

WORLD HERITAGE SITE

**ARCHITECTURAL ENSEMBLE OF THE TRINITY SERGIUS
LAVRA IN SERGIEV POSAD**

RUSSIAN FEDERATION (C 657)



Management Plan

Developed by Likhachev Russian Scientific Research Institute for Cultural and
Natural Heritage
Moscow 2018

Table of Contents

INTRODUCTION	4
MANAGEMENT PLAN DEVELOPMENT METHODOLOGY	6
SECTION 1. REVIEW AND ASSESSMENT OF OUTSTANDING UNIVERSAL VALUE OF THE PROPERTY	15
1.1. HISTORY OF THE INSCRIPTION OF THE PROPERTY TO THE WORLD HERITAGE LIST	15
1.2. STATEMENT OF OUV	16
1.2.1. BRIEF SYNTHESIS	18
1.2.2. CRITERIA FOR INSCRIPTION	20
1.2.3. STATEMENT OF INTEGRITY	21
1.2.4. STATEMENT OF AUTHENTICITY	21
1.2.5. PROTECTION AND MANAGEMENT REQUIREMENTS	22
1.3. OUV ATTRIBUTES	24
1.4. PERIODIC REPORTING AND RETROSPECTIVE INVENTORY	30
1.4.1. PERIODIC REPORTING	30
1.4.2. RETROSPECTIVE INVENTORY	36
1.5. PROPERTY TYPOLOGY: CULTURAL WORLD HERITAGE OF RELIGIOUS INTEREST	37
SECTION 2. HISTORY AND DESCRIPTION	42
SECTION 3. LEGAL FRAMEWORK FOR PROTECTION OF THE PROPERTY	69
SECTION 4. STAKEHOLDERS	91
4.1. RELIGIOUS COMMUNITY	92
4.2. LOCAL COMMUNITY	93
4.2.1. LOCAL BUSINESS	94
4.2.2. LOCAL YOUTH	94
4.3. PROPERTY VISITORS: TOURISTS AND PILGRIMS	95
4.4. OTHER STAKEHOLDERS	96
4.4.1. LOCAL STAKEHOLDERS	96
4.3.2. REGIONAL STAKEHOLDERS	102
4.3.3. FEDERAL STAKEHOLDERS	103
4.3.4. INTERNATIONAL STAKEHOLDERS	107
SECTION 5. CURRENT STATE ASSESMENT AND STRATEGIC MANAGEMENT PLANNING: AIMS, OBJECTIVES AND METHODS	118
5.1. FACTORS AFFECTING THE PROPERTY	118
SECTION 6. WORLD HERITAGE PROPERTY DEVELOPMENT STRATEGY	125
6.1 WORLD HERITAGE PROPERTY DEVELOPMENT CONCEPT AND MISSION	125
6.2. DEVELOPMENT OF STRATEGIC AIMS AND OBJECTIVES FOR THE MANAGEMENT OF THE PROPERTY	128
SECTION 7. STRATEGIC AIM 1: CONSERVATION OF THE OUV	133
7.1. ARCHITECTURAL MONUMENTS CONSERVATION	134
7.2. URBAN SETTING CONSERVATION	141
7.3. CULTURAL LANDSCAPE CONSERVATION	143
7.4. MONITORING OF THE STATE OF CONSERVATION OF THE PROPERTY	144
SECTION 8. STRATEGIC OBJECTIVE 2: SUSTAINABLE DEVELOPMENT	152

8.1 SOCIAL AND ECONOMIC DEVELOPMENT OF THE AREA	154
8.1.1 SERGIEV POSAD MUNICIPAL DISTRICT	154
8.1.2 TOWN OF SERGIEV POSAD	163
8.2 SUSTAINABLE TOURISM.....	168
8.2.1. TOURISM PROSPECTS IN SERGIEV POSAD MUNICIPAL DISTRICT.....	170
8.2.2. SUSTAINABLE TOURISM DEVELOPMENT AT TRINITY SERGIUS LAVRA	175
8.3 AWARENESS-RAISING, PRESENTATION AND PROMOTION OF THE PROPERTY	182
SECTION 9. STRATEGIC OBJECTIVE 3: ACHIEVING PUBLIC CONSENT	191
9.1. ENGAGING LOCAL COMMUNITY IN PROPERTY CONSERVATION ACTIVITIES.....	192
9.2. AWARENESS-RAISING AND INFORMING THE LOCAL COMMUNITY ON WORLD HERITAGE STATUS	197
SECTION 10. STRATEGIC OBJECTIVE 4: EFFICIENT MANAGEMENT	202
10.1. PROPERTY MANAGEMENT SYSTEM.....	202
10.1.1. CURRENT MANAGEMENT SYSTEM OF THE WORLD HERITAGE PROPERTY.....	203
10.1.2. PROSPECTIVE MANAGEMENT SYSTEM OF THE WORLD HERITAGE PROPERTY	213
10.2. ENSURING COORDINATION WITH UNESCO WORLD HERITAGE CENTRE	220
SECTION 11 REQUIRED TOOLS FOR THE IMPLEMENTATION OF THE MANAGEMENT PLAN	223
11.1. RESOURCES.....	223
11.1.1. HUMAN RESOURCES.....	223
11.1.2. FINANCIAL RESOURCES	231
11.1.3. PARTNER NETWORK AS RESOURCE.....	232
11.1.4. PRIVATE AND PUBLIC PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT OF THE BUFFER ZONE AND WIDER SETTING	235
11.2. MANAGEMENT EFFICIENCY MONITORING	238
11.2.1. MANAGEMENT PLAN EFFICIENCY ASSESSMENT	238
11.2.2. MONITORING OF THE IMPLEMENTATION OF THE MANAGEMENT PLAN	241
SECTION 12 ADDITIONAL TOOLS	245
12.1. FORMS FOR DOCUMENTING THE RESULTS OF MONITORING OF THE IMPLEMENTATION OF THE MANAGEMENT PLAN AND STRATEGIC OBJECTIVES INTERIM AND FINAL RESULTS	245
12.2. ASSESSMENT FORMS FOR FACTORS AFFECTING THE PROPERTY	246
SECTION 13 ACTION PLAN	269
ANNEX 1. MAPS, DIAGRAMS AND IMAGES.....	292
ANNEX 2. STRATEGIC PLANNING DOCUMENTS	297

INTRODUCTION

The World Heritage Convention was adopted at the 17th Session of the UNESCO General Conference on November 16, 1972 and became effective on December 17, 1975. The Russian Federation joined the Convention in 1988.

The initial aim of the Convention is the unification of the efforts of the global community for identification, protection and comprehensive conservation of the outstanding cultural and natural heritage properties in a global scale.

In accordance with the Convention, the World Heritage List operates under the procedure set by the operational Guidelines for the Implementation of the World Heritage Convention.

Currently, the Convention is the most efficient tool for natural and cultural heritage protection in the world. Obtaining real benefits for World Heritage properties implies the State Parties with the responsibility of their protection. One of the most important indicators for the evaluation of the efforts by State Parties in the implementation of the Convention is effective legal protection and management planning for World Heritage properties.

The management plan is a comprehensive planning documents designed to reflect the features of the property, to set strategic aims and objectives as well as to identify the system of stakeholders and their mutual rights and obligations in relation to a World Heritage property.

The management plan uses comprehensive and unambiguous understanding of the property features by all stakeholders involved in the management process in order to develop a long-term strategy and an efficient mechanism for the conservation of the outstanding universal value of a World Heritage property for future generations.

The Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad was inscribed to the World Heritage List in 1993 and, undoubtedly, requires the Management Plan to ensure the conservation of its outstanding universal value and enhancing its management.

The management plan for the property was developed in 2018 by Likhachev Russian Scientific Research Institute for Cultural and Natural Heritage.

Due to the absence of the legal power of management plans as required for the implementation document in the legislation of the Russian Federation, the management plan has a recommendation nature. However, currently the Ministry of Culture of the Russian Federation is developing a bill to remove this legal gap in Russian heritage legislation. It is supposed that the bill would enhance the status of management plans for World Heritage properties, which could be approved for the required implementation, for instance, by the orders of the Ministry of Culture of the Russian Federation.

MANAGEMENT PLAN DEVELOPMENT METHODOLOGY

The management plan is a long-term strategic planning document for management, conservation and promotion of World Heritage properties. The management plan (or any other documented property management system) defines how the outstanding universal value (OUV) of a property will be conserved.

Paragraph 49. Operational Guidelines for the Implementation of the World Heritage Convention

Outstanding Universal Value means cultural and/or natural significance which is so exceptional as to transcend national boundaries and to be of common importance for present and future generations of all humanity. As such, the permanent protection of this heritage is of the highest importance to the international community as a whole. The Committee defines the criteria for the inscription of properties on the World Heritage List.

(For details of the OUV of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property see Section 1. REVIEW AND ASSESSMENT OF OUTSTANDING UNIVERSAL VALUE OF THE PROPERTY)

It is required to submit management plan along with the nomination dossier for the inscription of a property to the World Heritage List. However, if it is impossible to present a clearly drafted management plan at the nomination process, a State Party may submit the description of the property management system/principles to the nomination dossier with the indication of the deadline for the management plan development.

The Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad cultural World Heritage property was inscribed to the World Heritage List at the 17th session of the World Heritage Committee in 1993. At that time, the management plan for the property neither was develop nor submitted with the nomination dossier.

The management plan presented below was developed by the Likhachev Russian Scientific Research Institute for Cultural and Natural Heritage (Russian Institute of Heritage) within the framework of the state order of the Ministry of Culture of the Russian Federation for 2018.

In accordance with the Operational Guidelines for the Implementation of the World Heritage Convention (p. 112), the management plan includes cycles of short-, mid- and long-term actions for protection, convention, and promotion of the World Heritage property.

The identification of issues and challenges in the sustainable development of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad property underlies the contents of strategic aims and objectives of the management plan as well as the development of the cycles of short-term (2020-2021), mid-term (2022-2023) and long-term (2024-2030) action plans (See Section 13. ACTION PLAN).

Management planning is quite a new strategic planning tool that has not still entered in full the heritage practice in Russia. Moreover, World Heritage management plans are recommendation documents and have no legal force in Russian heritage legislation, which often results in the repudiation of strategic aims and objectives set in such documents.

However, in spite of these formal challenges mentioned above, introduction of this strategic planning toll may enhance the efficiency of heritage properties conservation and management in the Russian Federation.

For the management planning development in case of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property, the following documents were used:

- fundamental documents for drafting nomination dossiers and management plans:
 - The World Heritage Convention (1972);
 - The Operational Guidelines for the Implementation of the World Heritage Convention (revision WHC.17/01 12 July 2017).
- special-purpose reference guidelines:
 - Management of World Heritage Properties Manual (UNESCO / ICCROM / ICOMOS / IUCN, 2013);
 - practical guidelines for Management Plans of World Heritage Properties (Birgitta Ringbeck, Germany National Commission for UNESCO, 2008);
 - Preparation of the Nominations for World Heritage Properties Manual (revision two, 2011)

- publications on the World Heritage issues; reports and outcomes from expert seminars, workshops and meetings; guidelines related to the implementation of the World Heritage Convention:

- World Heritage and Tourism in a Changing Climate (UNESCO and UNEP, 2016);

- Managing Tourism at World Heritage Sites (Arthur Pedersen, 2002);

- Managing Disaster Risks for World Heritage (UNESCO / ICCROM / ICOMOS / IUCN, 2010);

- Tourism, Culture, and Sustainable Development (UNESCO, 2006);

- World Heritage and Buffer Zones (Oliver Martin / Giovanna Piatti (Ed.), UNESCO, 2009);

- Engaging Local Communities in Stewardship of World Heritage (Jessica Brown, IUCN-WCPA Protected Landscapes Specialist Group and Terence Hay-Edie, UNDP GEF Small Grants Program, UNESCO, 2014);

- Community Development through World Heritage (Edited by M.-T. Albert, M. Richon, M. J. Viñals and A. Witcomb, UNESCO 2012);

- Linking Universal and Local Values: Managing a Sustainable Future for World Heritage (Editors Eleonore de Merode, Rieks Smeets and Carol Westrik, UNESCO World Heritage Centre, 2004);

- Monitoring World Heritage (UNESCO World Heritage Centre and ICCROM, 2004);

- Mobilizing Young People for World Heritage (UNESCO World Heritage Centre, 2003);

- Investing in World Heritage: Past Achievements, A Guide to International Assistance (UNESCO World Heritage Centre, 2002).

- Considering the typology of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property as a heritage of religious interest, the following documents were also used for management planning:

- Erevan Recommendations of the Thematic Regional Advisory Expert Meeting

on the Issues of Sustainable Management of Religious World Heritage Properties in Eastern Europe;

— Securing Heritage of Religious Interest. Cultural Heritage Protection Handbook (Editor: Nao Hayashi-Denis aided by Minji Song and Hiba Abid, UNESCO 2012).

In accordance with the Management of Cultural World Heritage Sites manual, the development of the management plan became a result of the collective and interactive approach implemented in practice by joint efforts of all stakeholders involved.

The management planning for the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property was conducted in four stages:

STAGE ONE: Preparation

STAGE TWO: Data Collection

STAGE THREE: State of Conservation Assessment

STAGE FOUR: Development of Response Actions and Proposals

The works conducted during the Stage 1 (Preparation) included the establishment of the working group of the project, which was constituted by the experts of the Russian Institute of Heritage in cultural World Heritage conservation, management and promotion with the experience in development of similar documents, ICOMOS members and certified experts for state historical and cultural assessment for World Heritage nominations and valuable historical and cultural properties of the peoples of the Russian Federation as well as experts in cultural geography, heritage documentation and GIS:

- Nadezhda Filatova, the head of the Department for World Heritage and International Communications, the acting head of Moscow Regional branch of ICOMOS, Russia, a member of the Expert Board of the Solovetsky Archipelago Development and Conservation Foundation, an expert of the European Council for unlawful actions in connection with cultural valuables (PC-IBC), a member of the Scientific Expert Board for Historic Settlements of the Russian Province Historic Settlement Development Association, the National Coordinator of the European Heritage Days Programme of the European Council;

- Liudmila Buzina, a deputy head of the World Heritage and International Communications, M.A. in World Heritage Studies (BTU Cottbus-Senftenberg), a member

of ICOMOS, Russia, a representative of ICOMOS, Russia for the Global Thematic Project of ICOMOS on Restoration and Reconstruction, a specialist in sustainable development;

- Irina Savina, research associate of the Department for World Heritage and International Communications, a restoration architect, experienced in public protection of historic monuments, scientific and methodological manager of conservation and restoration works conducted for extremely valuable cultural heritage properties in Russia. Ms. Irina Savina has several awards by the Ministry of Culture of the Russian Federation and the President of the Russian Federation;

- Natalia Marushina, senior research associate of the Department for World Heritage and International Communications, a member of ICOMOS, Russia, an ICCROM expert for Heritage Impact Assessments;

- Mr. Alexey Leksin, senior research associate of the Department for World Heritage and International Communications, a geology engineer, specialist in geography, heritage documentation and GIS;

- Nargiz Aituganova, research associate of the Department for World Heritage and International Communications, M.A. in World Heritage Studies (University of Birmingham), a member of ICOMOS, Russia, a member of the Russian Geographic Society, expert on volunteering projects for World Heritage sites.

During the first stage, the range of stakeholders involved in the management of the property at international, federal, regional and municipal levels was identified. The working group conducted the research in close cooperation with the local community, business community, scientific research institutions and non-profit organizations interacting with the Trinity Sergius Lavra.

The second stage (Data Collection) involved the collection and processing of data available on the World Heritage property, including the following aspects:

- OUV, authenticity, integrity; history and development of the property; current use; stakeholders and their views on the property;
- current state of conservation of the property (factors, risks, protection degree);
- presentation and promotion of the property;
- visitor management system;

- the property boundaries and national heritage legislation; functional zoning, urban planning, land-use planning and infrastructure;
- legal and institutional framework for protection and conservation of the property.

The third stage (State of Conservation Assessment) involved the assessments of the OUV of the property, its attributes and other values as well as its authenticity and integrity in connection with the attributes. This stage resulted in a comprehensive assessment of the property and its attributes.

The advisory bodies and the World Heritage Centre have developed a list of potential factors that may affect World Heritage properties:

- Construction and development;
- Transport infrastructure;
- Utilities or service infrastructure;
- Pollution;
- Bioresource use;
- Resource extraction;
- Local influences on the property;
- Social and cultural use of the heritage property;
- Other human activities;
- Climate change;
- Unforeseen environmental or geological effects;
- Invasive or abundant species;
- Property management and institutional framework.

The nomination dossier of the property (Section 4) identifies some of the above-mentioned factors. The management planning development process also encompassed the entire range of existing and potential factors affecting the property. However, the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad was inscribed in 1993 and its nomination dossier had a different format comparing to current ones. This management plan is aimed to fill this gap and provide the full overview of the factors and potential threats to the World Heritage property (See Section 5. CURRENT STATE ASSESSMENT AND STRATEGIC PLANNING).

The stage also included a SWOT analysis as a method for strategic planning, which was used for the development of strategic aims and objectives (**S** for strengths, **W** for weaknesses, **O** for opportunities and **T** for threats).

The fourth stage (Development of Response Actions and Proposals) included the detailed analysis of the property and development of its vision statement for 20-30 years along with the stakeholders involved. The vision statement became the basis for the development of the further management policy, annual action plans and their implementation tools.

In close consultation with the site managers of the property, the working team basing on the vision statement has developed the strategic aims and objectives for the management planning, as follows:

Strategic Aim1. CONSERVATION OF THE OUV (See Section 7)

Strategic Aim 2. SUSTAINABLE DEVELOPMENT (See Section 8)

Strategic Aim 3. ACHIEVING PUBLIC CONSENT (Section 9)

Strategic Aim 4. EFFICIENT MANAGEMENT (Section 10)

The developed strategic aims became the basis for the development of the Action Plan for the omplementation of this management plan as well as for the indicators for the reviews of the implementation of the management plan. Both of the sections identify the responsible bodies, implementation deadlines, amount and source of funding and monitoring indicators and deadlines.

For the management planning development for the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad property, the working group used best practices achieved during management planning for the Historical Centre of the City of Yaroslavl World Heritage property, the Monuments of Ancient Pskov and the Petroglyphs of the Lake Onega and White Sea nominated cultural heritage sites as well as the best practices from the site managers of Russian cultural World Heritage and cultural heritage sites, including Kenozero National Park, Vladimir and Suzdal Museum-Reserve, Kizhi Museum – Reserve, Sviyazhsk Museum – Reserve as well as Solovetsky Monastery and Museum; reference materials, the first and second periodic reporting cycles reports and field studies of the World Heritage property.

The working group would like to express the gratitude for providing data and assistance in the development of the management plan to:

- The archbishop of Sergiev Posad Theognostus (Guzikov)
- The treasurer of the Holy Trinity Saint Sergius Lavra and the head of the Pilgrimage Center, clerk regular Anatoly (Serebrov),
- The provisory of the Holy Trinity Saint Sergius Lavra and Moscow Spiritual Academy, abbot Eutychus (Gurin),
- The aide to the president of the Synodal Department for Monasteries and Monks, the aide to the vice-regent of Lavra on matters of conservation and use of cultural heritage sites and interactions with UNESCO, Svetlana Anokhina,
- The director of the Patriarchy Architectural and Restoration Center, Sergey Demidov.

SECTION 1. REVIEW AND ASSESSMENT OF THE OUTSTANDING UNIVERSAL VALUE OF THE PROPERTY

1.1. HISTORY OF THE INSCRIPTION OF THE PROPERTY TO THE WORLD HERITAGE LIST

The first step of World Heritage inscription process begins with an inscription of a property into a national Tentative List, which is an inventory of prominent cultural and natural heritage sites located within the territory of a State Party to the Convention Concerning the Protection of the World Cultural and Natural Heritage (1972).

After including a property on a national Tentative List, a State Party may decide to nominate this property for the inscription on the World Heritage List. For this purpose, a State Party creates a nomination dossier, which includes an exhaustive documentation about a property in a special form.

The nomination dossier is submitted to the World Heritage Centre for review and checking its completeness. Once a nomination file is complete the World Heritage Centre submits it to appropriate Advisory Bodies for evaluation.

The evaluation of the nominations of cultural heritage properties is conducted by the International Council on Monuments and Sites (ICOMOS).

The final decision on the inscription of a property on the World Heritage List is taken on the sessions of the intergovernmental World Heritage Committee held once a year. After considering a recommendation of an appropriate Advisory Body, the Committee may decide to inscribe the property on the World Heritage List or refer its nomination dossier for minor improvements or defer its nomination dossier requesting further information or reject its inscription [1].

The Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad property was inscribed to the World Heritage List at the 17th session of the World Heritage Committee in 1993 in Cartagena, Columbia. The decision of the Committee to inscribe the site to the List did not include any special recommendations for the State Party on its conservation and management [2].

The ICOMOS advisory mission visited Sergiev Posad in April 1993 for the evaluation of the nominated property prior to the session of the World Heritage Committee and noted the presence of legal issues in delineation of powers among state bodies, the Russian Orthodox Church and the local community that may impact the state of conservation of the property on a long-term perspective. However, ICOMOS also noted the emergence of required legal mechanisms (long-term solutions) and heritage management models in Russia that would contribute to facing such issues. The site was recommended by ICOMOS for the inscription to the World Heritage List [3].

It is necessary to note the role of the Sergiev Posad State Historical and Art Museum-Reserve State Budgetary Institution of Culture of Moscow Oblast in the process of preparing documents for the inscription of the property to the UNESCO World Heritage List as well as in providing data for the preparation of the Management Plan, information and advisory assistance, including the use of the archive.

1.2. STATEMENT OF OUV

Outstanding Universal Value (OUV) means cultural and/or natural significance which is so exceptional as to transcend national boundaries and to be of common importance for present and future generations of all humanity. As such, the permanent protection of this heritage is of the highest importance to the international community as a whole. The Committee defines the criteria for the inscription of properties on the World Heritage List. States Parties are invited to submit nominations of properties of cultural and/or natural value considered to be of OUV for inscription on the World Heritage List.

At the time of inscription of a property on the World Heritage List, the Committee adopts a Statement of OUV, which will be the key reference for the future effective protection and management of the property [4].

The main sections of a Statement of OUV are the following:

Brief synthesis is a short description that includes the information on the location of the property, its scale and type and why it has been inscribed to the World Heritage List.

Justification for Criteria under which the property has been inscribed on the World Heritage List. There are ten criteria: (i)-(vi) cultural and (vii)-(x) natural. A property may be

inscribed on the World Heritage List under several criteria.

Integrity is a measure of the wholeness and intactness of the natural and/or cultural heritage and its attributes.

Authenticity (for properties nominated under criteria (i) to (vi)) relates to the ability of the attributes of a property to express adequately its OUV, truthfully and credibly.

Requirements for protection and management. This section sets out how the requirements for protection and management are being met, in order to ensure that the OUV of the property is maintained over time.

Many properties inscribed on the World Heritage List up to 2006 has no Statement of OUV that has been agreed by the World Heritage Committee and in some cases no agreed statement of justification for the criteria. This does not mean that properties without a Statement of OUV have not had OUV recognised: rather it means that the OUV that was agreed by the Committee at the time of inscription has not been articulated in an agreed format.

A Retrospective Statement of OUV is a Statement of OUV created for properties that were inscribed on the World Heritage List before the introduction of the requirement for a Statement of OUV [5].

In accordance with the Decision 31COM 11 D.1 of the World Heritage Committee on adoption of the statements of OUV for the properties inscribed to the World Heritage List from 1978 to 2006, the retrospective statement of OUV for the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad property was adopted in 2015 at the 39th session of the World Heritage Committee in Bonn, Germany [6].

It is necessary to mention that a technical error arose during the adoption of the retrospective statement of OUV for the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad property. In particular, the brief synthesis in the statement indicated that the property is serial. This error must be corrected during the third periodic reporting cycle (see also Section 10. Ensuring Coordination with the World Heritage Centre).

1.2.1. BRIEF SYNTHESIS

The Trinity Lavra of St. Sergius is a world-famous spiritual center of the Russian Orthodox Church and a popular site of pilgrimage and tourism. Being situated in the town

of Sergiev Posad about 70 km to the north-east from Moscow, it is the most important working Russian monastery and a residence of the Patriarch. This religious and military complex represents an epitome of the growth of Russian architecture and contains some of that architecture's finest expressions. It exerted a profound influence on architecture in Russia and other parts of Eastern Europe.

The property is a serial one, including buildings outside the main monastic compound.

The Trinity Lavra of St. Sergius, "the pearl" of the Russian church architecture, was founded in the first half of the 14th century (1337) by the monk Sergius of Radonezh, a great abbot of Russia and one of the most venerated orthodox saints. Sergius achieved great prestige as the spiritual adviser of Dmitri Donskoi, Great Prince of Moscow, who received his blessing to the battle of Kulikov of 1380. The monastery started as a little wooden church on Makovets Hill, and then developed and grew stronger through the ages.

Over the centuries a unique ensemble of more than 50 buildings and constructions of different dates were established. The whole complex was erected according to the architectural concept of the main church, the Trinity Cathedral (1422), where the relics of St. Sergius may be seen.

In 1476 Pskovian masters built a brick belfry east of the cathedral dedicated to the Descent of the Holy Spirit on the Apostles. The church combines unique features of early Muscovite and Pskovian architecture. A remarkable feature of this church is a bell tower under its dome without internal interconnection between the belfry and the cathedral itself.

The Cathedral of the Assumption, echoing the Cathedral of the Assumption in the Moscow Kremlin, was erected between 1559 and 1585. The frescoes of the Assumption Cathedral were painted in 1684. At the north-western corner of the Cathedral, on the site of the western porch, in 1780 a vault containing burials of Tsar Boris Godunov and his family was built.

In the 16th century the monastery was surrounded by 6 meters high and 3,5 meters thick defensive walls, which proved their worth during the 16-month siege by Polish-Lithuanian invaders during the Time of Trouble. They were later strengthened and expanded.

After the Upheaval of the 17th century a large-scale building programme was launched. At this time new buildings were erected in the north-western part of the monastery, including infirmaries topped with a tented church dedicated to Saints Zosima and Sawatiy of Solovki (1635-1637). Few such churches are still preserved, so this tented church with a unique tiled roof is an important contribution to the Lavra.

In the late 17th century a number of new buildings in Naryshkin (Moscow) Baroque style were added to the monastery.

Following a devastating fire in 1746, when most of the wooden buildings and structures were destroyed, a major reconstruction campaign was launched, during which the appearance of many of the buildings was changed to a more monumental style. At this time one of the tallest Russian belfries (88 meters high) was built.

In the late 18th century, when many church lands were secularized, the chaotic planning of the settlements and suburbs around the monastery was replaced by a regular layout of the streets and quarters. The town of Sergiev Posad was surrounded by traditional ramparts and walls. In the vicinity of the monastery a number of buildings belonging to it were erected: a stable yard, hotels, a hospice, a poorhouse, as well as guest and merchant houses. Major highways leading to the monastery were straightened and marked by establishing entry squares, the overall urban development being oriented towards the centerpiece - the Ensemble of the Trinity Sergius Lavra.

The Parish churches situated within the territory of Sergiev Posad, which were originally wooden and later rebuilt in stone, formed a ring of domes echoing those of Lavra. Being smaller and located apart from other buildings, they only emphasize more the supremacy of the Lavra.

Thus, the Architectural Ensemble of the Trinity Sergius Lavra includes both buildings and constructions inside the wall and a complex of buildings near the monastery. It represents the key element of town-planning of Sergiev Posad.

1.2.2. CRITERIA FOR INSCRIPTION

Criteria (ii): The Trinity Sergius Lavra Monastery complex represents the fusion of traditional Russian architecture with that of Western Europe, creating an Eastern European

tradition with a strong influence on architectural developments in a large area of Eastern Europe.

Criteria (iv): The Lavra is an outstanding and remarkably complete example of an active Orthodox monastery complex with a military function that is characteristic of the period of its growth and expansion from the 15th to the 18th century.

1.2.3. STATEMENT OF INTEGRITY

The Architectural Ensemble of the Trinity Sergius Lavra possesses all the components representing its Outstanding Universal Value. Particularly, the historical boundaries of the property have been well preserved, as well as the architecture of the historic buildings. The conservation of the ensemble has been maintained through the creation of a State museum reserve from the beginning of the 20th century.

Along with the approval of the boundaries of the buffer zone, the integrity of the ensemble is provided by legally warranted and registered boundaries of the land occupied by the buildings and architectural structures of the ensemble.

Among the factors that have a negative impact on the property are the construction of monuments and other forms of development pressure within the buffer zone, which impacts adversely on the Lavra's historic appearance, and the increasing number of tourist and pilgrim groups.

1.2.4. STATEMENT OF AUTHENTICITY

Since its foundation, the complex history of the Trinity-Sergius Lavra Monastery has resulted in many changes and rebuildings over the centuries, resulting from war, fire and imperial support and sponsorship. No single building can therefore be considered to be in its original state. However, the importance of the monastery as a symbol of Russian spiritual cultural identity has ensured that much time and resources have been spent in its conservation and restoration. As an ensemble that has evolved over time, therefore, it has an authenticity of its own.

The restoration work of the 1920s was aimed to achieve a certain “unity of style”, returning buildings to their appearance in the 18th century and earlier. This is a different approach from contemporary conservation practices. However, it must be seen in the

historical context of alterations and additions made in the 19th century and in the cultural context of efforts to strengthen the site's symbolic importance for the Russian people.

Restoration work from the 1960s onwards, led by the architect Baldin, has conformed in general to the Venice Charter. This included the revealing and restoring of hidden and underlying elements (particularly original vaulted forms), which strengthened the coherence of the buildings' architectural expression. Also, later additions that retain a particular significance were preserved. The restoration and conservation activities, together with the monitoring performed by specialists, ensure the continued preservation of the authenticity of the ensemble.

1.2.5. PROTECTION AND MANAGEMENT REQUIREMENTS

The Architectural Ensemble of the Trinity Sergius Lavra is a Cultural Heritage Site of federal importance and it is regulated according to Federal Law of 25.06.2002 № 73-FZ "On cultural heritage sites (historical and cultural monuments) of nations of the Russian Federation". Its state protection and management is implemented by the federal executive body - the Department for Control, Supervision and Licensing in the Cultural Heritage Sphere of the Ministry of Culture of the Russian Federation, which has in its charge all methodological and control functions concerning restoration, usage and support of cultural heritage sites and the territories connected with them. The status of Cultural Heritage Site of federal importance allows a high level of legal protection.

At a regional level the conservation and management of the property is performed by the Moscow Region Government, the Culture Ministry of Moscow region. The municipal regulatory body is represented by the Sergiev Posad City Government. The above authorities, in cooperation with the Russian Orthodox Church and all the stakeholders, carry out activities of conservation and development of the Architectural Ensemble of the Trinity Sergius Lavra in conformity with norms and regulations.

Based on the foregoing and in order to ensure the integrity of the ensemble, a management system in a broad context needs to be applied taking into consideration the interaction between physical forms, spatial organization and communication, sociocultural values and other characteristics of the area.

1.3. OUV ATTRIBUTES

Value Category	OUV Attribute	OUV Component	OUV Feature/Element	
Architectural	A1. Trinity Sergius Lavra as an architectural ensemble with historic monuments of different periods	A1C1. Pskov and Early Muscovite Architectural Monuments	A1C1F1. The Trinity Cathedral	– the volumetric planning layout
				– construction materials and solutions
				– architectural solutions and façade decorations (carvings and frescoes on the facade)
				– interiors (frescoes, iconostasis, memorial and funeral structures with decorative elements)
			A1C1F2. The Church of the Holy Spirit (Dukhovskaya)	– the volumetric planning layout
				– interiors (lighting solutions, pillars, and flooring)
		A1C2. Monuments of the 16 th - the early 17 th centuries	A1C2F1. The Assumption Cathedral	– architectural solutions and façade decorations (carvings, tiles, color solutions and frescoes on the facades)
			A1C2F2. The Nikon Annex	– the volumetric planning layout
				- façade decorations (coating materials and decorative elements)
				- interiors (wall frescoes)
			A1C2F3. The Hospital Chambers with the Church of Saint Zosimus and Saint Sabattus	– the volumetric planning layout
				- color and architectural solutions of the facades
		A1C2F4. Saint Barbara Building, Saint John the Baptist Building and Provisory Building with Cells		– the volumetric planning layout
				- fragments of façade decorations (remaining sections of the frieze made of polychromatic tiles) - interiors (windowsills of glazed bricks with green tint, fragments of headers and ornamental frescoes)

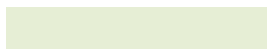
		A1C3. Naryshkin Baroque Monuments	A1C3F1. The Tsar Chamber with the Church of the Intercession of the Holy Virgin	– the volumetric planning layout
				- façade decorations (plat bands, tiles, color solution and murals)
				- interiors (interior design elements – stuccos, logos, inscriptions, stoves)
			A1C3F2. The Metropolitan Chamber	- the volumetric planning layout (floors and layout of the building)
				- façade decorations (plat bands, stuccos, porch, forgings)
				- interiors (interior design elements – stuccos, murals, stoves)
			A1C3F3. Refectory with the Sergius Church	- the volumetric planning layout including the internal spaces (the refectory hall)
				- the architectural solution and façade decoration (half-pillars, plat bands with carved figurines, polychromatic murals (chessboards))
				- interiors (stuccos, door portals, murals, Baroque iconostasis)
			A1C3F4. The Vifeyskaya Church	– the volumetric planning layout
				- interiors (murals)
			A1C3F5. The Chapel-over-the Well	- the volumetric planning layout (layered structure)
				- façade decorations (white stones and glazed pottery; plastic decorations such as plat bands, uprights, cartouches; polychromatic external murals)
			A1C3F6. The Holy Gates and the Gate Church of the Nativity of the Saint John the Baptist	- the volumetric planning layout (such as window shapes)
				- façade decorations (color solutions: polychromatic painting and murals of diamond pointed rustication, plastic decorations such as uprights, abutments, entablatures)
				- interiors (tiled stove, open Baroque murals)

Architectural		A1C4. Monuments of the late 18 th – 19 th centuries (Elizabethan Baroque, Classicism, Eclecticism)	A1C4F1. The Church of the Virgin of Smolensk	<ul style="list-style-type: none"> - the volumetric planning layout (rotunda volume with two level of windows and complex stairways of two-way porches with massive balustrades, egg-shaped cupola with lucarne and skylight) - façade decorations (color solutions, plastic decorations) - interior (murals, Baroque iconostasis)
			A1C4F2. The Sacristy Building, the Assumption Building and the Inspector Building	– the volumetric planning layout
			A1C3F3. The Red Building, Bath and Hospital Building, Library Building	<ul style="list-style-type: none"> – the volumetric planning layout - color solutions
			A1C4F4. The Belfry	<ul style="list-style-type: none"> - the volumetric planning layout (layered structure) - decorative and functional elements (tower clock, bells) - decorations (vases, cartouches, etc.)
		A1C5. Monastery Fortifications	A1C5F4. Walls	<ul style="list-style-type: none"> - the volumetric planning layout - decorations; - color solutions
			A1C5F2. Towers: hexagonal angle towers: Piatnitskaya Tower, Water Tower, Plotnichia Tower and Utochia Tower; rectangular towers: Red Tower and Kalichia Tower (gate towers), Lukovaia Tower, Pivnaia Tower, Cellarer Tower, Zvonkovaia Tower and Sushilnaia Tower	<ul style="list-style-type: none"> - the volumetric planning layout - decorations; - color solutions; - functional use (for gate towers and gates)

			A1C5F3. Gates. Assumption and Water Tower	<ul style="list-style-type: none"> - the volumetric planning layout - decorations; - color solutions; - functional use (for gate towers and gates)
		A1C6. Hardscaping	A1C6F1. Godunov Tomb A1C6F2. Obelisk A1C6F3. The Holy Spring Source A1C6F4. Historic burials	<ul style="list-style-type: none"> - location; - the volumetric planning layout - decorations; - color solutions
		A1C7 Historic Water Supply System	A1C7F1. Spring in the Chapel-over-the Well A1C7F2. Piatnitskaya Well A1C7F3. Cascade Bath and Cellarer Ponds at the foothold of the complex on Vodnyuga and Konchura rivers A1K7P4. White Pond	<ul style="list-style-type: none"> - functional use; - historical location and scopes.
		A1C8. Volumetric and Spatial Composition of the Lavra Architectural Complex	-	- dimensions, height and shape of buildings and structures, their scale ratios.
		A1C9. Spatial Layout and Structure of the Complex	-	<ul style="list-style-type: none"> - building locations; - square shapes and dimensions; - ratios of developed and undeveloped spaces, landscaped and not landscaped areas; - traditional division into separate wards including monastery wards near Lavra walls

Urban Environment		A1C10 Cultural Layer of the 14 th - 19 th centuries	-	- archaeological artifacts; - archaeological sites.
		A1C11. Architectural monuments outside the monastery walls within the boundaries of the property	A1C11F1. Piatnitskaya Church	- the volumetric planning layout (one of the first tripartite parish churches); - decorations (portal, basement, corbel arches)
			A1C11F2. Vvedenskaya Church	- the volumetric planning layout - color solutions, coating.
			A1C11F3. Piatnitskaya Chapel-over-the Well	- the volumetric planning layout - decorations (shingle coating, portico entrance with decorations, plat band decorations, decorative pillars in corners).
			A1C11F4. Krasnogorskaya Chapel	- the volumetric planning layout - decorations.
			A1C11F5. The Livery Yard	- the volumetric planning layout
	A2 Trinity Sergius Lavra as the urban environment dominant of Sergiev Posad	A2C1. Location and role of the monastery complex in the composition and urban planning pattern	A2C1F1. Historical routes and architectural designs of main roads and entrance squares	-
			A2C1F2. Primary visual priorities (visual perception of the complex as the architectural dominant of the town)	-
			A2C1F3. Historic boundaries and landscaped areas near the complex	-
		A2C2 – Surrounding urban landscape	A2C2F1. Roads and paths system of the 15 th -early 20 th centuries, Makovets mountains,	-

			square space between the complex and Red Merchant House	
			A2C2F2. Authentic Urban Fabric	<ul style="list-style-type: none"> - scopes and dimensions of the buildings; - color solutions; - absence of dissonant development elements.



