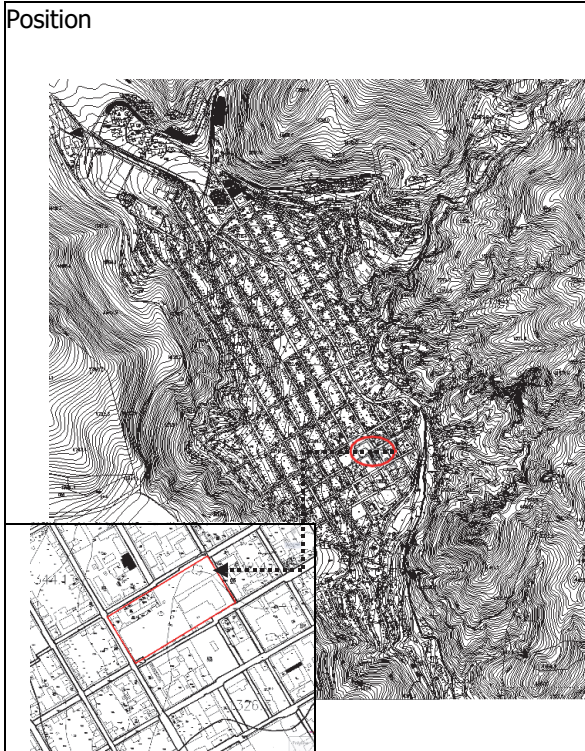



Basic Description of the Action	
Summary	Development and implementation of projects aimed at traditional and artistic trade production, including direct support.
Challenge(s) to which the action is targeted	Former handicraft traditions of the city are currently under the threat of extinction and being forgotten.
Shared vision objective	1. Develop tourism targeted to the integrated use of the natural and cultural potential of the region, improving the competitive attractiveness of Goris as a basing point and reinforcing cooperation with the surrounding settlements.

Details of the action process: explanation of the objectives and the project	
Objectives	Recovery of roof tile production Development of local traditional construction industries, in particular roof tile production, creation of carpentry workshops. Crafts activation and exhibition.
Deadlines, Priorities and Risks	Urgent Short-Term <u>Medium-Term</u> Long-Term Period: October 2016 – October 2017 Risk: Scarce financial resources, public will
Key Performers	
Involved Key Performers	Goris Municipality
Participation	Residents, Non-Governmental Organizations, Households
Funding Sources	
Total Estimate and Funding Sources	Municipality
Expected Results	
Results and Impact	Establishment of traditional craft shops. Production and sales of crafts materials. Provision of the crafts materials necessary for the historic cities
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avesnyan@hotmail.com
Other Documentary Sources	

	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 3 (1.6)</p>	
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7.3. Development of local traditional construction industries

<p>Position</p> 		
<p>Basic Description of the Action</p>		
<p>Summary</p>	<p>Encouragement to produce handicraft products and souvenirs, preserving traditional methods and materials.</p>	
<p>Challenge(s) to which the action is targeted</p>	<p>Goris is famous for its variety of local dishes and food products. Goris beans, mulberry, aveluk (sorrel) and local dishes are popular among all Armenians. The city has a great potential in this area to become a tourist centre of gastronomy, but local people are not enough conscious of the practice of making the hospitality culture also profitable. There are nearly no souvenir shops in the city, while there are a lot of masters involved in woodworking, handicrafts and carpet weaving.</p>	

Shared vision objective	1. Develop tourism targeted to the integrated use of the natural and cultural potential of the region, improving the competitive attractiveness of Goris as a basing point and reinforcing cooperation with the surrounding settlements.
Details of the Action process: objectives and the project explanation	
Objectives	Reveal the specifics, raise awareness and develop the production of beans, mulberry vodka and other local natural dishes and products Promotion of the production and sales of souvenirs advertising the city
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: September 2016 – September 2017 Risk: Lack of motivation among the residents and local producers
Key Performers	
Involved Key Performers	Goris Municipality
Participation	Public administration and Local Self-Governmental Organizations, Business representatives, local producers, residents aware of customs and traditions.
Funding Sources	
Total Estimate and Funding Sources	Municipality
Expected Results	
Results and Impact	Presentation and promotion of traditional local products Development of gastronomic tourism Revenue accumulation for Resident from the sales of own products
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avesyan@hotmail.com
Other Documentary Sources	



COMUS PROJECT PILOT CITY: GORIS
 REFERENCE PLAN ACTION N° 4 (1.10)





7.4. Creation of new tourism attractions (SPA, festivals) to overcome the seasonality of tourism.

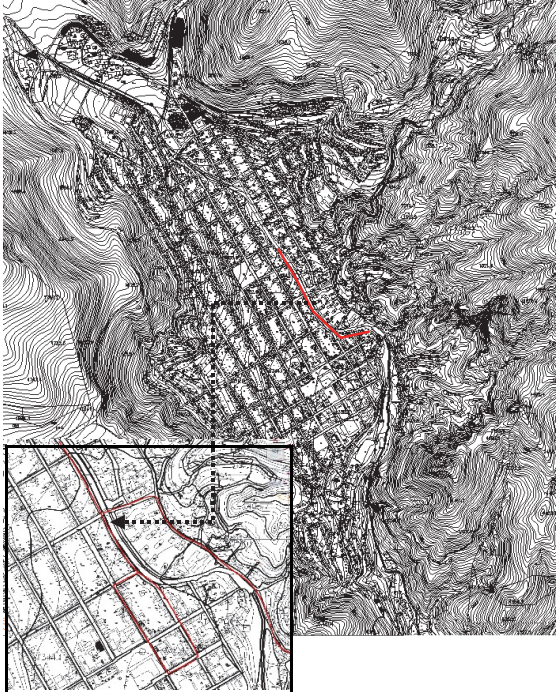



Basic Description of the Action	
Summary	To shape the description of the city as tourism centre attractive during four seasons of the year and present it properly in the international market.
Challenge(s) to which the action is targeted	During the recent years, the number of tourists visiting the city has dramatically increased however there is a highly expressed seasonal tourism. The reason is the lack of recreation places, winter, health tourism infrastructures and the limited number of cultural events.
Shared vision objective	Develop tourism targeted to the integrated use of the natural and cultural potential of the region, improving the competitive attractiveness of Goris as a basing point and reinforcing cooperation with the surrounding settlements.



Details of the action process: explanation of the objectives and the project	
Objectives	Implementation of programs aimed at the development of eco-tourism, highlighting the development of winter tourism and recreation, the creation of new tourism interests (SPA, festivals) to overcome the seasonality of tourism. Develop winter tourism through introduction of winter sports Vitalize the tourism events in the city
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: September 2016 – September 2019 Risk: Scarce financial resources
Key Performers	
Involved Key Performers	Goris Municipality
Participation	RoA Ministry of Economy, Armenia Development Fund, representatives of Businesses and international organizations
Funding Sources	
Total Estimate and Funding Sources	Municipality
Expected Results	
Results and Impact	Overcoming of tourism seasonality Increase of tourism revenues Increase in the number of tourists:
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avanesyan@hotmail.com
Other Documentary Sources	Four-Year Community Development Project Tourism development in Goris Project

	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 5 (1.11)</p>	
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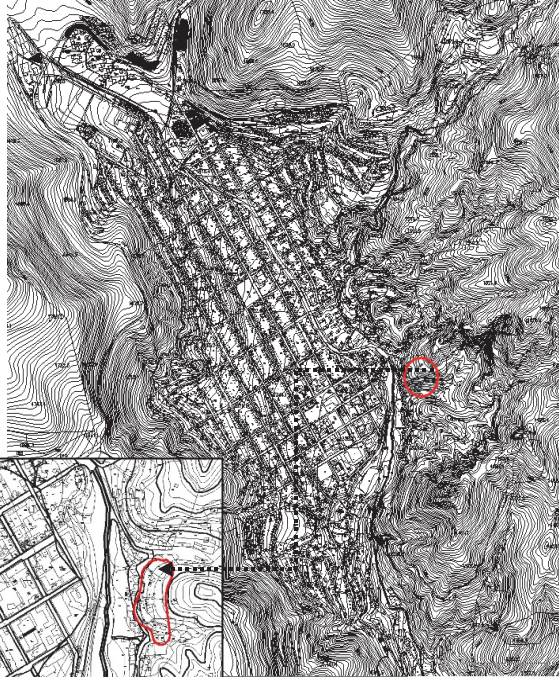

7.5. Diversification of transportation means

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<p>Basic Description of the Action</p>	
<p>Summary</p>	<p>Diversification of transportation means (public transport, alternative transport), public transport and stations to reach the historic village:</p>
<p>Challenge(s) to which the action is targeted</p>	<p>In the city the residents are transported via buses and minibuses. In order to organize intercommunity public transportation, the Municipality is regularly holding competitions of bus and mini-bus routes. The winning organizations perform transportation services in the defined period and manner for the residents, through transportation servicing of the routes</p>