1.4. PERIODIC REPORTING AND RETROSPECTIVE INVENTORY

1.4.1. PERIODIC REPORTING

Every six years, the States Parties are invited to submit to the World Heritage Committee a periodic report on the application of the World Heritage Convention, including the state of conservation of the World Heritage properties located on its territories.

The periodic reporting is implemented according to regional approach due to specific characteristics of World Heritage properties of each region. For each of them (Arab States, Africa, Asia and Pacific, Latin America and the Caribbean, Europe and North America), regional periodic reporting strategies are developed in the form of questioners for competent institutions and World Heritage sites managers. The Committee examines these regional periodic reports according to a pre-established schedule, which is based on a six-year cycle. As a result of periodic reporting, regional action plans are developed to enhance the implementation of the Convention.

The first cycle of periodic reporting took place in 200-2006.

The second cycle of periodic reporting took place in 2008-2015.

The third cycle of periodic reporting will take place in 2018-2022 (2022 to 2023 for Europe and North America) [7].

The Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad property participated in the first and second periodic reporting cycles in 2006 and 2014, respectively (Europe and North America Region).

Both the first and the second periodic reporting cycles found no issues related to the integrity or authenticity of the property as of its inscription to the World Heritage List. The site and buffer zone boundaries are considered as adequate, the current management system is also considered as adequate in both periodic reporting cycles.

However, the results of the periodic reporting of 2014 indicate insufficient coordination between religious and civil organizations (administration of the town, the museum-reserve). It is also noted that excluding the latter from the decision-making

regarding the property may impact its conservation and sustainable development in the future.

The negative trends also exist in human resources in the management system. For example, in 2006, as is noted, about 800 employees were directly involved in conservation and management of the World Heritage site. The necessity to improve the capacity of the staff involved in heritage interpretation and communications are also mentioned in the report. In 2014, the situation worsened dramatically: the number of personnel involved in the management and conservation of the property decreased to 100 with the arising necessity of their training in the light of international standards of World Heritage conservation and management.

In 2014 report, the issues of interaction between the site administration and the local community was also identified. In particular, they include low engagement of local residents in decision-making processes regarding conservation and management of the property as well as the absence of interconnections between economic development of the property and welfare of local residents.

Both periodic reporting cycles assess the legal protection of the property as adequate, however, in both cases, compliance between legislative and regulatory framework and real practices is under the question.

It is necessary to highlight that the results of the first and second periodic reporting cycles show growing number of factors affecting the property. In 2006, the property was affected by environmental factors and growing tourist flow. In 2014, the number of the factors increased dramatically. Moreover, environmental situation factors intensified in 2014. Impacts from ground water pollution and pollution produced by the road near the northern wall of the Lavra increased. New factors affecting the visual integrity of the property appeared in connection, primarily, with residential and business development in the buffer zone. For review of the factors found during the second periodic reporting cycle, see the Table below [8] [9].

Factors Affecting the Property According to Second Periodic Reporting Cycle (2014)

Factors	Effect				Origin	
	Positive	Negative	Current	Potential	Internal	External
Buildings and development						
Housing		+	+			+
Commercial development		+	+			+
Visitor Accommodation and Infrastructure	+			+	+	+
Visitor Interpretation Facilities	+		+		+	
Transport Infrastructure						
Ground transport infrastructure		+	+	+		+
Pollution						

Ground water pollution		+	+	+	+	+
Solid wastes		+	+	+	+	
Local Conditions						
Dust		+	+	+	+	+
Social and Cultural Use of Heritage						
Ritual/spiritual/religious and associative uses	+		+	+	+	
Communities appreciating heritage	+		+		+	+
Identity, social cohesion, changes to local population and communities	+		+	+	+	
Tourism Impact	+		+	+	+	+
Institutional Factors and Management						

	Low influence of research and monitoring activities	+		+	+	+	
	Management activities	+		+	+	+	

1.4.2. RETROSPECTIVE INVENTORY

The retrospective inventory aims to collect baseline data (boundaries, geographic coordinates, property areas in hectares) on properties inscribed to the World Heritage List from 1978 and until 1998.

The retrospective inventory is conducted in seven stages:

Stage 1: Elaboration of a Retrospective Inventory of the content of the Nomination file, as stored at the archives of the World Heritage Centre, of ICOMOS and of IUCN;

Stage 2: Identification of gaps in each Nomination file (it is possible that no map was submitted at the time of the submission of the file, or that it did not show any boundary for the property);

Stage 3: Notification of the State Party concerned about the gaps identified, including a specification of the information requested;

Stage 4: Answer from the State Party (two printed copies and an electronic copy, maps in .jpg or .pdf formats);

Stage 5: Examination of the newly submitted information by the State Party, in order to verify that the submitted data reflect the situation at the time of the inscription;

Stage 6: Presentation of the information in a working document to the World Heritage Committee to take note;

Stage 7: Publication of the information on the website of the World Heritage Centre

The retrospective inventory has been conducted since 2006 and involved about 400 properties inscribed to the World Heritage List before 1998 [10].

The retrospective inventory and boundary clarification of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad property was completed in 2017 (Decision 41.COM.8D of the World Heritage Committee). The property map submitted with the nomination dossier was substituted by a new map accurately depicting the boundaries of the property and its buffer zone [11] [12].

1.5. PROPERTY TYPOLOGY: CULTURAL WORLD HERITAGE OF RELIGIOUS INTEREST

The heritage with religious or spiritual interest constitutes around 20% properties inscribed to the World Heritage List. This type of the cultural heritage properties is the largest in the List.

World Heritage properties with religious interest are grouped as follows: religious or spiritual properties with Outstanding Universal Value; properties including religious or spiritual components [13].

The Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad property is a religious property with Outstanding Universal Value.

International standards for conservation and management of such World Heritage properties have been in development since early 2000-s.

Advisory bodies of the World Heritage Committee such as ICCROM, ICOMOS and IUCN have completed a number of studies on religious heritage. There was a number of expert meetings and workshops, which resulted in the 2005 ICOMOS General Assembly resolution calling for the establishment of an international thematic programme for religious heritage [14]. As regards other prominent international recommendations, it is also necessary to mention the 2011 ICOMOS General Assembly Resolution on Protection and Enhancement of Sacred Heritage Sites, Buildings and Landscapes [15] as well as UNESCO and IUCN Guidelines for the Conservation and Management of Sacred Natural Sites (2008) [16].

However, several international standards apply directly or indirectly to the preservation of the ‘genius loci’ or social and spiritual dimension of cultural heritage properties: Nara Document on Authenticity (1994) [17] and Quebec Declaration on the Preservation of the Spirit of Place (2008) [18].

Religious Property means, according to ICOMOS, ‘any property with religious or spiritual associations such as churches, monasteries, shrines, temples, mosques, synagogues, sacred landscapes, sacred groves and other landscape features’ [19].

Additionally, ICCROM introduces a separate term of ‘living religious heritage’ with a number of specific features differentiating such heritage from other forms.

Despite material diversity of religious properties including living religious heritage properties (as the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad), there is a certain consensus on the fact that communities play a vital part in the conservation and sustainable development of such World Heritage properties.

The need of special strategies for protection, conservation and management of religious properties with the involvement of religious communities and other stakeholders is also stated in the Statement on the Protection of Religious Properties within the Framework of the World Heritage Convention (2010) [20].

Considering the growing urgency of the issue of sustainable management of religious World Heritage properties, the World Heritage Committee has requested the World Heritage Centre in collaboration with advisory bodies to develop a thematic paper proposing to State Parties general guidance regarding the management of their cultural and natural heritage of religious interest within the framework of the UNESCO Initiative on Heritage of Religious Interest. Both heritage experts (via advisory bodies), public officials, representatives of local and regional authorities and representatives of religious communities may join the development of this document. The new ICOMOS Scientific Committee for Places of Religion and Ritual (PRERICO) was established to ensure more expert support for the development of the document [21]. Furthermore, a Monastic Network across Three Continents was established to ensure partner support for the project as well as for networking of the professionals from the site managements of the religious World Heritage properties [22].

Therefore, international standards for conservation and management of religious World Heritage properties are currently developed. Nonetheless, the leading part of religious communities in conservation and sustainable development of such World Heritage properties has been already recognized in international expert community for cultural heritage. There are also several partner networks participating in the development of international standards for this field with open membership both for heritage experts and religious communities.

REFERENCES

- [1] World Heritage Information Kit. URL: <http://whc.unesco.org/en/activities/567/>
- [2] World Heritage Committee Decision 17 COM XI. URL: <https://whc.unesco.org/en/list/657/documents/>
- [3] Advisory Body Assessment of the Nomination Dossier of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad property. URL: <https://whc.unesco.org/en/list/657/documents/>
- [4] Operational Guidelines for the Implementation of the World Heritage Convention 2017. URL: <http://whc.unesco.org/en/guidelines/>
- [5] Guidance on the Preparation of Retrospective Statement of the OUV for the World Heritage. URL: <http://www.heritage-institute.ru/vn/documents>
- [6] World Heritage Committee Decision 39COM 8E. URL: <https://whc.unesco.org/en/decisions/6407>
- [7] World Heritage Centre: Periodic Reporting. URL: <http://whc.unesco.org/en/periodicreporting/>
- [8] First Periodic Reporting Cycle Questionnaire of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad Property. URL: <https://whc.unesco.org/en/list/657/documents/>
- [9] Second Periodic Reporting Cycle Questionnaire of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad Property. URL: <https://whc.unesco.org/en/list/657/documents/>
- [10] The World Heritage Centre: Retrospective Inventory. URL: <https://whc.unesco.org/en/retrospective-inventory>
- [11] World Heritage Committee Decision 41 COM 8D& URL: <https://whc.unesco.org/en/decisions/6929>
- [12] World Heritage Committee Decision 41 COM 8D. URL: <https://whc.unesco.org/archive/2017/whc17-41com-8D-en.pdf>
- [13] The World Heritage Centre: Religious Heritage. URL: <https://whc.unesco.org/en/religious-sacred-heritage/>

- [14] Resolution of the 15th ICOMOS General Assembly. URL: <https://www.icomos.org/xian2005/resolutions15ga.htm>
- [15] Resolution of the 17th ICOMOS General Assembly. URL: <https://whc.unesco.org/uploads/activities/documents/activity-646-1.pdf>
- [16] UNESCO/IUCN Guidelines for the Conservation and Management of Sacred Natural Sites. URL: http://cmsdata.iucn.org/downloads/pa_guidelines_016_sacred_natural_sites.pdf
- [17] Nara Document on Authenticity. URL: <https://whc.unesco.org/document/116018>
- [18] Quebec Declaration on the Preservation of the Spirit of Place. URL: <https://whc.unesco.org/uploads/activities/documents/activity-646-2.pdf>
- [19] ICOMOS Study ‘Filling the Gaps – an Action Plan for the Future’. URL: <https://whc.unesco.org/uploads/activities/documents/activity-646-3.pdf>
- [20] Statement on the Protection of Religious Properties within the Framework of the World Heritage Convention. URL: <https://whc.unesco.org/en/religious-sacred-heritage/>
- [21] ICOMOS Scientific Committee for Places of Religion and Ritual (PRERICO). URL: https://www.icomos.org/index.php?option=com_acymailing&ctrl=archive&task=view&mailid=293&key=gQ3BL4xD&subid=4130-9a8ab13af498e5ed387b27a92c1cf7b5&tmpl=component&lang=en
- [22] The Monastic Network across Three Continents. URL: <https://www.unesco.de/mediathek>

SECTION 2. HISTORY AND DESCRIPTION

The Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property emerged from the 15th to 19th centuries and reflects all major styles of Russian art of the period. Considering the special meaning of the Trinity Sergius Monastery (Lavra) as the major and most known Orthodox monastery, the architectural complex, its icons, murals and elements were created by famous masons and artists as Andrey Rublev, Daniil Cherniy, Simon Ushakov, Michurin, Ukhtomskiy, Latakov and others. The Trinity Sergius Lavra Complex was developed during the centuries and consists of buildings from different periods, at the same time, it preserves the integrity of a single complex and, in this capacity, still remains an integral part of the environment despite radical changes of the surrounding landscape by the early 21st century.

The Trinity Cathedral

Build in 1422 to 1423 on order of Father Superior Nikon at the expense of the Grand Prince of Moscow Vasyli I and Prince Yuri of Zvenigorod. In the 16th century, the look of the buildings started to change. In 1510, a new metal cupola was made followed by the aisle over Nikon's tomb added in 1548, the tent over Serapion's tomb in 1559 and the western porch (until 1584) created. In the 18th and 19th centuries, the Cathedral obtained an Italian roof and northern porch. The restoration of the building started in 1925 by Sukhov and was completed in 1966 under Baldin.

The white-stone cathedral, one of the most prominent monuments of Early Muscovite masonry belongs to the period of cross-building single-cupola, four-pillar and three-apse temples with heightened wall arches and coating up to the gables. The walls of its high basement quadrangle are sloping towards the inside, which, with its openings and dome drum narrowing upwards creates the illusion of greater height and monumental nature of the building. Facades divided into three curtain walls with bands end in ogee gables. Together with diagonal corbel arches and corbel arches joining the foundation of the dome drum they were forming the tiered top of the building until 1510. The doors have portals with stepped blind arches with ogee rings. An ark with the fresco depiction of the Trinity was located above the western portal. The walls of the temple, tops of the apses and the dome drum are decorated with tripartite stone carving belts.

Interior partitions do not correspond to façade ones. The sub-dome space has a parabolic wall arches sloping inwards, which are narrowing upwards toward the dome drum. The foundations are box ones. The plane of eastern pillars accommodates the altar partition up to 3 meters high. The floor is covered with encaustic tiles.

In 1425 to 1427, the temple inside was painted by Andrey Rublev, Daniil Cherniy, and their companions. This mural, of which only two small fragments have survived, was substituted by a new one in 1635. This mural was overwritten in the 18th - early 20th centuries and was partially uncovered in 1949 to 1954 by the team of Neradovsky and in 1982 to 1985 by the team of Batkhel. The earlier high iconostasis, a unique work of Muscovite art of the 15th century is mostly preserved. The diesis, festive and prophetic tiers thereof are works of Andrey Rublev's people and Andrey Rublev is the author of the temple icon of Trinity currently exhibited at Tretyakov Gallery. The top, fifth tier, was created in 1600 using Boris Godunov's donation. There is a silver phylactery of Blessed Sergius of Radonezh made in 1585 by Russian chisellers on Ivan the Terrible's order (covered in 1835) near the southern wall of the Cathedral. Over it, there is a silver canopy of 1737 with sumptuous Baroque forms made by the workshop of Prief.

The Western porch originally mentioned in 1584 was covered with the stilted vault in 1642. Figures of saints on sides of the Cathedral's portal, fragments of gable drop and ornaments at the bottom of the walls are the surviving remnants of the murals of the 16th century uncovered during restoration.

The Nikon Annex was rebuilt in 1623 and in the late 17th century; its southern porch was changed in the early 19th century and restored in 1930-1940 by Trofimov and in 1950-s by Baldin. A small brickwork shrine coated with white stone up to the middle of its walls belong to the class of pillarless single-cupola and single-apse churches. Its quadruple with a tier of small ogee niches on top ends in the tier of corbel arches and bulbous cupola. The large semi-circular altar and the western façade are decorated with arcature on thin pillars with beads. The dome drum with spandrels cut with the light drum opening covers the annex. The figures in escapements of the drum and the narrative composition outside in the corbel arch of the eastern wall are remnants of murals of 1635.

The Tent of Serapion was originally created in the 16th century and was rebuilt in 1829. In 1950, it was repainted in ancient style.

In 1960-s, the restoration works by architect Baldin had been implemented under the command of restoration architect Nedovich. The works aimed to restore the facades and uncover the coating up to the gables. In the 1970-s, Interregional Scientific Arts Restoration Administration (MNRKhU) restored monumental murals of 1635 and tried to recreate the bottom of the tier compositions. Other restoration of those murals (reinforcement) was conducted in the 1980-s by an arts restoration team under the supervision of Batkhel and ten years later under the supervision of Nekrasov. Since then, the icons of the Cathedral have been continuously restored by the art restorers of Lavra under the supervision of Aldoshina, a Russian art restorer with the highest qualification.

The Tent of Serapion was painted in the 17th century style during early 1950-s by art restorer, Sokolova.

The Assumption Cathedral

The Cathedral was built in 1559-1585 on the order of Ivan the Terrible. Its top was changed in the mid 18th century: the gable roof was replaced by an Italian roof; the central dome drum height was increased, and bulbous cupolas were added. The cathedral had the dome-covered porch with the tombs of Tsar Boris Godunov and his family until 1780. After, the porch was replaced by the existing one and the stone tabernacle tent was made above the tombs. In 1880-1881, the domed crypt basement was dug under the building, which resulted in further material deformations of load bearing structures and their reinforcement in 1909. Gable roofing was restored under the supervision of Baldin in 1967.

The shape of this monumental brick building is similar to the shape of the Assumption Cathedral of the Moscow Kremlin although its dimensions are greater. It is a five-cupola, six-pillar temple with five apses of equal height and cross domes. Strict simplicity and laconic architectural language are inherent in its magnificent shape. Smooth façades are decorated with the arcature pillar tier divided into curtain walls with heavy bands and curtain walls ending in semicircular gables. The spacious hall-shaped interior differs from the ‘original’ with strong pillars of rectangular, not circular, shape. The floor is made of stone slabs.

The walls, pillars and domes have excellent murals made in 1684 by Yaroslavl and local craftsmen under the supervision of Dmitry Plekhanov. The murals were partially renovated in the 18th and early 20th centuries. The carved gilded five-tier iconostasis in Naryshkin Baroque style with end-to-end pillars covered with grapevines and ending in the Crucifixion are works of the early 18th century. Its icons have not been yet cleared of overwrites. Behind the iconostasis, there is a three-tier mural gallery or choirs for the singers. Two bronze chandeliers were made in the Armory Chamber in the 17th century for the Cathedral.

The gable roofing was restored in the 1960-s under the supervision of Baldin. The monumental murals also saw numerous restorations. The most large-scale works were conducted for the celebrations of the 500th anniversary of death of Blessed Sergius in the 19th century and the 700th anniversary of birth of Blessed Sergius in 2016. The murals were reinforced, flushed, and tinted. The pillar murals were cleared of later overwrites by MNRKhU restoration artists in the 1960-s. Other murals are under overwrites of late 19th century.

Capital restoration of the iconostasis carving with flushing and reinforcement of gilded elements was performed in 2016.

The Godunov Tomb

The tomb of the Boyar family of Godunovs is an architectural monument within Trinity Sergius Lavra and a part of its architectural complex.

The building of the preserved Godunov Tomb is located near the northwestern corner of the Assumption Cathedral. It was built in 1781 by an architect Ivan Yakovlev and is an almost rectangular low prismatic volume of brickwork with no openings with plastered and whitewashed walls on brickwork foundations. Façade planes are decorated with simple profile cornices and flat bands in the corners of the structure. The Italian roof is covered with copper. As of its creation, the tomb has seen no significant changes. The Soviet-era restoration resulted in the placement of four marble plaques with names of the interred on the western façade of the tomb. The Godunovs' remains were interred under the walls of the Assumption Cathedral of Trinity Sergius Lavra in 1606 after two re-burials in brief time after sudden death of Boris Godunov. On Thursday, April 14, 1605, he was buried with

regal ceremonies and interred in the Assumption Cathedral of the Moscow Kremlin. Later events of the Time of Troubles resulted into re-burial of Boris Godunov's remains with mockery in Varsonofievskiy Monastery in Moscow with his murdered family (his wife Maria and son Feodor) buried with him. On order of Tsar Vasyli Shuyskiy, the Godunovs' remains were buried in Trinity Sergius Monastery. Three persons were re-interred into the porch of the Assumption Cathedral, which dimensions exceed those of the Assumption Cathedral of the Moscow Kremlin. The fourth burial appeared in 1622 when, a Tsarina Xenia known as Olga after becoming a nun was brought to Trinity Sergius Monastery on Tuesday, August 30, 1622 according to her wish to be buried with her parents expressed in her last will and testament. Thus, four Boris Godunov's family members were buried there. The Godunovs' tombs in the northern wing of the western porch of the Assumption Cathedral under the floor were marked with hollow above-grave monuments. The monastery inventory of 1641 shows that the above-grave monuments were covered with canopies, wax candles stood in front of them and icons on the wall above them. Researchers also believe that edges of the above-grave monuments had memorial plaques possibly surviving on the eastern wall of the tent volume. By 1735, the western porch of the Assumption Cathedral had become a storage for unused legacy church accessories. In 1780, the worn porch was torn down and substituted for the entrance porch richly decorated in the 18th century Baroque style. In 1780, the surviving small stone tent was built above the Godunov Tomb under the project of architect Ivan Yakovlev. No above-grave monuments located at the cathedral porch or sarcophaguses with remains of the interred have survived. After disassembly of the Western Porch and erection of the stone tent, the Godunovs' burials were placed into new sarcophaguses typical for the 18th century. Throughout the 19th century, they became desolate and were repaired several times, however, in the early 20th century, it still was in "total desolation... without dates". In 1914, members of the Society for Protection and Conservation of Artistic and Antique Monuments contacted to the Chief Procurator of the Synod to request to improve the state of conservation of the tomb. In response to that, the Spiritual Council of the Lavra suggested making the tomb 'similar to a chapel with an entrance inside', but Moscow Archaeological Society wished the tomb remained the same. In October 1945, the Godunov Tomb was uncovered and studied by the

archaeological panel in the course of restoration of Trinity Sergius Lavra in 1938-1950 under the supervision of an architect Trofimov. Four stone boxes covered with four rows of brickwork were found in the tomb. Near the boxes, there were wooden sarcophaguses with the Godunovs' remains. The tomb opening is described in the Working Notes of architect Senatov with textual descriptions and illustrative drawings. After opening of the tomb in 1945, one skull and small tissue remains were taken from there. The tomb was opened again in 1946-1947. Back then, when Lavra was closed, the tomb accommodated orphans, who damaged historic burials materially (according to Demidov, who was informed by an anthropologist Gerasimov, who studied the Godunovs' tombs after the Lavra was opened in the 1940-s). By the 700th anniversary of birth of Blessed Sergius, the tent was restored, historic white-stone plaques with the names of the interred on the eastern façade were cleared from numerous whitewash layers and reinforced.

The Church of the Holy Spirit (Dukhovskaya)

The church was built in 1476-1477 by a team of Pskov craftsmen. In the 18th century, the top of the building was changed. The annexes dated to the 17th century were enclosing the building on three parts in the mid 19th century.

The brickwork building with the white-stone basement and portals is a specimen of the belfry church unique for Muscovite masonry of the late 15th century. The monument has some new distinctive features differentiating it from Early Muscovite buildings; it represents an important stage in the history of Russian masonry setting further development stages for religious architecture. The four-pillar, single-cupola and three-apse temple is crowned with the dome drum, which base accommodates a belfry in the shape of the arcade on six massive circular pillars. It opens onto the dome drum and is separated from the temple with the cupola dome. The design of the facades emphasizes vertical direction of the whole composition. Bundled narrow bands divide the façade planes into three curtain walls with fall gables. The sharpened ogee shape repeats itself many times in the shape of the diagonal corbel arches in the base of the belfry, its rings, and shapes of the portals.

Vertical girdles of apse decorations are joined at the top with the figure carved at the top. The basement shape is complex and is decorated with a band of palmettes. The top of the drum and the quadrangle of the temple below and bottoms of the gables are decorated

with the tripartite terracotta frieze with the baluster turned and two rows of red partially glazed plates of green and ochre tints with decorative plant reliefs. The frieze used to touch the apses as well. The external decorations are supplemented with the mural in the middle gable of the northern and the circular arch of the western facade.

The dark interior almost lacks sky light. It has characteristic pillars that are square and have tapered angles bearing heightened arch walls. The foundations are box ones. Side aisles have altar partitions. The initial murals of 1655 renovated in 1778 were substituted in 1866 by oil painting on the new plaster. It was renovated several times in the 19th and early 20th century. Its iconostasis of rosewood with artistic motives of the 17th century is an eclectic one. The floor is made of white-stone slabs.

The main volume was restored in 1937–1946 by Baranowski and Trofimov and completed and decorated in 1960 by Baldin and Gerasimov. In 2015-16, the facades were restored and reinforced and the oil painting of the 1860-s was washed and restored in situ by Malyshev's workshop.

The Holy Gates and the Gate Church of the Nativity of the Saint John the Baptist

They form the main entrance into the monastery and belong to two construction stages. The gate with the temple of Sergius of Radonezh was built in 1513 within the wooden monastery stockade. It stayed inside the fortress walls, when the monastery borders were expanded. It explains its unusual location separated from the entrance and the Red Tower with a small ward. The existing church was built in place of a former one with the funds provided by Stroganov in 1693-1699, the gate was partially reconstructed at this period as well. In the 18th century, the open arcade around the church in the north, east and south was converted into the canopied porch (the western part of the porch was canopied and closed ab initio). In 1809, four of five cupolas were disassembled.

This two-tier brick building with white-stone decorations is a perfect specimen of Stroganov style of Moscow Baroque. Its bottom tier is a powerful quadrangle with a wide arch passageway and its top tier is a slender temple with two tiers of windows, no pillars, three apses and a bypass gallery crowned with five compact cupolas. The sumptuous carved decorations with orderly shapes clearly stand out against the background of red walls.

Various pillars, abutments, entablatures, and shells in corbel arches are used widely. Many windows have interesting hexagonal shapes.

High and upward looking space of the temple is covered with the cloistered vault with the wide square opening in the base of the middle light cupola. The decorated late Classicism iconostasis and oil painted murals date back to 1872. The northwestern tent in the porch accommodates the stove dating back to the early 18th century covered with relief polychromatic tiles.

The five cupolas of the church were restored in 1974 under the supervision of Gubelman (Mosoblstroyrestavratsiya).

In the early 2000-s, Demidov supervised the recovery of the polychromatic painting of the temple and murals with pointed diamond rustication. By the 700th anniversary of birth of Blessed Sergius, the iconostasis and monumental oil painted murals were restored in situ and fragments of Baroque murals of 1749 were uncovered. At the same time, the tiled stove in the northwestern tent are the oldest one in the entire Lavra.

Obelisk

The monastery square accommodates the hardscaping work characteristic of the Classicism period erected in 1792 on order of metropolitan Plato 'to glorify the monastery'. This obelisk is a thin sandstone tetrahedron narrowing upwards and ending in the ball at the top. It occupies the tall pedestal with oval iron plaques showing texts enumerating the monastery's favors to the state.

In the late 1990-s, the obelisk foundations were reinforced, and the sun dial faces were recovered. By the 700th anniversary of birth of Blessed Sergius, the obelisk was also restored.

The Refectory with the Sergius Church

The Refectory with the Church of Saint Sergius was built in 1686-1692 on order of Tsars Ivan and Peter. It is a brick plastered building with carved white-stone decorations standing on a ground floor surrounded with an open arcade.

This Moscow Baroque monument boast exquisite wealth of decorations and innovative design solutions making it possible to consider it as one of the best examples of similar buildings of the late 17th century. The circular semi-columns, plat bands with

grapevine uprights, carved figurines and walls ending in shells decorating the facades are perceived against the background of interchanging polychromatic murals.

The large refectory hall for celebrations (34 by 15 meters) dominates the building. It is covered with the semi troughed vault and forms one of the largest rooms of its time without intermediate supports. The small refectory in the southwestern part of the building is for daily use. The small refectory church with the troughed vault on spandrels and without pillars next to the main hall occupies the bottom tier of the quadrangle crowned with the small cupola. The top tier accommodates the monastery archive and library.

The walls and vaults of main rooms are abundantly decorated with stuccos gilded and silvered in 1780 and partially painted later. The internal doors including those of the church are decorated with sumptuous portals with carved columns. The original murals made in 1778 to 1780 by Yankovskiy and a group of craftsmen are concealed under numerous renovations. The former iconostasis dating back to the late 19th century was lost and was replaced in 1948 with a beautiful Moscow Baroque iconostasis by Belarus carvers of 1688 from the disassembled Church of Nicholas the Grand Cross in Moscow. The iconostasis was assembled under the supervision of an architect David.

The part of the open arcade was restored by Trofimov in the 1940-s. Oil paintings were restored in 1911 using oil painting. Church paintings were restored in 1974 under command of Sokolova. The facades and first floor interiors were restored in the early 2000-s under the supervision of art restorer Bykovskaya. The most recent restoration of the murals and stuccos, iconostases and facades took place in 2015 for the 700th anniversary of birth of Blessed Sergius.

Vifeyskaya Church

The Church was built in 1734 over the tomb of Micheas, a student of Sergius of Radonezh. It is a small brick single-cupola temple similar to a chapel and has Baroque architectural trends. Its low and extremely oblong hexahedral volume is its key distinctive feature. It ends in complex Dutch roof made after the fire of 1746. The plastered facades with uprights in the corners and the inner walls are decorated with ornamental oil paintings of the 19th century.

The oil paintings saw numerous in situ restorations as labels on the temple walls show. The most recent restoration of the facades, murals, and iconostases of the 1940-s was performed for the 700th anniversary of birth of Blessed Sergius in 2016.

The Church of the Virgin of Smolensk

The Church was built in 1746-1748 with the donation from count Razumovskiy under the project ascribed to Ukhtomskiy. The porches surrounding the church were dismantled in 1784.

It is a small slender Elizabethan Baroque brick and plaster temple with white-stone and whitewashed parts standing out against the background of the turquoise walls. The single-cupola rotunda volume with two tiers of windows stands on the top of the cellar and boasts rich design using alternating deep niches for the entire height of the building and porticos with uprights supporting rounded frontals. The complex stairs of porches surround it in the cardinal directions with two exit ways and massive balustrades form the building stylobate. The temple ends in the oval dome with lucarnes and the skylight with the shaped cupola. The building details are still incomplete.

The light and spacious interior is decorated with uprights and niches uniting the windows into vertical units. Formerly, blue walls were decorated with narrative oil painted murals. The carved Baroque iconostasis with abundant sculptures was transferred here in 1956 from the dismantled Church of Paraskeva at Piatnitskaya street of Moscow.

The surrounding elements of the temple were restored partially by Komarov in 1956 and completely in 1977 under the supervision of Baldin. Facades were restored in 2013 under the supervision of Demidov, who also restored historic pink (redberry) painting of the façade walls. In 2016, the monumental interior murals and iconostasis were restored.

The Chapel-over-the Well

This typical monument of Moscow Baroque is located near the Assumption Cathedral. It is a miniature central building with a tiered structure. It is made of bricks, while its rich external decorations are made of glazed tile and white stone. The volumetric composition forms quadrangle from the foundation and three octahedrons of decreasing dimensions with the top ones serving as the dome drum for the cupola. Rich plastic

decorations especially abundant in the first tier and include plat bands, small pillars and cartouches carved in stone and glazed.

Abundant shapes are supplemented with polychromatic coloring that covers top parts of the building as well. The tier faces of the interior of the room makes the space more dynamic. Oil painted murals date back to the early 19th century.

The facades were restored partially in the 1970-s under the supervision of Baldin. In the early 2000-s, the facades were restored under the supervision of art restorer Goryacheva.

Treasury Building

It is a three-floor building with a basement housing a number of administrative buildings of the 17th century interconnected and connected to the stair tower of the mid 18th century. In 1858, the third floor was added. The building includes the Fortress Chamber restored by Baldin in 1955 -1958. It is a strong tower-like three-tier structure in the rear part of the building standing on the basement and formerly covered with a low tabernacle. Its bottom with simple arched windows dates to the 16th century, while its more decorative top to the 18th century. The floors connected with stairs inside the walls are covered with cloistered vaults on spandrels.

In 2010, a restorer and architect Demidov discovered the historic part of the Treasury Chamber dating to the 1530-s and boasting unique fish scale decorations of the main façade with no comparable counterparts in Russian masonry.

The Sacristy Building

The building was built under the project by Yakovlev in 1781. It is an early Classicism two-floor brick and plaster building with basements. Vaulted rooms are still partially connected with enfilading.

Its facades were restored for the 700th anniversary of birth of Blessed Sergius under the supervision of Demidov.

The Cells Building

The Saint Barbara Building, the Saint John the Baptist Building, the Provisory Building with cells, the Assumption Building and the Inspector Building are all two- and three-floor buildings with basements originally built of bricks in the mid 17th century. The

Provisory and Assumption Buildings were rebuilt from the foundations in 1816 under the project by Sokolov.

Other buildings were significantly reconstructed in the 19th century and have mostly lost their historic layout and domed vaults. The buildings consist of mostly similar sections of three vaulted rooms in each one with independent exits to the outside. The system is reflected in division of facades with bands corresponding to positions of inner walls. The whitewashed façade planes have preserved decorated frieze sections of polychromatic glazed tiles while the windowsills in some rooms are made of glazed green-tinted bricks. Altogether, these parts are evidence of partial rebuilding of the building in the late 17th century. The room walls have traces of panels made of interchanging vertical stripes of assorted colors, there are fragments of decorations and ornamental murals.

The Saint John the Baptist Building was restored by Baldin and Ustinov in 1960.

The Metropolitan Chamber

The Metropolitan Chamber had been known since the 16th century as the archimandrite cells until it was built anew in the late 17th century. The top floor and the main northern façade were overhauled into Baroque style in 1778 with the funds of metropolitan Plato. The building was restored partially in 1938-1939 and 1945 by Trofimov.

The brick and plaster building has two stages on the one side and three stages on the other side due to the terrain features of the area. The front and side facades have preserved fragments of decorations of the 17th century: the window frames and frieze of relief polychromatic glazed tiles. The Baroque decorations of the front façade include figure-shaped plat bands, abundant stuccos with cartouches and a portico with columns supporting the balcony with sleek forged grating.

Free layout of the building and vaulted rooms in the first floor remain unchanged. The ceremonial top rooms are decorated with stuccos and murals mostly marked on the vaults.

The Tsar and Metropolitan Chambers have the most abundant decorations and boast large tiled stoves of glazed tiles with narrative murals. When interiors were renovated in the 19th century, in some rooms, damask upholstery and stuccos on panels and jambs were substituted by marble like plaster.

The Tsar Chamber (Chertogi)

The Tsar Chamber (Chertogi) was built in the late 17th century and transferred to Moscow Theological Academy in 1814, at that period its reconstruction was started. Two wide open entrance porches were substituted by internal stairways, the ballroom was made in the eastern part of the building and converted later into the home church, and the plastered facades were painted with ochre. Partial restoration of external finishing of the monument began in 1949 under the supervision of Trofimov and continued under the supervision of Baldin in the 1960-s.

This large two-floor brick building with decorations of white stone and polychromatic glazed tiles is one of the fine examples of Moscow Baroque palatial structures. Its extremely elongated rectangular volume has paired windows with decorative plat bands united with the common tympanum. The plat bands are white stone in the first floor and lusterware in the second floor. The glazed tiles form the inter-floor belt with the top frieze and individual inserts on top planes of the walls painted to remind diamond rustication.

The vaulted rooms in each floor form two parallel enfilades. The rich stucco finishing of the top ceremonial Baroque rooms was made by craftsmen Ilya Saevich (1745) and Mikhail Zimin (1748) according to drawings of Kamenskiy. They survived in the western part of the building. The ceiling and wall stuccos are especially abundant in the bedroom and the dining room by Zimin. The images depict Peter the First's battles, allegory narratives and emblems accompanied with mottos and inscriptions. Magnificence of these chambers is finished by two large tile stoves of the mid 18th century with painted polychromatic and blue tiles with narrative and floral patterns. The finishing of the majority of the rooms dates to the 19th century.

Red Building, Bath and Hospital Building, Library Building

The 19th century was the period, when an educational center, a Theological Academy, was constructing its own suite of buildings, which occupied the area of the monastery's Zhitniy Ward.

These buildings are mostly brick plastered and belong to late Classicism. From the artistic point of view, the Red Building with its three floors is the most significant. It was built in 1839 and extended in 1884. The Bath was built in 1847 and the Hospital Building

was built in 1835 and extended in 1884 by adding the second floor. They keep stylistic features, but are more ordinary. The long Library Building (1877) stands out against their background with two floors and eclectic design.

The Library Building was restored for the 700th anniversary of birth of Blessed Sergius in 2016.

The Belfry

The high five-tier Belfry is a centerpiece of the Architectural Complex of the Trinity Sergius Lavra. Its creation history runs for almost thirty years (1741-1770). Throughout the 18th century, the monastery was experiencing significant changes. The old 16th century belfry near the Church of the Holy Spirit (Dukhovskaya) became dissonant with the new scale of the monastery and its solemn looks. Besides, it was worn and torn. Therefore, the monastery authorities started obtaining the permit for the construction of a new Belfry since the mid 1730-s. The abbot, archimandrite Barlaam was also the confessor to Empress Anna Ioanovna. With petitions for the new construction, donations for erection of the new Belfry were collected.

In 1738, the order of the Holiest Synod was granted to dismantle the old belfry near the Church of the Holy Spirit. A famous Moscow architect Michurin produced the plan of the monastery the same year. Ukhtomskiy was a student of Michurin. He was given a task to conduct visual inspection of the monasteries for pending construction. Therefore, many researchers believe that the famous mason might have been associated with the initial design operations for the pending construction. The plan had been sent to Saint-Petersburg and in two years, the answer came from Saint-Petersburg with the design produced by a court architect Schumacher and approved by Empress Anna Ioanovna. Schumacher, Byron's minion, was a person unfamiliar with Russian Orthodox culture and his design relied only on the plan of the monastery and the design by a Schumacher's compatriot, Schlueter.

The geometric center of the historic square opposite to the western entrance to the Assumption Cathedral was selected as the construction location for the new Belfry. The design itself was a three-tier Classicistic clocktower. Michurin was given a task to construct the Belfry. The architect was able to prove that such location of the Belfry was breaking the integrity of the monastery. This location of the Belfry encumbered the square and its weight

prevailed over the buildings surrounding it. As the architect insisted, the Belfry construction location was moved to the northern side of the square. The foundation was laid in 1741 where the old 16th century refectory used to be. This resolution was influenced by sudden death of Empress Anna Ioanovna in 1740 and ensuing failure of Byron's regime. To aid Michurin, he was granted apprentice Zhukov. The latter was to stay in the monastery on a continuous basis, while Michurin was ordered to visit the monastery twice a month. The major work to erect the new Belfry was performed during the reign of new empress Elizaveta Petrovna.