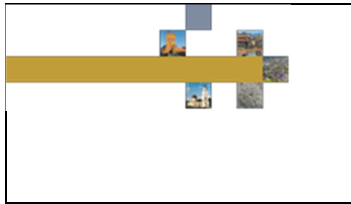

Shared vision objective	Promote the development of creative industries, the combination of natural and cultural landscapes and intangible heritage, considering the potential in the IT field and the fact of being located on the historic Silk Road as advantages.
Details of the action process: explanation of the objectives and the project	
Objectives	Tourist buses or carriages in one route that would operate in a circular pattern in the historic centre Operation of interesting transportation means taking to Old Goris Operation of open buses
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: September 2016 – September 2019 Risk: Scarce financial resources
Key Performers	
Involved Key Performers	Goris Municipality
Participation	Local Self-Governmental Organizations, Business representatives, private transportation organizations, hotels
Funding Sources	
Total Estimate and Funding Sources	Municipality Business sphere
Expected Results	
Results and Impact	Creation of new tourist attractions Facilitation of movement in the city
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avanesyan@hotmail.com
Other Documentary Sources	

	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 6 (1.14)</p>	
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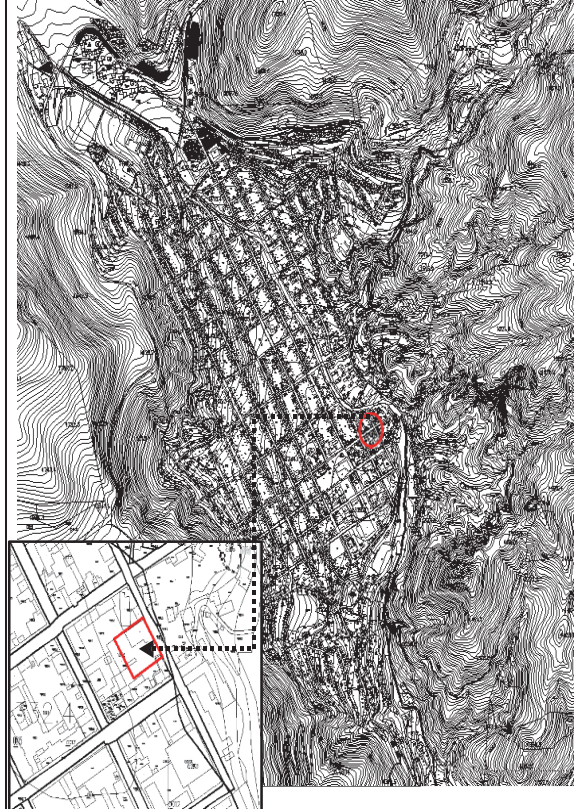

7.6. Annual festivals of local traditions

<p>Position</p> 	
<p>Basic Description of the Action</p>	
<p>Summary</p>	<p>Organization of cultural initiatives by developing cultural tourism and supporting the related businesses</p>
<p>Challenge(s) to which the action is targeted</p>	<p>Annual festivals and celebrations in the region are scarce. The Syunik traditions festival, Sheep Shearing Festival in Goris, Days of Goris and Bakunts days traditional celebrations still are not sufficient by scale to ensure a large flow of tourists.</p>

Shared vision objective	1. Develop tourism targeted to the integrated use of the natural and cultural potential of the region, improving the competitive attractiveness of Goris as a basing point and reinforcing cooperation with the surrounding settlements.
Details of the action process: explanation of the objectives and the project	
Objectives	Organization of celebrations, cultural events, competitions, topical exhibitions Organization of traditional popular craft and other festivals, summer schools and expert meetings and fares in the historic places Holding annual festivals on local traditions
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: October 2016 – October 2017 Risk: scarce financial resources, lack of public activeness
Key Performers	
Involved Key Performers	Goris Municipality
Participation	Residents, Non-Governmental Organizations, Ministries, Business sphere:
Funding Sources	
Total Estimate and Funding Sources	Municipality
Expected Results	
Results and Impact	Vitalization of cultural life Development of cultural tourism Increase of tourist flow Development of related businesses
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avanessian@hotmail.com
Other Documentary Sources	

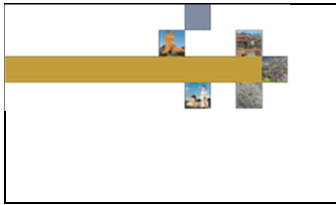

	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 7 (2.1)</p>	
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7.7. Restoration of the former bathhouse building located in the central part of the city

<p>Position</p> 	
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Basic Description of the Action	
Summary	Restore the former bath-house building located in the central part of the city, contributing to the integration of that part of the city into the city public system.
Challenge(s) to which the action is targeted	The former school and bath house, the only three-story building in the city made of polished stones (was damaged due to fire). This building is unique in the city, is registered in the monuments inventory list, is an urban landmark in the city, is situated in an area accessible from the centre, the main wall is fully preserved, is gradually ruining because of not being renovated for a long period and the loss of roof sections, is under the influence of precipitations and there is a risk to lose it

Shared vision objective	2. To revitalize the historic city, viewing it as a motor for heritage preservation and tourism development.:
Details of the action process: explanation of the objectives and the project	
Objectives	Save the building through attribution of a new function to it; Reorganize it as a centre for creative technologies with a conference hall; Reconstruction and revitalization of a building of historical value in the historic centre of the city.
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: September 2016 – September 2020 Risk: Scarce financial resources
Key Performers	
Involved Key Performers	Goris Municipality, Private Firms International Organizations
Participation	Public administration and Local Self-Governmental Organizations, Business Sphere, International Organizations:
Funding Sources	
Total Estimate and Funding Sources	Municipality Regional Governor's Office Credit Funds Grant Projects
Expected Results	
Results and Impact	New training centre for the city; Revitalization of a threatened building of historical value; Integration of the urban environment, improvement of the aesthetic appearance.
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avanessian@hotmail.com
Other Documentary Sources	Historical and cultural study plan of the city of Goris and the concept for the project of reconstruction and re-utilization of its individual parts. General plans of the city of Goris developed in "Armproject" Institute during different years. RoA resettlement master plan. Four-Year Community Development Plan

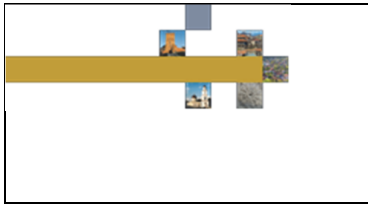

	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 8 (2.2)</p>	
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7.8. Taking steps related to the ideas of future use of a penitentiary institution

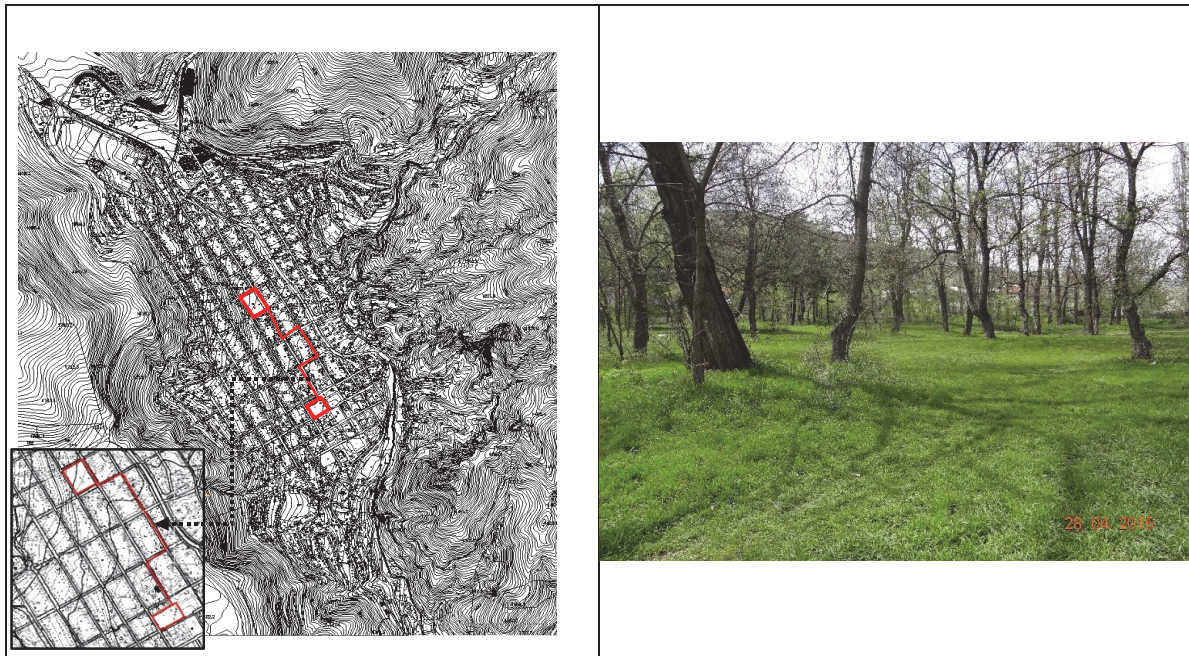
<p>Position</p> 	
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Basic Description of the Action	
Summary	Taking steps related to the ideas of future use of a penitentiary institution, including studies and surveys, holding competitions for ideas and solutions.
Challenge(s) to which the action is targeted	This building that was constructed in 1812, initially served as a Russian military barrack and a prison, and then only as a prison since 1870. At that time Goris was not yet formed and the prison was built in an isolated place. Later the city was born and developed, and the prison was found in the centre of the settlement, surrounded by residential and administrative buildings. Goris penitentiary institution has a negative influence on the upbringing of the growing generation and the criminal situation in the region.

Shared vision objective	Develop tourism targeted to the integrated use of the natural and cultural potential of the region, improving the competitive attractiveness of Goris as a basing point and reinforce cooperation To revitalize the historic city, viewing it as a motor for heritage preservation and tourism development
Details of the action process: explanation of the objectives and the project	
Objectives	Transfer of the prison to the outskirts of the city; transformation of the building into a hotel complex.
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: October 2016 – October 2020 Risk: Scarce financial resources
Key Performers	
Involved Key Performers	Goris Municipality Local and Foreign Investors
Participation	Residents, Public administration and Local Self-Governmental Organizations, Non-Governmental Organizations, Business sphere:
Funding Sources	
Total Estimate and Funding Sources	Municipality Regional Governor's Office Foreign Investments
Expected Results	
Results and Impact	Elimination of crime and criminal environment. Establishment of a new object for tourist attraction. Job creation
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avesnyan@hotmail.com

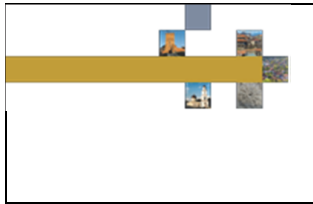

	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 9 (2.4)</p>	
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7.9. Revaluation of the role of public spaces and implementation of projects aimed at its functions, landscaping of areas

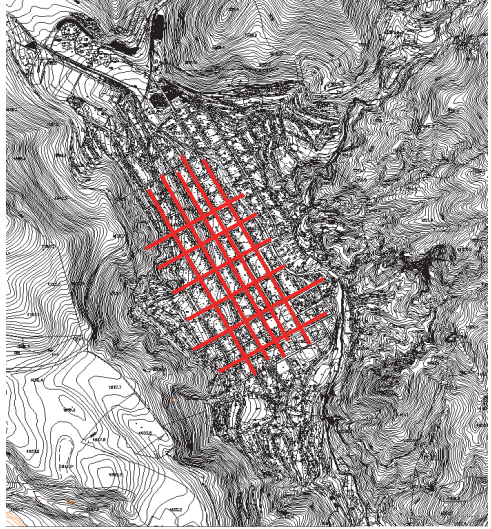



Basic Description of the Action	
Summary	Improvement of public green spaces taking into consideration of the local traditions and modern global experience
Challenge(s) to which the action is targeted	382 hectares of Goris city administrative territory are green spaces – parks, gardens, farmlands, the majority of which currently needs restoration measures of large volume. There are a few flower gardens, lawns and landscaped parks and gardens.
Shared vision objective	5. Shape an environment necessary for healthy life, through developing the urban management infrastructures and popularize environmentally friendly production.

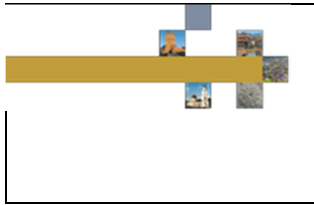
Details of the action process: explanation of the objectives and the project	
Objectives	Creation of landscaped public spaces Improvement of the available green zones Improvement in line with local traditions Application of international professional expertise
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: September 2016 – September 2020 Risk: Scarce financial resources
Key Performers	
Involved Key Performers	Goris Municipality
Participation	Residents, public environmental organizations, local institutions, International Organizations:
Funding Sources	
Total Estimate and Funding Sources	Municipality Regional Governor's Office Grant Projects
Expected Results	
Results and Impact	Design of the aesthetic appearance of the city, creation of green zones in line with local traditions, introduction of new technologies for the development of the green zones.
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avanesyan@hotmail.com

	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 10 (2.5)</p>	
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7.10. Modernization of the streets in the historic centre, in particular paying attention to the development and maintenance of pavements and rainwater canals

<p>Position</p> <div style="display: flex; justify-content: space-around;">   </div>	
<p>Basic Description of the Action</p>	
<p>Summary</p>	<p>Modernization of the streets in the historic centre, in particular paying attention to the development and maintenance of pavements and rainwater canals.</p>
<p>Challenge(s) to which the action is targeted</p>	<p>The city pavements and channels are mainly in poor condition. In spring the pavements become less passable, because in some sections the streets are fully covered with grass. The problem becomes more acute during the floods. People walk in the streets where there is traffic, endangering their lives.</p>
<p>Shared vision objective</p>	<p>To revitalize the historic city, viewing it as a motor for heritage preservation and tourism development.:</p>
<p>Details of the action process: explanation of the objectives and the project</p>	
<p>Objectives</p>	<p>To improve and asphalt the pavements to ensure safe traffic of people Construct and repair the community anti-flood Systems, by taking care of the physical protection of the community urban planning fund. Increase the capacity of some currently operating pipes.</p>

Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: March 2017- March 2019 Risk: Scarce financial resources
Key Performers	
Involved Key Performers	Goris Municipality
Participation	Residents, Non-Governmental Organizations, Local Self-Governmental Organizations, Community Managed and Communal Economy organizations
Funding Sources	
Total Estimate and Funding Sources	Municipality Regional Governor's Office
Expected Results	
Results and Impact	Construction of passable and improved pavements Cleaning of water canals, renewal of the edge stones
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avanesyan@hotmail.com
Other Sources	Documentary



COMUS PROJECT PILOT CITY: GORIS
 REFERENCE PLAN ACTION N° 11 (2.7)

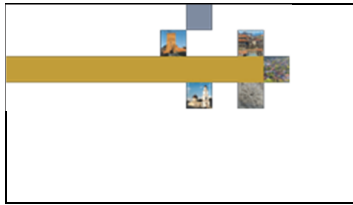



7.11. Improvement of the Football sport stadium surroundings and development of this urban function



Position

Basic Description of the Action	
Summary	2.7 Improvement of the Football sport stadium surroundings and development of this urban function
Challenge(s) to which the action is aimed at	Chess School named after A. Ordyan, Goris regional youth sport school of the Syunik region and Goris youth sport school operate in Goris. The latter has 195 pupils, 80 of which in football groups.
Shared vision objective	2. To revitalize the historic city, viewing it as a motor for heritage preservation and tourism development.:
Details of the action process: explanation of the objectives and the project	
Objectives	Football stadium field repair Introduction of new forms of sport Property Acquisition

	Improvement of the football stadium surroundings and ensuring security
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: September 2016 – September 2020 Risk: scarce financial resources, lack of interest on the state level
Key Performers	
Involved Key Performers	Goris Municipality
Participation	RoA Ministry of Youth and Sport, RoA Football Federation
Funding Sources	
Total Estimate and Funding Sources	Municipality Syunik Regional Governor's Office
Expected Results	
Results and Impact	Revitalization of the sport life of the city Upbringing of healthy generation Restoration of successful traditions in the sphere of football
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avanesyan@hotmail.com
Other Documentary Sources	

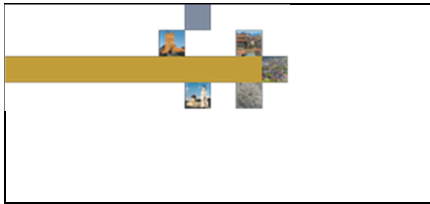

	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 12 (2.8.)</p>	
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7.12. Renovation of Geological Museum



<p>Position</p> 	
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Basic Description of the Action	
Summary	Renovation of Geological Museum and review of the museum system of the city.
Challenge(s) to which the action is targeted	Geological Museum was built in 1940s. More than 5000 exhibits are preserved in the museum, which are mainly geological materials. The building capacity is not enough to fully exhibit the samples. The building does not in general correspond to the needs of the museum; it does not have a heating, ventilation and security system.
Shared vision objective	2. To revitalize the historic city, viewing it as a motor for heritage preservation and tourism development.:

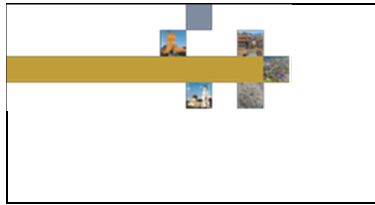
Details of the Action process: objectives and the project explanation	
Objectives	Construction of a typical museum building Presentation of exhibitions on scientific level Recruitment of specialist Passportization of the museum fund Renewed and modernized display of the exhibits with translation Inclusion of museum visits into the tourism packages
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: October 2016 – October 2020 Risk: Scarce financial resources
Key Performers	
Involved Key Performers	Goris Municipality
Participation	RoA Ministry of Culture
Funding Sources	
Total Estimate and Funding Sources	Municipality Regional Governor's Office
Expected Results	
Results and Impact	Vitalization of the city cultural life Valuing and presenting the museum Increasing tourism attractiveness
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avanesyan@hotmail.com
Other Documentary Sources	Four-Year Goris development plan for 2013-2016

	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 13 (2.9)</p>	
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7.13. Restoration of caves on the territories of Verishen and Old Goris

<p>Position</p> 		
<p>Basic Description of the Action</p>		
<p>Summary</p>	<p>Restoration of caves on the territories of Verishen and Old Goris</p>	
<p>Challenge(s) to which the action is targeted</p>	<p>The epistemological and other monuments of historical and architectural value that are preserved from Old Goris, natural and artificial shelters are almost left without operation and not used in the best way.</p>	
<p>Shared vision objective</p>	<p>To revitalize the historic city, viewing it as a motor for heritage preservation and tourism development.:</p>	
<p>Details of the action process: explanation of the objectives and the project</p>		
<p>Objectives</p>	<p>Renovate the Old Goris settlement, by transferring the caves and the houses to exhibition halls and recreation centres.</p>	

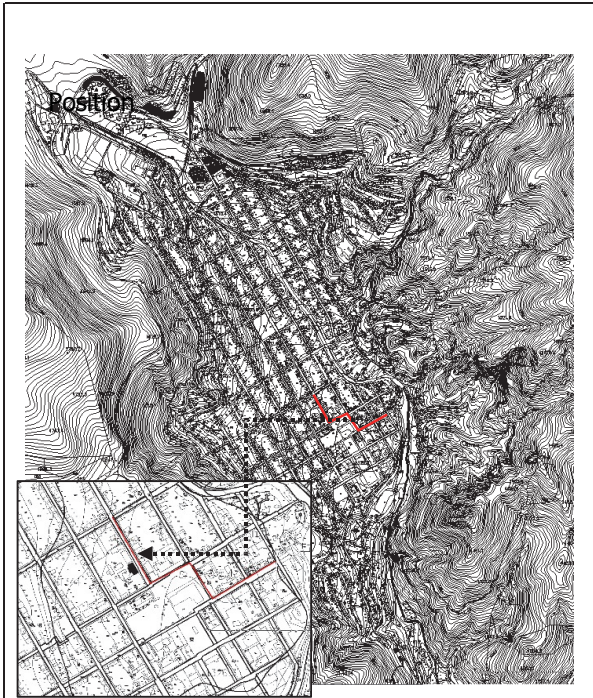
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: October 2016-October 2020 Risk: Scarce financial resources
Key Performers	
Involved Key Performers	Goris Municipality
Participation	Local Self-Governmental Organizations, International Organizations:
Funding Sources	
Total Estimate and Funding Sources	Municipality Grant Funds
Expected Results	
Results and Impact	Rehabilitation of Old Goris area and its use in line with the modern life requirements Transformation of the Old Goris into a historic zone Transformation into a coordinated tourism centre
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avesnyan@hotmail.com
Other Documentary Sources	Historical and cultural study plan of the city of Goris and the concept for the project of reconstruction and re-utilization of its individual parts. General plans of the city of Goris developed in "Armproject" Institute during different years: RoA Resettlement Master Plan Four-year community development plan



COMUS PROJECT PILOT CITY: GORIS
 REFERENCE PLAN ACTION N° 14 (2.10)

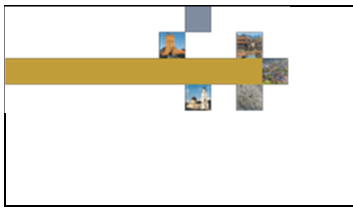



7.14. Unified restoration of elements present in the valuable sections of historical construction (balconies, windows).

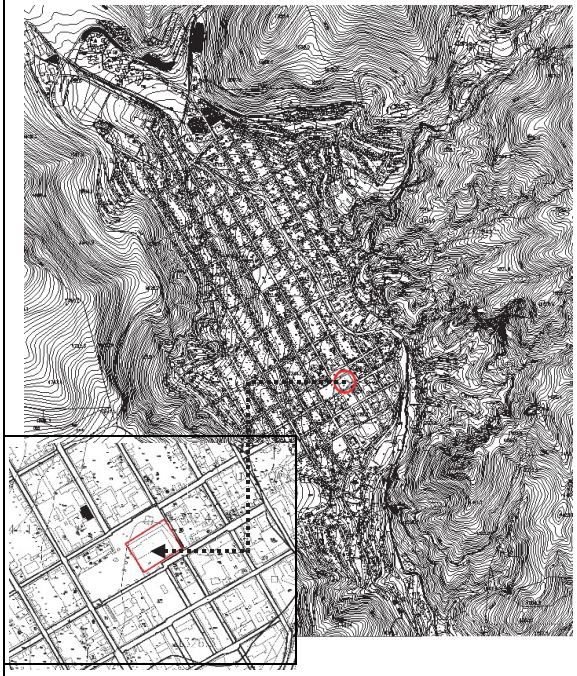
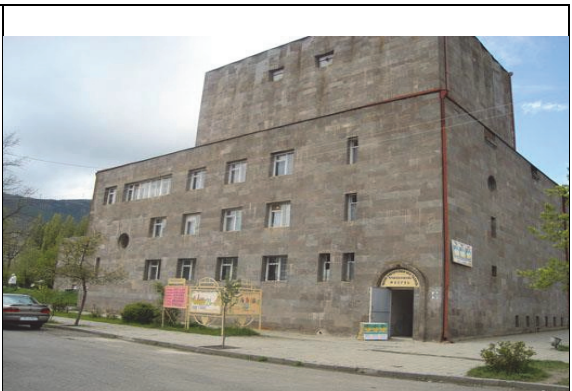


Basic Description of the Action	
Summary	2.10 Unified restoration of elements present in the valuable sections of historical construction (balconies, windows).
Challenge(s) to which the action is targeted	The external facades of Goris residential houses are distinguished by their clear and precise design. They have a great architectural and artistic value and are in great harmony both with each other and the surrounding nature. Windows and balconies are important components of the urban plans of the residential houses. The windows are rather wide - 1, 5-2m, the doors are double. Balconies looking over the street are designed with nice wooden or metal bars.

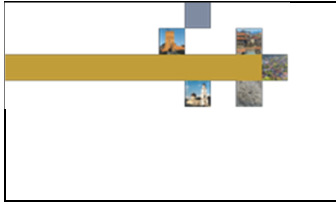

Shared vision objective	2. Revitalize the historic city viewing it as a development motor for the preservation of heritage and promotion of tourism
Details of the action process: explanation of the objectives and the project	
Objectives	Restore the building tradition elements of artistic and architectural value.
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: October 2016 – October 2018 Risk: Lack of willingness of the owners and scarce financial means
Key Performers	
Involved Key Performers	Goris Municipality
Participation	Residents, Public administration and Local Self-Governmental Organizations, Civil Society
Funding Sources	
Total Estimate and Funding Sources	Municipality Regional Governor's Office
Expected Results	
Results and Impact	Preservation and restoration of traditional elements presenting the profile of the city Ensuring aesthetic appearance typical for the city
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avesyan@hotmail.com
Other Documentary Sources	Historical and cultural study plan of the city of Goris and the concept for the project of reconstruction and re-utilization of its individual parts. General plans of the city of Goris developed in "Armproject" Institute during different years:

	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 15 (2.11)</p>	
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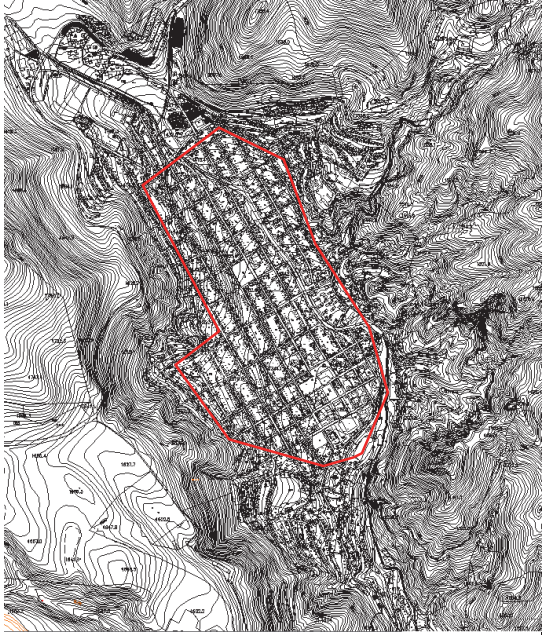

7.15. Implementation of steps aimed at the preservation and modernization of the Soviet heritage of the city.

<p>Position</p> 		
<p>Basic Description of the Action</p>		
<p>Summary</p>	<p>Perform steps to contribute to the preservation and development of Soviet heritage of the city.</p>	
<p>Challenge(s) to which the action is targeted</p>	<p>During the Soviet era Goris was totally reformed and became a beautiful and well-built city. Private houses, public buildings, health, cultural and educational institutions were built there. It used to have secondary schools, agrarian college, state theatre, culture centre, armenology museum, libraries and a university. Goris also became a modern industrial centre in that period.</p>	

Shared vision objective	2. Revitalize the historic city viewing it as a development motor for the preservation of heritage and promotion of tourism
Details of the action process: explanation of the objectives and the project	
Objectives	Consider also the Soviet heritage. It is not only historical heritage that shapes the profile of the city.
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: September 2016 – September 2019 Risk: Scarce financial resources
Key Performers	
Involved Key Performers	Goris Municipality
Participation	
Funding Sources	
Total Estimate and Funding Sources	Municipality Regional Governor's Office
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avanesyan@hotmail.com

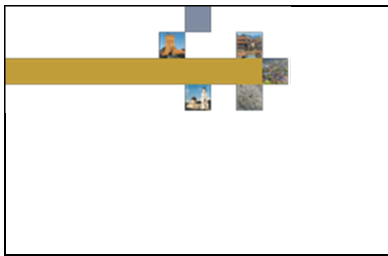
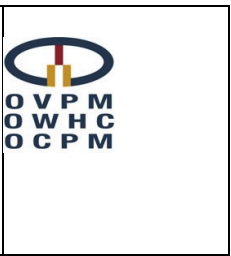
	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 16 (2.12)</p>	
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7.16. Study of the 5th front of the city and implementation of steps aimed at its recovery and development.

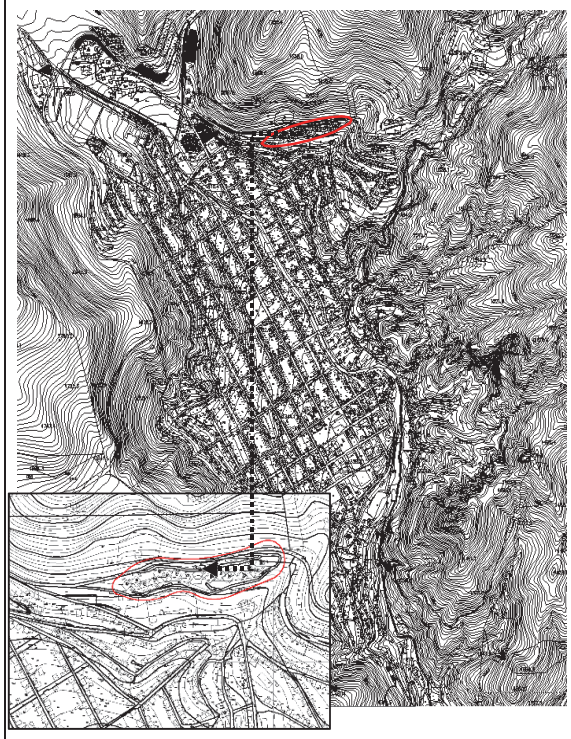

<p>Position</p> 	
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Basic Description of the Action	
Summary	2.12 Study of the 5th front of the city and implementation of steps aimed at its recovery and development.
Challenge(s) to which the action is targeted	Red roofs that are considered as unique features of the city panorama are endangered because currently after the repairs those are replaced with white tin roofs.
Shared vision objective	2. Revitalize the historic city viewing it as a development motor for the preservation of heritage and promotion of tourism

Details of the action process: explanation of the objectives and the project	
Objectives	Study of the 5th front of the city. Restoration and authentication of roofs Recognition of the red roofs as the city brand
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: September 2016 – September 2020 Risk: Scarce financial resources
Key Performers	
Involved Key Performers	Goris Municipality Regional Governor's Office
Participation	Public administration and Local Self-Governmental Organizations:
Funding Sources	
Total Estimate and Funding Sources	Municipality Regional Governor's Office Credit Funds
Expected Results	
Results and Impact	Preservation and recovery of the specifics of the city panorama Integration of the urban environment and improvement of aesthetic appearance
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avanesyan@hotmail.com
Other Documentary Sources	Historical and cultural study plan of the city of Goris and the concept for the project of reconstruction and re-utilization of its individual parts. Goris general plans developed in "Armproject" during various years. RoA resettlement master plan. Four-Year Community Development Plan

	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 17 (2.13)ACTION N° 3 (2.13)</p>	
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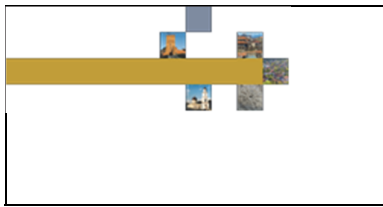

7.17. Study, popularization and recovery of the Bird nests district.

<p>Position</p> 	
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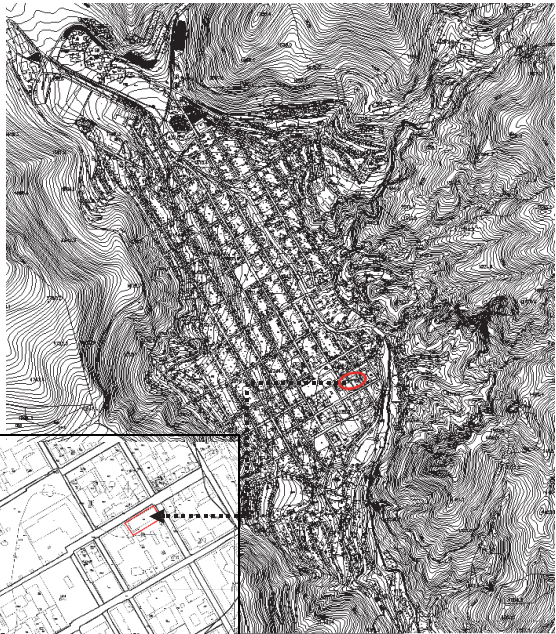

Basic Description of the Action	
Summary	2.13 Study, popularization and recovery of the Bird nests district
Challenge(s) to which the action is targeted	<p>In the Soviet era the unique relief structure Goris gave rise to a district that was named "Vanguard". People residing here further found a more specific name for their district, calling it "Bird Nests". Residential houses built in the style of private houses, despite that is strange, have a status of an apartment building, though it is difficult to believe in it from the first sight. There is no common entrance as such Balcony of one house is the roof of the other one and vice versa, as if the houses are weaved in a single whole and each of those is simultaneously a separate unit. However the value of this most colourful district of the city is not fully realized both by the locals and others.</p>

Shared vision objective	2. To revitalize the historic city, viewing it as a motor for heritage preservation and tourism development.
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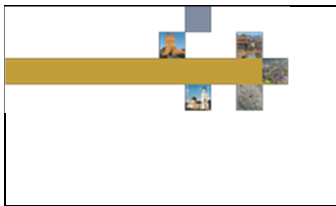
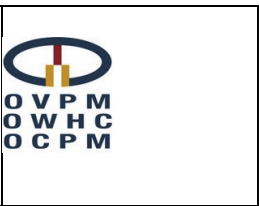
Details of the action process: explanation of the objectives and the project	
Objectives	Study of the "Birds' Nests" district, clear understanding of its architectural value. Restoration and preservation of the district.
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: September 2016 – September 2020 Risk: Scarce financial resources
Key Performers	
Involved Key Performers	Goris Municipality Private firms International Organizations
Participation	Public administration and Local Self-Governmental Organizations, Business representatives, International Organizations:
Funding Sources	
Total Estimate and Funding Sources	Municipality Regional Governor's Office Credit Funds Grant Projects
Expected Results	
Results and Impact	Development of new tourism destination of "Birds' Nests", revealing and advertising its architectural significance.
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avanesyan@hotmail.com
Other Documentary Sources	