The first two-floor tier of the Belfry was constructed slowly for seven years per the special order to allow the Belfry to rest on the foundations without any damages. The foundation and the first tier of the Belfry were to withstand large loads. For example, the largest bell in Russia was to be cast. To the north from the monastery, the bell plant with the casting pit was constructed. After the first unsuccessful attempt, the 6.5-ton Tsar Bell was manufactured in 1748.

In 1748, Michurin was also sent to work in Kiev, and further construction was continued by Ukhtomskiy. By summer 1753, all three tiers of the Belfry were constructed, and the completion of the construction was scheduled for the same year. However, Ukhtomskiy updated the original project. The Belfry design by Schumacher seemed unsatisfactory for him. The three-tier building with an egg-shaped dome was a foreign element in the architectural complex of the Lavra. Ukhtomskiy produced an innovative design of a five-tier Belfry similar to its incomplete project of Voskresenskiye Gate.

According to Ukhtomskiy's design, the Belfry height increased to 88 meters exceeding the height of Ivan the Great's Belfry in Moscow, and four tiers instead of two were to be erected on the constructed foundation. This solution was more compliant with the new status of the monastery proclaimed the Lavra in 1744 and striving to become the ideological and religious center of the country. The monastery authorities upheld the project with no reservations and in 1753, it was presented to Empress Elizaveta Petrovna visiting the monastery. The Empress liked the light multi-tier tower with bundles of columns at its angles, Baroque decorations and cup-shaped cupola, and the project was approved.

Construction of two more tiers ended in 1756, however the finishing process took 15 years more. Construction work was performed under the supervision of the executive architect Zhukov. The Belfry ended by a cupola according to Ukhtomskiy's design and Zhukov's wooden model. Completion of the construction work and decorative finishing of the facades fell upon the reign of Catherine the Great.

In 1763, the architect presented the design for finishing of the facades of the Belfry to new Empress Catherine the Second also visiting the monastery after her coronation. The same year, the Empress donated money for completing the Belfry. The architect suggested to create an open arcade in the first tier of the Belfry and to place 32 allegoric sculptures depicting civil virtues on its rampart. Statues above the portrait of Anna Ioanovna were to symbolize Devoutness, Eternity, Charity, Sagacity, Providence, Firmness, Benevolence, Chastity, Love of the Fatherland, Gallantry and Fidelity.

This artistic solution helped to visually switch from the heavyweight foundation to light sequentially decreasing tiers of the Belfry as it was already developed by the architect in the abovementioned design of the Voskresenskiye Gate.

The frontons of the first tier were to accommodate gilded copper forged portraits of Empresses, whose reigns saw construction of the Belfry (Anna Ioanovna, Elizaveta Petrovna and Ekaterina Alexeevna). Despite the approval of the Empress, the architect's idea had been never implemented.

The Saint-Petersburg Artistic Academy developed models for ornamental decorations of the Belfry's facades and did not find any craftsmen capable of manufacturing embossed portraits on order. Instead of them, white-stone cartouches with alabaster crowns on tops of them and Tsar monograms in their centers were installed. Additionally, the church authorities' reluctance resulted into refusal to install the sculptures and they were substituted for decorative vases as suggested by the director of the Artistic Academy, Betskiy.

This decision had significantly reduced the artistic expressiveness of Ukhtomskiy's design. His tensions with the clergy was growing and the architect resigned not long before the construction was over. It happened in 1767 when primary decorative finishing operations such as capitals, columns, ring frames and the top crown were finished. The remaining

plaster and finishing operations were completed by aides to the architect as Metlin, Barteniev and Yakovlev.

The Belfry was finished in 1770. Carving and plastering work were performed by Moscow carvers Ivan, Vasyli and Mikhail Zimins, who were cooperating with Ukhtomskiy at other construction sites. The famous craftsmen Ivan Kobylin the Great of Tula manufactured the tower clock for the third tier in 1784 (the clockwork was replaced in 1905). The Belfry was filled with 42 bells of varied sizes and weights. The largest bell, the Tsar Bell, was installed in the second tier back in 1759.

On completion of the construction, the monastery complex emerging during several centuries was completed logically and artistically. The Belfry has almost kept its original look except for small remakes (in 1784, the eastern and western exits were closed, and the open arcade was covered with iron roof). At the same time, wall paintings were changed under the metropolitan Plato Levshin. The walls were painted red per the taste of the age.

In 1930-s, the majority of the bells including the Tsar Bell, were lost. Twelve small bells including eight clock ones connected to the clock has survived.

The Belfry is the height dominant of the Trinity Sergius Lavra complex and an integral part of the surrounding landscape. It combines both classical and national traditions and is one of the best Mature Baroque works in Russia.

During restoration works performed in 1964 under the supervision of Baldin, the walls regained their original turquoise greenish tint. The most recent restoration work at the Belfry were performed in 1999-2001 under the supervision of Bykovskaya (Spetsproektrestavratsiya Institute). The restoration works included repairs of the white-stone basement, repairs of damaged sections of brickwork, restoration (and replacement in some cases) of white-stone parts, repairs of wooden structures, replacement of the clock face plating, repairs of the gilded copper coating of the dome and the crown.

Three large bells were cast for the Belfry in the following years. The Pervenets and Blagovest (bells) were installed in 2002 followed by the Tsar Bell in 2003. The original turquoise greenish coloration of the walls was restored in combination with white stucco and white-stone decorations, and gilded finishing. The collective of authors was awarded

the national prize for performing this work. For the 700th anniversary of the birth of Blessed Sergius of Radonezh, the crown on top of the Belfry was regilded.

The Hospital Chamber with the Church of Saint Zosimus and Saint Sabattus

The first half of the 17th century was featured by the construction of new stone buildings within the monastery grounds and along the fortress walls. In 1635-1637, the new Hospital Chamber constituted by a row of wooden buildings was erected at the place of the old hospital with the funds of Alexander Bulatnikov. The Hospital Chamber is a two-floor building divided into the southern and northern parts with the church.

The Church of Saint Zosimus and Saint Sabattus with its high tabernacle stretching towards the sky occupies the pedestal between the two chambers. It is surrounded with porches on its three sides. The quadrangle of the church rests again the ground floor being the first floor of the chambers. The octangle and tabernacle are decorated with green glazed tiles depicting eagles and warriors with cannons. Transitions from one volume to the other one are smoothed out with ogee corbels. The apse is decorated with string cornices connected with white-stone inserts (crabs) using arc garlands.

In the mid 18th century, the western line of cells and the Hospital Chambers were rebuilt into one line with the same rhythm of windows. The third floor was built above the two-floor cells in the 19th century. The Church of Saint Zosimus and Saint Sabattus were surrounded with cells on all sides and its ancient windows and doors were dismantled.

The restoration of the Hospital Chambers started in 1938. The building was cleared of later annexes and in the course of the work, massive engineering operations were undertaken to reinforce all structures.

After the World War II, an art restorer and architect Trofimov resumed the restoration, during which the 17th century refectory connected to the church on the west was dismantled by mistake. Many parts (the western porch, square decorative brickwork on the inner wall of the rampart of the eastern open arcade and the western portal of the temple) were restored with no due historic substantiation. In the early 1950-s, the restoration was completed. By the 700th anniversary of birth of Blessed Sergius, the facades and decorative glazed tiles were restored under the supervision of Demidov.

Monastery Towers and Walls

This excellent monument of military and defensive masonry of the 16th and 17th centuries was built in 1540-1550, increased and partially constructed anew in the mid 17th century. Changing throughout the 18th and 19th century, it was restored in 1938 under the supervision of Trofimov initially followed by Baldin.

The high brick walls with white-stone basements encircle two rows of murder holes marking the construction stages of the walls. The walls have three combat tiers: the one with melee casemates, the one with the open vaulted arcade and the top one with the gallery covered with plank roof resting on pillars. The fortress corners accommodate heavy octahedral towers such as Piatnitskaya Tower, Water Tower, Plotnichia Tower and Utochia Tower while rectangular Red Tower, Lukovaia Tower, Pivnaia Tower, Cellarer Tower, Kalichia Tower, Zvonkovaia Tower and Sushilnaia Tower located along the perimeter of the walls. The Red Tower and the Kalichia Tower have the gates. Inside, the towers are multi-tiered with basements and vaulted slabs replacing the former wooden floors. The Piatnitskaya and Pivnaia Towers have support pillars inside. The towers end in wooden tabernacle roofs with watchtowers. Some of them have 18th century figured and domed slabs with spires. Sparing decorations consist primarily of belts and bands, semi-columns and finalizing arcature belts.

The walls and towers were restored in 2015-2016 for the 700th anniversary of birth of Blessed Sergius.

The historic top of the Piatnitskaya Tower burnt in 1919 and was restored in 2017 under the project by an architect Kazakov and an engineer Yuzhakov (Central Scientific Restoration Workshops, TsNRPM).

The Utochia Tower is the most decorated one. In the late 17th century, it was crowned by a decorative Moscow Baroque top in the form of laced and tiered mast of red brick and white stone. It was restored in the 1960-s under the supervision of Baldin.

The front entrance to the monastery is decorated with the Red Tower, which was white-stone in the 16th century and was reconstructed in brick in the 17th and 19th centuries. Its roof is dating back to 1856 and was restored in 1956.

Inside the monastery, the tower next to small two-floor chambers was built by a craftsman Elisey in 1629. The other gate tower, the Kalichia Tower, was rebuilt completely in 1759-1778 under the supervision of Zhukov with adjustments by Yakovlev. The bottom tier of the tower has an L-shaped passage. Decorative finishing using uprights and rustication is typical for Late Baroque. The slender tabernacle with skylights is covered with glazed green tiles.

The Cellarer Tower was built in 1643 and has quite unusual appearance. Originally, it was a three- floor tower with the single-pillar chamber in each floor. Then, it was built as the cellarer's ceremonial chambers. Later, it was adapted for defense purposes. The walls of its first tier accommodated the passage and combat casemates, and its top accommodated the murder holes and embrasures. They were destroyed in 1846, when the fourth floor was added to the building. Along the sides of the tower and the wall, its contemporary Guest Chambers are located at the southern side (rebuilt in the 18th century) and the northern side (partially restored in 1953-1956 by Baldin and Teykovtsev). These three-floor chambers with vaulted ceremonial halls in each floor are incorporated into the fortification system. The ward with passages from the chambers into the tower is covered with vaults with heightened wall arches.

The daily use gates are the Assumption and Water Towers. The former was made in the wall opposite the apses of the Assumption Cathedral in the mid 17th century. The portico was added to it in 1829. Behind them and over the passage under the Cells Building, a trimmed three-tier small tower had stood until 1829. Currently, only its low-tier and arch has survived. The Water Gate was constructed in the 16th century and was rebuilt in the mid 17th century and partially restored in 1961. Its rectangular volume with an arch passageway standing out against the plane of the fortress wall has similar finishing. In addition to embrasures, the façade has an ark.

Piatnitskaya and Vvedenskaya Churches

These churches are the oldest ones in Sergiev Posad located outside the Holy Trinity Saint Sergius Lavra. They are in the immediate vicinity of the Lavra in the places that historically used to be called Podol. It was a crowded and vibrant place at the trade route from Moscow to Alexandrova Sloboda with trading square.

Back in the time of Blessed Nikon, a student of Blessed Sergius of Radonezh, the wooden church was built with an aisle in the name of holy Parasceve Piatnitskaya. In 1547, boyar Ivan Habarov erected two stone churches at the place of the initial building, Piatnitskaya and Vvedenskaya Churches.

The Piatnitskaya Church consists of the church quadrangle with the far-removed semicircular apse, square pillarless refectory and belfry united into the single volume and oriented along the east-west axis.

The Church is rectangular in plane, pillarless, covered with the cloistered vault and crowned with the blind drum with the bulbous dome. The belfry adjacent to the refectory is an octangle of the quadrangle (the composition technique of erecting the octahedral volume on the tetrahedral one). It rests on two pylons and the western refectory wall with the stairways inside.

The Piatnitskaya Church is richly decorated. Its walls divided with flat bands into three curtain walls end in profiled gables with bands of ogee niches and cornices. Rich plat bands in the form of arrow-shaped corbel arches decorate the windows of the church and the refectory. The prospective entrance portal of the temple is decorated with a unique geometric carving. The belfry is decorated with numerous decorative elements.

The volumes of the Piatnitskaya Church are strung on the horizontal axis and differ materially from the adjacent slender and magnificent Vvedenskaya Church. The architecture of the latter combines older and newer parts, while the Piatnitskaya Church is an integral monument of new architecture preserving mostly its original image.

As regards the Vvedenskaya Church, it is a two-tier cross-domed temple. Only its cupola is gilded to shine. In terms of its proportions and decorations, the church has many things in common with the temple of the Holy Spirit built within the Lavra in 1476-1477. These two Orthodox temples have common artistic features such as identical rectangular planes, similar profiles, and dimension of bands as well as similar decorations. All architectural parts of the Vvedenskaya Church were taken from Pskov masons, who had erected the similar temple in the Trinity Monastery seventy years earlier. The Vvedenskaya Church has no belfry under its cupola, and it is placed onto the high vaulted ground floor.

The top of the Vvedenskaya Church was rebuilt many times and its original look was lost. When the church was restored in the 1740-s, both of its western pillars were dismantled, its vault was remade, the gabled roof was substituted by a more efficient Italian roof and the apses were placed almost up to the top of the quadrangle. The cloistered vault was ended by a Baroque drum crowned with the cupola. In 1822, the porch was attached to the temple on its western side.

When the temple was restored in 1968, its Italian roof was replaced by a gabled roof with diagonal corbels and the western porch was disassembled.

The restoration works were initially conducted under the supervision of Baldin and were followed by the restoration works conducted by an architect Kavelmacher. Currently, the slender and magnificent Vvedenskaya Church combines architectural traditions of several centuries.

External decorations of the Church include surviving fragments of the terracotta frieze with dolphin reliefs. The same terracotta frieze crowns the belt of the Dukhovskaya Church of Trinity Sergius Lavra.

Piatnitskaya Chapel

Piatnitskaya Chapel is one of the first buildings of the Trinity Sergius Lavra, which pilgrims see first.

The chapel was built in the 17th -18th centuries (the more precise period is unknown) over the spring discovered by Sergius of Radonezh. According to a legend, Saint Sergius and monks were taking water from the spring near their cells. Once it ran dry and Saint Sergius made a prayer and a new spring appeared nearby.

The architectural look of the chapel reminds Russian masonry of the Peter the Great's era. Its distinctive features are such typical elements as painted edges, cornices, columns, decorative crosses, and scrolls. The octahedral Piatnitskaya Chapel has a domed vault with two more tiers of lesser diameters. Each edge of the octangle has a rectangular window with a trimmed plat band.

The entrance has a portico with small columns and entablatures.

The chapel has perimeter foundations of bricks and white stone.

In the 20th century, the chapel underwent restoration contributing to its conservation and recovery of its initial artistic and architectural value.

Krasnogorskaya Chapel

Krasnogorskaya Chapel is located at the place of burial of Sergius of Radonezh in 1709.

The founder of the chapel is unknown. Initially, Krasnogorskaya Chapel was wooden. It was located at the square near the monastery entrance. Krasnogorskaya Chapel had four walls and tabernacle roof. Its dome had a metal cross. It was only in 1770, when the chapel was rebuilt in stone. The chapel has a classical form. Its foundation is a regular quadrangle with windows in the corners.

The façade of Krasnogorskaya Chapel has eight semi-circular windows with beautiful plat bands. The façade has uprights and triangular pediments. With its design features, the chapel fits the general design of the Lavra.

Krasnogorskaya Chapel is built of bricks and has white-stone parts, embodying the transition from Baroque to Classicism.

In the early 20th century, the chapel cupola broke down. In the 1970-s, the building was restored (under the supervision of Dokuchaev).

In 1991, Krasnogorskaya Chapel became a part of the Piatnitskoye Ward of the Trinity Sergius Lavra.

The Livery Yard

The Livery Yard museum facility is one of the oldest buildings in Sergiev Posad. It was founded in 1790.

The history of the Livery Yard is inseparable from the history of the livery buildings of the Trinity Sergius Lavra. Back in the 17th and 18th centuries, the Trinity Monastery had numerous stables necessary for servicing its numerous patrimonial estates.

By early 1764, when Catherine the Great signed her order on expropriation of monastery lands in favor of the state and provision of small state financing to monasteries, the Lavra had over 700 horses. Expropriation of patrimonial estates required reducing the large and extensive horse business. In 1790, enormous wooden livery yards were substituted by one stone livery yard by Metropolitan Plato.

The Livery Yard was built in 1790-1791. It was a square of 20 fathoms in the form of the cloistered square array of single-floor buildings with four circular towers in the corners and the rectangular tower over the southern gate. According to contemporaries, the exterior of the livery yard was reminding a small monastery nested near enormous fortress walls of the great Lavra.

After 1918, nationalized building of the Livery Yard was allocated among different organizations. The building gradually fallen into disrepair and were restored by Sergiev Posad State Historical and Arts Museum-Reserve.

Restoration of the Livery Yard succeeded in the recovery of the half lost historic core of the building of 1790-1791 with circular corner towers. In the late 18th century, plank roofs of the Livery Yard towers ended in wooden spires with turned balls. After restoration, weathervanes depicting riders replaced the balls. The miraculously surviving weathervane dating back to the 19th was used as a porotype.

The Livery Yard could be considered as a unique architectural monument of Sergiev Posad. Currently, restored building of the Livery Yard accommodate exhibitions and public spaces of Sergiev Posad National Museum-Reserve, including the exhibits devoted to the history of the area and Trinity Sergius Lavra, Russian folk crafts and modern decorative arts.

SECTION 3. LEGAL AND REGULATORY FRAMEWORK FOR PROTECTION OF THE PROPERTY

Legislative and regulatory measures at national and local levels should ensure the conservation of the property and its protection from the consequences of economic development and changes that could adversely affect the OUV as well as integrity and authenticity of the property. States Parties to the Convention should ensure a full and effective implementation of such measures [1].

The legal framework determines the composition of a heritage site as well as the key criteria for its conservation and management with the application of relevant laws [2].

Additionally, the existing regulatory framework underlies assessment of potential impact of major restoration and construction projects on the Outstanding Universal Value of the World Heritage site in accordance with the ICOMOS Guidelines on Heritage Impact Assessments for Cultural World Heritage Properties [3].

The principles for the conservation of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property are conditioned by international and national heritage legislation.

The Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad property was inscribed to the World Heritage List in accordance with the World Heritage Convention.

According to Part 4 of Article 15 of the Constitution of the Russian Federation, the World Heritage Convention, as an international treaty joined by the Russian Federation, is a part of Russian heritage legislation. Its compliance is implemented both by the federal powers and the federal subjects of the Russian Federation.

Provisions of the World Heritage Convention are implemented in accordance with the Operational Guidelines as one of the vital working documents covering all aspects related to World Heritage (the World Heritage Committee is revising the Operational Guidelines on a regular basis. The Management plan was developed in accordance with the revision of the Operational guidelines adopted in 2017).

There is also a number of international documents governing protection of cultural heritage on an international basis such as: Convention on Protection of Cultural Property in the Event of Armed Conflict (1954) [4], European Cultural Convention (1954) [5], Convention for the Protection of the Archaeological Heritage of Europe (1992) [6], Recommendation Concerning the Safeguarding of the Beauty and Character of Landscapes and Sites (1962) [8], Recommendation Concerning the Safeguarding and Contemporary Role of Historic Areas (1976) [9], The Venice Charter for the Conservation and Restoration of Monuments and Sites (1964) [10], Charter of Cultural Tourism (1974) [11], Nara Document on Authenticity (1994) [12], ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage [13] and others.

The legal framework for the conservation of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property and its OUV attributes are enforced at three levels within the national context.

The federal level is represented with the Ministry of Culture of the Russian Federation as a governmental body authorized for conservation of cultural heritage sites (historical and cultural monuments) of the peoples of the Russian Federation and the national coordinator for cultural World Heritage conservation.

At the regional level and within the framework of their powers, the conservation activities of the World Heritage site are implemented by the Government of the Moscow Oblast (Central Administration for Cultural Heritage of the Moscow Oblast) and at the municipal level, by the Administration of the Sergiev Posad Municipal District (urban development department).

The legal and regulatory framework for the protection and conservation of the World Heritage site aims:

- to regulate urban development within the boundaries of the site and its buffer zone (the General Plan of Sergiev Posad, Sergiev Posad Land-Use and Urban Development Rules and Zoning Plans developed by local authorities in accordance with the Urban Development Code of the Russian Federation);

- to ensure the conservation of cultural heritage monuments within the boundaries of the site and its buffer zone (monitoring of the compliance with federal and regional heritage

legislation, approval of the boundaries of the cultural heritage monuments, documents drafting, conservation obligations, development and approval of the protection zoning for cultural heritage monuments);

- sustainable development of the World Heritage property and its buffer zone (social and economic development programs implemented both at regional and municipal levels).

Historic and cultural monuments within the territory of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property are protected in accordance with the Federal Law No. 73-FZ of 6/25/2002 ‘On Cultural Heritage Sites (Historic and Cultural Monuments) of the Peoples of the Russian Federation’, Law of the Moscow Oblast No. 11/2018-03 of 6/5/2008 ‘On Cultural Heritage Sites (Historic and Cultural Monuments) in Moscow Oblast’ and a number of other regulations in force at federal, regional and municipal levels (See the List of Regulations on the Protection, Use and Conservation of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad).

The Resolution of the Council of Ministers of the Russian Soviet Federal Socialistic Republic No. 1327 of 8/30/1960 ‘On Further Improvement of Cultural Monument Protection in the Russian Soviet Federal Socialistic Republic’ designates the site as a national cultural heritage property, which is required to be protected.

The Resolution of the President of the Russian Federation and Chairman of the Supreme Council of the Russian Federation No. 584-rp of 10/15/1992 placed the Architectural Complex of Trinity Sergius Lavra into the List of Especially Valuable Cultural Heritage Properties of the Russian Federation. This resolution also transfers all buildings and structures of the Lavra complex within the fortress walls (except for a number of buildings occupied by the Sergiev Posad National Museum of History and Arts) to the Russian Orthodox Church (Moscow Patriarchy). Additionally, it also foresees the further stage-by-stage transfer of all exhibitions and cultural assets of the Museum and all its premises to the Russian Orthodox Church.

In accordance with the Resolution of the Government of the Russian Federation No. 759-r of 6/1/2009 (as amended on 6/3/2017), the powers for state protection of the Trinity Sergius Lavra complex are implemented by the Ministry of Culture of the Russian

Federation (the resolutions also clarifies the composition of the complex with 46 cultural monuments located at its territory).

The Orders of the Ministry of Culture of the Russian approved the boundaries and the land-use regimes for the territory of the property (No. 1539 of 9/8/2014) as well as the boundaries of protection zones for the Trinity Sergius Lavra Complex cultural heritage site of federal significance inscribed to the World Heritage List; land-use and urban planning regulations within the boundaries of the protection zones (No. 1341 of 4/29/2015 as amended by the Order of the Ministry of Culture of the Russian Federation No. 2655 of 12/5/2016).

The General Plan of the Sergiev Posad Urban Settlement in the Sergiev Posad Municipal District of Moscow Oblast [14] was developed in accordance with the Urban Development Code of the Russian Federation, Federal Law No. 131-FZ of 10/6/2003 ‘On General Principles of Local Authority Organization in the Russian Federation’, Moscow Oblast Law No. 106/2014-OZ of 7/24/2014 ‘On Reallocation of Powers among Local Authorities of Municipal Entities of Moscow Oblast and Moscow Oblast Government Bodies’, Moscow Oblast Law No. 107/2014-OZ of 7/24/2014 ‘On Granting Local Authorities of Municipal Entities of Moscow Oblast Certain Government Authorities of Moscow Oblast’ as well as in accordance with the Charter of the Town (Municipal Entity) of Sergiev Posad in Sergiev Posad Municipal District of Moscow Oblast and subject to Letter of the Chief Directorate for Architecture and Urban Development of Moscow Oblast No. 31Iskh-109736/05-14 of 12/19/2017. In accordance with the procedures of Russian legislation, public hearing on the draft General Plan was held on 26 September to 3 October 2017 (Report No 44 on the implementation of public hearings for free participation of citizens in urban development activities in accordance with the Urban Development Code of the Russian Federation).

The General Plan of the Sergiev Posad Urban Settlement in Sergiev Posad Municipal District of Moscow Oblast was developed by the Research and Design Institute for Urban Development National Unitary Enterprise of Moscow Oblast (GUP MO NIPI Gradostroitelstva) in accordance with the Urban Development Code of the Russian Federation and the Resolution of the Government of the Moscow Oblast No. 517/23 of

7/11/2007 ‘On Approval of the Spatial Planning Layout of Moscow Oblast: Primary Urban Development Provisions’.

The General Plan development was based on the Resolution of the Head of the Sergiev Posad Urban Settlement No. 12-P of 1/16/2008 ‘On Development of the General Plan of the Sergiev Posad Urban Settlement’. In accordance with the Urban Development Code of the Russian Federation, spatial planning aims to regulate spatial planning and uses of the territories subject to combined social, economic, environmental and other factors to ensure the sustainable development of the territory and the development of public utilities, transport and social infrastructures in accordance with the interests of the citizens and their public associations.

The Land-Use and Urban-Development Rules of the Sergiev Posad Urban Settlement [15] were approved by the Resolution of the Council of Deputies of Sergiev Posad Municipal District of Moscow Oblast No. 34/12-MZ of 12/28/2017 in accordance with the Urban Development Code of the Russian Federation, Federal Law No. 131-FZ of 10/6/2003 ‘On General Principles of Organization of Local Authorities in the Russian Federation’, Moscow Oblast Law No. 107/2014-OZ of 7/24/2014 ‘On Granting Local Authorities of Municipal Entities of Moscow Oblast Certain Authorities of Moscow Oblast’, the Charter of the Sergiev Posad Municipal District of Moscow Oblast (the draft land-use and urban development rules were also presented within the framework of the public hearing held on 26 to 29 July 2017 as recorded in report No. 37). The land-use and urban development rules involve some urban development legislative innovations as the establishment of zones for integrated and sustainable development (ISDT zones) aimed to ensure the more efficient use of the territories. The approved Land-Use and Urban Development Rules have several ISDT zones within Sergiev Posad.

List of Regulations on the Protection, Use and Conservation of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad

Title of the Legal Act	Objectives/Principles	Impact on the World Heritage property
FEDERAL LEVEL		
Civil Code of the Russian Federation (of 30/11/1994 № 51-ФЗ (as amended by the Federal Law of 03/08/2018 No.339-FZ) (part one); 26/01/1996 No. 14-FZ (as amended by the Federal Law of 29/07/2018 No 225-FZ) (part two); 26/11/2001 No. 146-FZ (as amended by the Federal Law of 03/08/2018 No.292-FZ) (part three); dated 18/12/2006 No. 230-FZ (as amended by the Federal Law of 23/05/2018 No.116-FZ) (part four))	It establishes the recognition of the equality of participants in relations regulated by the Code, the inviolability of property, freedom of contract, the inadmissibility of arbitrary interference with anyone in private affairs, the need for unhindered exercise of civil rights, ensuring the restoration of violated rights, their judicial protection.	It defines the relations of civil parties in Russia. As regards the World Heritage site, the code sets forth, inter alia, the rights of the Trinity Sergius Lavra to implement a day-to-day management of the property as well as it allocated the rights to it the intellectual property rights providing that 'it shall be inadmissible to perform state registration of the designations identical or confusingly similar to official names and images of the World Heritage sites as trademarks without consent of their owner' in the Russian Federation.
Land Code of the Russian Federation of 25/10/2001 № 136-FZ (as amended by the Federal Law of 25/12/2018 No.485-FZ)	It regulates land relations in the Russian Federation with the application of the principle of delimitation of the civil law and land legislation. It also regulates the land-use relations on the principle of state regulation of land privatization.	It determines the order of interaction between the participants of land relations (including the territory and the buffer zone of the World Heritage property) and introduces the concept of land for historical and cultural purposes. It also states that the lands with World Heritage sites or extremely valuable cultural heritage sites of the Russian Federation cannot be privatized.

Housing Code of the Russian Federation of 29/12/2004 № 188-FZ (as amended by the Federal Law of 22/01/2019 No.1-FZ)	It is based on the need for state authorities and local authorities to ensure conditions for citizens to exercise their right to housing, their safety, inviolability and the inadmissibility of arbitrary deprivation of their homes, the need for unhindered exercise of rights arising from relations regulated by housing legislation and recognition of the equality of participants in the housing regulation relations of ownership, use and disposal of residential premises; the need to ensure the restoration of violated housing rights, their judicial protection, the preservation of the housing stock and the use of residential premises for the intended purpose	It determines the legal relations of the owners of residential premises (including the territory and the buffer zone of the World Heritage property)
Urban Planning Code of the Russian Federation of 29/12/2004 No. 190 FZ (as amended on 25/12/2018)	It regulates relations on territorial planning, urban zoning, territory planning, architectural and construction design, relations on the construction of capital constructions, their reconstruction, overhaul, on operation of buildings and structures	It determines the legal relations of the actors of construction within the boundaries of settlements and establishes the requirement to project key features of zones with special land-use restrictions (including the protection zones of the World Heritage property and its buffer zone) and their integration into all documents of territorial planning and urban zoning
Criminal Code of the Russian Federation of 13/06/1996 No. 63-FZ (as amended on 01/04/2019)	It regulates the protection of the rights and freedoms of a person and a citizen, a property, public order and public safety, the environment, the constitutional order of the Russian Federation from criminal encroachment, ensuring peace and security of mankind as well as crime prevention. It establishes the basis and principles of criminal responsibility, determines	It establishes a measure of responsibility for the actions aimed at the destruction or damage of especially valuable cultural heritage sites of the peoples of the Russian Federation, including those inscribed to the World Heritage List

	dangerous acts to an individual, society or state as crimes and establishes types of punishments and other measures for committing crimes	
Code of the Russian Federation on Administrative Offenses of 30/12/2001 № 195-FZ (as amended on 01/04/2019)	It regulates the protection of a person, the protection of human rights and freedoms of a person and a citizen, the protection of public health, sanitary and epidemiological welfare of the population, the protection of public morality, environmental protection, the established procedure for exercising state power, public order and public safety, property, the protection of the legitimate economic interests of individuals and legal entities, society and the state from administrative offenses as well as the prevention of administrative offenses	It establishes a measure of responsibility for the actions aimed at the destruction or damage of cultural heritage sites, illegal change of the legal land-use regime of the territories designated as historical and cultural lands (including land-use regimes of the heritage sites inscribed to the World Heritage List and regimes of cultural heritage protection zones)
Budget Code of the Russian Federation of 31/07/1998 No. 145-FZ (as amended on 15.04.2019)	It establishes the general principles of the budget legislation of the Russian Federation, the organization and functioning of the budget system of the Russian Federation, the legal status of subjects of budget legal relations, determines the basis of the budget process and interbudgetary relations in the Russian Federation, the procedure for executing judicial acts on the recovery of the budget funds of the budget system of the Russian Federation and types of violation of the budget legislation of the Russian Federation	It defines the legal regime for budget financing, including the activities of state authorities of the constituent entities of the Russian Federation
Tax Code of the Russian Federation (Part One) of 31/07/1998 No. 146- FZ (as	It determines the system of all tax transactions and fees in the state	It defines the taxation system in the field of conservation of cultural heritage

amended by the Federal Law of 27/12/2018 No.546-FZ)		
Fundamentals of the Legislation of the Russian Federation on Culture (approved by the Supreme Council of the Russian Federation of 09/10/1992 No. 3612-1) (as amended on 05/12/2017)	It determines the procedure for ensuring the implementation and protection of the constitutional right of citizens of the Russian Federation to cultural activities. It ensures the establishment of legal guarantees for the free cultural activities of associations of citizens, peoples and other ethnic communities of the Russian Federation. It also determines the principles and legal norms of relations of actors of cultural activities and defines the principles of state cultural policy, legal norms of state support of culture and guarantees non-interference of the state in creative processes	It defines the legal basis for the conservation and sustainable development of culture in the Russian Federation
Federal Law of 25/06/2002 No. 73 FZ 'On Cultural Heritage Sites (Historical and Cultural Monuments) of the Peoples of the Russian Federation' (as amended by the Federal Law of 21/02/2019 No.11-FZ)	It regulates relations in the field of conservation, sustainable use, promotion and state protection of cultural heritage sites (historical and cultural monuments) of the peoples of the Russian Federation. It is aimed to implement the constitutional right of people to access cultural values and the constitutional duty of people to care for preservation of historical and cultural heritage, historical and cultural monuments as well as the implementation of the rights of peoples and other ethnic communities in the Russian Federation to preserve and develop their cultural and national identities, to protect, conserve and preserve historical and cultural habitats, to protect and preserve the sources of	It defines the following: <ul style="list-style-type: none"> - powers of state authorities of the Russian Federation, state authorities of the constituent entities of the Russian Federation, municipal authorities of the Russian Federation; - the procedure for funding the measures for preservation, promotion and state protection of cultural heritage sites; - the procedure for the establishment and maintenance of a unified state register of cultural heritage sites (historical and cultural monuments) of the peoples of the Russian Federation; - the procedure and the grounds for the inscription of cultural heritage sites to the World Heritage List and

	information about their origins and development of culture.	<p>the procedure for submitting relevant documentation;</p> <ul style="list-style-type: none"> - the purpose and procedure for the implementation of the state historical and cultural expertise on cultural heritage sites; - objectives and types of state protection of cultural heritage sites; - types of conservation of cultural heritage sites; - features of ownership, use and disposal of cultural heritage sites included in the register; - the grounds for the occurrence of the right to use cultural heritage sites included in the register.
Federal Law of 26/05/1996 № 54 FZ 'On the Museum Fund of the Russian Federation and Museums in the Russian Federation' (as amended by the Federal Law of 27/12/2018 No.515-FZ)	It determines the legal status of the Museum Fund of the Russian Federation as well as establishment and legal status of museums in the Russian Federation	It determines the legal status of the museums as museums-reserves. It also defines the objectives of establishing museum-reserves (including ensuring the safety of cultural heritage objects transferred to them and access of citizens to the objects; conservation, studies and promotion of the objects)
Federal Law of 05/12/2017 № 362-FZ 'On the Federal Budget for 2018 and for the Planning Period of 2019 and 2020'	It determines the main features of the federal budget for 2018 and for the planning period of 2019 and 2020	It determines the procedure for funding works in the field of state protection, conservation and promotion of cultural heritage sites
Decree of the Government of the Russian Federation 'On Approval of the Regulations on the Protection Zones of Cultural Heritage Sites (Historical and Cultural Monuments) of the Peoples of the Russian Federation and on the Recognition of Certain Provisions of Regulatory Legal Acts of the Government	It establishes the procedure for developing projects for the protection zones of cultural heritage sites (historical and cultural monuments) of the peoples of the Russian Federation	It defines the requirements for land-use regimes and urban planning regulations within the boundaries of cultural heritage protection zones

of the Russian Federation’ of 12/09/2015 No. 972		
Decree of the Government of the Russian Federation of 15/06/2009 No. 569 ‘On Approval of the Regulations on the State Historical and Cultural Expertise’ (as amended by the Decree of the Government of the Russian Federation of 27/04/2017 No. 501)	It establishes a procedure for conducting state historical and cultural expertise, requirements for the definition of individuals and legal entities that can be involved as experts. It also determines the list of sites for expertise	It determines the procedure for the examination of documentation, justifying measures to ensure the conservation of cultural heritage sites during earthworks, reclamation and (or) economic work and other works within the boundaries of cultural heritage site or on a land plot directly connected to heritage site
Decree of the Government of the Russian Federation of 20/02/2014 No. 127 ‘On Approval of the Rules for the Issue, Suspension and Termination of Permits (Open Lists) to Work on the Identification and Study of Archaeological Heritage Sites’ (as amended on 17.06.2017)	It determines the procedure for issuing, suspending and terminating permits (open sheets) to conduct works on the identification and study of archaeological heritage sites	It establishes the procedure for conducting archaeological research and the requirements for the justification of the needs for these studies and for the qualifications of persons involved in these works (including the territories of archaeological heritage sites located within the territory of the World Heritage property)
Order of the Ministry of Culture of the Russian Federation of 02/07/2015 No. 1906 ‘On Approval of the Passport Form of Cultural Heritage Site’	It approves the form of passport of cultural heritage site and provides a list of information that passport must contain, including the features of cultural heritage site, description of the subject of protection	It regulates the development of passports of cultural heritage sites located within the territory of the World Heritage property
Order of the Ministry of Culture of the Russian Federation of 21/10/2015 No. 2625 ‘On Approval of the Procedure for Issuing Permits for Conservation of Cultural Heritage Site Included in the Unified State Register of Cultural Heritage Sites (Historical and Cultural Monuments of	It determines the procedure for issuing permits for conservation of cultural heritage site by executive authorities performing functions in the field of state protection of cultural heritage sites	In accordance with the established procedure, the permits for conservation works for cultural heritage monuments located within the territory of the World Heritage property and its buffer zone are issued.

the Peoples of the Russian Federation, or Identified Cultural Heritage Sites'		
Resolution of the Council of Ministers of the Russian Soviet Federal Socialistic Republic No. 1327 of 8/30/1960 'On Further Improvement of Cultural Monument Protection in the Russian Soviet Federal Socialistic Republic'	It approves the list of cultural heritage monument and sites designated at national level.	The Trinity Sergius Lavra Complex (with a list of 43 historic monuments inside of the property) was included to the List.
Resolution of the President of the Russian Federation and Chairman of the Supreme Council of the Russian Federation No. 584-rp of 10/15/1992 'On Trinity Sergius Lavra and Activities for the Conservation of Historic and Cultural Heritage in Sergiev Posad District of Moscow Oblast'	It aims to regulate the issues related to the integrity of historic and cultural heritage sites and monuments in Sergiev Posad District of Moscow Oblast	The property is included to the List of the Most Valuable Cultural Heritage Properties of the Russian Federation and transferred to the Russian Orthodox Church.
Resolution of the Government of the Russian Federation No. 759-r of 6/1/2009 (as amended on 6/3/2017) 'On Approval of the Lists of Cultural Heritage Sites of Federal Significance to be Protected by the Russian Culture Ministry'	It approves the list of cultural heritage sites of federal significance to be protected by the Russian Culture Ministry.	The Russian Culture Ministry is authorized to ensure the state protection of the Trinity Sergius Lavra Complex.
Order of the Ministry of Culture of the Russian Federation No. 1539 of 9/8/2014 'On Approval of the Boundaries and Land-Use Regimes for the Trinity Sergius Lavra Complex Cultural Heritage Site of Federal Significance in Sergiev Posad, Moscow Oblast'	It ensures the protection and conservation of the cultural heritage monuments within the territory of the Trinity Sergius Lavra Complex.	It approves the boundaries and land-use regimes for the territory of the World Heritage property.

Order of the Ministry of Culture of the Russian Federation No. 1341 of 4/29/2015 ‘On Approval of the Boundaries of Protection Zones for the Trinity Sergius Lavra Complex Cultural Heritage Site of Federal Significance, Inscribed to the World Heritage List and the Approval of the Land-Use and Urban Planning Regimes within the Boundaries of the Protection Zones’(as amended by the Order of the Ministry of Culture of the Russian Federation No. 2655 of 12/5/2016)	<p>It ensures the protection and conservation of the cultural heritage sites within the Trinity Sergius Lavra Complex within their historic environment.</p>	<p>It establishes protection zones with land-use and urban planning regimes to ensure the conservation and protection of the World Heritage property and its buffer zone.</p>
REGIONAL LEVEL		
Law of Moscow Oblast No. 11/2018-03 ‘On Cultural Heritage Sites (Historic and Cultural Monuments) in Moscow Oblast’	<p>It regulates the relations concerning conservation, use, promotion and state protection of cultural heritage sites (historic and cultural monuments) of the peoples of the Russian Federation located in Moscow Oblast within the jurisdiction of governmental bodies of the regions of the Russian Federation, and relations concerning exercise of certain delegated powers of the Russian Federation concerning conservation, use, promotion and state protection of cultural heritage sites by governmental bodies of Moscow Oblast</p>	<p>It authorizes governmental bodies of Moscow Oblast to preserve, use, promote and protect cultural heritage sites (historic and cultural monuments) of the peoples of the Russian Federation located in the region.</p>
Resolution of the Government of the Moscow Oblast No. 771/43 of 9/27/2013 ‘On Approval of the List of Historic	<p>It establishes the list of historic settlements of Moscow Oblast.</p>	<p>It designates Sergiev Posad as a historic settlement of regional significance.</p>

Settlements of Special Significance for History and Culture of Moscow Oblast'		
MUNICIPAL (LOCAL) LEVEL		
Resolution of the Council of Deputies of Sergiev Posad Municipal District of Moscow Oblast No. 34/05-MZ of 12/28/2017 'On Approval of the General Plan of Sergiev Posad Urban Settlement in Sergiev Posad Municipal District of Moscow Oblast'	It regulates urban development within Sergiev Posad Urban Settlement	It regulates the urban development within the buffer zone of the World Heritage property.
Resolution of the Council of Deputies of Sergiev Posad Municipal District of Moscow Oblast No. 34/12-MZ of 12/28/2017 'On Approval of Land-Use and Urban Development Rules for Sergiev Posad Urban Settlement in Sergiev Posad Municipal District of Moscow Oblast'	It regulates the sustainable development of Sergiev Posad Urban Settlement and promotes investment attraction to the district.	It contributes to the sustainable development of the buffer zone of the World Heritage property.

REFERENCES

1. The Operational Guidelines for the Implementation of the World Heritage Convention. URL: <https://www.mkrf.ru/documents/upravlenie-obektami-vsemirnogo-kulturnogo-naslediya/>
2. Cultural World Heritage Management Manual. URL: <https://www.mkrf.ru/documents/rukovodstvo-po-vypolneniyu-konventsii-ob-okhrane-vsemirnogo-naslediya2602201801/>
3. ICOMOS Guidelines for Heritage Impact Assessments for Cultural World Heritage Properties. URL: <https://www.mkrf.ru/documents/rukovodstvo-po-osushchestvleniyu-otsenok-vozddeystviya-na-nasledie-v-otnoshenii-obektov-vsemirnogo-ku/>
4. Convention on Protection of Cultural Property in the Event of Armed Conflict. URL: <http://www.unesco.org/new/en/culture/themes/armed-conflict-and-heritage/convention-and-protocols/1954-hague-convention/>
5. European Cultural Convention. URL: <https://rm.coe.int/168006457e>
6. Convention for the Protection of the Archaeological Heritage of Europe. URL: <https://rm.coe.int/168007bd25>
7. Convention for the Protection of the Architectural Heritage of Europe. URL: <https://rm.coe.int/168007a087>
8. Recommendation Concerning the Safeguarding and Contemporary Role of Historic Areas. URL: http://portal.unesco.org/en/ev.php-URL_ID=13067&URL_DO=DO_TOPIC&URL_SECTION=201.html
9. Recommendation Concerning the Safeguarding and Contemporary Role of Historic Areas. URL: http://portal.unesco.org/en/ev.php-URL_ID=13133&URL_DO=DO_TOPIC&URL_SECTION=201.html
10. The Venice Charter for the Conservation and Restoration of Monuments and Sites. URL: https://www.icomos.org/charters/venice_e.pdf
11. Charter of Cultural Tourism. URL: https://www.icomos.org/images/DOCUMENTS/Charters/INTERNATIONAL_CULTURAL_TOURISM_CHARTER.pdf
12. Nara Document on Authenticity. URL: <https://www.icomos.org/charters/nara-e.pdf>

13. ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage. URL: https://www.icomos.org/images/DOCUMENTS/Charters/interpretation_e.pdf
14. General Plan of Sergiev Posad Urban Settlement of Sergiev Posad Municipal District of Moscow Oblast. URL: <http://www.sergiev-reg.ru/docs/resolution/reshenie-soveta-deputatov-sergievo-posadskogo-munitsipalnogo-raiona-moskovskoi-o-199>
15. Land Use and Urban Development Rules for Sergiev Posad Urban Settlement. URL: <http://www.sergiev-reg.ru/docs/resolution/reshenie-soveta-deputatov-sergievo-posadskogo-munitsipalnogo-raiona-moskovskoi-o-198>

SECTION 4. STAKEHOLDERS

Stakeholders are private or public actors that may influence a property or may be dependent on its resources [1].

For World Heritage management planning, stakeholders are both private and public bodies, groups and communities, who may be influenced by a management plan or may contribute to its successful implementation [2].

Stakeholders engagement is vital for integrated approach to World Heritage management that ensures sustainable development of a property [3].

Numerous stakeholders are or may be involved in conservation, management, and sustainable development of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site. The religious community, local community, visitors, international organizations, authorities, scientific and educational institutions, NPOs and NGOs have an impact or under the impact of the resources of the World Heritage site. For the description of key stakeholders involved in the site conservation and management as well as stakeholders whose potential involvement may contribute to the sustainable development of the buffer zone and wider setting of the property is provided below.

4.1. RELIGIOUS COMMUNITY

As regards the management model of the World Heritage property, the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad has a sufficiently rare model of the management system for religious sites. The only one management organization of the site (site management) is an organization representing religious community's interests, the Holy Trinity Saint Sergius Lavra (officially registered within the Russian Federation), belonging to the Russian Orthodox Church.

It is necessary to mention that the previous management model of the World Heritage site was a joint management model with the management functions divided between the Holy Trinity Saint Sergius Lavra and Sergiev Posad State Historical and Arts Museum-Reserve. Transition from the joint management model to the sole management model occurred after 2010 in accordance with the Federal Law No. 327-FZ of 30/11/2010 'On Transfer of Religious Assets in National or Municipal Ownership to Religious Organizations' [4].

As representatives of other confessions of Christianity, or other confessions of Orthodoxy have no interest in the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site, the religious community (represented by the Russian Orthodox Church) is one of the key stakeholders directly involved in the management and conservation of the site. Therefore, one of the key long-term tasks for the site is the involvement of other stakeholders into the conservation and management of the property.

4.2. LOCAL COMMUNITY

The concept of local community is usually applied to a group of people, sharing common values and living in the same geographical area, where a World Heritage property is located. In case of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad, the local community consists of residents of the town of Sergiev Posad (103,444 people as at 2018). Since 2011, there is a stable trend of population decrease of the town [5].

Sergiev Posad Population Dynamics from 1856 to 2018 (Public Statistic Data)										
1856	1859	1897	1926	1931	1939	1959	1967	1970	1973	1975
12100	15700	25000	21000	23700	44556	73578	85000	92428	97000	103000
1976	1979	1982	1985	1986	1987	1989	1990	1991	1992	1993
103000	107144	110000	112000	112000	113000	114696	115000	116000	116000	115000
1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
114000	113000	113000	113000	112000	111800	111100	109900	113581	113600	112300
2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
114100	112700	111200	109200	107525	111179	110900	109656	108490	106718	106007
2016	2017	2018								
104994	104679	103444								

The local community of the Holy Trinity Saint Sergius Lavra World Heritage Site consists of various groups, some of which participate in decision-making regarding the site or are directly involved in its conservation, sustainable development and management, for instance, the residents of the town employed by the Holy Trinity Saint Sergius Lavra.

Further involvement of the local community in the conservation, sustainable development and management of the World Heritage property would require additional reviews of the existing interactions between the following local community groups:

4.2.1. LOCAL BUSINESS

One of the objectives for the local community involvement in the conservation, sustainable development and management of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site is the improvement of the economic welfare of people residing within the wider setting of the property, which might be achieved via high employment rates and increase of quality of living of the local community.

It is also necessary to highlight that the growth of entrepreneurial activities conducted by the local community and connected to the World Heritage property is also extremely vital for providing services for the visitors of the property. The increasing popularity of the site and continuous growth of the visitor flow stimulate local business to develop new products in the field of tourism. However, the local community encounters numerous challenges to small and medium businesses, including absence of initial capital and complicated licensing procedures.

4.2.2. LOCAL YOUTH

The involvement of the local youth in the conservation of heritage may be quite useful both for the World Heritage site and the local community. The active and creative young generation may bring innovative ideas in the heritage conservation projects. Besides, the young people are those, who would take care of heritage in the future. The involvement in heritage projects allows young people to obtain new skills and experiences.

Youth involvement does not have to be limited to any specific age. Nonetheless, it is easier to involve specific target groups of young people such as local school children, students, and youth activists.

Currently, awareness of the target groups of young people from the local community on the World Heritage designation of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad and resulting international obligations for its conservation is extremely low due to absence of special-purpose programs and projects for children, teenagers and young people both at the educational institutions level and at the site management.

4.3. PROPERTY VISITORS: TOURISTS AND PILGRIMS

According to the tourism glossary of the UN World Tourism Organization (UNWTO):

A visitor is defined as “a traveler taking a trip to a main destination outside his/her usual environment, for less than a year, for any main purpose (business, leisure or other personal purpose) other than to be employed by a resident entity in the country or place visited. A visitor is classified as tourist (or overnight visitor), if his/her trip includes an overnight stay, or same-day visitor (or excursionist), if his/her trip does not include an overnight stay.

Pilgrims are tourists and sightseers visiting the destination for religious purposes [6].

According to 2017, Sergiev Posad had over 1.5 million visitors. Overall, the visitor flow to the town grows by 10% annually. [7] There are four groups of visitors: tourists, same-day visitors, pilgrims, and other travelers. All groups are one of the stakeholders of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad.

It is necessary to highlight that there is no reliable statistical information in the types of visitors (tourists, same-day visitors and pilgrims) maintained (for the site tourism development details, see Section 8. Strategic Aim 2: Sustainable development).

4.4. OTHER STAKEHOLDERS

4.4.1. LOCAL STAKEHOLDERS

4.4.1 Administration of the Sergiev Posad Urban District of Moscow Oblast [8]

The Administration of the Sergiev Posad Urban District of Moscow Oblast interacts with the management organization of the site on issues related to the preparation of major cultural and sport mass events on the grounds within the buffer zone of the property (such as the New Start for the Golden Ring Tourist Forum, International Moscow Bicycling Night, Sergius Way semi-marathon, etc.). The further involvement of the Administration of the Sergiev Posad Urban District of Moscow Oblast in the conservation and sustainable development of the wider setting of the property may include close cooperation with its following units: Economy Administration (Social and Economic Development Department), Investment Administration, Urban Development Administration, Land-Use

Administration, Utilities Administration, Transit, Communication and Road Administration, Public Amenities Administration, Education Administration, Social Industries Development Administration (Culture Department, Tourist Department and Sport and Youth Department), Municipal Security Administration, Environmental Department.

Patriarchal Publishing and Printing Centre of the Holy Trinity Saint Sergius Lavra [9]

The Patriarchal Publishing and Printing Centre of the Holy Trinity Saint Sergius Lavra is a profit organization within the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage Site (Water Tower). The organization has its own publishing house, two retail outlets (outside the site), web store and printing house. The organization is a publisher and retailer of books, CDs, and DVDs of religious content. The involvement of the organization in the sustainable development of the site is promising from the standpoint of producing and disseminating publications on the World Heritage status of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad.

Moscow Ecclesiastical Academy of the Russian Orthodox Church [10]

Moscow Ecclesiastical Academy is an officially registered religious organization and ecclesiastical higher education organization located within the World Heritage site. Its founder is Russian Orthodox Church. Moscow Ecclesiastical Academy was founded in 1685 and offers bachelor, master, and post-graduate educational programs as well as supplementary education programs in Theology and Training of Religious Organization Officers and Employees. Its involvement in the sustainable development of the site may be successful as regards special-purpose education programs and scientific research. For example, the organization may be involved in the drafting and implementation of educational programs for awareness-raising awareness on the World Heritage status of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad or in research projects related to the management of religious World Heritage.

Peresvet Orthodox, Military and Patriotic Centre [11]

Peresvet Orthodox, Military and Patriotic Centre is a private institution of the Holy Trinity Saint Sergius Lavra, which earlier was an independent private educational institution based on the Peresvet Military and Patriotic Club founded in 1995. The center trains about

100 teenagers from Sergiev Posad, whose tutors are the priests of the Holy Trinity Saint Sergius Lavra, active military officers, and civilians. The Center's objectives include religious and moral education, religious studies, and preparation of teenagers to military service. The Center holds various interactive courses. The Center operates several sport clubs, hosts winter and summer camps, competitions, sightseeing tours, meetings, and concerts. The Center also has its own educational and methodological center.

The involvement of the Peresvet Orthodox, Military and Patriotic Centre in the process of ensuring public consent regarding the site, its buffer zone and wider setting might be promising as regards the implementation of an educational programs on awareness-raising for teenagers on the World Heritage status of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad.

Dubrava Cultural and Educational Centre [12]

Dubrava Cultural and Educational Centre is a municipal cultural institution established in 2001 for musical and aesthetic development of young people. The Center hosts musical festivals, lectures, and master classes. The Center hosts a museum exhibition dedicated to Archpriest A. Men, a memorial complex, library, English and artisanship courses. The involvement of the Dubrava Cultural and Educational Centre into the process of ensuring public consent regarding the site, its buffer zone and wider setting is promising as regards implementation of educational programs focused on awareness-raising of the local youth on the World Heritage status of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad.

Sergiev Posad Branch of the Higher School of Folk Arts [13]

The Sergiev Posad Branch of the Higher School of Folk Arts is the only educational institution in Russia training toy designers under bachelor, master, post-graduate and supplementary vocational education programs. It was established in 1933 based on Sergiev Posad Traditional Toy Craft Association.

The improvement of the interactions of the site management with this educational institution preserving intangible heritage of the town for over 85 years may contribute to the development of local creative industries as one of components for the sustainable development of the wider setting of the World Heritage property.

Currently, the Toys Arts and Pedagogical Museums is the department of the Sergiev Posad Branch of the Higher School of Folk Arts. The Museum was established in Moscow in 1918 based on the private collection of Bartram. The museum collection took over collections of children culture items from Aleksandrovs Palace in Tzarskoe Selo, Livadiyskiy Palace, Stroganov College, nationalized private collections and special-purpose shops. In 1931, the Museum was relocated from Moscow to Sergiev Posad (123 Red Army Avenue, the buffer zone of the site). The museum became famous in Russia due to its unique collection and innovative pedagogical techniques. The involvement of the organization in the sustainable development of the site is necessary for awareness-raising of the local community and the visitors on the World Heritage status of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad.

Public Chamber of the Sergiev Posad Urban District of Moscow Oblast [14]

The Public Chamber of the Sergiev Posad District of Moscow Oblast is an advisory platform for discussing vital interests of residents, NGOs, government bodies and local authorities and resolving critical issues (utilities, healthcare, social policy, education, science, youth policy, tourism, historic and cultural heritage, economic development, constructions and architecture, land-use, environment, corruption prevention, migration policy, inter-ethnic and inter-confessional relations). The representative of the site management, Archimandrite of the Holy Trinity Saint Sergius Lavra Jeremiah (Sergeyev) is a member of the Public Chamber.

Sergiev Posad Branch of the Union of Russian Artists [15]

The Sergiev Posad Branch of the Union of Russian Artists is one of the most populous ones. Overall, Sergiev Posad has a certain historical value for the development of Russian art: The Architectural Complex of the Trinity Sergius Lavra and the town are depicted in paintings by Yuon, Nesterov, Kustodiev, Surikov, Grabar, Favorskiy, and others. The town as well as the urban district also has several known artistic educational institutions (Abramtsev Artistic and Industrial College named after V.M. Vasnetsov, the branch of the Moscow State Arts and Industrial Academy named after S.G. Stroganov Federal State budgetary Educational Institution, Our Lady's College of Artistic Wood Carving, the branch of the Higher school of Folk Arts (Academy) Federal State Budgetary Educational

Institution of Higher Education, Icon Painting School of Moscow Ecclesiastical Academy). Currently, the Sergiev Posad Branch of the Union of Russian Artists unites over 70 local artists.

The improvement of the interactions of the site management with this public organization may contribute to the development of local creative industries as one of the components for the sustainable development of the wider setting of the World Heritage property.

Sergiev Posad Urban District of Moscow Oblast Entrepreneurship Support Centre [16]

The Sergiev Posad Municipal District Entrepreneurship Support Centre is a municipal institution founded in 2010 to foster favorable conditions for small and medium business development. It provides financial support to entrepreneurs, facilitate microloans, hold basic entrepreneurship courses at educational institutions of the district. The involvement of the organization in the sustainable development of the wider setting of the site may contribute to the development of local business and public consent on the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad. In particular, its potential may be used to create the local brand and develop entrepreneurship standards considering the OUV of the property.

Chamber of Commerce and Industry of the Sergiev Posad District Union [17]

The Chamber of Commerce and Industry of the Sergiev Posad District Union is an organization that aims to promote the development of the economy of the urban district, create favorable conditions for entrepreneurship, protect interests and provide a wide range of services for business.

Sergiev Posad Tomorrow Discussion Club [18]

The Sergiev Posad Tomorrow Discussion Club is a venue for public discussion of the issues related to the development of the town. It was founded in 2018. The most discussed themes include development of tourism and Sergiev Posad branding, conservation of religious heritage, welfare of the town and fundraising. The club meetings are held once every two or three months.

4.3.2. REGIONAL STAKEHOLDERS

The Government of the Moscow Oblast [19]

The management organization of the site interacts with the Government of the Moscow Oblast (with the Ministry of Culture of the Moscow Oblast, in particular) on a number of key issues with direct impact on the conservation and sustainable development of the site (development of the Spatial, Social and Economic Development Concept of Sergiev Posad, preparation and hosting major cultural and sport mass events, presentation and promotion of the property at regional and national levels). Further involvement of the Government of the Moscow Oblast in the conservation and sustainable development of the site, its buffer zone and wider setting is possible in close cooperation with its following structures: Central Administration for Cultural Heritage; Ministry of Culture; Ministry of Transport and Road Infrastructure; Committee for Tourism; Committee for Architecture and Urban Planning; Ministry of Investment and Innovation and Ministry of Property Relations.

Sergiev Posad State Historical and Arts Museum-Reserve State Budgetary Institution of Moscow Oblast [20]

Sergiev Posad State Historical and Arts Museum-Reserve was founded in 1920. The collection of the museum-reserve was based on historic and artistic valuables of Trinity Sergius Lavra. Until 2005, Sergiev Posad State Historical and Arts Museum-Reserve was a co-managing organization of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property jointly with the Holy Trinity Saint Sergius Lavra. In 2005, expositions, funds and services of the museum-reserve, with the exception of expositions and funds directly related to the history of the property, located in the Sacristy Building, part of the Beer Tower and the Kelarsky Building, were withdrawn from the territory of the institution according to the Order of the President of the Russian Federation (15.10.1992, No. 584-RP). The history of the creation and restoration of the World Heritage property is reflected in the Architectural Ensemble of the Trinity-Sergius Monastery. Pages of History exposition of the museum-reserve located in the Horse Yard museum complex.

Currently, the organization owns a Trinity Sergius Lavra Sacristy accommodating a collection of church artistic valuables of the 14th-19th centuries within the territory of the World Heritage property. The museum-reserve is also involved in the development of vocational training courses for the tour guides of the Pilgrimage Center of the Holy Trinity Saint Sergius Lavra.

Sergiev Posad State Historical and Arts Museum-Reserve State Budgetary Institution of Moscow Oblast is included to the List of Especially Valuable Properties of National Cultural Heritage of the Russian Federation (Order of the President of the Russian Federation of 15.10.1992, No. 584-RP).

The further involvement of the museum-reserve in the sustainable development of wider setting of the property is possible in the field of the OUV interpretation in the other facilities (Primary Building, the Livery Yard Museum Complex and the Regional Studies Complex) and integration of awareness-raising on World Heritage status of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad into the museum touristic, cultural and educational activities.

Centre for Cultural Initiatives of the Moscow Oblast [21]

The Centre for Cultural Initiatives provides informational and project support in Moscow Oblast for innovative cultural activities and initiatives, facilitating interactions between cultural institutions and dissemination of best cultural management practices.

The potential involvement of the Centre in the sustainable development of the wider setting of the property may contribute to the improvement of the awareness on the World Heritage status of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad property, to the development of creative industries and advanced OUV interpretation methods as well as to the development of partnership among various cultural institutions of the town, district and region.

Public Private Partnership Service Centre [22]

The Public Private Partnership Service Centre is a venue uniting executive bodies and private investors in Moscow Oblast. The center aims to accelerate execution of public private partnership agreements and to follow implemented projects. The involvement of the

organization is promising for the sustainable development of the wider setting of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site.

Moscow Oblast Branch of the Russian Society for Protection of Monuments of Culture and History [23]

Moscow Oblast Branch of the Russian Society for Protection of Monuments of Culture and History was founded in 1966 and is one of the most massive public activism organizations for cultural heritage conservation in Moscow Oblast. The involvement of the organization in the sustainable development of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad property is highly recommended for achieving public consent on the site.

4.3.3. FEDERAL STAKEHOLDERS

Department for State Protection of Cultural Heritage of the Ministry of Culture of the Russian Federation [24]

The Department implements state protection, monitoring and supervision of the implementation of the legislation of the Russian Federation on cultural heritage as well as monitoring of the state of conservation of cultural heritage sites of federal importance, including World Heritage properties located in the Russian Federation.

Central Federal District Office of the Ministry of Culture of the Russian Federation [25]

The Office implements a number of functions, including state monitoring on preservation, use, promotion of cultural heritage sites and state of conservation of cultural heritage sites of federal importance. The Office interacts with territorial bodies of federal authorities, regional and local authorities in the field of cultural heritage protection.

Expert Council of the Ministry of Culture of the Russian Federation [26]

The Council develops and submits to the Ministry of Culture proposals and recommendations on the implementation of state policy in the field of culture, including cultural heritage issues.

Commission of the Russian Federation for UNESCO [27]

The Commission is a coordinating body for the cooperation between the Government of the Russian Federation, federal authorities, researchers, experts and professionals with the UNESCO.

Federal Agency for Tourism of the Ministry of Economic Development of the Russian Federation [28]

The Federal Agency for Tourism of the Ministry of Economic Development of the Russian Federation is the federal executive body for provision of public services, management of state assets, tourism, and tourism business. The Holy Trinity Saint Sergius Lavra has been interacting with the organization since 2016 in the field of promotion of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property at national and international levels.

Russian Research Institute for Cultural and Natural Heritage named after D.S. [29]

The Institute is a Commonwealth of Independent Countries core organization in the field of World Heritage conservation and studies, which provides research expertise for enhancing the implementation of the World Heritage Convention in the Russian Federation.

Institute of Archaeology of Russian Academy of Sciences [30]

The Institute of Archaeology is one of the leading and oldest archaeological institutions in Russia inseparably connected with the archaeological studies of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad property. Recently, archaeological fieldwork on the site was conducted by the Moscow Expedition of the Institute of Archaeology under the supervision of Dr. Engovatova, a deputy director on research of the Institute of Archaeology. The results of the archaeological studies are published regularly.

Ordzhonikidze Russian State Geological Prospecting University [31]

Ordzhonikidze Russian State Geological Prospecting University was founded in 1918 and offers supplementary vocational education and higher vocational education (bachelor, master, and post-graduate) programs for different pure and applied disciplines. Students of the Russian State Geological Prospecting University have their field practice at the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site.

The further involvement of the university in the sustainable development of the site may be required as regards special-purpose educational programs and scientific research. For example, , the organization may be involved in the drafting and implementation of educational programs for awareness-raising on the World Heritage status or in research projects related to the conservation and monitoring of the property.

Russian State University of Tourism and Services [32]

The Russian State University of Tourism and Services is a higher education institution founded in 1952 and training over 1000 Russian and foreign students under bachelor, master, post-graduate, secondary and additional vocational education programs of various majors including service, tourism and hotel business. The Russian State University of Tourism and Services is also involved in the development of vocational training courses for the tour guides of the Pilgrimage Center of the Holy Trinity Saint Sergius Lavra. The students of the university have filed projects at the World Heritage site as well. The further involvement of the university in the sustainable development of the site may be promising as regards special-purpose education programs and research projects. For example, the organization may be involved in the drafting and implementation of educational programs for awareness-raising on the World Heritage status or in research projects related to the sustainable tourism development at religious World Heritage sites.

Strelka KB [33]

Strelka KB is a consulting company founded by the Strelka Institute of Media, Architecture and Design in 2013 and offering strategic consulting, urban planning, and project management services. It focuses on creating quality and comfortable urban environment.

Since 2017, Strelka KB has been developing the spatial development program of Sergiev Posad as a religious Orthodox center. At the time of the Management Plan development, neither the concept nor methodology of the paper was published. According to the site management, the development of the document included relevant negotiations with the Russian Orthodox Church and Administration of the Sergiev Posad Municipal District.

ICOMOS Russian National Committee [34]

ICOMOS Russian National Committee contributes to the conservation of Russian cultural heritage, including World Heritage properties located in the Russian Federation, through professional expertise, advisory and financial aid, and the facilitation of professional expertise in cooperation with international ICOMOS Committee, ICCROM and UNESCO.

Russian Society for Protection of Monuments of Culture and History [35]

The society conducts activities in the field of Russian cultural heritage protection, conservation, promotion and interpretation, providing public expertise of urban planning projects and funds cultural heritage monuments conservation and restoration projects.

Russian Military Historical Society [36]

The Russian Military Historical Society was established in 2012 to consolidate public and private efforts to study military history of Russia, prevent its distortion, promote military history achievement, improve the image of military service and foster patriotism.

Since 2017, the Holy Trinity Saint Sergius Lavra has been participating in the Russian Military Historical Society's Roads of Victory project providing free bus sightseeing tours for schoolchildren, cadets, and orphans to military historical heritage sites of Russia. In case of further participation in the project and increased cooperation with the Russian Military Historical Society, the site administration should focus on improving awareness of the site's World Heritage status and its contribution to the Russian military historic heritage.

4.3.4. INTERNATIONAL STAKEHOLDERS

UNESCO World Heritage Committee [37]

UNESCO World Heritage Committee is the main decision-maker in the World Heritage system. At its annual sessions, the Committee considers new World Heritage List and World Heritage List in Danger inscriptions, World Heritage properties' state of conservation reports and other issues.

UNESCO World Heritage Center [38]

UNESCO World Heritage Centre is the focal point and coordinator of the Convention concerning the Protection of the World Cultural and Natural Heritage, ensuring the day-to-day management of the World Heritage system.

International Council on Monuments and Sites (ICOMOS) [39]

ICOMOS is an international non-governmental organization dedicated to the conservation and protection of cultural heritage. ICOMOS is one of the Advisory Bodies to the World Heritage Convention. ICOMOS conducts evaluation of the nomination dossiers of cultural heritage properties, develops recommendations on individual World Heritage properties, basing on their state of conservation reports, heritage impact assessments, participates in reactive monitoring missions and advisory missions to individual World Heritage sites.

International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM) [40]

ICCROM is an intergovernmental organization dedicated to the preservation of cultural heritage worldwide through training, information, research and cooperation programs. ICCROM is one of the Advisory Bodies to the World Heritage Convention.

Organization of World Heritage Cities (OWHC) [41]

The Organization of the World Heritage Cities is an international non-governmental organization established in 1993 in order to assist its members in adapting and improving the management of World Heritage sites in urban context. The members of the organization are the cities that have World Heritage sites located on their territories. The member cities are represented in the organization by the heads of their administrations (mayors) and their structural divisions on cultural heritage. Currently, the organization has 300 members-cities and 8 regional secretariats. The Russian Federation belongs to the Eurasian Regional Secretariat of the OWHC, which includes among its members such cities as Kazan, Moscow, Saint-Petersburg, Suzdal and Yaroslavl.

Key and Potential Stakeholders of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad				
Religious Community				
Site Management The Holy Trinity Saint Sergius Lavra / Moscow Patriarchate of the Russian Orthodox Church		Other religious organizations and potential stakeholders Patriarchal Publishing and Printing Centre of the Holy Trinity Saint Sergius Lavra Moscow Ecclesiastical Academy of the Russian Orthodox Church Peresvet Orthodox, Military and Patriotic Centre		
Local Community		Visitors		
Sergiev Posad Residents		Visitors, Tourists, Pilgrims and Other Travelers		
International Community				
UNESCO World Heritage Committee	UNESCO World Heritage Center	ICOMOS	ICCROM	OWHC
Organizations				
Level	Federal	Regional	Local	
Type				
Authorities	Department for State Protection of Cultural Heritage of the Ministry of Culture of the Russian Federation Central Federal District Administration of the Ministry of Culture of the Russian Federation Commission of the Russian Federation for UNESCO Federal Agency for	Central Administration for Cultural Heritage of the Moscow Oblast Ministry of Culture of the Moscow Oblast Ministry of Transport and Road Infrastructure of the Moscow Oblast Committee for Tourism of the Moscow Oblast Committee for Architecture and Urban Planning of the Moscow Oblast	Administration of the Sergiev Posad Urban District of Moscow Oblast Sergiev Posad Urban District of Moscow Oblast Entrepreneurship Support Centre	

	Tourism of the Ministry of Economic Development of the Russian Federation	Ministry of Investment and Innovation of the Moscow Oblast Ministry of Property Relations of the Moscow Oblast	
Research, Educational and Cultural Institutions	Russian Research Institute for Cultural and Natural Heritage Institute of Archaeology of the Russian Academy of Sciences Ordzhonikidze Russian State Geological Prospecting University Russian State University of Tourism and Services Strelka KB	Centre for Cultural Initiatives of the Moscow Oblast Outer Moscow Tourism and Information Centre Sergiev Posad State Historical and Arts Museum-Reserve State Budgetary Institution of Culture of Moscow Oblast	Sergiev Posad Branch of the Higher School of Folk Arts Dubrava Cultural and Educational Centre Other educational and cultural institutions of Sergiev Posad (Gagarin Palace of Culture, Sergiev Posad Institute of Humanities, Teaching Resource Centre, etc.)
Non-Profit and Non-Government Organizations	ICOMOS Russian National Committee Russian Society for Protection of Monuments of Culture and History Russian Military Historical Society	Public Private Partnership Service Centre Moscow Oblast Branch of the Russian Society for Protection of Monuments of Culture and History	Public Chamber of the Sergiev Posad Urban District of Moscow Oblast Sergiev Posad Branch of the Union of Russian Artists Sergiev Posad Tomorrow Discussion Club

Within the existing World Heritage site management system, the key stakeholders including the religious community and authorities are involved into the process of protection, management and sustainable development. At the same time, involvement of the local community and some organizations at local, regional, national and international levels may contribute to the sustainable development of the site and its buffer zone as well as wider setting, enhancing public consent on the property and the coordination with the UNESCO World Heritage Center.

REFERENCES

- [1] Cultural World Heritage Management Manual. URL: <http://whc.unesco.org/document/125839>
- [2] Management planning of the UNESCO World Heritage Sites. Guidelines for the Development, Implementation and Monitoring of Management Plans. URL: http://www.expoaus.org/upload/novosti/publication_expoaus_eng_web_105355.pdf
- [3] Operational Guidelines for the Implementation of the World Heritage Convention. URL: <http://whc.unesco.org/en/guidelines/>
- [4] Federal Law No. 327-Fz of 30/11/2010 ‘On Transfer of Religious Assets in Public or Municipal Ownership to Religious Organizations’. URL: <https://rg.ru/2010/12/03/tserkovnoedobro-dok.html>
- [5] Federal State Statistics Service. URL: <http://www.gks.ru>
- [6] Glossary of the UN World Tourism Organization (UNWTO). URL: <https://statistics.unwto.org/sites/all/files/docpdf/glossaryterms.pdf>
- [7] The Government of the Moscow Oblast: Sergiev Posad Becomes One of the Most Popular Tourist Destinations in 2017. URL: <http://mosreg.ru/sobytiya/novosti/news-submoscow/sergiev-posad-voshel-v-top10-samyh-populyarnyh-sredi-turistov-gorodov-rossii-v-2017-godu-7009>
- [8] Administration of the Sergiev Posad Municipal District. URL: <http://www.sergie-reg.ru>
- [9] Patriarchal Publishing and Printing Centre of the Holy Trinity Saint Sergius Lavra. URL: <http://www.lavrabook.ru/skycat.php>

- [10] Moscow Ecclesiastical Academy of the Russian Orthodox Church. URL: <https://www.mpda.ru>
- [11] Peresvet Orthodox, Military and Patriotic Centre. URL: <http://www.peresvet-lavra.ru>
- [12] Dubrava Cultural and Educational Centre. URL: <https://radubrava.ru/about/>
- [13] Sergiev Posad Branch of the Higher School of Folk Arts. URL: <http://spf-vshni.ru/sveden/common/>
- [14] Public Chamber of the Sergiev Posad District. URL: <http://www.sergiev-posad.ru/gorod/obshh-palata/>
- [15] Sergiev Posad Branch of the Union of Russian Artists. URL: http://artartart.ru/html/razdel/history_p1_ru.html
- [16] Sergiev Posad Municipal District Entrepreneurship Support Centre. URL: <http://mb-sp.ru/about-us/>
- [17] Chamber of Commerce and Industry of the Sergiev Posad District Union
- [18] Sergiev Posad Tomorrow Discussion Club. URL: <https://tvr24.tv/news/o-putyah-razvitiya-goroda-govorili-v-diskussionnom-klube-sergiev-posad-zavtra>
- [19] The Government of the Moscow Oblast. URL: <http://mosreg.ru>
- [20] Sergiev Posad State Historical and Arts Museum-Reserve. URL: <http://www.museum-sp.ru>
- [21] Centre for Cultural Initiatives of the Moscow Oblast. URL: <https://artkommunalka.com/ru/content/centr-kulturnyh-iniciativ>
- [22] Public Private Partnership Service Centre. URL: <http://mosreg.ru/sobytiya/novosti/news-submoscow/proektnyy-ofis-gchp-kak-v-podmoskove-pomogayut-chastnym-investoram>
- [23] Moscow Oblast Branch of the Russian Society for Protection of Monuments of Culture and History. URL: <https://moveopik.com>
- [24] Department for State Protection of Cultural Heritage of the Ministry of Culture of the Russian Federation. URL: https://www.mkrf.ru/about/departments/departament_gosudarstvennoy_okhrany_kulturnogo_naslediya/

- [25] Central Federal District Administration of the Ministry of Culture of the Russian Federation. URL: https://www.mkrf.ru/about/territorial_authorities/upravlenie_ministerstva_kultury_rossiyskoy_federatsii_po_tsentralnomu_federalnomu_okrugu/_activities/
- [26] Expert Council of the Ministry of Culture of the Russian Federation. URL: https://www.mkrf.ru/about/advisory_authorities/advisory-council/
- [27] Commission of the Russian Federation for UNESCO. URL: <http://www.unesco.ru/ru/>
- [28] Federal Agency for Tourism of the Ministry of Economic Development of the Russian Federation. URL: <https://www.russiatourism.ru>
- [29] Russian Research Institute for Cultural and Natural Heritage. URL: <http://www.heritage-institute.ru/>
- [30] Institute of Archaeology of the Russian Academy of Sciences. URL: <http://www.archaeolog.ru>
- [31] Ordzhonikidze Russian State Geological Prospecting University. URL: <http://mgri-rggru.ru>
- [32] Russian State University of Tourism and Services. URL: <http://rguts.ru/index.php>
- [33] Strelka KB. URL: <http://strelka-kb.com>
- [34] ICOMOS Russian National Committee. URL: <http://www.icomos.org.ru/>
- [35] Russian Society for Protection of Monuments of Culture and History. URL: <http://www.voopik.ru/>
- [36] Russian Military Historical Society. URL: <https://rvio.histrf.ru>
- [37] UNESCO World Heritage Committee. URL: <http://whc.unesco.org/en/committee/>
- [38] UNESCO World Heritage Centre. URL: <http://whc.unesco.org/en/world-heritage-centre/>
- [39] International Council on Monuments and Sites (ICOMOS). URL: <http://www.icomos.org/en/>

[40] International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM). URL: <http://www.iccrom.org>

[41] Organization of World Heritage Cities (OWHC). URL: <http://www.euroasia-uclg.ru>

SECTION 5. CURRENT STATE ASSESMENT AND STRATEGIC MANAGEMENT PLANNING: AIMS, OBJECTIVES AND METHODS

5.1. FACTORS IMPACTING THE PROPERTY

	Factors	Type	Existing / Potential	Influence Degree (insignificant/mode rate/significant)	Responses and Impact Mitigators
Natural factors	1. Climatic	1.1. Seasonal temperature fluctuations	E	Moderate	Monitoring and Maintenance
		1.2 Wind (erosion, vibration)	E	Insignificant	
		1.3 Precipitation (rain, snow, icing)	E	Moderate	
		1.4. Humidity	E	Moderate	
		1.5. Storms	P	Insignificant	
		1.6 Atmospheric organic dust contamination	E	Insignificant	
	2. Biological	2.1 Mold and fungi	E	Moderate	Monitoring and Maintenance
		2.2. Façade vegetation and moss	E	Insignificant	
		2.3. Plant seeds and pollen	E	Insignificant	
		2.4. Bird manure contamination	E	Moderate	
	3. Hydrological	3.1. Ground water effects	E	Moderate	Foundation Monitoring, Rainwater Drains and their Maintenance
		3.2. Floods	P	Moderate	
	4. Geological	4.1. Landslides	E	Significant	Monitoring, Structural Reinforcement
		4.2. Earthquakes	P	Insignificant	
Anthropogenic	5. Development	5.1 Traditional architectural setting disturbance with incompliant dissonant development projects	E	Significant	Compliance with the Regimes of Protection Zones, Approval of Objects of Protection and Historic Settlement Protection Regimes
		5.2. No visual perception of Lavra as the traditional urban dominant	E	Significant	

		5.3. Erection of unauthorized temporary structures and placement of dissonant advertising structures	E	Moderate	
6. Anthropogenic	6.1. Use of candles and incense during religious services	E	Moderate	Monitoring, Visitation Regime	
	6.2. Harsh temperature and moisture differences due to uncontrolled visitor traffic during precipitation	E	Moderate		
	6.3. Increasing vehicle impact and vehicle pollution	E	Moderate	Vehicle Flow Relocation	
7. Emergencies	7.1. Fire	E	Insignificant	Security, Alarms	
	7.2. Vandalism	E	Insignificant		
	7.3. Terrorism	E	Insignificant		

It is necessary to develop the Disaster Risk Management Plan for the successful management of the World Heritage property (in accordance with the UNESCO Guidelines for Development of Disaster Risk Factor Management Plans).