	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 18 (2.15)</p>	
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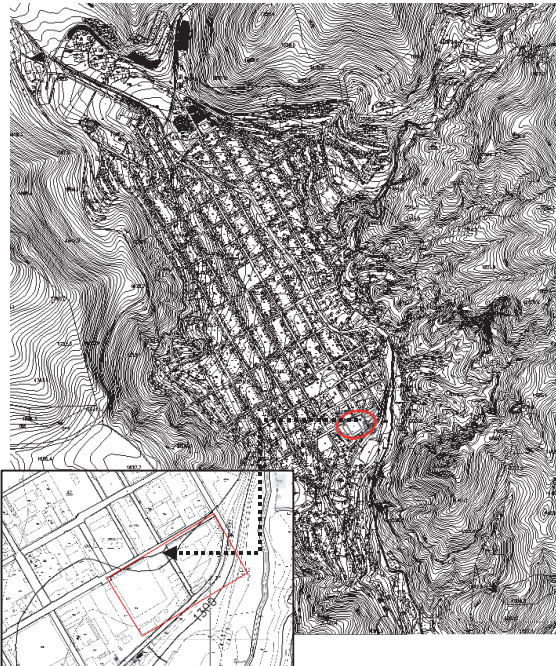

7.18. Completion of construction of the unfinished building in Komitas Street, as a bank, store or a catering facility.

<p>Position</p> 		
<p>Basic Description of the Action</p>		
<p>Summary</p>	<p>Completion of the unfinished constructions.</p>	
<p>Challenge(s) to which the action is targeted</p>	<p>There are unfinished constructions in the city that are privatized; however it is more than 20 years that nothing is done to complete their construction. In their current condition those distort the common appearance of the city.</p>	
<p>Shared vision objective</p>	<p>2. To revitalize the historic city, viewing it as a motor for heritage preservation and tourism development.</p>	
<p>Details of the Action process: objectives and the project explanation</p>		

Objectives	Completion of the construction works of the unfinished buildings located in the historic centre. Development of mechanisms to influence the owners. Finishing of the unfinished constructions to make those tourism attraction places (recreation place, trade centre, and cinema).
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: September 2016 – September 2022 Risk: Scarce financial resources
Key Performers	
Involved Key Performers	Goris Municipality Syunik Regional Governor's Office
Participation	Owners, Public administration and Local Self-Governmental Organizations, Business sphere:
Funding Sources	
Total Estimate and Funding Sources	Municipality Regional Governor's Office
Expected Results	
Results and Impact	Integration of the urban environment, improvement of the aesthetic appearance. Completing the construction of unfinished buildings and attribution of new functions to them.
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avesnyan@hotmail.com
Other Documentary Sources	Historical and cultural study plan of the city of Goris and the concept for the project of reconstruction and re-utilization of its individual parts. General plans of the city of Goris developed in "Armproject" Institute during different years: RoA resettlement master plan: Four-Year Community Development Plan

	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 19 (2.16)</p>	
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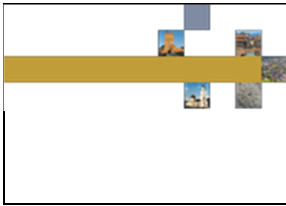
7.19. Transformation of industrial zones, attributing other functions to them.

<p>Position</p> 	
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Basic Description of the Action	
Summary	Transformation of the industrial zone into a creative technology education centre.
Challenge(s) to which the action is targeted	The former industrial zone of the city is currently in a state of inaction. The former industrial enterprises do not operate here anymore. There is nearly no flow of people to this part of the city. At the same time it is close to the central part of the city, which contributes to its attractiveness.
Shared vision objective	Contribute to the development of creative spheres in combination with natural and cultural landscape and viewing the potential

	available in the IT sphere and the fact of being located on the historical Silk road as advantages.
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Details of the action process: explanation of the objectives and the project	
Objectives	Transformation of the industrial zone into a creative technology education centre as a driving force for the knowledge-based economy. Vitalization and integration of the industrial zone to the historical district. Involvement of youth in the creative sphere - studies in cultural and creative industry, cultural theories, history of culture.
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: September 2016 – September 2025 Risk: Scarce financial resources
Key Performers	
Involved Key Performers	Goris Municipality, Private Firms, IT companies, International Organizations
Participation	Public administration and Local Self-Governmental Organizations, Business representatives, Local and International IT Organizations:
Funding Sources	
Total Estimate and Funding Sources	Municipality Regional Governor's Office Credit Funds Grant Projects
Expected Results	
Results and Impact	Development of creative spheres, using the available intellectual potential. Efficient use of former industrial buildings and areas.
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avanesyan@hotmail.com
Other Documentary Sources	





7.20. Lighting of the historical part of the city centre with the special lighting elements typical to that part.

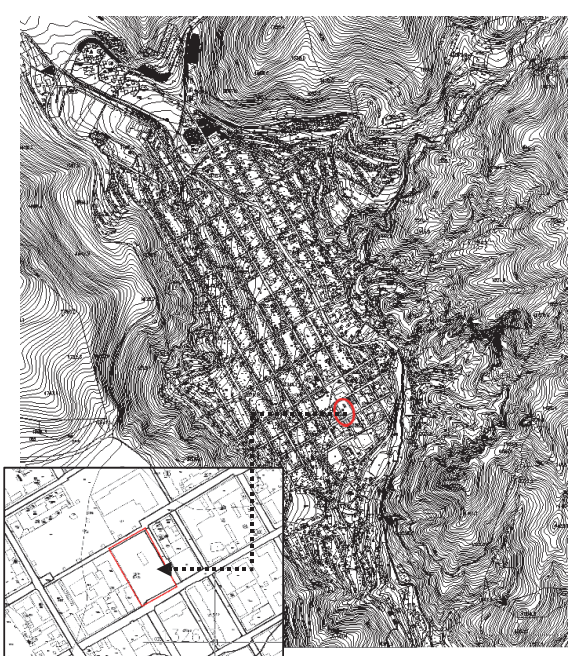

<p>Position</p>	
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Basic Description of the Action	
Summary	Planning and implementation of integrated artistic lighting.
Challenge(s) to which the action is targeted	Although the problem of street lighting has been nearly solved in the historic centre of the city, there still is an issue connected with the need to extend the lighting network, use similar illuminators and ensure artistic lighting.

Shared vision objective	2. To revitalize the historic city, viewing it as a motor for heritage preservation and tourism development.
Details of the Action process: objectives and the project explanation	
Objectives	Extension of lighting network in the historic centre. Addition of lighting points in other parts of the city. Installation of illuminators with traditional ornaments. Ensuring similar quality and form of the illuminators.
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: September 2016 – September 2019 Risk: Scarce financial resources
Key Performers	
Involved Key Performers	Goris Municipality
Participation	N/A
Funding Sources	
Total Estimate and Funding Sources	Municipality Regional Governor's Office Credit Funds
Expected Results	
Results and Impact	Increased security and attractiveness
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avanesyan@hotmail.com



	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 21 (3.4)</p>	
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7.21. Revitalization of Grigor Tatevatsi Square.

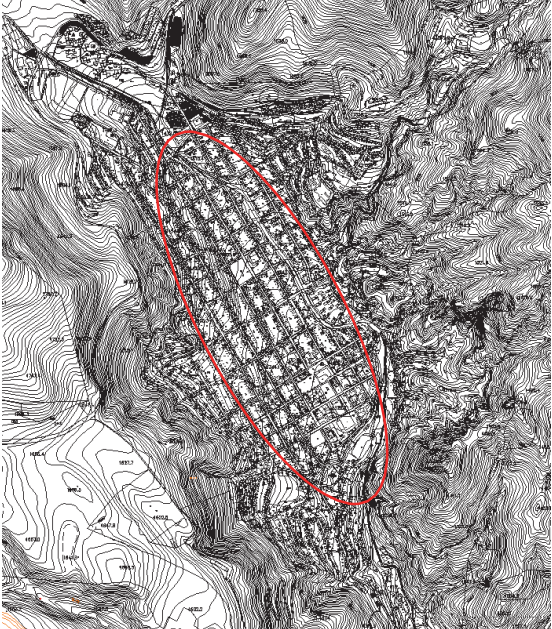

 <p>Position</p>	
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Basic Description of the Action	
Summary	Transfiguration of the city square into a more representative one, creating connections with the adjacent recreation zones.
Challenge(s) to which the action is targeted	The central square of the city does not have a clear target, does not serve either as a recreation zone or an administrative or representative square.
Shared vision objective	2. To revitalize the historic city, viewing it as a motor for heritage preservation and tourism development.:
Details of the action process: explanation of the objectives and the project	