5.2. SWOT-ANALYSIS

Strategic Aim 1. Conservation of the OUV			
INTERNAL	S (strengths)	W (weaknesses)	
	<ul style="list-style-type: none"> • Proper status of key OUV attributes • Status of the cultural heritage site of federal significance (with approved protection zones and boundaries; land-use and urban development rules) • Regular monitoring of the cultural heritage monuments within the World Heritage site • Comprehensive restoration of cultural heritage monuments within the World Heritage site in 2014-2017. 	<ul style="list-style-type: none"> • Absence of disaster risk management plan • Absence of the comprehensive long-term program for restoration of monuments within the World Heritage site and its buffer zone • Absence of the approved protection object both for the World Heritage site and cultural monuments located inside of the property • Insufficient control of the maintenance of visual integrity of historic environment of the site and its buffer zone (occurrence of dissonant new constructions within the historic environment) • Absence of the harmonized information database on monument conservation and studies 	
EXTERNAL	O (opportunities)	T (threats)	
	<ul style="list-style-type: none"> • Use of the World Heritage status to promote the site and attract international tourists • Development of interactive programs for tourists 	<ul style="list-style-type: none"> • Construction of buildings and structures, which are dissonant in scale, height, and style parameters of the buffer zone of the site and its historic environment • Anthropogenic pollution of the area • Environmental situation and adverse natural phenomena 	

Strategic Aim 2. Sustainable Development			
INTERNAL	S (strengths)	W (weaknesses)	
	<ul style="list-style-type: none"> • The unique nature of the property not only as the architectural and historic property of international significance, but also as the one of the oldest religious and educational centers of the Russian 	<ul style="list-style-type: none"> • Absence of the general interpretation strategy for the property engaging site management and governmental bodies • Insufficient amount of information on the restrictions in force within the site due to its 	

EXTERNAL ENVIRONMENT	<p>Orthodox Church. The Lavra accommodates Moscow Ecclesiastic Academy.</p> <ul style="list-style-type: none"> • Destination of Orthodox pilgrim routes • Favorable geographic location contributing to the attraction of tourists due to the proximity to Moscow • Good transport accessibility (railway and motorway communications with Moscow) • Possibility of year-round visitation • System of collective accommodations contributing to the duration of stay of tourists and pilgrims • Presence of operational Orthodox temples and churches, contributing to attracting pilgrims and restoring religious aspects of the value of the property • Presence on the territory of a state museum, namely Sergiev Posad State Historical and Arts Museum-Reserve State Budgetary Institution of Culture of Moscow Oblast, as a factor, which contributes to the protection, education and sustainable tourism development 	<p>World Heritage designation at the site and its web-site</p> <ul style="list-style-type: none"> • Insufficient accessibility of the site for the visitors with limited mobility • Presence of degrading environment areas within the buffer zone • Unlawful construction within the historic environment • Excessive visitors (exceeded anthropogenic impact limit) within the property • Excessive concentration of tourist and pilgrim traffic visiting specific cultural heritage monuments at the property
	O (opportunities)	T (threats)
	<ul style="list-style-type: none"> • Development of bilingual navigation within the site • Promotion of the property (use of the World Heritage designation to attract international tourists). 	<ul style="list-style-type: none"> • Exceeding anthropogenic impact limits of the site area due to increasing visitation • Uneven distribution of anthropogenic impact due to seasonality and excessive focus on visiting specific cultural monuments within the site

INTERNAL ENVIRONMENT		<ul style="list-style-type: none"> Commercialization of the site and its buffer zone
	Strategic Aim 3. Efficient Management and Monitoring	
	S (strengths)	W (weaknesses)
	<ul style="list-style-type: none"> The Lavra's structure includes the Patriarchy Architecture and Restoration Center (PARC) repairing and restoring the Lavra's monuments and wards. It has 29 full-time employees The Lavra has a license from the Ministry of Culture of the Russian Federation to perform restoration work at the property 	<ul style="list-style-type: none"> Insufficient coordination between the site management and other stakeholders Clarification is required for the site composition (amending 759 - PP) and amendments to the conservation obligation. Absence of the system for timely informing the UNESCO World Heritage Centre on new construction projects and major restoration works Absence of regular practice of HIA Absence of the single body coordinating management of the World Heritage site Conflicts between authorities, public and NGOs Delineation and dissemination of powers in relation to cultural heritage monuments within the buffer zone and enforcement of such powers by different authorities
	O (opportunities)	T (threats)
EXTERNAL ENVIRONMENT	<ul style="list-style-type: none"> Improvement of site management system Establishment of a separate service for World Heritage management Development of urban planning documents Improvement of human resources 	<ul style="list-style-type: none"> No objects of protection approved for the cultural heritage monuments included to the world Heritage property Misunderstanding among stakeholders regarding site management

	<ul style="list-style-type: none"> • Use of research and business potential of the public sector and NGOs • Establishment of a national partner network for the site management with the participation of governmental bodies and World Heritage sites managers 	
--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

Strategic Aim 4. Achieving Public Consent

INTERNAL ENVIRONMENT	S (strengths)	W (weaknesses)
	<ul style="list-style-type: none"> • The Lavra has a social service interacting with the local community and charities • Successful projects for the involvement of the local community in the conservation of the OUV of the site (revitalization of traditional crafts at the Lavra's workshop) • Mechanism for interaction with the Public Chamber of the Sergiev Posad Urban District • Several active charities supporting vulnerable groups of the local community • Presence on the territory of a state museum, namely Sergiev Posad State Historical and Arts Museum-Reserve State Budgetary Institution of Culture of Moscow Oblast, as a factor, which contributes to the protection, education and sustainable tourism development 	<ul style="list-style-type: none"> • Insufficient involvement of the local community in the conservation, sustainable development and decision-making regarding the site • Misunderstanding regarding the future of some urban zones of the town • Absence of the comprehensive strategy for involving the local community • Absence of target projects for involving specific groups of the local community • Absence of the strategy for awareness-raising and informing the local community on World Heritage
EXTERNAL ENVIRONMENT	O (opportunities)	T (threats)
	<ul style="list-style-type: none"> • Development of strategic planning documents 	<ul style="list-style-type: none"> • Growing misunderstanding between the local community and the site management

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Human resources improvement of the Lavra's Social Service • Use of the business potential of the local community and town NGOs for involving the local community in the site conservation | <ul style="list-style-type: none"> • Growing misunderstanding between the town NGOs and the site management • Misunderstanding among stakeholders regarding the site management |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

SECTION 6. WORLD HERITAGE PROPERTY DEVELOPMENT

STRATEGY

6.1. WORLD HERITAGE SITE DEVELOPMENT VISION AND MISSION

To develop responses proposals, it is wise to think of the property in its overall context and envisage its long-term future <>. A vision of where the site should be in the next 20-30 years would be a useful starting point. This Vision Statement could provide the basis for elaborating management policies, annual work plans, and an implementation strategy.

A Vision Statement describes how the property will be in 20-30 years' time and the steps needed to safeguard the OUV and other values of the property, to transmit the benefits of heritage management to the community at large, and to ensure a positive contribution to sustainable development.

The Vision Statement should be a result of collective effort by all stakeholders and should guide the development of objectives and an action plan. If necessary, it can be

supported, or even replaced, by fuller ‘guiding principles’, to guide the development of objectives [Managing Cultural World Heritage Resource Manual]

The chart below shows key aspects of the vision statement for the long-term conservation and sustainable development of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property. These aspects also underlie strategic aims and objectives of the management plan and its action plans with different implementation deadlines.

The Trinity Sergius Lavra is one of the religious centers of Russia as well as the largest center of religious education and Orthodox culture. The Lavra is not only a religious pilgrimage destination, but also an outstanding cultural heritage site reflecting centuries of history linking generations of the Orthodox world.



Vision Statement

The long-term site development strategy implies protecting and maintaining the Outstanding Universal Value of the Lavra by coordinated planning for the purposes of ensuring sustainable development of the site, its buffer zone and wider setting via continuous interaction with the local community and stakeholders.



The Trinity Sergius Lavra is the World Heritage site of outstanding religious, cultural and educational value recognized and valued by the current and future generations.



Mission of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property

Provision of access for Religious community and visitors to one of the most venerable Russian religious property

Conserving cultural heritage for current and future generation by intentional, positive and reliable involvement of specialists, public officials and other stakeholders in the implementation of the World Heritage Convention, achieving sustainable development, disaster risk management, reconstruction, restoration, management and legal protection of the site as well as sustainable tourism development

Involving the local and religious communities in the relevant UNESCO World Heritage initiatives and contributing to the understanding of values, needs and demands of the local and religious communities.

6.2. DEVELOPMENT OF STRATEGIC AIMS AND OBJECTIVES FOR THE MANAGEMENT OF THE PROPERTY

Cultural World Heritage plays a vital part in sustainable development as a cultural component defining cultural identity and fostering proudness for legacy of a country/region/city. The UNESCO World Heritage system calls on to use the potential of sites of Outstanding Universal Values for social and economic development around the world.

The use of heritage for sustainable development is based on the 5Cs Strategy:

- **C**redibility
- **C**onservation
- **C**apacity-Building
- **C**ommunication
- **C**ommunities

These strategic objectives for the implementation of the World Heritage Convention indicated the role of the World Heritage as a constantly changing living matter actively developing and influencing both natural and cultural environment. For sustainable development purposes, actions must be taken to protect the heritage in the future and maintain it in the present.

The 26th session of the World Heritage Committee adopted the Budapest Declaration in 2002 and invited all partners to support World Heritage conservation using key strategic objectives or 4 Cs.

Decision CONF 202 9

The World Heritage Committee,

1. Noting that in 2002, United Nations Year for Cultural Heritage, the World Heritage Committee celebrates the 30th anniversary of the Convention concerning the Protection of the World Cultural and Natural Heritage adopted by the General Conference of UNESCO in 1972;

2. Considering that in 30 years, the Convention has proven to be a unique instrument of international co-operation in the protection of cultural and natural heritage of outstanding universal value;

3. Adopts the Budapest Declaration on World Heritage as follows:

BUDAPEST DECLARATION ON WORLD HERITAGE

1. *We, the members of the World Heritage Committee, recognize the universality of the 1972 UNESCO World Heritage Convention and the consequent need to ensure that it applies to heritage in all its diversity, as an instrument for the sustainable development of all societies through dialogue and mutual understanding.*

2. *The properties on the World Heritage List are assets held in trust to pass on to generations of the future as their rightful inheritance.*

3. *In view of the increasing challenges to our shared heritage, we will:*

a. **encourage** countries that have not yet joined the Convention to do so at the earliest opportunity, as well as with other related international heritage protection instruments;

b. **invite** States Parties to the Convention to identify and nominate cultural and natural heritage properties representing heritage in all its diversity, for inclusion on the World Heritage List;

c. **seek to ensure** an appropriate and equitable balance between conservation, sustainability, and development, so that World Heritage properties can be protected through appropriate activities contributing to the social and economic development and the quality of life of our communities;

d. **join to co-operate** in the protection of heritage, recognizing that to harm such heritage is to harm, at the same time, the human spirit and the world's inheritance;

e. **promote** World Heritage through communication, education, research, training, and public awareness strategies;

f. **seek to ensure** the active involvement of our local communities at all levels in the identification, protection, and management of our World Heritage properties.

4. *We, the World Heritage Committee, will co-operate and seek the assistance of all partners for the support of World Heritage. For this purpose, we invite all interested parties to co-operate and to promote the following objectives:*

*a. strengthen the **Credibility of the World Heritage List**, as a representative and geographically balanced testimony of cultural and natural properties of outstanding universal value;*

*b. ensure the effective **Conservation of World Heritage properties**;*

*c. promote the development of effective **Capacity-building measures**, including assistance for preparing the nomination of properties to the World Heritage List, for the understanding and implementation of the World Heritage Convention and related instruments;*

*d. increase **public awareness, involvement, and support for World Heritage through communication**.*

5. We will evaluate, at our 31st session in 2007, the achievements made in the pursuit of the above-mentioned objectives and in support of this commitment.

The fifth C (Communities) was added to the strategic objectives in 2007 at the 31st session of the World Heritage Committee.

Decision: 31 COM 13B

The World Heritage Committee,

1. Having examined Document WHC-07/31.COM/13B,

2. Welcomes the proposal by New Zealand to enhance the role of communities in the implementation of the World Heritage Convention;

3. Adds a “fifth C” for “Communities” to the existing Strategic Objectives which were adopted as the **Budapest Declaration** on World Heritage by the World Heritage Committee at its 26th session (Budapest, 2002) which should read as follows:

“To enhance the role of communities in the implementation of the World Heritage Convention”.

4. Encourages all interested parties to promote and implement this fifth Strategic Objective.

5. Thanks New Zealand for this important contribution to the implementation of the Convention.

In this light, the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property:

1. is a harmonious contribution to the World Heritage List as an authentic example of the outstanding operational Orthodox monastery with a defensive function
2. has safeguards for protection and conservation of its OUV Attributes
3. ensures implementation of efficient measures for increasing its resource capacity
4. raises awareness on World Heritage via presentation and promotion programs
5. as a religious property, contributes to consolidation and sustainable development of the local communities as the center for unification of Orthodox people.

In accordance with key tasks and provisions of the World Heritage Convention, 5Cs strategic objectives, on the basis of SWOT-analysis and vision and mission statement of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property, the following strategic objectives were developed for the Management Plan:

Strategic Aim1. CONSERVATION OF THE OUV (See Section 7)

Strategic Aim 2. SUSTAINABLE DEVELOPMENT (See Section 8)

Strategic Aim 3. ACHIEVING PUBLIC CONSENT (Section 9)

Strategic Aim 4. EFFICIENT MANAGEMENT (Section 10)

The development of strategic objectives for management planning was based on collective and interactive approaches as well as continuous consultations with stakeholders and site management.

SECTION 7. STRATEGIC AIM 1: CONSERVATION OF THE OUV

World Heritage protection and management should ensure that Outstanding Universal Value, integrity and/or authenticity stated at the time of the inscription are maintained and improved in the future. Regular control of the general state of conservation of sites as well as their Outstanding Universal Value is conducted within the framework of the monitoring of World Heritage sites.

Once a site was inscribed to the World Heritage List, a State Party must fulfil its obligations to preserve the Outstanding Universal Value of the property through effective long-term management.

Urban heritage including its tangible and intangible dimensions is one of the key resources for improving the quality of life of people living in urban areas. It also contributes to economic development and social cohesion in a changing global environment. Since the future of humanity depends on effective planning and management of resources, heritage preservation has become a strategy for achieving a balance between urban growth and quality of life on a sustainable basis.

This strategic aim focuses on the OUV attributes defined for the property at Section 1, including the conservation of these attributes based on the OUV of the site at the time of the inscription of to the World Heritage List as well as conservation of its integrity and authenticity of the site.

One of the distinctive features of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site is sufficiently good state of conservation of its key OUV attributes as well as the presence of a wide range of legal tools for protection of cultural heritage monuments and urban development planning in national heritage legislation. However, there are some issues to be resolved to achieve this strategic aim and conserve the OUV of the property.

7.1. ARCHITECTURAL MONUMENTS CONSERVATION

In accordance with the Resolution of the Russian Government No. 759-r of 6/1/2009 (as amended on 6/3/2017) on the List of Individual Cultural Heritage Sites of Federal Significance, the Ministry of Culture of the Russian Federation is authorized to implement the state protection of the Trinity Sergius Lavra Complex cultural heritage site of federal

significance, which is composed by the following cultural heritage monuments:

The Assumption Cathedral

The Trinity Cathedral

The Refectory with the Sergius Church

The Church of the Holy Spirit

The Western Porch of the Trinity Cathedral

The Nikon Annex Church

The Belfry

The Vifeyskaya Church

The Church of the Virgin of Smolensk

The Tsar Chamber (Chertogi)

The Metropolitan Chamber

Cells - Inspector Building

Cells - Saint Barbara Building

The Saint John the Baptist Building with Cells

The Provisory Building with Cells

The Assumption Building

The Sacristy Building

Serapion's Chambers

Treasury Building

Ward Chambers

The Hospital Chamber with the Church of Saint Zosimus and Saint Sabattus

The Chapel-over-the Well

The Godunov Tomb

Obelisk

The Gate Church of the Nativity of the Saint John the Baptist

Towers: Lukovaia Tower, Red Tower, Zvonkovaia Tower, Utochia Tower, Sushilnaia Tower, Kalichia Tower, Plotnichia Tower, Cellarer Tower, Pivnaia Tower, Water Tower, Piatnitskaya Tower

The Water Gates

Fortress Walls

The Ascension Church

The Dining Building, 1803

The Library Building, 1877

The Red Building, 1839-1884

The Hospital Building, 1835-1884

The School, mid 19th century

The Bookstore, mid 19th century

The Bath, 1847

The constituent elements of the Lavra as the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad UNESCO World Heritage site is inscribed to the World Heritage List includes the following:

657-001 Trinity Sergius Lavra

657-002 The Church of Paraskeva Piatnitsa (Piatnitskaya Church, the second part of the 17th century)

657-003 Vvedenskaya Church (mid 16th century)

657-004 The Chapel over the Piatnitsky Well (the late 17th century)

657-005 The Red Hill Chapel (Krasnogorskaya Chapel) (1770)

657-006 The Livery Yard (Konjushenny Yard) (late 18th – early 20th centuries)

All the aforementioned elements are located within the World Heritage site and except for the last two elements, are located behind the walls of the Trinity Sergius Lavra.

It is necessary to mention the difference in the names of the Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property and the name of the cultural heritage site of federal significance.

In accordance with the Order of the Ministry of Culture of the Russian Federation of 9/8/2014 ‘On Approval of the Boundaries and Legal Framework for Use of the Territory of the Ensemble of the Trinity Sergius Lavra in Sergiev Posad Cultural Heritage Site of Federal Significance’, urban development and other activities are prohibited, if they threaten cultural heritage monuments. All kinds of earth and construction works are also prohibited without

prior archaeological studies. Installation of air conditioners, satellite communication and advertising structures on roofs and facades is also prohibited.

The following issues were identified as regards the architectural monuments conservation:

- ensuring physical conservation by performing conservation works;
- providing monuments with conservation obligations and objects of protection;
- ensuring state protection of monuments by performing monitoring and supervision operations.

Conservation of architectural monuments within the territory of the property is regulated by the Federal Law No. 73-FZ of 6/25/2002 'On Cultural Heritage Sites (Historical and Cultural Monuments) of the Peoples of the Russian Federation'. The conservation responsibilities are allocated to the Ministry of Culture of the Russian Federation.

The conservation of the architectural monuments is connected, primarily, with the physical conservation of the monuments and their timely and quality restoration.

By the 700th anniversary of the birth of Blessed Sergius of Radonezh, the federal budget had allocated RUB 1,336,503,710.05 in 2014-2018 for the restoration of the cultural heritage monuments within the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property.

The allocated funds:

2014: RUB 468,111,160.10

2015: RUB 406,209,672.64

2016: RUB 214,328,232.08

2017: RUB 240,264,265.23

2018: RUB 7,590,380.00

The funds were allocated for the following conservation and restoration activities:

- development of project documentation
- repair and restoration works
- technical supervision of repair and restoration works
- research and author supervision of repair and restoration works

It is necessary to highlight that 2018 was the final year of the Russian Culture Federal Targeted Program (2012-2018). The amount of finding from the federal budget in 2019 will be considered by the Ministry of Culture of the Russian Federation, when an action plan for conservation of cultural heritage sites for 2019 will be adopted.

The list of architectural monuments that need enhanced conservation, promotion and protection is prepared by the special unit of Lavra, PARC.

Therefore, the repair and restoration works for 2019 are scheduled for the Hospital Building, roof of the quadrangle of the Refectory with the Sergius Church and gallery of the Gate Church of the Nativity of the Saint John the Baptist. The project documentation is needed to be developed for the Pafnutievsky Garden (located in the buffer zone) to reinforce the shoreline of the Konchura River within the Pafnutievsky Garden area and restore its historic brick fence. The above-mentioned project documentation and implementation activities require RUB 12,500,000 and RUB 142,800,000, respectively.

The efficient conservation of the architectural monuments within the World Heritage site and its buffer zone requires the development of a comprehensive restoration and maintenance program to ensure the integrity of the historic environment. The program should include the following sections:

- 1) Comprehensive monitoring of monuments
- 2) Preventative maintenance of monuments
- 3) Restoration of monuments
- 4) Collection and storage of information on monuments in a database.

Preventative maintenance of monuments includes a wide range of repair and service operations including prompt elimination of possible impacts and timely prevention of damages as well as the adjustment of operating conditions depending on weather and other considerations.

Restoration of monuments should be based on research in compliance with the international principles and standards as well as Russian heritage legislation and under the supervision of the heritage expert community, including the Scientific and Methodological Council of the Ministry of Culture of the Russian Federation.

In this regard, the key principles for cultural heritage monuments conservation are the following:

- collection of relevant information defining the authenticity of the cultural heritage monument within its material structure and artistic image regardless modern aesthetic views. Restoration equipment and materials must not distort such information or prevent further restoration.
- the activities of all participants in maintenance and restoration works should be well coordinated; research documents and fundamental research and project solutions must comply with each other.
- the studies on scientific substantiation, authenticity and completeness of cultural heritage monument should be conducted and reflected in architectural, engineering and process solutions.
- techniques and work methods should comply with the requirements to conserve the authenticity and recovery of historical, scientific, artistic or any other historical and cultural value of the cultural heritage monument as well as to ensure its modern use and physical conservation.
- restoration should include the conservation and identification of distinctive features of the authentic image of the cultural heritage monument, in accordance with its OUV attributes, its structural features with the conservation of as much historical materials as possible.

In accordance with the requirements of the national heritage legislation, only licensed organizations are allowed to perform conservation works at cultural heritage monuments.

Collection and storage of the information on the monuments, and generation of the unified information database is also vital. The information on all work performed and being performed at the monuments should be documented thoroughly. Considering digitalization and massive transition to electronic media, it seems practicable to generate the unified information database on works performed at the monuments. Therefore, existing hard copies of the documents are to be digitalized. The data for generation of the database may be provided on requests by restoration companies performing conservation works at the monuments.

Development and approval of all documents required for the conservation of the cultural heritage monuments within the World Heritage site requires special attention and supervision.

It is also necessary to mention that the above-mentioned cultural heritage monuments do not have relevant conservation obligations and approved objects of protection which is required to be developed in the future.

The objects of protection should be developed for all cultural heritage monuments. This type of document includes:

- locations of site elements within the urban zoning structure;
- existing volumetric planning solutions for all individual properties;
- composition, architectural and artistic finishing of facades, materials and finishing of façade surfaces;
- spatial planning structures and elements of architectural interior design;
- materials, nature, and structural features of masonry work;
- metal parts;
- frescoes, etc.

Currently, the objects of protection for the monuments are under development.

Finally, the state monitoring and supervision play a vital part in the conservation of architectural monuments.

It is necessary to highlight that in 2018 and 2019, external utilities are to be replaced within the Lavra.

The design solutions provide for refurbishment of heat supply grids with 9995.2 meters of gas pipes laid within the area. The reconstruction of household and rain sewage is scheduled together with installation of three local treatment facilities. Additionally, 15525 meters of 0.4 kV electric power supply cable lines will be laid and the existing transformer substation will be replaced with a new 1600 kVA one. The implementation of the project will include landscaping of the area after refurbishment of utilities, including recovery of the historic lawns as well as historic passages and paths.

Action Plan

The following action plan for achieving the conservation of the architectural

monuments within the World Heritage property is proposed:

Action Plan:

- **Regular monitoring of the integrity of cultural heritage monuments by attested public inspectors**
- **Development of the comprehensive long-term program for conservation, restoration and maintenance based on the results of the state of conservation monitoring conducted at cultural heritage monuments**
- **Approval of the objects of protection for all cultural heritage monuments located within the boundaries of the property and its buffer zone**
- **Execution of conservation obligations with the user and the regular control of its implementation**
- **Monitoring and supervision**

7.2. HISTORIC ENVIRONMENT CONSERVATION

The conservation of the historic environment within the buffer zone of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property is closely connected with the conservation of the OUV of the property. As a vital part of the modern town of Sergiev Posad, the property has an impact on the economic development of the district. Therefore, it is important to connect the sustainable development strategy of the town with the conservation activities.

The recent years was characterized by changing approaches to cultural heritage conservation. The focus on individual properties was replaced by the holistic view of conservation of historic environment and historic urban landscapes, constituted by outstanding cultural heritage monuments, ordinary housing as well as natural landscape.

The works on the identification of all potential change zones for further regulation of features of such changes was conducted to ensure the conservation of the historic environment and its urban fabric from aggressive development elements that may destroy the historic urban landscape.

The works were conducted within the framework of the development of protection zones for the property, which were approved by the Order of the Ministry of Culture of the Russian Federation No. 1341 of 4/29/2015 (as amended by the Order of the Ministry of

Culture of the Russian Federation No. 1341 of 4/29/2015) ‘On Approval of Protection Zones Borders of the Trinity Sergius Lavra Complex Cultural Heritage Site of Federal Significance, Inscribed to the World Heritage List and Approval of the Land-Use and Urban Planning Rules within the Boundaries of the Protection Zones’.

The developed protection zones established the boundaries of limited development zones, land-use and urban planning rules effective within the zones as well as specific requirements for individually regulated sections of limited development zones. This allows to regulate the land-use within limited development zones and to prevent the construction of new buildings and structures violating the shape of the existing development line and urban panoramas, which might also change the grid of historical quarters.

At the same time, the limited development zone is comparatively small, whereas protected natural zones I quite extensive and have no construction regime. However, the zoning was developed based on the earlier approved documents and construction permits issued. For instance, several historic buildings around the property are located in the limited development zone with height restrictions, but without prohibition of demolition. Additionally, the majority of historical quarters were demolished recently and some of them were reconstructed without considering historic image of the area. The town is currently also experiencing the conflicts on new development projects.

It is necessary to mention the Resolution of the Government of the Moscow Oblast No. 771/43 of 9/27/2013 ‘On Approval of the List of Historic Settlements of Special Significance for History and Culture of Moscow Oblast’, which designated the town of Sergiev Posad as a historic settlement.

For the further conservation of the historic environment, it is necessary to monitor the compliance of the protection zones land-use and urban development regimes with the practice as well as to develop the object of protection of the historic settlement of Sergiev Posad, including the layouts of historic quarters and architecture of facades.

7.3. CULTURAL LANDSCAPE CONSERVATION

The conservation of the cultural landscape is vital for the conservation of the OUV of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property.

The cultural landscape is considered as the ground of interaction and interdependency of natural and cultural elements of the site.

The key priorities for the conservation of the cultural landscape of the property are the following:

- conservation of landscape prospective, panoramas and shapes of the elements of the site;
- research and documentation of historic and modern visual connections of the elements of the site;
- regeneration of the cultural landscape within the buffer zone of the site.

The Order of the Ministry of Culture of the Russian Federation No. 1341 of 4/29/2015 (as amended by the Order of the Ministry of Culture of the Russian Federation No. 1341 of 4/29/2015) 'On Approval of Protection Zones Borders of the Trinity Sergius Lavra Complex Cultural Heritage Site of Federal Significance, Inscribed to the World Heritage List and Approval of the Land-Use and Urban Planning Rules within the Boundaries of the Protection Zones' established protected natural zones with special land-use and urban development rules. According to these rules, it is prohibited:

- to construct new permanent buildings and structures;
- to change the landscape, including historically existing natural landscaping, planting and landscaping elements, if the changes are not related to the regeneration and recovery of the previously violated natural and historical elements, for instance, as historic hydro systems;
- to implement activities violating natural and historic environment as well as existing visual connections with the Trinity Sergius Lavra;
- to plant and cut trees without authorization;
- to plough slopes of gullies and river valleys;
- to contaminate soils, ground and underground waters, surface flows;
- to make fires;
- to conduct any earth and construction works without prior archaeological surveys.

At the same time, it is necessary to note the following achievements in the field of preservation and revitalization of the historical and cultural landscape: in the buffer zone of

the object, on Levoprudnaya Street, in 2019, the first stage of landscaping was completed within the framework of the federal competition for creating a comfortable urban environment in small and historical cities.

In the context of the revitalization of the historical and cultural landscape, it is also necessary to consider that a facility of engineering infrastructure of municipal significance (VSU No. 1) is located in the buffer zone of the property.

7.4. MONITORING OF THE STATE OF CONSERVATION OF THE PROPERTY

Regular analysis of the general state of conservation of the property and its OUV is conducted within monitoring processes on the basis of key indicators identified in relation to factors affecting the property. [20].

Regular monitoring of the state of conservation is one of the main tools of the World Heritage Convention and includes periodic reporting, reactive monitoring and regular monitoring. The results of the monitoring should be recorded in reports accessible to all stakeholders.

If the periodic reporting is conducted by the World Heritage Committee in regular cycles, the operational monitoring should be carried out by the managing bodies of World Heritage properties. It may also be initiated by the World Heritage Committee in case of potential or actual threats to the OUV of the property. Reactive monitoring is the process of compiling and transmitting to the World Heritage Committee of reports on the state of conservation of threatened World Heritage sites.

Regular monitoring is a crucial part of the system of property conservation, management and sustainable development of the territory, which allows to detect and prevent potential threats. Monitoring should be conducted by the responsible competent public authorities managing the property.

According to the Order of the Government of the Russian Federation of 01/06/2009 No.759-p (as amended by the Order of the Government of the Russian Federation of 03/06/2014 No.898-r), the Ministry of Culture of the Russian Federation is assigned by the responsibility of state protection of the Trinity Sergius Lavra Complex Cultural Heritage Site of Federal Significance.

The national system of cultural heritage state protection involves such forms of monitoring as control over the state of conservation of cultural heritage properties as well as systematic observation of cultural heritage properties.

Control and systematic observations are conducted by the authorities working in the field of cultural heritage protection.

Currently, visual examinations are accompanied by photo documentation and could be accompanied by instrumental examination (measurements, experimental studies). According to results of visual inspection conducted by the specialist of heritage protection authorities, an assessment is given, which might be used for in-depth monitoring or other response measures provided by law in the future.

The special thematic survey is conducted by the representatives of heritage protection authorities with the involvement of third-party experts in order to evaluate the physical condition of a monument or individual elements of its structures as well as factors with negative impact associated with natural features and functional use of site or monument. It is also used to define the priority in conservation measures.

The property as well as the cultural heritage monuments located within its boundaries are monitored for 20 years under the supervision of Dr. Prof. Dmitriev (Ordzhonikidze Russian State Geological Prospecting University).

As a part of this engineering monitoring, the property is considered as a complex of cultural heritage monuments and natural environment, ordered in the approved boundaries in accordance with the indicators of cultural, natural and technical environment.

The above-mentioned monitoring is currently the key methods for obtaining information, as well as for developing management projects focused on the processes arising within the boundary of the property as well as for the assessment of the technical state of the area close to Konchura River.

The monitoring has identified various processes present at the property and allowed to study their development mechanisms.

The monitoring includes the assessment of the parameters of the stress and strain balance of the structures, water balance of the area as well as temperature, humidity, and microbiological conditions.

There wall and ground references as well as crack monitors to observe deformations of the property and its cultural heritage monuments. The precipitation monitoring was launched in 1996. The wall references include about two hundred observation points relying on the system of nine depth ground references. The monitoring conducted shows the presence of comparatively complex deformation processes of some of the structures.

Around 90 crack monitors were installed during several years to monitor horizontal and vertical shifts of cracks within the cultural heritage monuments of the property.

It is necessary to highlight that the conservation of the property is closely related to the microclimate within the premises. The microclimate is influenced by the temperature and humidity parameters of structures and internal spaces of the premises varying on the extent of protection installed against moisture, including atmospheric, ground or condensation ones. In this light, the hydrogeological monitoring is conducted to study the water balance within the territory of the property, including monitoring of the parameters and components of underground waters as well as their impact on the conservation of the cultural heritage monuments within the property. Additionally, 75 observation wells were drilled, and snow measuring is conducted at 60 points within the property to monitor the parameters of the top water and fluvio-glacial aquifer as well as to calculate the water balance. The ambient temperature and humidity are measured (at the Trinity Cathedral and the Assumption Cathedral) to obtain information on microclimate. A mobile weather station as well as special fixed and portable meters are also used to monitor the temperature and humidity parameters of the cultural heritage monuments within the property. The moisture studies are based on wall humidity charts. The temperature and humidity balance are critical for assessment of the impact of such climatic factors as temperature and humidity on the conservation of various frescoes and murals of the property.

Moreover, the work undertaken by Dmitriev and Pokrovskaya in 2000-2002 to study and prevent biological corrosion of the cultural heritage monuments of the property allowed to identify the historic buildings damaged by microorganisms and to develop the chart of

biological structural damages. The Treasury Building and the complex of buildings of Moscow Ecclesiastical Academy are the most affected by the biological damage and require further monitoring on this issue, which would allow a more detailed imaging of occurring processes as well as studies of operating mechanisms and the assessment of possible adverse impacts and timely actions to eliminate them.

The results of perennial monitoring are issued by annual reports. According to the last report, the monitoring was conducted for the comprehensive study of natural environment parameters and movements of structural elements of the property's walls and towers. The monitoring process included the following observations:

- visual inspection of the general technical status of the structures;
- geodetical observations of differential settlement of the structures based on deformation markers installed on the walls;
- observations of differential settlement of the cultural heritage monuments based on height markers installed on the walls;
- observations of differential levels of underground waters.

The measurements were conducted within 42 cycles using deformation marks attached to the observed walls.

The monitoring results for cycle 1 to 35 were documented in the technical report on the Observation of Height Deformations of the Holy Trinity Saint Sergius Lavra Structures provided by KIPS-2 LLC in April 2009. The cycles 36 to 42 are conducted by the the Patriarchal Architectural and Restoration Center of the Lavra.

It is necessary to highlight the analysis of structural deformation development of the Assumption Cathedral. The technical report shows that before the foundation of the Assumption Cathedral was reinforced, the maximum settling had been inherent in its southern part of the Assumption Cathedral (1.0 to 1.6 mm p.a.). The central part of the structure is descending at 0.5 to 1.0 mm p.a. The settling had been the least (less than 0.5 mm p.a.) along the northern wall and in the northeastern corner of the Cathedral. The foundation of the Assumption Cathedral was reinforced in 2011. The settling of the structure resulting from this activity was 3 to 5 mm. Currently, the Cathedral is stabilized.

Deformation development analysis of the structural elements of the Hospital Chamber with the Church of Saint Zosimus and Saint Sabattus shows that after the foundations of the cultural heritage monument were reinforced in 2013, it was also stabilized.

The deformation development analysis of the Refectory shows that before the reinforcement of its central part, the northern one was ascending insignificantly (circa 0.1 mm p.a.). The northern and northeastern parts of the monument were descending at less than 0.5 mm p.a. The central, southeastern, and southern parts of the monument were settling at 0.5-1.0 mm p.a. The settling was the largest in the western part of the Refectory (0.9 to 2.9 mm p.a.). The building foundation was reinforced in 2005 and 2006, resulting in the rapid decrease of deformation mark levels on the monument walls by 15 to 20 mm. The monitoring of 2008-2012 indicates that the monument experienced insignificant settling (less than 0.5 mm p.a.). It was also identified that in 2012-2015, the monument experienced insignificant settling at less than 0.5 mm p.a. as well.

The deformation development analysis of structural elements of the monastery walls and buildings shows that before the monastery walls and buildings were reinforced their settlement speed were as high as 10 mm p.a. The geodetical network on the monastery walls was recovered by May 2014. Such reinstallation of the geodetic network allowed to trace changes to levels of deformation marks, occurring during reinforcement of the buildings' foundations.

It is necessary to note that the deformations of the walls and structures of the property are observed since 1996. The geodetical observations of the deformation marks installed on the walls of the observed cultural heritage monuments allowed to control the vertical shift of the structural elements. The speed of deformation speeds was calculated; the additional deformation monitors were installed at the property in 2014-2017. The works conducted show that deformation speeds of the structures on review have decreased dramatically after reinforcement of their foundations.

Currently, the maximum settling speeds prevail in the northwestern part of the Trinity Cathedral and amount to -2.22 to -2.24 mm p.a. The steps on the northern and southern sides of the Church of the Virgin of Smolensk have deformations over 5 mm resulting in a significant crack formation. The maximum speeds of positive deformations are 0.66 mm

p.a. in the western corner of the fortress wall and as high as 0.73 mm p.a. on the southern side of the fortress wall. The positive dynamics is 1.5 mm p.a.

We recommend conducting further geodetical monitoring of the crack monitors to update the existing data and conduct further monitoring of the deformations in the walls of the property and the Trinity Cathedral.

The engineering monitoring is currently complemented by the monitoring of the state of conservation of frescoes and murals under the supervision of the Lavra's workshop on arts restoration. The results are presented in annual reports.

The workshop also restores distemper and oil paintings of icons in the cultural heritage monuments of the property. The workshop was founded in 1971 by nun Juliania (Sokolova), a famous icon artist. Currently, the workshop employs highly skilled employees including three employees with the highest possible qualifications in arts restoration. All activities performed by the workshop are supervised by the Council for Arts Restoration of the Ministry of Culture of the Russian Federation. The head of the workshop is Aldoshina, one of the best art restorers of Russia. For example, 10 icons were restored in 2017. Their coating layers were removed for shading and decontamination. The icons were completely restored in the Assumption Cathedral, the Refectory Chamber temple and the Trinity Cathedral.

SECTION 8. STRATEGIC OBJECTIVE 2: SUSTAINABLE DEVELOPMENT

Sustainable development can be defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs¹.

The sustainable development concept was defined first time in the Our Future Report of the World Environment and Development Panel (commonly known as the Brundtland Panel in recognition of Gro Harlem Brundtland, a Norwegian politician and activist contributing to the promotion of the concept of sustainable development).

The other vital document of the sustainable development is undoubtedly the UN Millennium Declaration (Resolution 55/2 of the General Assembly of 8/09/2000), which sets 8 development objectives until 2015, including peace, security and disarmament; poverty eradication; environment protection; human rights, democracy and good governance; protecting vulnerable people, special needs of Africa and others².

The sustainable development concept was further defined in the **UN Resolution entitled Transforming the World: Sustainable Development Agenda until 2030 and 17 Sustainable Development Goals** (Resolution A / RES / 70 / 1 of the General Assembly of 25 /092015)

Cl. 54-59 of the Resolutions establishes 17 sustainable development goals (SDGs), aiming at contributing to mutual prosperity and universal welfare within the next 15

¹The Our Future Report of the World Environment and Development Panel. URL: <http://www.un.org/ru/ga/pdf/brundtland.pdf>

² The UN Millennium Declaration. URL: <http://www.un.org/ru/millenniumgoals/>

years³. The SDGs call on all the countries as well as poor, rich and middle classes of the population to contribute to prosperity by protecting the planet⁴.

The 17 SDGs include the following: end poverty in all its forms everywhere; end hunger, achieve food security and improved nutrition and promote sustainable agriculture; ensure health lives and promote well-being for all at all stages; ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; achieve gender equality and empower all women and girls; ensure availability and sustainable management of water and sanitation for all; ensure access to affordable, reliable, sustainable and modern energy for all; promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation; reduce inequality within and among countries; make cities and human settlement inclusive, safe, resilient and sustainable; ensure sustainable consumption and production patterns; take urgent action to combat climate change and its impacts; conserve and sustainable use the oceans. Seas and marine resource for sustainable development; protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss; promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels; strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development⁵.

World Heritage as a vital part of the sustainable development was also reflected in the SDGs, Goal 11. Cities and Human Settlements: inclusive, safe, resilient and sustainable. Its para.4 indicates the objective of strengthening efforts to protect and safeguard the world's cultural and natural heritage⁶.

³The Our Future Report of the World Environment and Development Panel.

⁴The Our Future Report of the World Environment and Development Panel.

⁶ The UN Millennium Declaration. URL: <http://www.un.org/millenniumgoals/>

The implementation of the strategic aim 2: Sustainable Development for the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property, its buffer zone and wider setting is an integral part of the economic and social security of the Moscow Oblast and Sergiev Posad Urban District.

To achieve this strategic aim, this section aims to analyze, summarize, and develop recommendations on, the following issues:

- 1) social and economic development of the Sergiev Posad Municipal District and the town of Sergiev Posad;
- 2) sustainable tourism development at the property, including the integration of the property into the wider framework of interregional and regional tourism;
- 3) conditions for local community development including awareness-raising of public on the property and the involvement of the local community in the activities related to the property;
- 4) presentation and promotion of the World Heritage site as well as ensuring the efficient use of its potential.

8.1 SOCIAL AND ECONOMIC DEVELOPMENT OF THE AREA

8.1.1 SERGIEV POSAD URBAN DISTRICT OF MOSCOW OBLAST⁷

The Sergiev Posad Urban District of Moscow Oblast is located in the northwest of the Moscow Oblast and occupies the area of 202.7 ha and borders with Tver, Yaroslavl and Vladimir Oblasts as well as Pushkinskiy, Dmitrovskiy, Taldomskiy and Shchelkovskiy districts of Moscow Oblast.

The Sergiev Posad Urban District is constituted by twelve municipalities. The municipal district has four towns (Krasnozavodsk, Peresvet, Sergiev Posad and Khotkovo), two urban settlements (Bogorodskoye, Skoropuskovskiy) and 289 rural settlements.

The population of the Sergiev Posad Urban District is 216,363 people⁸ with the domination of urban population (77.3%), whereas rural population constitutes only 22.7%.

⁷ Administration of the Sergiev Posad Municipal District. URL: <http://www.sergie-reg.ru/district>

⁸ Federal State Statistics Service, Moscow, 2018. 130

According to the Administration of the Sergiev Posad Urban District, the district aims to be a sustainable social and economic development area⁹. The district focuses on the development of flexible and diversified economy with dominant industrial, scientific, agricultural and social sectors. The district has scientific and technical potential as well as favorable business climate. The products produced in the district are popular at regional, national, and international levels.

The District Administration has a special Economy Administration unit, which also includes Social and Economic Development Department responsible for economy, investment policy and sustainable development in the district.

In 2007, the municipal district approved its sustainable development document, the Concept of Social and Economic Development of the Sergiev Posad Urban District of Moscow Oblast until 2020. The document was developed by the Administration of the Sergiev Posad Urban District of Moscow Oblast, Administrations of Urban and Rural Settlements within the Sergiev Posad Urban District and National Industrial Holding LLC. The concept was developed in accordance with the Social and Economic Development Strategy of Moscow Oblast until 2020 and the Spatial Planning Layout of Moscow Oblast.

According to the Concept of Social and Economic Development of the Sergiev Posad Municipal District of Moscow Oblast until 2020:

The key aim is the reconstruction of residential spaces and activities of the population of the Sergiev Posad Municipal District of Moscow Oblast to ensure multiplication and quality of life of its inhabitant, which would comply with the 21st century requirements to the standard and quality of living, budget self-sufficiency of local authorities and efficient resolution of local issues by the local community in compliance with the interests of the Moscow Oblast and Russian Federation, in general.

Please see the Concept (provided at Annex 2. Strategic Planning Document) for the aims, objectives, deadlines and key stages of social and economic development of the Sergiev Posad Urban District until 2020 as well as the mid-term social and economic development program.

⁹ Investments of the Sergiev Posad Municipal District, URL: <http://www.sergiev-reg.ru/district/invest>



Transportation and Tourist Facilities in the District

1 light aviation
aerodrome

2 helipads:
56.334162, 38.127532
56.284390, 38.087444

2 cargo depots

3 passenger RR
stations

1 dry port

2 customs stations

S = 2026.6 sq. km.

1.6 million tourists
p.a.

50 orthodox temples

16 museums

250 monuments

Place to do business

MRHW

54 km

Information from the Investment Infokit of the Sergiev Posad Urban District of Moscow Oblast. URL: <http://www.sergiev-reg.ru/investment>

(See also Annex 2. Strategic Planning Documents)

Key Sectors of Economy of the Sergiev Posad Urban District¹⁰

Industrial production	Agriculture	Natural Resources	Transport	Investments	Social and cultural sector
<ul style="list-style-type: none"> ■ space equipment research and development ■ pyrotechnical products ■ rubber products ■ decontamination and burial of radioactive waste ■ optical instruments ■ computer hardware ■ bearings ■ electric insulation materials ■ timber products ■ furniture ■ steel pipes ■ PP pipes ■ glass packaging products ■ construction materials ■ medical devices ■ pharmaceuticals ■ metal products ■ food 	<ul style="list-style-type: none"> ■ bird husbandry ■ milk cattle husbandry ■ planting ■ 306 agricultural enterprises: 17 major and average ones, 129 farmer estates and 18,493 private farming estates ■ 59,377 ha of agricultural lands 	<ul style="list-style-type: none"> ■ 12 protected natural areas ■ mineral resources: ■ construction sand, gravel and sand materials, thermal casting feedstocks ■ water bodies: 24 rivers, over 40 springs, artificial water bodies ■ forests: 103,681 hectares, 9 forestries 	<ul style="list-style-type: none"> ■ M8 Kholmogory federal motorway ■ Outer Moscow Ring Highway (A-108) ■ Yaroslavl direction of Moscow Railway and Outer Moscow Ring Railway. ■ 95.2 km 2 railway terminals (Sergiev Posad and Khotkovo), 5 railway stations, 10 commuter train platforms 	<ul style="list-style-type: none"> ■ Mature investment infrastructure in education, healthcare, sport infrastructure, gas supply, water and heat supply and agriculture ■ 3 growth points: new industrialization, agriculture, inbound tourism ■ Private public partnerships ■ Comprehensive approach to the implementation of investment projects ■ Industrial real estate, special economic zone to be established ■ 2016: M-8 Municipal Industrial Park 	<ul style="list-style-type: none"> ■ Education: 132 educational institutions ■ Culture: 95 cultural institutions ■ Sports: 195 sport organizations and 217 sport facilities

¹⁰ Based on the data from the official web site of the Administration of the Sergiev Posad Municipal District. URK: <http://www.sergiev-reg.ru/district>

Integrated and sustainable development zones (ISDZs) of Moscow Oblast Municipalities

Moscow Oblast has over 1200 operational integrated and sustainable development zones (ISDZs) governed by the Federal Law No. 373-FZ of 7/3/2016 ‘On Amendment to the Russian Urban Development Code’ (effective as of 1/1/2017).

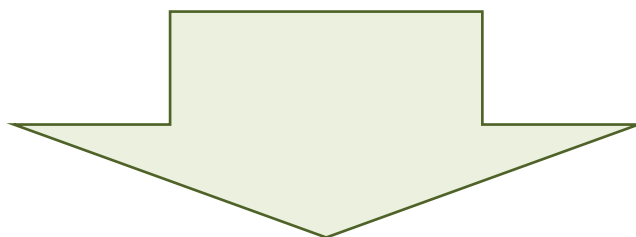
In accordance with the Article 1 of the Federal Law No. 373-FZ, ISDZs involve ‘activities for drafting and approval of documents on spatial planning for placement of permanent residential, production, public, business and other structures as well as utilities, transit and social infrastructure facilities required to ensure functioning and viability of such structures, and for architectural and construction facilities developed for these purposes’¹¹.

Therefore, the sustainable development of the zones based on spatial planning, urban zoning and layout planning solves such issues as design and development of engineering, road and transportation as well as social infrastructure.

The ISDZs of municipalities are always shown in urban zoning charts within land-use and urban development rules¹².

The development parameters and land inclusion criteria of the ISDZs are approved by the Resolution of the Government of the Moscow Oblast No. 835/30 of 10/9/2017 ‘On Approval of the Methodology for Identifying Territories for Integrated and Sustainable Development’.

As of 1 June 2018, the Ministry of Construction of Moscow Oblast executed eight ISDZ agreements with municipal districts of Moscow Oblast. Initially, the Moscow Oblast authorities were planning to develop so-called inner circle of Moscow Metropolitan Area.



¹¹ Federal Law No. 373-FZ of 7/3/2016. URL: http://www.consultant.ru/document/cons_doc_LAW_200754/

¹² Federal Law No. 373-FZ of 7/3/2016.

The inclusion of the Sergiev Posad Municipal District into the ISDZ would allow the most efficient use of the district areas, sustainable use of its natural resources for the purposes of conservation of the cultural heritage sites and natural environment. The ISDZ in the Sergiev Posad Municipal District may regulate urban development activities and prevent unbalanced development of the territory of the property, its buffer zone, and wider setting.

New Waste Processing System in Moscow Oblast

As of 1 January 2019, a new waste processing system will be implemented in the region on order of Andrey Vorobiev, the governor of Moscow Oblast. Moscow Metropolitan Area will use the two-bin waste collection system. Blue bins marked with bottle signs would be for waste plastic, metal, glass, and paper, while gray bins marked with banana signs are for food waste, contaminated waste, personal hygiene products and other garbage. Hazardous waste (power cells, mercury thermometers and lamps) are to be placed into orange containers for recycling. As of 2018, this class of waste is not for burial and is sent for processing to Chelyabinsk Oblast of the Russian Federation.

The useful waste (plastic, metal, glass, and paper) is recycled, as much as 20% of useful fractions of clean (about 40%) household waste are reused. Organic waste is converted to compost.

The regional authorities are currently implementing an awareness-raising campaign via comprehensive, secondary, and higher education institutions as well as local enterprises to ensure the effective implementation of the new waste processing system. Field visits to garbage disposals and processing plants are open for public.

TWO-BIN WASTE COLLECTION SYSTEM

DRY WASTE

Please kindly place the following kinds of garbage (not contaminated) into the blue bin:

Plastic

Drink bottles, detergent tanks, food packaging

Metal

Tin and aluminum cans

Waste Paper

Paper, cardboard

Glass

bottles, cans

- recycle
- reuse

TWO
RTNC

MIXED WASTE

Please kindly place the following kinds of garbage (other than plastic, metal, waste paper and glass) into the gray bin:

Personal hygiene products

Containers

Contaminated with waste food

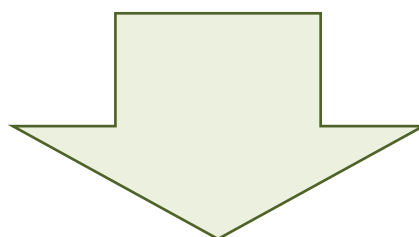
Waste food

- sorting • composting
- decontamination



Hazardous waste

Please kindly place thermometers, luminiscent lamps and power cells into special containers at dedicated places.



It is necessary to implement two-bin garbage collection system similar to the municipal program of Moscow Oblast should in Sergiev Posad to ensure the sustainable environmentally friendly development of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site.

8.1.2 SERGIEV POSAD

The town of Sergiev Posad in Moscow Oblast is an administrative center of the Sergiev Posad Urban District of Moscow Oblast. Sergiev Posad is the only city in Moscow Oblast included to the Golden Ring of Russia (1969).

The city population is 103,444 people¹³. The city covers 23.4 thousand hectares.

The city is located in the northeast of the Moscow Oblast, 70 km away from Moscow and 200 km from Yaroslavl. The primary transport dominant of the town is the Red Army Avenue. The Moscow Yaroslavl Railway crosses the town. The town has developed transportation system connecting it to Moscow and other adjacent regions.

The historic core of the town, its geographic and economic dominant is the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site. At the same time, the town is famous as a scientific, educational, and industrial center as well as the national transport hub.

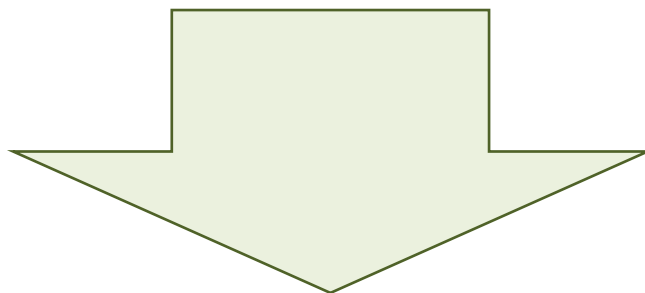
Although the town have various kinds of enterprises, including RADON working in the field of average and low activity radioactive waste processing, the town is one of environmentally clean districts of Moscow Metropolitan Area.

However, the degradation of environmental situation noted in the Sergiev Posad Urban District, as new enterprises and facilities affect local forests. The waters of water bodies, streams and springs do not comply with sanitary chemical requirements and could not be used for drinking. The Red Army Avenue is the primary transportation unit along which motor vehicles cross Sergiev Posad. This results in the increase of the harmful atmospheric emissions.

It should be noted that the administration of the urban district regularly (2 times a year, in spring and autumn) conducts laboratory tests of water quality in springs. According to the protocols of the latest research (autumn 2019), the water quality in the springs of the Sergiev Posad Urban District meets the requirements of SanPIN 2.1.4.1175-02: Hygienic requirements for the water quality of non-centralized water supply. Sanitary protection of springs.

¹³ Federal State Statistics Service, Moscow, 2018.

The construction of the Sergiev Posad Western Highway began in 2016. It consists of three stages and is scheduled for completion in 2019. The highway would allow transit cargo and passenger motor vehicles bypass the town of Sergiev Posad and reduce the load on key transport lines of the town, including Moscow Highway, Novouglichskoye Highway and Red Army Avenue.



Therefore, the further sustainable development requires:

- Integrating sustainable development goals into the social and economic development strategic planning documents of Sergiev Posad Municipal District and the town of Sergiev Posad after 2020;
- Assessment of the environmental impact on the state of conservation of the property, its buffer zone, and wider setting.
- Consideration of the new Sergiev Posad Sustainable Development Concept after 2020 in the sustainable development and management planning for the World Heritage property.

Sergiev Posad Development Concept

This section of the management plan outlines key development concepts of the town of Sergiev Posad closely related with the World Heritage property as its primary dominant, development center and a guarantee of further efficient functioning of the municipality.

The Trinity Sergius Lavra is the largest orthodox friary and the largest educational and publishing center of the Russian Orthodox Church. The Lavra is attracting Orthodox pilgrims, foreign and international tourists, and one of the key economic drivers for the residents of Sergiev Posad.

In 1993, the Trinity Sergius Lavra was inscribed to the UNESCO World Heritage List as an outstanding example of an operational monastery complex with combination of Russian and Western European architectural styles.

The 1990-s were an extremely complicated period for the town: its social and economic development decreased dramatically, number of enterprises were closed, and the production volumes dropped significantly.

In the 2000-s, the town and its historic image underwent several changes resulting from chaotic development and violation of its historic urban landscape.

In 2006, the first concept for the development of the town was elaborated under the supervision of Sergey Persianov, the mayor of the town. The concept envisioned the future of the town as an Orthodox Vatican, a religious and cultural center. It also involved the introduction of a new urban planning pattern for the town in a form of an orthodox cross. However, the concept was not implemented due to the required large-scale state funding under the economic crisis.

Meanwhile, the chaotic development was continuing, whereas unique historic buildings were often destroyed, public utilities were declining and issues with the urban and transport infrastructures were approaching.¹⁴

In 2013, Sergiev Posad was designated as a historic settlement of regional significance. The resolution to build the Western Bypass Highway was approved the same year to solve the long existing issue of transport collapse and pollution of the historic center. The large-scale preparations for the celebration of the 700th anniversary of Saint Sergius of Radonezh also began.

In September 2014, a new development concept for the town was published under the supervision of Mikhail Men, the Minister for Construction and Public Utilities. The concept involved the removal of business and administrative units from the historical center, conservation of historic urban landscape and the introduction of pedestrian spaces. The

¹⁴ Sergiev Posad Historic Settlement. URL: <http://hraniteli-nasledia.com/articles/nasledie-rossii/sergiev-posad-bezzashchitnoe-istoricheskoe-poselenie>

concept aimed to transform Sergiev Posad was to an attractive historical center and a comfortable town for its residents.

It is necessary to highlight that this concept was developed with the assistance of the Regional Urban Development Center and was based on the principles of Cittaslow international movement.

Cittaslow International Movement



The Cittaslow International Movement was launched in Orvieto, Italy, in October 1999. Currently, the Cittaslow International Network includes 252 cities from 30 countries. The movement's motto is 'International Network of Cities, Where Living is Good'. The principles of the movement include sustainable development, environmental protection and prevention of environmental impact, traditional know-hows, and reuse-recycle systems. The movement aims to ensuring sustainable development and international peace. The Cittaslow movement calls to improve the quality of life in cities by decelerating the rhythm of life, preserving old traditions, and pursuing the environmentally responsible approach to spatial organization.

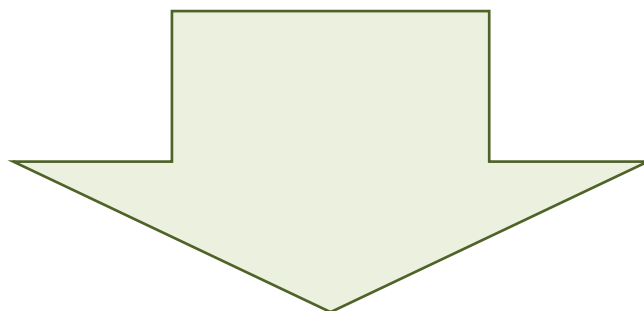
In 2015, the Ministry of Culture of the Russian Federation approved the boundaries and regimes for the protection zones of the Trinity Sergius Lavra as the cultural heritage site of federal importance inscribed to the World Heritage List. These regimes for the protection zones established the prohibition of new constructions. It also allowed to recreate historic buildings and introduced protected natural zones with the prohibition of new constructions as well as the limited development zone restricting high-rise constructions.

In 2016, the Minister of Culture of Moscow Oblast, Oksana Kosareva presented the Sergiev Posad: a Gate to the Golden Ring investment project at the meeting of the Coordination Council of the Development of National and International Tourism in Russia (2011-2018) Federal Target Program. The project included the transformation of the entire

municipal district to a tourist cluster, public private partnership programs, private investments in tourism service facilities and state investments in infrastructural

In 2017, the first stages towards the Cittaslow model were implemented: a landscaping workshop by Urban Development Institute of Moscow Oblast resulted in the development of the architectural concept of new public pedestrian space in the center of the town. The concept was implemented later the same year.

In 2017, the Council of the Unified Residential Development Institute Foundation announced their decision to develop a new concept for the development of the town with the town administration, the Ministry of Construction of the Russian Federation and Strelka KB. On 10 April 2018, the preliminary version of the development concept of Sergiev Posad as an Orthodox center of Russia was presented to the Guardian Council of the Holy Trinity Saint Sergius Lavra and Moscow Ecclesiastical Academy. The concept involves the comprehensive development of the town, creation of comfortable urban environment with a special focus on the development of religious and touristic center. The final version of the concept is scheduled to be developed by 2019.



The concept of long-term spatial, social and economic development of the town as a national religious center and tourism and pilgrimage destination requires the development of Spatial Development Concept and Spatial Development Strategy until 2025, Volumetric and Spatial Regulations for the Central Part of the Town as well as the development of design projects within the center boundaries and along tourist and pilgrim routes. These documents as well as urban planning regulations and landscaping rules ensuring conservation and protection of the historic urban landscape should be used for further planning regarding the activities on the sustainable development of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site as well as for the revision of the Management Plan of the property.

8.2 SUSTAINABLE TOURISM

In 2017, the tourism sector accounted for 10.4 % of the global GDP¹⁵. The tourism is an integral part of sustainable development. The UNESCO World Heritage and Sustainable Tourism program is a new approach based on the dialog and cooperation between stakeholders, tourism planning and heritage management organizations, which aim to protect and conserve natural and cultural values and develop tourism gradually and sustainably¹⁶.

Visitors of the World Heritage sites do contribute to the social and economic development of the properties, buffer zones and wider settings as well as to the well-being of the local communities and local business, providing tourism and social services, and employing the members of the local communities. The visitors became familiar with the local culture and improve their awareness on World Heritage.

On the one hand, the development of tourism and services for the visitors of World Heritage sites, enhances the protection, conservation, promotion, and transfer of cultural values. On the other hand, it is a difficult issue for the site managers, as the uncontrollable tourist flows, and environmental impacts may endanger heritage sites. In this light, sustainable tourism development at World Heritage sites might be one of the key strategic aims of the management planning.

The UN World Tourism Organization (UNWTO) defines sustainable tourism as follows:

‘Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities’¹⁷

The UNWTO indicates that:

‘Sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Sustainability principles refer to the environmental,

¹⁵ World Travel & Tourism Council (WTTC) Travel & Tourism Economic Impact 2018

¹⁶ UNESCO World Heritage and Sustainable Tourism. URL: <https://whc.unesco.org/en/tourism/>

¹⁷ <http://sdt.unwto.org/content/about-us-5>

economic, and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability.

Thus, sustainable tourism should:

- Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity

Economic component: area development via tourist business and employment of local communities to work on sites

- Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance

- Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation

The SGDs include tourism in Goal 8. Economic Growth and Jobs; Goal 12. Sustainable Production and Consumption and Goal 14. Life Below Water.

8.2.1. TOURISM PROSPECTS IN SERGIEV POSAD URBAN DISTRICT OF MOSCOW OBLAST

In 2016, Sergiev Posad as a Gate to the Golden Ring Tourism and Recreation Cluster was included to the Development of National and International Tourism in the Russian Federation (2011-2018) Federal Target Program.

Development of National and International Tourism in the Russian Federation (2011-2018) Federal Target Program was approved by the Presidium of the Government of the Russian Federation chaired by Vladimir Putin on 28/07/2011¹⁸.

The program aims to improve the competitiveness of the Russian tourism market, creating conditions for tourist infrastructure development, and investments to tourism sector. The program also aims to improve the efficiency of national tourism products

¹⁸Development of National and International Tourism in the Russian Federation (2011-2018) Federal Target Program. URL: <https://www.russiatourism.ru/contents/deyatelnost/programmy-i-proekty/federalnaya-tselevaya-programma-razvitie-vnutrennego-i-vezdnogo-turizma-v-rossiyskoy-federatsii-2011-2018-gody/>

promotion at national and international markets as well as to improve HR training system in the field of tourism.

The mission of the program is to satisfy the need of Russian and international tourists in quality tourist services. In this context, the programme solves the following issues:

- Development of tourism and recreation sector in the Russian Federation
- Improvement of tourist service quality
- Promotion of tourism products of the Russian Federation at international and national tourism markets.

The establishment of the tourism and recreation cluster in Sergiev Posad was supported by His Holiness the Patriarch of Moscow and All Russia Kyril. The Sergiev Posad: a Gate to the Golden Ring Cluster was included to the program as an investment project with high degree of implementation readiness and is currently implemented under the supervision of the Minister of Culture of the Russian Federation, Medinskiy.

The planned funding for the cluster in 2017 and 2018 is RUB 8 billion with RUB 1680.0 million from the federal budget; RUB 683.0 million from the budget of Moscow Oblast; RUB 37.0 million from the budget of Sergiev Posad Urban District and RUB 5,600.0 from non-budgetary sources.

The Sergiev Posad: Gate to the Golden Ring Tourism and Recreation Cluster is located in the Sergiev Posad Urban District of Moscow Oblast. The Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site is considered as core zone of the cluster. The cluster will contribute to the following:

- development of cultural tourism in Moscow Oblast;
- conservation and promotion of cultural heritage of the region;
- development of museum, exhibition and traditional crafts in Moscow Metropolitan Area;
- improvement of the image of the Moscow Oblast as an attractive tourism destination;
- investment attraction to tourism infrastructure;
- improvement of economic efficiency of key cluster participants' businesses via synergetic tourism products;

- increase of employment opportunities by creating additional work places in tourism sector;
- increase of tax proceeds from tourist business and related services.

As regards the social and economic development, the Sergiev Posad: a Gate to the Golden Ring Tourism and Recreation cluster would contribute to the implementation of the National and International Tourism in the Russian Federation (2011-2018) Federal Target Program in the following ways¹⁹:

- social development;
- growth of small and medium tourism and related businesses;
- growth of investments to fixed assets of accommodations (hotels and others);
- growth of employment by creating additional workplaces in tourism sector, and growth of population income;
- growth of income of the budget system of the Russian Federation and Moscow Oblast by increasing the volume of the services industry.

Additionally, the project aims to achieve:

- the construction of 26 tourism and support infrastructure facilities (accommodation and catering facilities);
- the growth of visitors and tourist flows from 1.5 to 2.5 million people per year;
- the implementation of the activities related to the landscaping of streets, repairs and creation of pedestrian zones, improvement of transport accessibility, development of bicycle roads, installation of tourism infrastructure (benches), introduction of conceptual street spaces (as street libraries);
- the construction of the Western Bypass Highway of Sergiev Posad within the framework of the Outer Moscow Metropolitan Area to reduce motorcar traffic in the central part of the town of Sergiev Posad;
- the implementation of the Cittaslow concept with pedestrian zones;

¹⁹The Domestic and Foreign Tourism in the Russian Federation (2011-2018) federal target program <https://www.russiatourism.ru/contents/deyatelnost/programmy-i-proekty/federalnaya-tselevaya-programma-razvitie-vnutrennego-i-vezdnogo-turizma-v-rossiyskoy-federatsii-2011-2018-gody/>

- creation of parks, memorial complexes, play and sport grounds, recreation areas, hardscaping, installation of open-air fitness complexes;
- installation of information stands and navigation maps;
- development of bicycle traffic, and others

It is necessary to highlight that the town of Sergiev Posad ranks among the top tourism destinations first for several years. For instance, in 2016, Sergiev Posad was at the top of the following rankings²⁰:

- the best pilgrimage tourism destination in Russia
- TOP 10 Moscow Metropolitan Area estates
- TOP 5 commuter train routes
- TOP 20 bicycle routes
- TOP 5 most unusual sites and locations in Moscow Metropolitan Area
- the best restaurants in Moscow Metropolitan Area
- the best contact zoos in Moscow Metropolitan Area
- the best mushroom picking locations in Moscow Metropolitan Area
- the best handicrafts of Moscow Metropolitan Area
- TOP 10 of camping sites of Moscow Metropolitan Area
- the best baths of Moscow Metropolitan Area
- the best aviation clubs of Moscow Metropolitan Area
- the best paintball clubs of Moscow Metropolitan Area
- the best alpine skiing resorts of Moscow Metropolitan Area
- the best New Year fairs of the region

Sergiev Posad has several tourist information centers (TICs) at the following locations:

- TIC of the Sergiev Posad State Historical and Arts Museum-Reserve
- TIC of the Pilgrimage Center of the Holy Trinity Saint Sergius Lavra
- Sergiev Posad TIC of the Industry and Commerce Chamber

²⁰ Social Sector Development Department of the Administration of the Sergiev Posad Municipal District.
URL: <http://spculture.ru/?cat=28>

- Sergiev Posad, Railway Station Square TIC.

In general, the town of Sergiev Posad is currently developing as an integral part of the tourism cluster, receiving advanced infrastructure, service quality and support for innovative tourism development programs.

The district also uses one of the methods of strategic tourism planning as the development of the network of tourist routes, currently operating the following ones:

- Sergiev Posad and Surroundings
- East of the Trinity Sergius Lavra Divine Grace Uncovered
- Abramtsevo and Surroundings. Saints and Philanthropists
- Radonezh Grove Historical and Cultural Center
- Blessed Sergius' Footsteps
- Old Streets of Sergiev Posad
- Stories from Moscow Metropolitan Area

The inclusion of the Sergiev Posad State Historical and Arts Museum-Reserve State Budgetary Institution of Culture of Moscow Oblast to the Imperial Route national tourism programme would enrich the list of existing networks of tourist routes.



The pilgrimage, tourism and sports route ‘Road to Lavra’ (120 km), starting from the Red Square of Moscow and leading to the Trinity Sergius Lavra is also quite popular. This route is a historical successor of the pilgrimage road to Blessed Sergius of Radonezh, which was operating since the foundation of the monastery. In the 15th century, Blessed Sergius, was the first person to go this way. Currently, the route is designed not only for pilgrims, but also for athletes, pedestrians and tourists. Accommodation facilities are placed along the route. The official web-site of the route²¹ provides travel voucher, which could be stamped at the various location of the route.

8.2.2. SUSTAINABLE TOURISM AT TRINITY SERGIUS LAVRA

The World Heritage property has a well-organized tourism on its territory and the buffer zone.

As the town of Sergiev Posad is always associated primarily with the Trinity Sergius Lavra, it is the key destination for international and national visitors as well as for pilgrims with about 1,5 million visitors per year. There is a Pilgrimage Centre within the World Heritage site, which manages visitor flows. There are hotels and pilgrimage houses, catering facilities in the buffer zone of the property.

This section aims to analyze the tourism management on the World Heritage site and develop recommendations for its improvement.

Tourist Information

In 2017, the web-site of the Lavra was significantly improved and currently contains information on the property, cultural events, religious literature as well as detailed and exhaustive information on:

- Getting to the site with public transportation systems and with personal vehicles, accommodation and catering facilities available, gifts to buy
- Confession and communion
- Ordering sightseeing tours
- Cultural monuments to visit

The information is available in Russian, English, German, Spanish, French, Italian, Chinese and Japanese.

²¹ The Road to Lavra. URL: <http://dorogavposad.ru/>

Visitors Code of Conduct

The Trinity Sergius Lavra is not only a world-famous cultural heritage site, a museum with unique artworks, but also the largest operational Orthodox monastery in Russia and the residence of the Patriarch. Regardless of the purpose of visitation (pilgrimage or tourism), the visitors must comply with the code of conduct approved by the Order of the Vice-Regent of the Lavra. The code of conduct available online at the web-site of Lavra (Pilgrim Memo) and includes the following aspects:

Clothing

- No visitation of the monastery is allowed for persons wearing revealing or beach clothing, shorts, trousers (for women), miniskirts, etc.
- When visiting churches, men must take off their headwear and women must cover their heads.

Public Order

- No disparagement of any properties within the monastery grounds is allowed.
- No smoking, consuming strong drinks, being under the influence, obscenities, no insulting of orthodox shrines, monastic way of life and believers are allowed.
- No public events or religious activities are allowed without the approval of the monastery.
- No use of loudspeakers or musical instruments, singing, shouting, loud laughing, etc. are allowed.
- Damaging lawns, flowerbeds, shrubs, and planting is prohibited.
- Visiting the monastery with pets is prohibited.
- Amateur photo and video recording of monks, priests, and pilgrims as well amateur or professional photo and video recording within the monastery or in the churches are prohibited unless approved by the monastery.

Code of Conduct during Liturgies in Temples

- Treating believers and other visitors at the liturgy with respect.
- No talking aloud, no shouting, no singing, etc.

Pilgrim and Tourist Routes

Pilgrims and tourists in the Holy Trinity Saint Sergius Lavra are welcomed by the Pilgrimage Center in charge of the sightseeing bureau, hotel facilities of the monastery and refectories for pilgrims.

In 2017, the Old Hotel of the Lavra received an additional tourist information center to ensure the comfort of pilgrims and tourists, visiting the Holy Trinity Saint Sergius Lavra. Together with the Pilgrimage Center in Krasnogorsk Square, they provide high quality services to the visitors of the Lavra. A multilanguage information stands with the map of the monastery located near the Holy Gate of the Lavra allow the pilgrims and tourists navigate themselves at the property. The Lavra's tourist information centers always provide current information on sightseeing programs, accommodation and catering facilities. In 2017, information panels with commuter train timetables and terminal for buying commuter train tickets were installed at the Lavra Pilgrimage Center.

The brethren of the Lavra are on duty from 5:00 AM and until 9:00 PM in the Trinity and Assumption Cathedrals. They are always happy to welcome the visitors and answer their questions. There are daily Communion Services in the Trinity Cathedral and the Assumption Cathedral, confessions are held in the Gate Church of the Nativity of the Saint John the Baptist and water blessing rites are held twice a day in the Assumption Cathedral crypt.

From 9:00 AM to 6:00 PM, the visitors accompanied by guides may visit the Church of Blessed Sergius with the Refectory Chamber, the crypt of the Assumption Cathedral, the Church of the Descent of the Holy Spirit on the Apostles, Mikheevskaya and Smolenskaya Churches, the Church of Blessed Nikon of Radonezh, the Serapion's Chambers and the Belfry.

To ensure the visitation comfort, there is a regularly updated tourist navigation system with signs of temples, refectories, church shops and other infrastructural facilities in Russian, English and Chinese within the property.

The Pilgrimage Centers hosts daily tours to the property from 9:00 AM to 6:00 PM for the visitors, who would like to have more detailed visitation of the property with the provision of key information on its history, cultural heritage monuments and monastic lifestyle.

The following sightseeing tours and workshops are held inside and outside the Lavra:

- The highlight tour of the Holy Trinity Saint Sergius Lavra with visits to three key churches
- Pilgrimage tour of the Holy Trinity Saint Sergius Lavra
- Detailed tour of the Holy Trinity Saint Sergius Lavra
- The One Day in the Lavra sightseeing program
- Visitation of the Belfry of the Trinity Sergius Lavra
- Russian warriors and Trinity Sergius Lavra
- Tour commemorating the 700th anniversary of the birth of Blessed Sergius of Radonezh
- Tour of the Trinity Sergius Lavra, its Icons and Churches
- Trinity Sergius Lavra for Children
- Historic center of Sergiev Posad
- Evening family tour of Lavra
- Tour to the Gethsemane Chernigov Priory
- Trip to the Gethsemane Chernigov Priory and Paraclete Priory
- Trip to the Gremyachiy spring of Blessed Sergius of Radonezh
- Pottery workshop
- Florist workshop
- Stained glass workshop

There are 59 tour guides working in the property depending on the tourist flow (with the maximum number of 100 tour guides in summer). The tours are available in the following languages: Russian, English, German, French, Greek, Italian and Chinese

Visitors Number Recording

The Lavra maintains records of visitors since 2015:

2015: 281,000 visitors

2016: 391,176 visitors

2017: 487,980 visitors

Handouts

The Lavra provides the following free handouts:

The canticle of Blessed Sergius of Radonezh (350,000 pieces in 2016 and 400,000 in 2017), guidebooks, maps and other publications with the information on tours, catering and accommodation facilities in Russian, English, Chinese, French and Spanish languages.

Hotels and Pilgrim Houses of the Lavra

- The Old Hotel of the Lavra (Sergiev Posad, 133 Red Army Avenue). In 2017, the hotel accommodated 34,708 tourists.
- Voznesensky Hotel (Sergiev Posad, 1 Voznesenski Street). In 2017, the hotel accommodated 19,153 tourists.
- The Pilgrim Village Hotel Complex (Sergiev Posad, the Holy Trinity Saint Sergius Lavra). In 2017, the hotel accommodated 51,860 tourists.

Catering Facilities

The catering is also organized properly within the property in 2 cafes. The Refectory Chambers of the Old Hotel of the Lavra are also open for the visitors of the property.

There is ARKHODARIK tourist and pilgrim complex in Krasnogorsk Square opposite to the Lavra. The complex includes a café, restaurant, banquet halls and a boardroom.

In the wider setting of the Lavra, there is an affordable Voznesenski refectory, a Guest House and an old Russian cuisine restaurant.