Objectives	Revitalization of Grigor Tatevatsi administrative square, creating connections with the centre of the city toward the public park and victory park entrances, and promoting the continuous flow of pedestrians. Giving a more representative appearance to the square, for example via installing cross stones on pedestals or on the grass.
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: September 2016 – September 2018 Risk: Scarce financial resources and political will
Key Performers	
Involved Key Performers	Goris Municipality
Participation	Local Self-Governmental Organizations
Funding Sources	
Total Estimate and Funding Sources	Municipality
Expected Results	
Results and Impact	Transformation of the G. Tatevatsi square with the attribution of concrete functions to it. Ensuring uninterrupted connection from the administrative square to the park and the historical centre.
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s)	If the reader looks for additional information, whom he/she could contact
Contact Information	Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avanesyan@hotmail.com

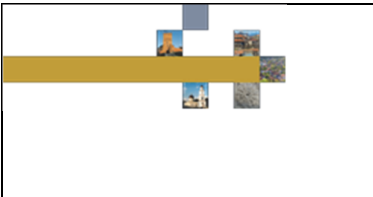

	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 22 (3.7)</p>	
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7. 22. Construction of Public Transportation Stops

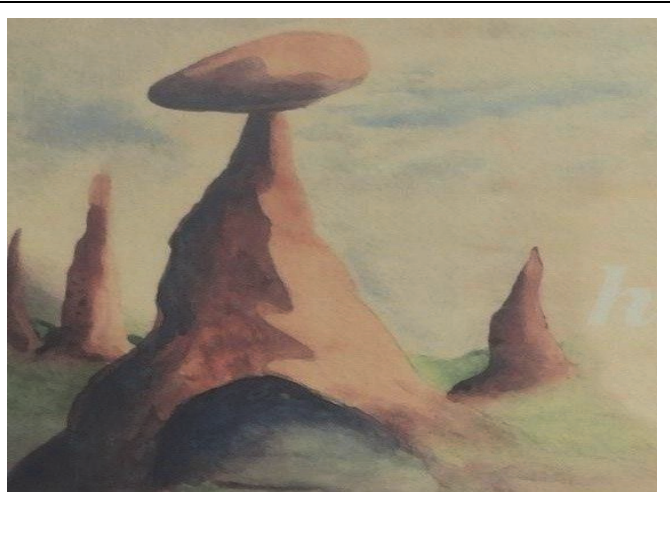
<p>Positio</p> 	
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Basic Description of the Action	
Summary	Review and construction of the Public transport stops placement system.
Challenge(s) to which the action is targeted	Although recently stop signs were installed in various parts of the city, however the stops are absent in the city, which can make the use of public transportation easier and more accessible.
Shared vision objective	3. Promote the development of creative technologies, with the combination of natural and cultural landscape and non-tangible heritage, considering the present IT potential and the fact of being situated on historic Silk Road as advantages.

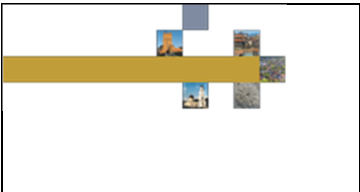

Details of the Action process: objectives and the project explanation	
Objectives	Development of public transport stops which are of single form and appearance Construction and installation of stops
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: September 2016 – September 2018 Risk: Scarce financial resources
Key Performers	
Involved Key Performers	Goris Municipality Syunik Regional Governor's Office
Participation	Public administration and Local Self-Governmental Organizations:
Funding Sources	
Total Estimate and Funding Sources	Municipality Regional Governor's Office
Expected Results	
Results and Impact	Integration of the public transportation system.
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avanesyan@hotmail.com
Other Documentary Sources	

	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 23 (4.1)</p>	
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7.23. Creation of a city brand

<p>Position</p>	
<p>Basic Description of the Action</p>	
<p>Summary</p>	<p>Creation of a city brand, highlighting the specific features of heritage.</p>
<p>Challenge(s) to which the action is targeted</p>	<p>The city needs a raised profile (image). This will lead both to tourism development and increase of investments.</p>
<p>Shared vision objective</p>	<p>1. Develop tourism targeted to the integrated use of the natural and cultural potential of the region, improving the competitive attractiveness of Goris as a basing point and reinforcing cooperation.</p>
<p>Details of the Action process: objectives and the project explanation</p>	
<p>Objectives</p>	<p>Involving specialists groups to shape the brand. Development of a heritage centred brand, including the advantages and main specific features.</p>

Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: March 2017- March 2018 Risk: Scarce financial resources
Main Players	
Involved Key Performers	Goris Municipality
Participation	Local Self-Governmental Organizations, Marketing Organizations
Funding Sources	
Total Estimate and Funding Sources	Municipality Regional Governor's Office
Expected Results	
Results and Impact	Development of an impressive brand that would completely present the city.
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avanesyan@hotmail.com
Other Documentary Sources	

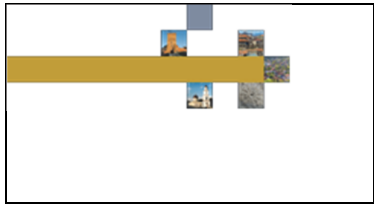

	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 24 (4.4.)</p>	
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7.24. Involvement of citizens and stakeholders in the urban development decision making processes.

<p>Position</p>	
<p>Basic Description of the Action</p>	
<p>Summary</p>	<p>Ensuring publicity and transparency, in particular related to activities involving heritage issues.</p>
<p>Challenge(s) to which the action is targeted</p>	<p>Very often public is not even aware about the current development projects. This is due to the lack of publicized actions, scarcity of publication and news making tools, low level of the representation of heritage.</p>
<p>Shared vision objective</p>	<p>4. Improve public education and awareness raising measures to promote heritage preservation and the development and expansion of related industries.</p>
<p>Details of the Action process: objectives and the project explanation</p>	
<p>Objectives</p>	<p>Involvement of citizens and stakeholders into urban development decision-making process.</p>

	<p>Permanent dissemination of information to make the results of revitalization and tourism development visible.</p> <p>Periodic publications and news programmes on heritage.</p> <p>Development of cooperation means with public organizations, targeting their material and intellectual capacity towards the development of the city.</p>
Deadlines, Priorities and Risks	<p>Urgent Short-Term Medium-Term Long-Term</p> <p>Period: September 2016 – September 2017</p> <p>Risk: combination of public activeness and transparent actions</p>
Key Players	
Involved Key Performers	Goris Municipality
Participation	Public administration and Local Self-Governmental Organizations, Non-Governmental Organizations, News Services
Funding Sources	
Total Estimate and Funding Sources	Municipality
Expected Results	
Results and Impact	<p>Shaping of information society.</p> <p>Promotion of civic initiative</p> <p>Development of atmosphere of confidence</p>
Information Sources	
Managing organization(s)	Goris Municipality

Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avanesyan@hotmail.com
Other Documentary Sources	

	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 25 (4.5)</p>	
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7.25. Creation and promotion of a historical environment which provides an understanding of the real historical value of the city.

<p>Position</p> 	
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Basic Description of the Action	
<p>Summary</p>	<p>Raising the awareness of residents about their heritage and its value, highlighting its importance for the development of tourism and the risks that might be faced (market manipulation, imitation transformations of historical environment, etc.).</p>

Challenge(s) to which the action is targeted	Goris cultural potential dictates the development of historical, cultural, educational, craft and tourism functions there, in the result of which the city will become a regional tourism centre. However it is not sufficiently understood and presented by the local residents, which weakens the potential positive impact of their rich historical and cultural potential.
Shared vision objective	4. Improve public education and awareness raising measures to promote heritage preservation and the development and expansion of related industries.
Details of the action process: explanation of the objectives and the project	
Objectives	Organization of advocacy campaigns presenting the natural and cultural potential, aimed to increase the common awareness of Goris cultural and economic potential. Implementation of educational programmes in secondary schools and kindergartens about the significance of heritage and the need for its preservation.
Deadlines, Priorities and Risks	Urgent Short-Term Medium Term Long Term Period: September 2016 – September 2018 Risk: Lack of experience and professionals
Key Performers	
Involved Key Performers	Goris Municipality
Participation	Residents, Non-Governmental Organizations, Ministries, Educational Institutions.

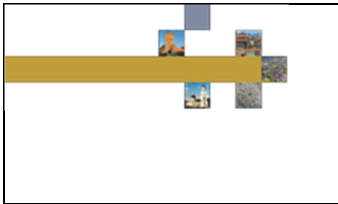

Funding Sources	
Total Estimate and Funding Sources	Municipality Regional Governor's Office
Expected Results	
Results and Impact	Recognition of the city historic value. Commitment to the preservation of heritage. Upbringing of smart generation with cultural and historical thinking
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avanesyan@hotmail.com
Other Documentary Sources	Historical and cultural study plan of the city of Goris and the concept for the project of reconstruction and re-utilization of its individual parts. General plans of the city of Goris developed in "Armproject" Institute during different years: RoA resettlement master plan. Four-Year Community Development Plan Tourism development in Goris city project

	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 26 (4.10)</p>	
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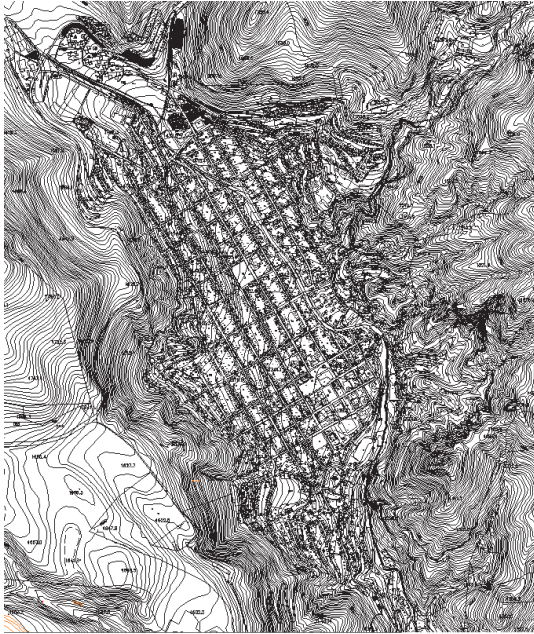

7.26. Preparation of a full map for the city.

Basic Description of the Action	
Summary	Preparation and dissemination of a full map of the City.
Challenge(s) to which the action is targeted	
Shared vision objective	4. Improve public education and awareness raising measures to promote heritage preservation and the development and expansion of related industries.
Details of the Action process: objectives and the project explanation	
Objectives	Preparation of maps and visualization, which will allow getting information on any place with one click, in the form of short annotations.
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: March 2017- March 2018 Risk: Scarce financial resources
Key Performers	
Involved Key Performers	Goris Municipality
Participation	
Funding Sources	

Total Estimate and Funding Sources	Municipality Regional Governor's Office
Expected Results	
Results and Impact	Improvement of the information field. Facilitated orientation in the city. Demonstration of the importance of heritage.
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avanesyan@hotmail.com
Other Documentary Sources	

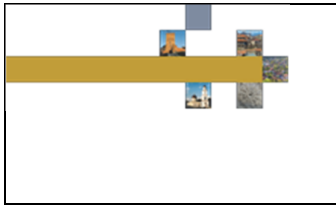

	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 27 (4.12)</p>	
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7.27. Development of a coordinated and commonly acceptable regulation concerning the on signboards and advertisement boards.

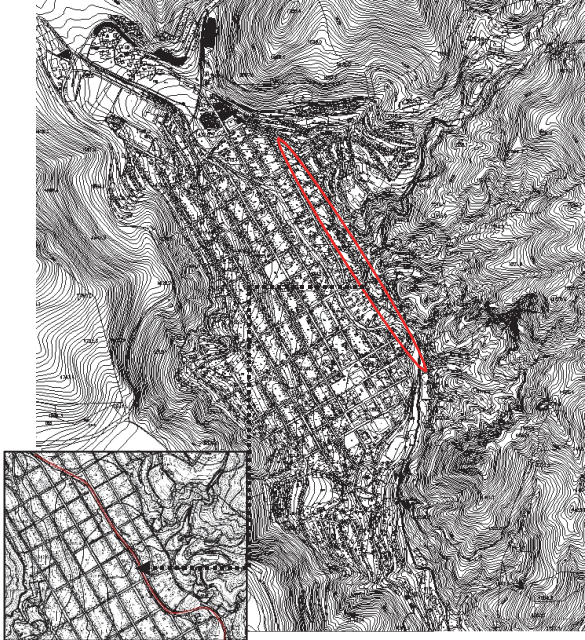

<p>Position</p> 	
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Basic Description of the Action	
Summary	Developing a coordinated strategy and universally acceptable regulation on signboards and advertisement boards.
Challenge(s) to which the action is targeted	The aesthetic appearance of the city's historic centre is undermined by various colourful signs and advertising posters.
Shared vision objective	Improve public education and awareness raising measures to promote heritage preservation and the development and expansion of related industries.
Details of the action process: explanation of the objectives and the project	

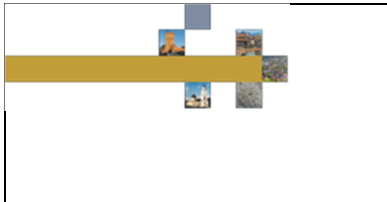
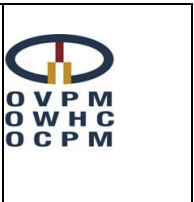
Objectives	Development and implementation of a single unique regulatory document determining the form, colour, size and other qualitative features of the signs.
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: October 2016 Risk: Weakness of the urban development regulation, Scarce financial resources
Key Performers	
Involved Key Performers	Goris Municipality
Participation	Local Self-Governmental Organizations, Local Firms and Branches of International Companies
Expected Results	
Results and Impact	Clean-up of the historic centre from diverse signs. Placement of signs of a common form and style. Preservation of the aesthetic appearance of the city.
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avanesyan@hotmail.com
Other Documentary Sources	Republic of Armenia Law on Advertising

	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 28 (5.3)</p>	
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7.28. Waste Management

<p>Position</p> 	
<p>Basic Description of the Action</p>	
<p>Summary</p>	<p>Waste management by the elimination of environmental risks.</p>
<p>Challenge(s) to which the action is targeted</p>	<p>Vararak river, which flows through the historic centre of the city of Goris, is in severe environmental conditions. The residents of both the city and surrounding villages throw the garbage into the river. One of the reasons is that the waste disposal is not properly organized in the city, and understanding of the environmental concerns among the citizens. As the rest of the cities of Armenia, Goris does not perform proper sorting and re-utilization of the waste (with the exception of plastics).</p>

Shared vision objective	5. Shape an environment necessary for healthy life, by developing the urban management infrastructures and popularise ecologically clean production.
Details of the action process: explanation of the objectives and the project	
Objectives	Cleaning of the Vararak river bed and neighbouring areas from illegal waste dumps. Organization and development of waste disposal system Garbage sorting, recirculation and re-utilization.
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: September 2016 – September 2025. Risk: Scarce financial resources
Key Performers	
Involved Key Performers	Goris Municipality Private firms Environmental NGOs
Participation	Residents, Local Self-Governmental Organizations, Business Sphere, Non-Governmental Organizations:
Funding Sources	
Total Estimate and Funding Sources	Municipality Regional Governor's Office Credit Funds
Expected Results	
Results and Impact	Improvement of the city environmental situation. Development and introduction of waste processing technologies. Development of a psychology and technology for waste sorting Creation of jobs
Information Sources	
Managing organization(s)	Goris Municipality
Managing organization(s) Contact Information	Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avesyan@hotmail.com
Other Documentary Sources	Procedure for the organization of waste disposal on the administrative territory of Goris community, approved by the Community Council N 28-A decision,15.04.2010.

	<p>COMUS PROJECT PILOT CITY: GORIS REFERENCE PLAN ACTION N° 29 (5.4)</p>	
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7.29. Modernization of the sewerage system and construction of the main collector.

<p>Position</p> 	
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Basic Description of the Action	
Summary	Modernization of the sewerage system with a view of decreasing the river contamination and its environmental risks.
Challenge(s) to which the action is targeted	Goris does not have a sewerage water treatment station and a sewerage collector. Starting from Akner and Verishen villages, the sewerage flows into the Vararak river, which passing via city carries the bad smell and harms the sanitary and hygienic situation in the city. The river water and the flora are polluted. The river water is used by the local residents and those residing in Residents

	neighbouring villages for irrigation purposes, for growing agricultural products.
Shared vision objective	5. Shape an environment necessary for healthy life by developing the urban development infrastructures and popularizing ecologically clean industries.
Details of the Action process: objectives and the project explanation	
Objectives	Construction of a sewerage collector.
Deadlines, Priorities and Risks	Urgent Short-Term Medium-Term Long-Term Period: October 2016 – October 2020 Risk: Scarce financial resources
Key Performers	
Involved Key Performers	Goris Municipality
Participation	Public administration and Local Self-Governmental Organizations, International Organizations:
Funding Sources	
Total Estimate and Funding Sources	Municipality Regional Governor's Office Credit Funds
Information Sources	
Managing organization(s)	Goris Municipality
Contacts of managing organization(s)	If the reader looks for additional information, whom he/she could contact Hayarpi Avanesyan Tourism Information Centre of Goris hayarpi_avanesyan@hotmail.com