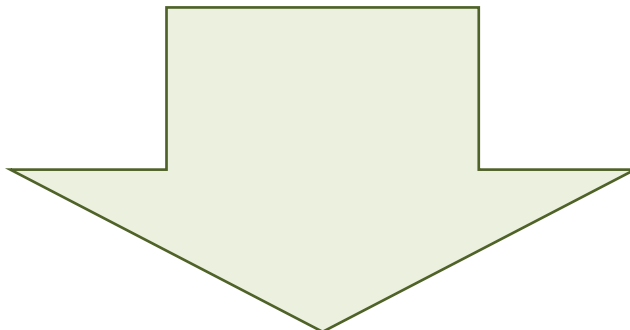
Security and Maintenance of the Property

ROS-7 LLC oversees creating individual and integrated security systems for the security of the property.

Lassila & Tikanoya (L&T LLC) provides garbage removal services for the property.

The full-time employees of the Lavra also ensure security of the property.

Several volunteers and oblates are engaged in maintenance works at the property. On feast days, the members of the Sorok Sorokov public movement assist with security tasks at the property.



In general, tourism management at the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property is conducted in accordance with the sustainable development principles, aiming to improve the interpretation of the site, focusing not only on its architectural and historic values, but also on religious living traditions of this oldest religious center of the Russian Orthodox Church.

The favorable geographic position in the immediate vicinity of the city of Moscow and good transport accessibility contributes to the attractiveness of the site as regards the visitation. The property, its buffer zone and wider setting sufficient accommodation and catering facilities, contributing to longer stays of tourists and pilgrims in Sergiev Posad.

Nonetheless, there are some aspects that site managers could consider for the further improvements:

- Excessive visitation (excessive anthropogenic impact) of the property may have adverse impact on the conservation of the OUV. Considering the above-mentioned, the carrying capacity of the property and its wider setting should be calculated. It is necessary to highlight that the anthropogenic impact on the site depends on the season (it is much higher in summer months). The visitations of individual cultural heritage monuments should be also considered during the calculations.
- Accessibility of the property and its cultural heritage monuments could be improved for the people with limited mobility. The activities may include the installation of convenient ramps and stairways, fences and pavements. The interpretation of the

property should also consider the issue, installing acoustic and tactile information as well as clear visual information for various groups of visitors.

8.3 AWARENESS-RAISING, PRESENTATION AND PROMOTION OF THE PROPERTY

Property promotion activities aim to ensure the wider support and better understanding of the World Heritage site by the visitors as well as to promote the necessity of identification, protection and conservation of World Heritage.

The programs for awareness-raising, presentation and promotion of the property could provide the visitors and stakeholders with more details on the site and the concept of World Heritage, in general. The stakeholders should be completely aware with the notion of World Heritage to have a deeper understanding of the importance of World Heritage conservation. This is vital for intercultural dialogue and fostering mutual understanding and peace culture among the people.

Currently, the Trinity Sergius Lavra performs the following promotion activities:

Mass media publications

National Geographic: The Holy Place article in the National Geographic Magazine (September and October 2018). Publication about the Lavra at the National Geographic's web-site. URL: <http://www.nat-geo.ru/travel/1241750-svyato-mesto-hto-posmotret-v-sergievom-posade/>

Aeroflot Airlines Inflight Magazine: Three publications in October and November 2018 (two in Russian and one in English)

Rossiia Airline's Inflight Magazine: Publications in October and November 2018

Joint participation of the Lavra and the SPAS TV channel at the Russian Churches Project

Internet

The Trinity Sergius Lavra has its own web site. URL: <http://www.stsl.ru>

The Lavra is also represented in social media:

- <https://vk.com/stslavra>
- <https://www.facebook.com/Troitskaya.Lavra.official>
- <https://www.instagram.com/p.s.stsl>

- https://www.youtube.com/channel/UCNBz0LB0EWm1Z5_WuRHvwWg

Participation in Tourism Exhibitions, Conferences and Forums

In 2016-2018, the Pilgrimage Center of the Lavra participated in the following international expos: FITUR (Madrid), ITB (Berlin), BITE (Beijing), CITM (Shanghai), TOP RESA (Paris), Belgrade Tourism Fair (Belgrade), KOTFA (Seoul), WTM (London), Intourmarket (Moscow), MITT (Moscow), Leisure (Moscow).

In 2017-2018, the Pilgrimage Center of the Lavra participated in the following events:

- Russian-French Pilgrimage to Orthodox Churches Conference (within the framework of the Russian-French Cultural Tourism Year (Paris, 8/12/2017);
- Official closing of the Russian-French Cultural Tourism Year in 2016-2017;
- Spiritual, Historic and Patriotic Routes of Russia and Bulgaria Forum (Varna, 5-7/10/2017);
- Russian-Chinese Tourism Forum (Moscow, 11-12/03/2018);
- Russian Spiritual Culture Days in Italy during Russian Seasons (Rome, 2018);
- 6th and 7th Saint-Petersburg International Cultural Forum in Saint-Petersburg (Saint-Petersburg, 2017 and 2018);
- the Churches of Undivided Christianity Forum (Rome, 02/2018);
- Russian Pilgrimage Tourism Conference (Pskov, 28-29/03/2018);
- Religious Tourism and Pilgrimage: Theological Aspects and Development Prospects Panel Discussion (Moscow, 1/11/2018).

VR

In 2018, the AVTechno company developed a unique VR instrument for Lavra. The VR tour of the Trinity Sergius Lavra was developed for presenting the property at international tourism expos and integration of the VR tour into the Lavra's web-site and offering it for the visitors via VR cardboards.

Currently, the tour uses the Dell G5 15-5587 laptop with the Core i5-8300H CPU, Nvidia GeForce GTX 1060 GPU and Samsung HDM Odyssey VR helmet.

Research Activities

Once every two year, the Sergiev Posad Museum-Reserve, the Holy Trinity Saint Sergius Lavra and Moscow Ecclesiastical Academy host an international research

conference at the Trinity Sergius Lavra on the History, Culture and Religious Life of Russia. The conference focuses on religious heritage and its conservation.

Once every three years, the Patriarchal Architectural and Restoration Center of the Holy Trinity Saint Sergius Lavra and Moscow Ecclesiastical Academy host an international research symposium on the Natural Conditions for Construction and Conservation of Russian Orthodox Churches.

The Moscow Ecclesiastical Academy hosts research and methodological events, international research exchanges and contacts. It also drafts and publishes research and popular science works on the Trinity Sergius Lavra.

Publishing Activities

The Lavra accommodates the Patriarchal Publishing and Printing Center. The publishing house aims to bring the ecclesiastical experience of religious life to readers via Orthodox books. During its production operations, the management of the publishing house relies on church customs, studies the needs, demands of Orthodox people, trying to improve the quality and variety of the books. The publishing house contracts companies for production, supply, and sale of its products.

The distinctive feature of the Publishing House is its staff, who are highly skilled in design, layout, and ecclesiastical philology specialists. The Center also publishes classical Orthodox literature: the Holy Bible, liturgical and prayer books, works of the holy fathers, training materials for ecclesiastical schools, proselytizing, apologetical and children literature, books on history of the Russian Orthodox Church and religious arts, leaflets, calendars, guidebooks and albums, icons, and others.

Arts and Crafts Workshops

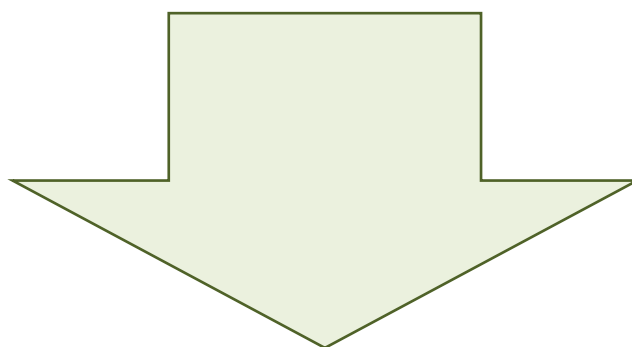
The Lavra has the following workshops:

- White stone workshop (custom-made stone products)
- Stained-glass workshop
- Sound studio for recording liturgies
- Gold-sewing workshop (recovery of Russian historic traditions of gold sewing and embroidery in cooperation with icon artists)

- Pottery workshop (various pottery production including clay, chamotte, semi-porcelain and porcelain; crockery (clay, glazes, pigments, engobes, pottery materials). The production complies with sanitary, epidemiological and hygienic requirements under the state registration with the Registry of State Registration Certificates. The production is authorized for production, sale and use)
- Laser workshop for woodcraft
- Mosaic workshop (holy tables, altars, individual icons, iconostasis inserts, mosaic floors, internal and external decorations)
- Printing workshop (printing icons and different images with silk-screening)
- Candle workshop (communion service candles)
- Carpenter workshop (wood products from beehives to heavy oak doors. The wooden window frame production line provides the frames for the cultural heritage monuments and other monasteries. The workshop also manufactures temple furniture with intricate carvings, altar stands, arks and even carven icons and specializes in restoration work for furniture and others)

Pottery, floristics, and stained-glass production master classes are hosted.

- Icon restoration workshop (the workshop employs skilled restorers for restoration of icons from iconostases of the Lavra cathedrals and churches).



In general, the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site implements well-organized promotion activities. Detailed below are the proposals on additional activities for promoting the site with more efficient use of its potential:

- Introduction of information signs on the UNESCO World Heritage status: Near the entrance to the Lavra, there is a portable information panel with the UNESCO World

Heritage emblem. The resolution for the installation of the portable information panel was required due to the conservation works conducted on the facades of the property. In accordance with the World Heritage Convention Guidelines, the panels installed should be visible for the visitors without impacting the property (p.270). This condition is compiled at the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site. The printed handouts (leaflets, booklets and brochures) should be published to provide information on the site with its exact name and World Heritage designation details (year of inscription, criteria and brief description of the OUV of the property). The text should include a mention of the World Heritage Convention including the World Heritage List. It is feasible to use multilingual texts for this purpose.



The information panel near the entrance with UNESCO and the emblem of the World Heritage

- Promotion of the property via Cooperation with international partners. In the future, the Lavra may execute a cooperation agreement with ICCROM (International Centre

for the Study of the Preservation and Restoration of Cultural Property). ICCROM is an international organization preserving cultural World Heritage by training, informing, studying, and providing support and cooperation as well as hosting awareness-raising campaigns.

- Promotion of the property via the UNESCO World Heritage Volunteers Initiative. The initiative was launched in 2008 within the framework of the World Heritage Education Programme to engage young people to conservation and promotion of UNESCO World Heritage via organization of volunteering camps at World Heritage sites as well as cultural and natural heritage sites from the Tentative Lists (See Section 9. Strategic Aim 3: Achieving Public Consent).

SECTION 9. STRATEGIC OBJECTIVE 3: ACHIEVING PUBLIC CONSENT

The public consent regarding conservation, use and sustainable development of the site is an integral part of efficient site management. Public consent may be reached only by engaging local community to site conservation activities and awareness-raising on World Heritage status.

The local community is the key custodian of the local culture and resource for implementation of the management plan and achievement of the strategic aim of OUV conservation of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad site as well as the sustainable development of its buffer zone and the wider setting.

Development and implementation of the comprehensive strategy for ensuring engagement of the local community to the conservation of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site and raising the awareness of the local community on World Heritage status require interviewing the residents of the town of Sergiev Posad. The questionnaires should be developed and disseminated among the residents of the town of Sergiev Posad by mail or during interviews to be conducted by the volunteers. This research may contribute to the data collection on the following issues:

- awareness of the local residents on the World Heritage site and its significance;
- opinion of the local community on the status of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad site, expectations, and concerns of the residents;

- interaction of the local community with the site: frequency of visits to the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad site;

- interest in being engaged in the conservation of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad site including employment, business, volunteering, public projects, and others.

Sociological studies may use, as their methodological basis, qualitative (discussion focus groups of 10 to 12 persons and expert interviews (by representatives of government bodies and local authorities, tourist organizations, business community, etc.)) and quantitative study formats (large-scale representative interviews of residents using formalized questionnaires (direct at residential locations or remote by phone or internet)).

The data collected would allow to select the most feasible methods for communications with the residents as well as substantiating methods and tools for informing and engaging the local community. Additionally, results of such studies may reflect the local community's readiness for being engaged in the conservation of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad site by analyzing answer and providing specific data on the level of the local community's awareness on World Heritage status.

Action Plan:

- **Studies of the awareness level of the local community on the World Heritage and the local community engagement in the conservation of the site using sociological interviews;**

- **Development of comprehensive strategies aiming to increase the awareness of the local community on World Heritage and local community engagement in the conservation of the site.**

9.1. ENGAGING LOCAL COMMUNITY TO PROPERTY CONSERVATION ACTIVITIES

Many world heritage sites include communities in conservation process primarily using consultations. The UNESCO considers this mechanism as the foundation for conservation of World Heritage. However, including communities into conservation of World Heritage sites does not always mean engaging communities. Community

engagement, in its term, includes not only transfer of local community's ideas to the site management and governmental bodies, but also, vice versa, it is a process, using which the community, site management and government bodies unite to ensure sustainable development of the property, its buffer zone and the wider setting.

The local community of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad site is one of the key actors interested in conservation and sustainable development of the property, its buffer zone and the wider setting. Considering the population of the town of 103,444 people [1], engaging the local community to site conservation activities should use the targeted approach aiming at key local community groups.

The social services of the site management implement numerous projects targeting the local community based on historic monastic traditions. However, the majority of them are not interconnected with the conservation of the OUV of the site and are of exclusively religious nature. The majority of the projects by the Social Service aim to support socially vulnerable groups of the local community by reallocating income from tourism, which important in the light of sustainable tourism development at the property.

In this regard, the following projects of the Holy Trinity Saint Sergius Lavra should be highlighted:

1. Projects and programs supporting socially vulnerable local community groups:

Popular lunches: targeted aid to the poor

The project has been implemented since 2014 jointly with Sergiev Posad Social Security Administration, Rus Food Charity Foundation, volunteers and Sergiev Posad Office of the Night Wolves Biker Club. The project involves the packaging food products and delivering them to handicapped persons, lonely elderly people, retired people, veterans, homeless, large and poor families in the town and district (about 180 persons).

Charitable Lunches on Feast Days

On Feast Days of Blessed Sergius, founder of the Trinity Sergius Lavra (18 July and 8 October annually), the Social Service hosts in situ charitable lunches for over 4000 people.

Hot Food for Homeless

The social service of the Holy Trinity Saint Sergius Lavra provides daily hot lunches and dinners to the homeless in Sergiev Posad. The number of hot food recipients ranges from 170 to 180 persons per day.

Spiritual Guidance for Socially Vulnerable Local Community Groups

The Holy Trinity Saint Sergius Lavra provides spiritual guidance on a regular and gratuitous basis to inmates of the following institutions of Sergiev Posad District: Pretrial prison No. 8 of the Moscow Oblast Administration of the Federal Penitentiary Service of Russia in Sergiev Posad; Sergiev Posad asylum for blind and deaf children and handicapped young people; Sergiev Posad district hospital; boarding school named after Blessed Sergius of Radonezh.

Burial Services for Poor Residents

The Holy Trinity Saint Sergius Lavra aids with burials of poor residents of the town (79 burials in 2017).

2. Projects for Engaging Local Community to Conservation of the Site OUV:

Recovery of Traditional Church Crafts

In 2015, the Holy Trinity Saint Sergius Lavra launched its project for recovery of traditional church crafts at the World Heritage site including opening of white stone, stained glass, gold embroidery, pottery, laser, mosaic, printing, sewing and carpentry workshops, sound studio and candle workshop. The project has also contributed to reducing the unemployment in Sergiev Posad with about 100 city residents becoming full-time employees of the workshops. Although these intangible heritage elements are not included to the list of the OUV attributes of the property, this project is one of the few programs of the site management aiming to engage the local community to the conservation of heritage.

In the future, the site management could conduct targeted activities to engage the following local community groups to conservation of the property: local businesses and local young people.

Local Businesses

Sustainable development of the territory requires fostering development of small businesses including social entrepreneurship within the wider setting of the Architectural

Ensemble of the Trinity Sergius Lavra in Sergiev Posad site for sustainable tourism development. In this connection, one of the most efficient methods is the introduction of special incentive programs for lease out of commercial areas within the territory of the property.

It is necessary to consider that small and medium businesses within the territory of the property, its buffer zone and the wider setting should complement the tourism infrastructure and should not damage the OUV of the property. Business standards and principles may be developed to contribute to the improvement of tourism service quality to identify the means of assessing local business quality at the property.

Cooperation for comprehensive promotion of Sergiev Posad, creation of its brand and reallocation of pilgrim and tourist flows from the Trinity Sergius Lavra to other areas of the town could become another principle underlying interaction of the site management and the local businesses. For example, the site management may publish special brochures on local cafes, restaurants, hotels and others.

There is a land plot with cadastral number 50:05:0070403:132 for the placement of business facilities in the buffer zone of the property, which also could be considered for development of small local business for the sustainable development of the World Heritage property.

Local Young People

Local young people are one of priority targets for engaging the local community to the conservation of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad site. The younger generation are those, who will protect the World Heritage site in the future. Moreover, engagement to the conservation of the site would allow young people to develop their professional skills and obtain new knowledge.

The volunteering camps for the local young people both at the property within the framework of international initiatives (UNESCO World Heritage Volunteers) [3] as well as within its buffer zone and wider within the framework of Russian initiatives (Tom Sawyer fest) [4] may become one of the successful projects for engaging the younger generation in the conservation of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad site.

Positive experience of some cultural World Heritage sites in the Russian Federation (Historic Center of Saint-Petersburg and Related Group of Monuments [5], Bolgar Historic and Archaeological Complex [6]) engaging various target groups of young people into the conservation of heritage are based on the expanding the perception of cultural heritage by the youth and the use of digital tools and social media. The review of the experiences of the above-mentioned sites and its adaptation to context of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad site may contribute to the development of special-purpose heritage conservation programs as well as increase local youth's awareness on the World Heritage.

Action Plan:

- **development and implementation of the harmonized brand of Sergiev Posad for products of local small and medium businesses;**
- **development of business standards and principles for the property;**
- **development and implementation of the integrated program for fostering development of small and medium businesses in Sergiev Posad for sustainable tourism purposes;**
- **hosting annual volunteer camps engaging local youth to the conservation of the heritage at the property and its wider setting;**
- **development and implementation of projects for engaging local youth to the conservation of the site using digital tools and social media.**

9.2. AWARENESS-RAISING AND INFORMING THE LOCAL COMMUNITY ON WORLD HERITAGE STATUS

Currently, the site management has no ongoing operations for awareness-raising and informing the local community on World Heritage status and international obligations for the conservation of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad site. In absence of any information, the local community becomes distrustful and criticizing the site management and government authorities [7] [8], thus preventing public consent on conservation, use and sustainable development of the site.

To achieve further public consent, it is necessary to develop a system of continuous notification of the local community on the results of the implementation of the Management

Plan using both passive (press conferences, exhibitions, video clips on restoration works for demonstration at local TV channels and other events) and active forms (public discussions of management plan implementation reports, public discussions of new projects and initiatives concerning conservation and sustainable use of the site, hosting joint area cleaning events, and engaging local population in the preparation and hosting feasts).

The activities on the informing the local community in the future should include the creation an individual page on World Heritage at the web-site of the Holy Trinity Sergius Lavra with the retrospective Statement of the OUV and information on the inscription of the property to the World Heritage List, international obligations of the Russian Federation for its conservation and the functions of the Holy Trinity Saint Sergius Lavra as the management of the site. In the future, this page should be regularly updated with the news on programs and projects for conservation and sustainable development of the site. In this light, the Kizhi National Historical, Architectural and Ethnographical Museum-Reserve as the Kizhi Pogost World Heritage site management has the best practice: in addition to the above-mentioned activities, the museum-reserve also uses a special thematic page of at its web-site to display web-camera images of the comprehensive restoration of the site (the Global Eyes project) [9].

It is also necessary to note that the following local community informing activities proven their efficiency in Russia:

Thematic educational programs for schools

To increase the local community's awareness on the World Heritage status of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad site, the thematic education program on World Heritage may be introduced at the schools of the town and the district.

Sergiev Posad District has over 40 schools [10]. Educational institutions' data may be used to implement both individual lessons and educational programs for awareness-raising on World Heritage, in general, and international significance of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad site, in particular. The UNESCO methodological guidebook, World Heritage in Young Hands [11] may be used for the methodology and the content development for the lessons or program, or Coordination

Center for the UNESCO Associated Schools in the Russian Federation Project (TISBI Management University, Kazan) may be also involved for this purposes[12].

Communications and Special Events

The communications for awareness-raising and informing the local community on the World Heritage status may have several priorities such as publishing the property information in official web-sites of executive bodies of regional and municipal levels and publishing visual information on the property in the town environment.

The communication efficiency may be improved by hosting dedicated events for awareness-raising of the local community on the World Heritage status of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad site. The World Heritage Day hosted by the World Heritage site may become one of such events. The event may contribute to the creation of interactive platforms to communicate to the local residents the international principles of conserving cultural and natural World Heritage.

Action Plan (Section 8):

- **development and implementation of the strategy for continuous informing the local community on the results of the implementation of the management plan using passive and active communications;**
 - **creating and regularly updating the World Heritage page at the property web-site;**
 - **development and implementation of a thematic educational program on World Heritage in district schools;**
 - **publishing information on the World Heritage status of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad at the web-sites of the executive bodies of regional and municipal levels;**
 - **placement of visual information on the World Heritage status of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad in the town and district;**
 - **development of the concept of and hosting an annual thematic event dedicated to the World Heritage status of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad.**
-

REFERENCES

- [1] Federal State Statistics Service. URL: <http://www.gks.ru>
- [2] Unpublished data of the Holy Trinity Saint Sergius Lavra.
- [3] World Heritage Volunteers UNESCO Initiative. URL: <https://whc.unesco.org/en/whvolunteers/>
- [4] Tom Sawyer Fest: The Festival of Historic Environment Recovery. URL: <http://tsfest.ru>
- [5] Committee for State Control, Use and Protection of Historic and Cultural Monuments. URL: https://www.gov.spb.ru/gov/otrasl/c_govcontrol/
- [6] Bolgar Historical and Architectural Museum-Reserve. URL: <http://vbolgar.ru>
- [7] Heritage Keepers: Trinity Sergius Lavra: UNESCO Site Under Developers' Attack. URL: <http://hraniteli-nasledia.com/articles/doslovno/troitse-sergieva-lavra-obekt-yunesko-v-koltse-zastroyki/>
- [8] Heritage Keepers: Sergiev Posad. Vulnerable Historic Settlement. URL: http://hraniteli-nasledia.com/articles/nasledie-rossii/sergiev-posad-bezzashchitnoe-istoricheskoe-poselenie/?sphrase_id=46362
- [9] Kizhi Reserve Museum: Global Eyes Project. URL: <http://kizhi.karelia.ru/info/about/restoration-kizhi-pogost-c544/4223.html>
- [10] Schools in Sergiev Posad District. URL: <http://sergiev-posad.spravker.ru/shkoly/>
- [11] World Heritage in Young Hands Kit. URL: <https://whc.unesco.org/en/educationkit/>
- [12] Coordination Center for UNESCO Associated Schools in the Russian Federation. URL: <http://www.tisbi.ru/home/cooperation/ASP/>

SECTION 10. STRATEGIC OBJECTIVE 4: EFFICIENT MANAGEMENT

10.1. PROPERTY MANAGEMENT SYSTEM

In accordance with the Guidelines for the implementation of the World Heritage Convention, the instruments for the implementation of the management plan should be integrated into the management system of a World Heritage site.

The management system exists to ensure the achievement of results for sites with the involvement of all stakeholders. For cultural heritage, key results would be the efficient protection and conservation of the value of the site or a group of cultural heritage sites for the current and future generations as well as granting wider opportunities to the public.

The management system implements three processes of management of a World Heritage site (planning, implementation and monitoring) aimed at conservation, education and ensuring access to the site, often including wider tasks such as sustainable use and shared benefits.

Management planning (development of a management plan) defines strategic goals and objectives, action programme and a time frame for their implementation.

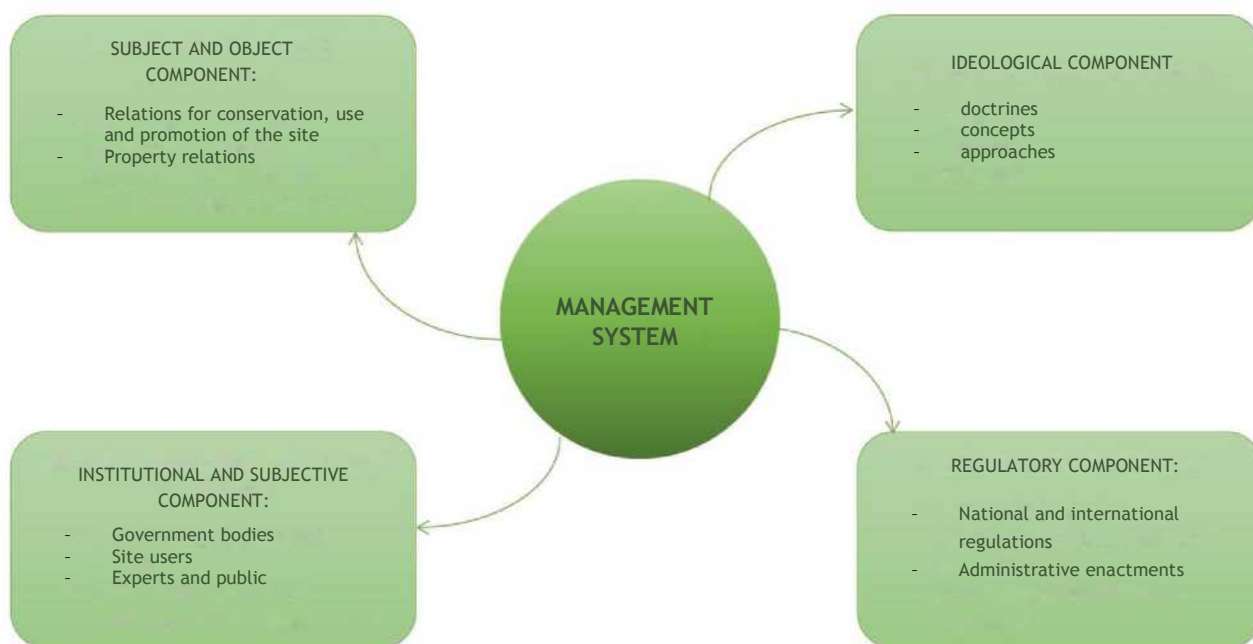
The implementation of the management plan includes the implementation of the planned action programme as well as changes to the action programme if necessary.

Monitoring is the collection and analysis of data on management effectiveness in order to identify further necessary improvements to the property management system.

In practice, all three processes are conducted simultaneously: for example, the development of a new management plan could start during the implementation of the previous one, whereas the monitoring of the implementation of the management plan is conducted annually in order to identify shortcomings and adjust the action programme on time.

10.1.1. CURRENT MANAGEMENT SYSTEM OF THE WORLD HERITAGE PROPERTY

The property management system is constituted by four interconnected components, including subject and object, institutional and subjective, regulatory, and ideological components.



This arrangement is usually implemented at several levels as international, national, and local.

The current property management system of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad includes key stakeholders of international, federal, regional, and local levels. The key stakeholders within the framework of the existing management system are the following: the UNESCO World Heritage Committee and its advisory bodies (ICOMOS and ICCROM) at the international level; the Ministry of Culture of the Russian Federation and the Ministry of Foreign Affairs of the Russian Federation at the federal level; the Government of the Moscow Oblast and Administration of the Sergiev Posad Municipal District at the regional level.

For the interactions structure of the components of the management system of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site, see the table below.

Subjective Component	Objective Component	Regulatory Component	Ideological Component
<u>International Level</u>			
World Heritage Committee	Monitoring and supervision (periodic and reactive monitoring) mechanisms Decision-making on the inscriptions to the World Heritage List / exclusion from the World Heritage List, boundaries clarification for sites, component parts and buffer zones and others	World Heritage Convention 1972; Operational Guidelines; Decisions of the World Heritage Committee, etc. Exercises its functions by taking decisions at the sessions	General International Law Principles
World Heritage Center (secretariat to the World Heritage Committee)	Technical implementation of (periodic and reactive) monitoring mechanisms Drafting reports and draft decisions for the World Heritage Committee Transfer of documents on sites from State Parties to advisory bodies	World Heritage Convention 1972; Operational Guidelines; Other regulations	General International Law Principles
UNESCO Advisory Bodies: International Council on Monuments and Sites (ICOMOS)	Monitoring Consulting Expert evaluation	World Heritage Convention 1972; Operational Guidelines; ICOMOS Charters, etc.	General International Law Principles ICOMOS Ethical Principles
UNESCO Advisory Bodies: International Centre for the Study of the Preservation	Consulting on restoration and conservation	World Heritage Convention 1972; Operational Guidelines ICCROM Charter, etc.	General International Law Principles

Subjective Component	Objective Component	Regulatory Component	Ideological Component
and Restoration of Cultural Property (ICCROM)			
<u>Federal Level</u>			
Government of the Russian Federation	Implementation of the international obligations on World Heritage of the Russian Federation	World Heritage Convention 1972; Constitution of the Russian Federation Federal Law No. 101-FZ of 6/15/1995 on International Treaties of the Russian Federation, etc.	National Cultural Policy Strategy
Ministry of Culture of the Russian Federation	Implementation of the international obligations on World Heritage of the Russian Federation National coordination functions for cultural World Heritage State protection of WHS, state monitoring and supervision of WHS	Federal Law on Cultural Heritage Sites (Historic and Cultural Monuments) of the Peoples of the Russian Federation No. 73-FZ of 6/25/2002 Regulation on the Ministry of Culture of the Russian Federation Regulation on the Department for State Protection of Cultural Heritage	National Cultural Policy Strategy
Permanent Delegation of the Russian Federation for UNESCO	Immediate interactions with the UNESCO structures, representative functions, official communications, promotion of Russian	Decree of the President of the Russian Federation, Matters of the Ministry of Foreign Affairs of the Russian Federation, No. 865 of 7/11/2004	Foreign Policy Concept of the Russian Federation (approved by the President of

Subjective Component	Objective Component	Regulatory Component	Ideological Component
	interests at international arena	Decree of the President of the Russian Federation No. 1316 of 9/29/1999 'On Approval of the Regulation on the Permanent Delegations of the Russian Federation in the International Organizations, etc.	the Russian Federation on 30/11/2016
Commission of the Russian Federation for UNESCO	Interactions with UNESCO and Russian stakeholders, ensuring timely informing of the Russian stakeholders on the issues related to World Heritage	Decree of the President of the Russian Federation, No. 865 of 7/11/2004 Resolution of the Government of the Russian Federation No. 598 of 8/21/1992 on Approval of the Regulation of the Commission of the Russian Federation for UNESCO	Foreign Policy Concept of the Russian Federation (approved by the President of the Russian Federation on 30/11/2016)
Russian Orthodox Church (the Holy Trinity Saint Sergius Lavra)	Management of the World Heritage site	Federal Law No. 327-FZ of 30/11/2010 'On Transfer of Religious Assets in Public or Municipal Ownership to Religious Organizations	Christian Doctrine
<u>Regional Level</u>			
Government of the Moscow Oblast (Central Administration for	State protection of cultural heritage sites within its authority	Regulation on the Central Administration for Cultural Heritage of the Moscow Oblast	Law of Moscow Oblast No. 11/2018-OZ of 2/8/2018 'On

Subjective Component	Objective Component	Regulatory Component	Ideological Component
Cultural Heritage of the Moscow Oblast)			Cultural Heritage Sites (Historic and Cultural Monuments) in Moscow Oblast'
Sergiev Posad State Historical and Arts Museum-Reserve	Tourism and Education, including the WHS grounds (the Sacristy of the Trinity Sergius Lavra)	Charter of Sergiev Posad State Historical and Arts Museum-Reserve	Museum Ethical Code
<u>Municipal Level</u>			
Administration of the Sergiev Posad Municipal District	Regulation of land-use and urban development of the areas adjacent to the site	Charter of the Moscow Oblast	Social and economic development concepts of Sergiev Posad Municipal District of Moscow Oblast (until 2020)

The practice of the interactions with the World Heritage Committee and the World Heritage Center until now, despite the presence of potential threats identified within the periodic reporting (see Section 1.3), shows the absence of significant concern on the international community regarding the conservation of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site and therefore, the status of its OUV.

However, it is necessary to consider that the OUV of the World Heritage site consists of three core components such as value recognized as at the inscription of the site to the World Heritage List, authenticity/integrity expressed in tangible and intangible attributes and management (including the institutional system and statutory governance).



On loss or weakening of any of these components, the OUV of the site would be affected.



Although the management system structure is detailed significantly and represents its key stakeholders, resolving issues of the efficient management of the site, in general, and the implementation of the management plan, in particular, it is necessary to consider the following issues present at the current management:

1) Absence of coordination between key actors of the management system at various levels.

The need for coordination of the stakeholders at the regional and local levels is one of the most important tasks for the conservation of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad.

The current management system has no body authorized to coordinate interests and activities of the stakeholders in relation to the World Heritage site. In fact, this function is exercised partially by the Holy Trinity Saint Sergius Lavra as the site management. However, the need for governance of activities in connection with the sustainable development of the buffer zone of the site requires the establishment an individual coordination body with a wide range of powers and timely acting structure within the framework of the management organization capable of exercising functions of the secretariat of such a coordination body.

The degree of coordination between stakeholders can be traced using the following indicators:

- immediate administrative connections;
- agreements and contracts on cooperation;
- participation in coordination councils and working groups on a regular basis;
- participation in joint one-off activities / events;
- presence of opinion accounting mechanisms.

2) Insufficient involvement of stakeholders on the regional and local levels.

The stakeholder involvement is a prerequisite for ensuring public consent on the conservation, use and sustainable development of the site. However, the current management system does not provide the conditions for wide engagement of the local and business communities participating in the sustainable development of site and its buffer zone.

The management system cannot provide a platform for the dialog between key stakeholders considering the need for conservation of the OUV of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad in the future.

The Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad is, on the one part, a religious property successfully managed by the Russian Orthodox Church and the Holy Trinity Saint Sergius Lavra as its site management and, on the other part, is an architectural complex and a cultural heritage site of federal significance within the modern urban structure. The protection of the property implies not only the conservation of the site itself and its historical traditions of functional use, but also the maintenance of the integrity of the historic urban landscape surrounding the site.

The immediate management of the religious World Heritage site by the religious organization, a stauropegic monastery reporting directly to the Patriarch of Moscow and Russia, is undoubtedly provides some benefits to the site itself. However, the sustainable development of the wider setting of the property requires more involvement of the local and regional communities' representatives (local and regional government bodies and decision-makers on the development of the buffer zone, implementation of investment and other projects within its boundaries as well as business community interested in the implementation of such projects) in the discussion of the ways for the sustainable development of the buffer zone to ensure the integrity and authenticity of the historic urban landscape and natural environment of the site.

10.1.2. PROSPECTIVE MANAGEMENT SYSTEM OF THE WORLD HERITAGE PROPERTY

To ensure the further conservation of the OUV and the sustainable development of the site and its buffer zone, in general, as well as to implement the site management plan, it seems feasible to establish the Coordination Council of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site.

The establishment of the Coordination Council is one of the most successful global practice for efficient management of World Heritage sites, especially for complex World Heritage sites. For example, the establishment of the coordination councils for such sites as the Historic Center of Saint-Petersburg and Related Group of Monuments, the Kizhi Pogost, the Assumption Cathedral and Monastery of the Island-Town of Sviyazhsk contributed to the management of the sites and the conservation of their OUVs in Russia.

In Saint-Petersburg, the Coordination Council for Preservation, Management and Promotion of the Historic Center of Saint-Petersburg and Related Group of Monuments World Heritage property was established in 2014 to ensure multilateral interaction of the Ministry of Culture of the Russian Federation, governmental bodies of Saint-Petersburg and Leningrad Oblast. The Committee for State Control, Protection and Use of Historic and Cultural Monuments (KGIOP) of the Government of Saint-Petersburg acts as the secretariat of the Coordination Council. Although the Council includes officials primarily, its meetings are attended by other stakeholders' representatives including representatives of the public and experts.

In the Republic of Karelia, the Coordination Council was established by the Kizhi Museum-Reserve as a tool for ensuring public consent on conservation, use and sustainable development of the World Heritage site, awareness-raising and coordinating initiatives and activities of all stakeholders in relation to the site.

The Kizhi Coordination Council includes the representatives of all stakeholders as well as authorized decision-makers affecting the conservation and sustainable development of the World Heritage site. The Coordination Council is an efficient communication and information platform as well as a real mechanism for implementing the management plan and monitoring its implementation.

Authorized representatives of the government institutions and agencies in the Coordination Council could make decisions on the identified conflicts of interest of various actors and private business actors, organizations and land owners as well as coordinate their activities in relation to the World Heritage site at the planning stage. They also receive day-to-day unbiased information from direct sources as regards management and conservations of the site.

Considering the international and national best practices, it is vital to organize the platform for key stakeholders' dialog for conservation of the OUV and ensuring sustainable development of the territory of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad by establishing the Site Management Coordination Council under the basis of the Holy Trinity Saint Sergius Lavra as the legal entity directly managing the site with participation of the federal executive body, the Ministry of Culture of the Russian

Federation, represented by at least a relevant department director, representatives of relevant departments of the Government of the Moscow Oblast (Central Administration for Cultural Heritage of the Moscow Oblast, Ministry of Culture of the Moscow Oblast, Committee for Tourism of the Moscow Oblast, Committee for Architecture and Urban Planning of the Moscow Oblast) and Administration of the Sergiev Posad Urban District of Moscow Oblast.

The Establishment of the Coordination Council will ensure the achievement of the following objectives:

- interaction of the executive bodies, private sector, public associations and local community for conservation and sustainable development of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad
- ensuring public consent on conservation, use and sustainable development of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad and its buffer zone;
- improving the awareness and coordination of all stakeholders for ensuring the conservation of the OUV and sustainable development of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad and its buffer zone.

The issues that can be solved by the Coordination Council may include the following:

1. monitoring of the implementation of the management plan of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad;
2. coordinating drafting and implementation of programs for conservation, use, promotion, and sustainable development of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad;
3. considering other current development issues of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad and its buffer zone;
4. engaging new partners and additional resources to support programs for conservation, use, promotion, and sustainable development of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad.

It is necessary to note that the Coordination Council must be formed based on voluntary participation of stakeholders in its activities. The key stakeholders whose participation in activities of the Coordination Council is critical for the conservation of the

OUV and sustainable development of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad are the following:

- governmental bodies of the federal, regional, and local levels immediately engaged in the conservation and management of the site as Ministry of Culture of the Russian Federation, Government of the Moscow Oblast, Administration of the Sergiev Posad Municipal District;

- Russian Orthodox Church (including the Holy Trinity Saint Sergius Lavra as the organization directly managing the site);

- public organizations and representatives of the scientific and expert community: Russian Research Institute for Cultural and Natural Heritage; Institute of Archaeology of the Russian Academy of Sciences; ICOMOS, Russia.

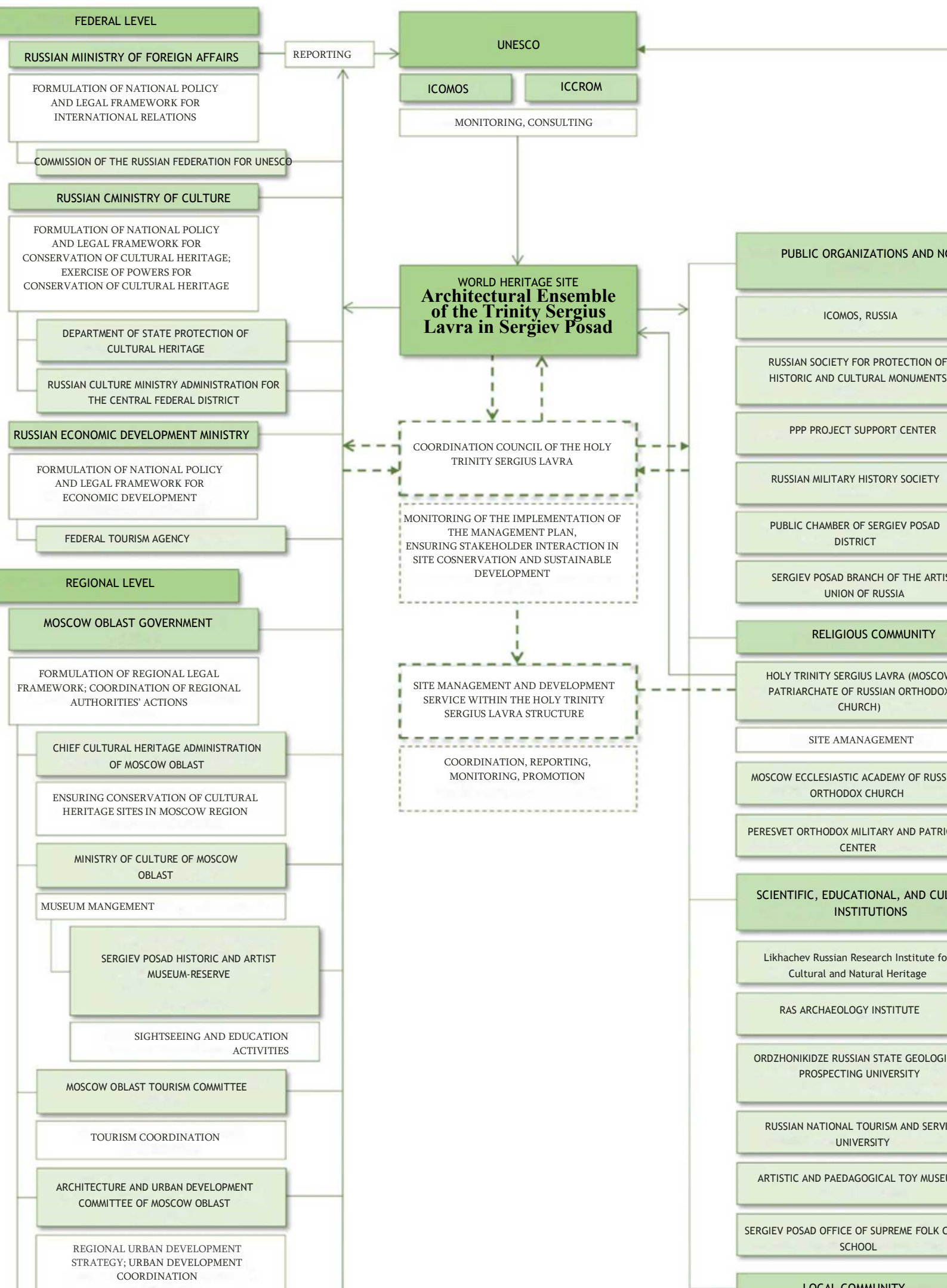
The Coordination Council may operate on a sessional basis holding from 2 to 4 meetings every year as required. The establishment of the Coordination Council may also require establishment of working groups for specific issues in the course of the implementation of the management plan.

Considering numerous stakeholders that may or must be engaged in the site management process in the future, the prospective site management system oversees the necessity of the improvement of the HR potential of the Holy Trinity Saint Sergius Lavra and the establishment of a special department, the Site Management and Development Service (with at least three relevant specialists) to ensure the coordination with the World Heritage Center and ensure the collection and drafting data and documents necessary for substantiated collective decisions on the conservation and sustainable development of the World Heritage site and its buffer zone within the framework of the work of the Coordination Council framework. This unit will ensure day-to-day interactions and activities between the meeting of the Coordination Council. Similar structures have been established both in Russia and abroad. The similar service operates at the Kizhi Museum-Reserve.

For the suggested positions and requirements to the specialists of the Site Management and Development Service, please see the table below.

Positions	Employee Competencies
Service Executives	<p><i>Knowledge</i> of international law, rules of federal and regional laws on heritage conservation, program documents and national cultural policy priorities</p> <p><i>Skills</i> of strategic planning and management of group activities, systemic approach to solving problems, passing managerial resolutions, holding business negotiations, public presentations, interactions with various stakeholders</p>
Specialist (for Interaction with Stakeholders)	<p><i>Knowledge</i> of international law, federal and regional laws on conservation of the cultural heritage</p> <p><i>Skills</i> in the interaction with relevant specialists from government bodies, scientific institutions, professional and public organizations, drafting of official documents, correspondence, database operations.</p>
Specialist (for Coordination and Monitoring of the Implementation of the Management Plan)	<p><i>Knowledge</i> of international law, federal and regional laws on conservation of the cultural heritage</p> <p><i>Skills</i> in interaction with relevant specialists from government bodies, scientific institutions, professional and public organizations, drafting of official documents, reporting, correspondence, database operations.</p>

Considering the vision and mission of the long-term conservation and sustainable development of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site (see Section 6), prospective structure of the management system may be the following: the management system engaging all stakeholders ensures conservation of the OUV with its key religious component as well as sustainable development of its buffer zone and wider setting.



10.2. ENSURING THE COORDINATION WITH UNESCO WORLD HERITAGE CENTRE

The inscription of a site to the UNESCO World Heritage List implies the need for mandatory interaction with the World Heritage Committee, via its secretariat (the World Heritage Center) and advisory bodies (ICOMOS/ICCROM) under specific circumstances.

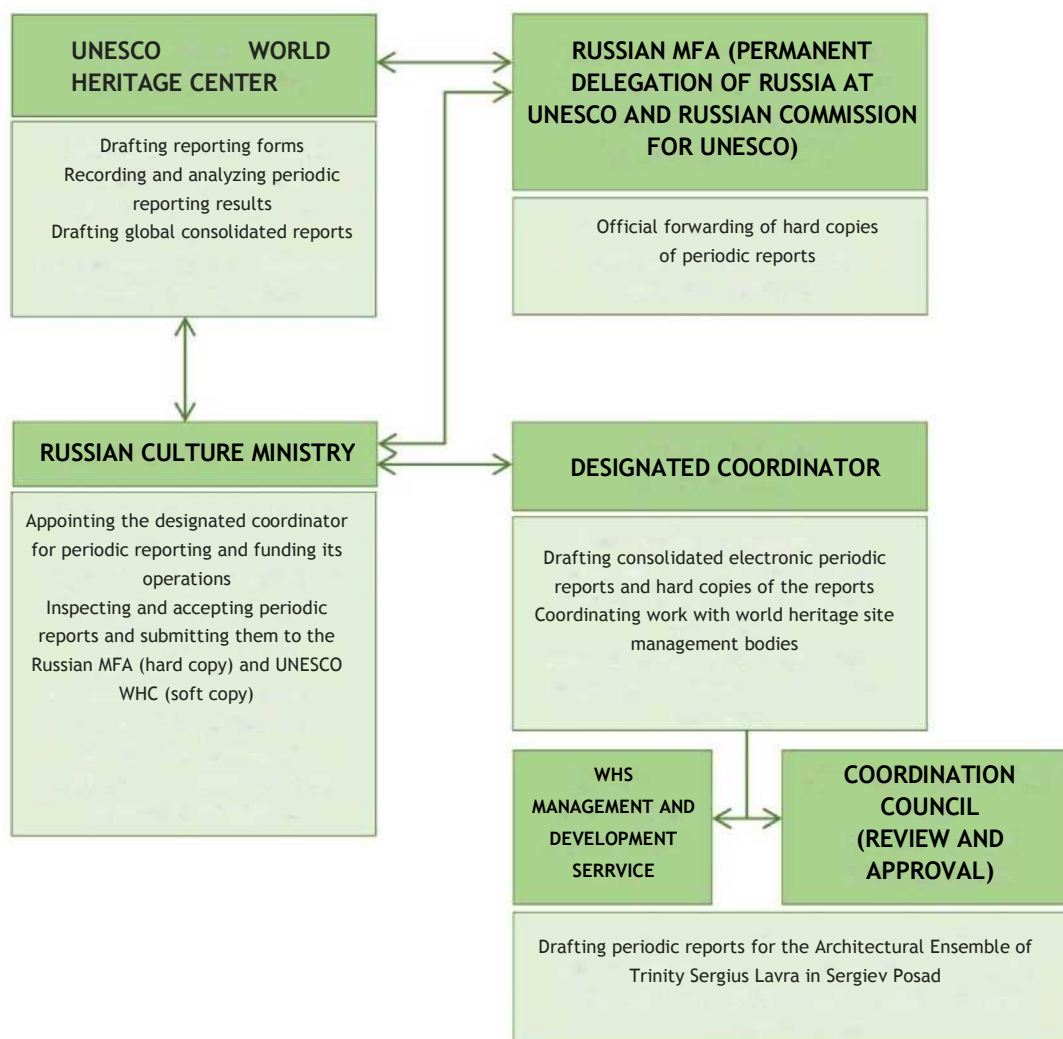
These circumstances include:

- periodic reporting;
- state of conservation reporting;
- Heritage Impact Assessments.

Periodic Reporting (See Section 1.3.1). Within the framework of the scheduled periodic reporting in 2022-2023, the coordinated efforts of federal, regional and local authorities as well as the site management (the Holy Trinity Saint Sergius Lavra) will be required. It seems feasible that the Ministry of Culture of the Russian Federation provides special-purpose funding in 2022 to organize periodic report drafting for the entire country by a responsible coordinator (a competent and experienced research organization). Within the framework of this, the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site periodic reporting will be drafted by the specialists of the Site Management and Development Service.

State of Conservation Reporting. In the course of the site development, it may become necessary to draft state of conservation reports (the reports are drafted in accordance with specific decisions of the World Heritage Committee sessions) for presentation to the World Heritage Center.

The periodic reporting table for the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site is provided below. The state of conservation reporting table is similar, in general, but does not include the intermediate link of the responsible coordinator and all reports are submitted directly to the Ministry of Culture of the Russian Federation.



Heritage Impact Assessments. According to para. 172 of the Operational Guidelines for the Implementation of the World Heritage Convention (2017), the World Heritage Committee calls on the State Parties to inform the Committee, via the UNESCO World Heritage Center, on their intentions to undertake or permit, within the territory protected by the Convention (World Heritage site territory and buffer zone), large-scale reconstruction (including conservation) or new development projects that may affect the OUV of a site. Such notifications must be given as soon as possible prior to drafting key documents for specific projects and prior to passing any resolutions that could not be cancelled. This requirement was introduced as the Committee may aid with searching for relevant solutions that would guaranteeing the complete conservations of the OUV of a site.

For the UNESCO World Heritage Committee to be able to duly assess the potential threat to the OUV of a specific site, specific information is needed in the form of an

assessment of proposed changes and their impact on the OUV of the site conducted in accordance with the ICOMOS Guidelines on Heritage Impact Assessments for Cultural World Heritage properties.

Currently, the development of tools within the management system of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad is not sufficient for informing the UNESCO World Heritage Center and coordinating with the UNESCO World Heritage Center the large-scale projects for conservation and new developments (including the ones within the buffer zone of the site). Although, there are no direct instructions reflected in the decision of the World Heritage Committee requiring heritage impact assessments in relation to the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad, general resolutions applicable to all sites inscribed to the World Heritage List and to the Russian World Heritage management system (39 COM 7B, 40 COM 7B.105), the Committee emphasizes the importance of the introduction of the HIA into the national laws, planning mechanisms and World Heritage site management plans.

In this light, it is highly desirable, prior to any large-scale update of a management system, to designate an employee of the site management to be in charge of compliance with the provisions of the World Heritage Convention of 1972. The implementation of this tool requires comprehensive actions including amendments to regional laws on conservations of World Heritage sites as well as training of human resources in charge of HIA. Altogether, this would contribute to the ensuring public consent on conservation, use and sustainable development of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad.

Action Plan:

- **improving human resources of the Holy Trinity Saint Sergius Lavra and employing an additional specialist for site management (stage one);**
 - **establishment of the Site Development and Management Service within the structure of the Holy Trinity Saint Sergius Lavra employing at least three employees with the job descriptions set forth in the management plan (future);**
 - **establishment of the Site Management Coordination Council engaging all stakeholders;**
 - **improving the coordination with the UNESCO World Heritage Center;**
-

-
- **organizing the management plan implementation and implementation monitoring process as well as reporting documents. drafting**
-

SECTION 11. REQUIRED TOOLS FOR THE IMPLEMENTATION OF THE PROPERTY MANAGEMENT PLAN

11.1. RESOURCES

11.1.1. HUMAN RESOURCES

Professional, Technical and Service Employees

Currently, the operations for conservation and management of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad employ specialists of the units of the Trinity Sergius Lavra, whose responsibilities are detailed in the Property Management System (Section 10. Strategic Aim 4: Efficient Management)

The following units report to the treasury service:

- shared accounting and cashier offices;
- shared garage;
- shared warehouses;
- candle box;
- trade center;
- property and law center;
- information and technical support department;
- logistic service.

79 employees in total.

The following units report to the dean of the Lavra:

- Lavra dean aide service;
- pilgrim confessor service;
- inspector service for observation of operations of monasteries, priories and missions ascribed to the Lavra;
- hospital and prison temple service;
- inspector service for observation of orthodox educational institutions of Lavra;
- protocol department;
- temple observers;

- hospitallers;
- tollers;
- bellmen.

53 employees in total

The following units report to the economy service:

- the chief engineer service in charge of boiler houses and heating grids of the Lavra (the mechanical section also reports to the chief engineer);
- the chief power engineer service responsible for electric grids, phone exchanges and networks of the Lavra (duty electricians and electric installation employees report to the chief power engineer);
- supervisor and team for current minor repairs of interiors and exteriors of the buildings and structures;
- the carpentry section for current repair needs;
- technical workgroups for cleaning of temples and other premises, buildings, and structures of the Lavra;
- technical workgroups for cleaning of the Lavra grounds;
- landscaping service;
- garage;
- baths and laundries;
- economy service warehouses.

18 employees in total

Units of the **cellarer service**:

- monastery estates in Saburovo and Ryazan Oblast;
- logistic service;
- warehouses;
- transit department;
- production departments: canning, fish, milk, confectionery, and meat workshop (for Moscow Ecclesiastical Schools), bakery and brewery;
- catering units;

- refectories for the monks, tutors and students of Ecclesiastical Schools, workers and employees, and pilgrims;
- wine cellar;
- shop chain.

59 employees in total

Lavra Sacristy:

25 employees in total

Lavra Chancery:

6 employees in total

The following units report to the commandant service:

- peacekeeping service;
- passport and visa service;
- sanitary and epidemiological service.

22 employees in total.

Economical Council of the Lavra:

8 members.

The following units report to the Pilgrimage Center:

- pilgrim refectories;
- pilgrim accommodations and hotels;
- tour guides;
- missionary department;
- charity department;
- Trinity Voice audio studio;
- Hermitage cinema studio;
- official web-site, Home of the Lifegiving Trinity;
- transit department.

24 employees in total.

Patriarchal Architectural and Restoration Center:

25 employees in total.

The following units report to the Publishing and Printing Center:

- publishing department;
- printing house;
- shop chain;
- warehouses of the Publishing and Printing Center;
- information and advertising service include the center web site;
- transit department.

20 employees in total.

The following units report to the medical service:

- monks with medical education as aides;
- medical and service staff of the Lavra's medical institution.

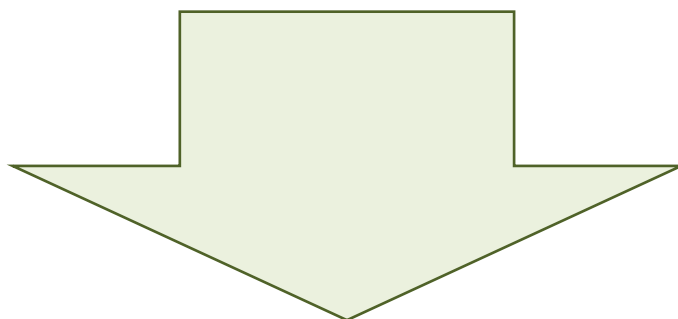
Sources of Competent Human Resources and Training in Conservation and Management

The major architectural universities of Moscow that may function as suppliers of human resources competent in architecture, restoration, urban planning, and monumental painting for the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site:

- Moscow Institute of Architecture (National Academy) (MIA), specializations: Architecture and Architectural Environment Design
- Moscow National Research Construction University, specializations: Architecture, Urban Development, Reconstruction and Restoration of Architectural Heritage
- Business and Design Institute, specializations: Architectural Environment and Design;
- Higher School of Economics National Research University, specializations: Urban Planning;
- Surikov Moscow National Academic Artistic Institute, specializations: Architecture, Painting;
- Moscow National University of Geodetics and Cartography, specializations: Architecture;
- Peoples' Friendship University of Russia, specializations: Architecture, Landscape Architecture;

- National Land Development University, specializations: Architecture, Landscape Architecture;
- Glazunov Russian Academy of Painting, Sculpture and Masonry, specializations: Architecture;
- Art Restoration Institute, specializations: Reconstruction and Restoration of Architectural Heritage, Restoration;
- Timiriazev Russian National Agricultural University, specializations: Landscaping Architecture, Landscaping Design;
- Reshetnev Siberian National University of Science and Technology, specializations: Landscaping Construction;
- Mytishchi Branch of Bauman Moscow National Technical University, specializations: Landscaping Architecture;
- Moscow Information Technology University, Moscow Architecture and Construction Institute, specializations: Architecture;
- Moscow Institute of Architecture (National Academy), specializations: Architecture;
- Moscow School of Architecture (MSA), specializations: Architecture;
- Saint Tikhon Orthodox University of Arts, specializations: Painting;
- Stroganov Moscow National Artistic and Industrial Academy, specializations: Monumental and Decorative Painting, Monumental and Decorative Art

Human resources may employ trainees, graduates, and students of relevant departments of higher educational institutions within the traineeship framework.



It is necessary to note that the conditions for continuous education of the site management's human resources including participation of employees in relevant training events by Russian and international experts is required.

The special employee training programs focusing on World Heritage may include:

- internships with relevant international universities under World Heritage education programs. Many universities offer heritage education programs. Some programs specialize in World Heritage, including the following ones. The list is not an exhaustive one:
 - Brandenburg University of Technology, World Heritage Studies (M.A.); Heritage Conservation and Site Management (M.A.);
 - Deakin University, Cultural Heritage and Museum Studies (M.A.);
 - Turin School of Development, World Heritage and Cultural Projects for Development (M.A.);
 - UCL Institute of Archaeology, Cultural Heritage Studies (M.A.);
 - University College Dublin, World Heritage Management (M.S.);
 - University of Amsterdam, Conservation and Restoration of Cultural Heritage (M.A.);
 - University of Minnesota College of Design, Heritage Conservation and Preservation (M.S.);
 - University of Queensland, Environmental Management (M.S.);
 - University of Tsukuba, World Cultural Heritage Studies (M.A.);
 - Wildlife Institute of India, Post Graduate Diploma in Wildlife Management;
 - University of Birmingham, World Heritage Studies (M.A.);
- ICCROM international courses. International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM) as the UNESCO Advisory Body is providing high-quality training programs in cultural heritage conservation for museum employees, restorers and cultural managers. ICCROM courses are not only an education platform, but also an efficient ground for exchanging experiences, finding new approaches and professional networking.
- practical research conferences, training courses and seminars in Russian and international research universities and World Heritage sites on conservation and promotion of heritage sites;
- mandatory foreign language courses. The minimum requirement is good command of English / French for communications with the UNESCO bodies on World Heritage.

11.1.2. FINANCIAL RESOURCES

By the 700th anniversary of the birth of Blessed Sergius of Radonezh, the federal budget allocated RUB 1,336,503,710.05 in 2014-2018 for restoration of the cultural heritage monuments within the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site.

The allocated funds:

2014: RUB 468,111,160.10

2015: RUB 406,209,672.64

2016: RUB 214,328,232.08

2017: RUB 240,264,265.23

2018: RUB 7,590,380.00

The funds were assigned for the following conservation activities:

- development of documentation;
- repair and restoration work;
- technical supervision of repair and restoration works;
- research and author supervision of repair and restoration works.

It is necessary to highlight that 2018 was the final year of the Russian Culture Federal Targeted Program (2012-2018). The amount of finding from the federal budget in 2019 will be considered by the Ministry of Culture of the Russian Federation, when an action plan for conservation of cultural heritage sites for 2019 will be adopted.

11.1.3. PARTNER NETWORK AS A RESOURCE

As of 2018, the UNESCO World Heritage List includes 1092 sites with 845 cultural, 209 natural and 38 mixed heritage sites. About 20% of sites from the World Heritage List have religious or spiritual components. The religious heritage sites are present in the majority of the State Parties to the 1972 Convention and are the most frequent type of cultural heritage in the World Heritage List²².

²² UNESCO Initiative on Heritage of Religious Interest. URL: <https://whc.unesco.org/en/religious-sacred-heritage/>

Religious Property means, according to ICOMOS, ‘any property with religious or spiritual associations such as churches, monasteries, shrines, temples, mosques, synagogues, sacred landscapes, sacred groves and other landscape features’

The religious heritage sites are under the focus of the numerous studies conducted by the advisory bodies of UNESCO, ICOMOS, ICCROM and IUCN. In 2011, UNESCO has launched a special thematic initiative on heritage sites of religious interest in close cooperation with the State Parties on a trilateral (global, regional and topical) basis. Current and scheduled activities of the Initiative include studies/global assessments, regional consultations and implementation of experimental projects on religious World Heritage sites.

In this regard, the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site can actively participate in this Initiative and achieve the growth of its partner network. During the regional thematic advisory expert meeting on sustainable management of religious World Heritage sites in Eastern Europe (Erevan, Armenia, April 2018), the Russian Federation suggested to hold a thematic meeting within the framework of the Initiative in Russia in 2019. The Trinity Sergius Lavra as one of the key centers of Russian Orthodoxy may play a leading part in the organization of the event.

In general, the growth of partner networks and communications allow to World Heritage sites to develop and contribute to the growth of potential and existing exchange of experiences in conservation and sustainable development in the field of heritage.

In Russian context, the partnering with international sites and experience exchange might be crucial. In this light, the Trinity Sergius Lavra could establish and develop contacts with partner institutions and religious heritage sites in Russia and abroad.

The table below presents some recommendations in this regard.

Potential Partner Institutions and Sites	
1. International Level	Religious World Heritage sites
2. Eastern Europe	Religious World Heritage sites in Belarus, Bulgaria, Hungary, Moldavia, Poland, Romania, Slovakia, Ukraine, and Czech Republic
3. Russian religious cultural heritage sites	Orthodox monasteries and churches in Russia
4. Religious World Heritage sites in Russia	<ul style="list-style-type: none"> ■ Kizhi Pogost ■ Kremlin and Red Square, Moscow ■ Cultural and Historic Ensemble of Solovetsky Islands ■ Historic Monuments of Novgorod and its Surroundings ■ White Monuments of Vladimir and Suzdal ■ Church of the Ascension, Kolomenskoye ■ Ensemble of the Ferapontov Monastery ■ Ensemble of the Novodevichy Convent ■ Assumption Cathedral and Monastery of the Town-Island of Sviyazhsk
5. International Expert Community	ICOMOS, ICCROM
6. Russian Expert Community	ICOMOS, Russia (the scientific committee for religious or ritual remarkable sites is scheduled to be established soon)
7. Scientific and Research Institutions	Institute of Archaeology of the Russian Academy of Sciences, Russian Research Institute for Cultural and Natural Heritage, GUP MO NiPI

11.1.4. PRIVATE AND PUBLIC PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT OF THE BUFFER ZONE AND WIDER SETTING

Public and private partnership is a formal termed cooperation on a shared resources basis by and between a public partner, on the one part, and a private partner, on the other part, based on a public and private partnership agreement for raising private investments to economy, improving accessibility of goods, work and services supplied to consumers by the governmental bodies and local authorities.

Along with direct public funding, which remains a priority financial source for the conservation of the World Heritage property, it is also promising to use alternative mechanisms for fund-raising, in particular, for the sustainable development of buffer zones and wider settings of World Heritage sites.

Public-private partnership is a relatively new mechanism with a great potential of attracting private investments in cultural sector, which allows to reduce the public expenditures and to involve private partners in conservation, development and promotion of cultural heritage.

The Concept of Long-Term Social and Economic Development of the Russian Federation until 2020 considers the use of public-private partnership mechanisms to promote the development of cultural tourism and to apply an integrated approach to the conservation of cultural heritage of the country as one of the key areas for the improvement of the Russian economy, which indicates the promising character of the mechanism.

Public-private partnership is conducted within the framework of the Federal Law of 21/07/2005 No.115-FZ ‘On Concession Agreements’ (amended on 27/12/2018) and the Federal Law of 13/07/2015 No. 224-FZ “On Public-Private Partnership, Municipal-Private partnership in the Russian Federation’ (amended on 29/07/2018).

Currently, there are several types of public-private partnership projects in the field of cultural heritage, which could be used for the sustainable development of the buffer zone and the wider setting of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site.

Description	Issues
Transfer of a cultural heritage property to long-term lease (for example, under the Rent for 1 rubble programme) with the obligation of the implementation of conservation works and the right of the subsequent use in economic activity. This type is often applied for ordinary cultural heritage properties.	The issue of the payback of conservation works; the investor bears the risk of loss of the property before achieving indicators of financial efficiency as a result of actions of public authorities; the State bears the risk of loss of property in case of refusal to conduct conservation works within the period provided by the lease contract, etc.

Investing in the conservation of an exceptionally valuable site (museum or religious monument) with the provision of a land plot in its immediate vicinity for the construction and operation of the main tourist infrastructure	Issues similar to type 1. In addition, there is a risk of delay in the procedure of approval of new construction, which is especially important for in case of World Heritage properties in the context of the coordination of the new construction with the World Heritage Committee and the implementation of heritage impact assessments
Involvement of private partners for conservation / restoration of a cultural heritage property with the provision of adjacent plots for commercial development	The risk of increasing the anthropogenic impact and the need for a thorough diagnosis of the condition of the monument and the potential impact of a construction on the state of conservation of a property as well as the need to prepare heritage impact assessments and to ensure the coordination with the World Heritage Committee
Joint public-private operation of the property and implementation of commercial projects on the basis of a long-term lease agreement with the conclusion of a protection obligation and the division of income from commercial activities	The issue of payback, the high cost of conservation, the presence of a large number of the properties with extremely complex issued of cadastral registration
Public-private partnership with the prospect of transfer of the ownership of the property to a private owner, is most often used in the cases of reconstruction of cultural heritage monuments and regeneration of historic environments	The issues of payback, complicated approval procedure

In order to support the development of public-private partnership within the buffer zone and the wider setting of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site, the following is required:

1) Determine the list of cultural heritage monuments that might be of interest for investors;

2) Conduct in respect of each perspective site a complex of actions for its preparation for a public-private partnership project (determination of the boundaries, differentiation and statement on cadastral registration of the land plots, registration of the cultural heritage property in the Unified State Register of Cultural Heritage Sites of the Peoples of the Russian Federation, registration of its encumbrances, preparation of draft protection obligation, etc.)

3) Prepare together with a potential partner (private investor) a road map of the project with an indication of the expected composition and scope of work at the property, requirements for their quality, approximate cost, conditions of economic use of the property, encumbrances, state guarantees and benefits, etc.

The Ministry of Culture of the Russian Federation has prepared a collection of best regional practices in the field of public-private partnership, which are available at: <https://www.mkrf.ru/documents/sbornik-gosudarstvenno-chastnoe-partnerstvo-v-sfere-kultury-uspeshnye-proekty-regionov-rossii/>

11.2. MANAGEMENT EFFICIENCY MONITORING

11.2.1. MANAGEMENT PLAN EFFICIENCY ASSESSMENT

Management Effectiveness Monitoring

The regular monitoring of the management effectiveness is one of the most important management tools for World Heritage sites that allows to respond to any changes in relation to the property and to conduct preventive works on its conservation, considering potential threats. In case of negative impact, its consequences should also be reported to the World Heritage Committee.

Periodic Reporting

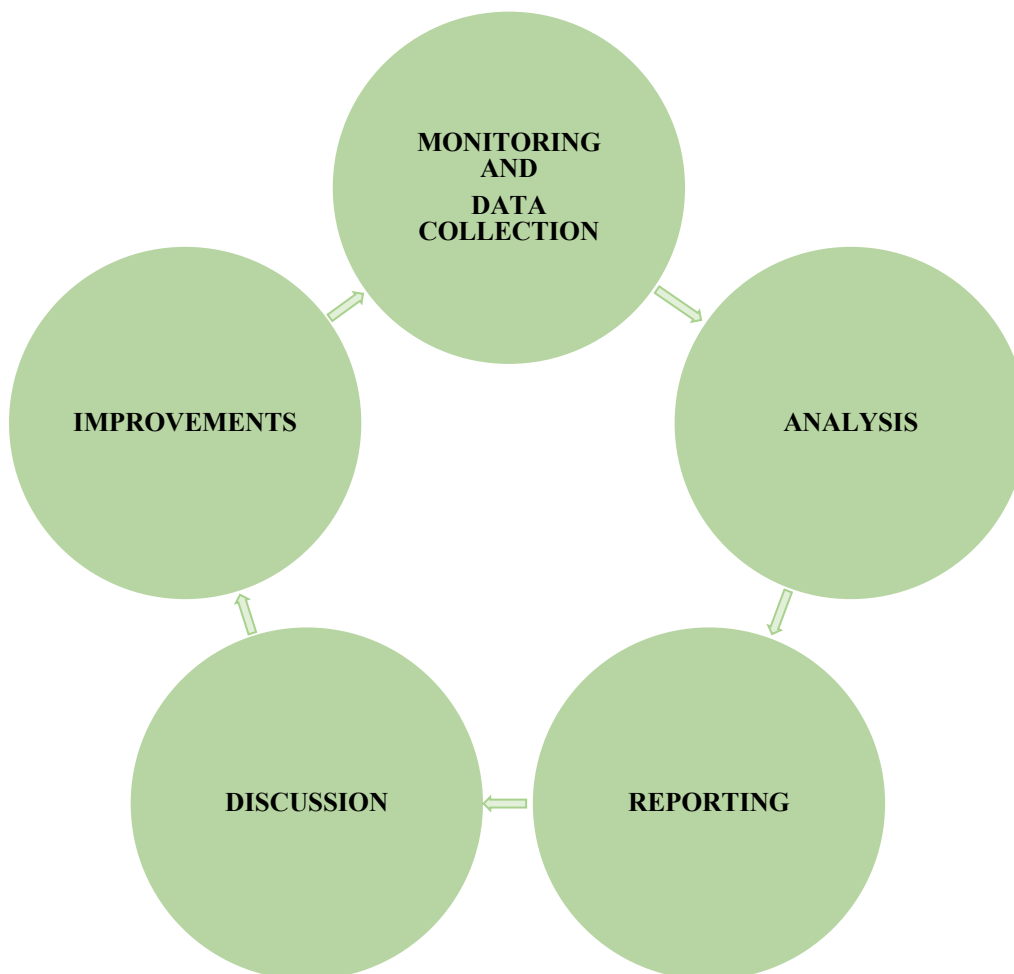
Periodic reporting is one of the key mechanisms for monitoring compliance with the World Heritage Convention. Periodic reporting is conducted every six years in accordance with Article 29 of the World Heritage Convention. The UNESCO World Heritage Centre pursues a regional approach to periodic reporting. As at today, two

periodic reporting cycles have been completed (2000-2006 and 2009-2015). The third periodic reporting cycle started in 2018 and will continue until 2024. The Europe and North America region will undergo the periodic reporting in 2022-2023.

Reactive Monitoring

The reactive monitoring mechanism is designed to inform the UNESCO World Heritage Center on emergencies that may impact the state of conservation of a World Heritage site. The mechanism is implemented regardless the implementation of management effectiveness monitoring or periodic reporting procedures.

To improve efficiency of the management process of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage site and to ensure timely improvement of the management plan, the following cyclic algorithm is applied:



This algorithm is developed on the basis of the requirements represented in the Cultural World Heritage Management Resource Manual. The optimal time for the implementation of one cycle proposed by the algorithm is 1 year.

Algorithm of the monitoring of the effectiveness of the implementation of the management plan (cyclic sequence of actions):

1. Monitoring, data collection (by the relevant unit of the site management): the data from the previous management efficiency assessment cycles is archived and used as a reference point for reviewing occurring changes.

2. Analysis of the situation and the emerging issues and new risks in relation to a World Heritage property, conflicts between stakeholders. Preparation for the discussion of the issues in a multilateral format.

3. Preparation of a report on the results of the monitoring of the management plan implementation (by the relevant unit of the site management on a regular basis): review of all collected data and drafting the inventory of issues for multilateral discussion (for report drafting purposes, additional information may be required from other stakeholders).

4. Discussion in a multilateral format (at the meeting of the Coordination Council, for instance), decision-making. The discussion involves the issues (causes of events, necessary actions, etc.), which concern several stakeholders; new projects and initiatives related to the conservation and sustainable development of the property.

5. Adjustment of the actions (by the relevant unit of the site management): basing on the analysis of the situation and discussions with stakeholders, adjustments are to be made to the action programme of the management plan.

11.2.2. MONITORING OF THE IMPLEMENTATION OF THE MANAGEMENT PLAN

Management of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad involves the introduction of a system of continuous monitoring according to the developed system of indicators.

The monitoring of the process of the management plan implementation is aimed to:

- ensure the effective implementation of the management plan;
- ensure the interaction of stakeholders of the management;

- ensure the collection of data necessary for the effective implementation of the management plan;
- assess potential risks to the property;
- assess the conservation of the OUV of the property.

The continuous and regular monitoring facilitates the performance of necessary actions in case of any changes to occurred at the property as well as the implementation of preventive measures to eliminate potential threats to the conservation of the OUV of the property.

In case of force majeure on the territory of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property and its buffer zone, a report on the negative impact and its consequences should be submitted to the UNESCO World Heritage Committee.

To monitor the implementation of the management plan, it is proposed to create the Management and Sustainable Development Service on the basis of the Holy Trinity Saint Sergius Lavra. The tasks of the Service would include in the field of monitoring the following:

1. Monitoring of the implementation of the action programme of the management plan
2. Identification and prevention of conflicts;
3. Adjustment of the action programme of the management plan in case of any changes in the situation regarding the property (including based on the results of management efficiency assessments).

The implementation of the management plan of supposes continuous and regular monitoring of the indicators, which are reflecting the achievement of the strategic aim of the management plan on the conservation of the OUV of the property, within the following areas:

- monitoring the conservation of the OUV of the property;

- risk management monitoring;
- monitoring of the sustainable development of the property.

Monitoring Area	Key Indicators	Responsible Actors	Period of monitoring
OUV Conservation	<ul style="list-style-type: none"> – preservation of subjects and elements of protection; – compliance with the requirements established by the legislation on the conservation of the property. 	Ministry of Culture of the Russian Federation; The Holy Trinity Saint Sergius Lavra (the Management and Development Service)	Semi-annually
Risk Management	<ul style="list-style-type: none"> - adverse effects of emergencies; - number of preventative and organization activities 	The Holy Trinity Saint Sergius Lavra (the Management and Development Service); the Ministry of Emergency Situations om Moscow Oblast	Semi-annually
Sustainable Development	<ul style="list-style-type: none"> – number of activities conducted in accordance with the action programme for the implementation of the management plan; – number of activities conducted with the participation of the local community; – number of implemented educational projects; – number of publications in the media; – number and effectiveness of advertising campaigns; – number of scientific and popular scientific publications; – number of training seminars and conferences; – visitation numbers and dynamics of tourist flow. 	The Holy Trinity Saint Sergius Lavra (the Management and Development Service); Ministry of Culture of the Moscow Oblast; Administration of the Sergiev Posad Municipal District	Semi-annually

The analysis of the monitoring data and results reporting is to be conducted by the Management and Development Service of the Holy Trinity Saint Sergius Lavra (as recommended in the management plan). The further discussion of the results at the meetings of the Coordinating Council would ensure the adequate review of the management plan and introduction of the necessary improvements to it, allowing to link clearly the values of the property and current management tasks considering the interests of all stakeholders.

SECTION 12 ADDITIONAL TOOLS

12.1. FORMS FOR DOCUMENTING RESULTS OF MONITORING OF THE IMPLEMENTATION OF THE MANAGEMENT PLAN, AND MONITORING OF INTERIM AND FINAL RESULTS FOR SET STRATEGIC OBJECTIVES

In accordance with Section 6, the Management Plan of the Architectural Ensemble of the Trinity Sergius Lavra in Sergiev Posad World Heritage property is intended to meet 4 strategic objectives, namely:

1. Conservation of the OUV of the World Heritage property
2. Sustainable development of the World Heritage property and its buffer zone
3. Public consent
4. Efficient management

Each aim includes strategic objectives and action plan to achieve the desired indicators. Both the monitoring of qualitative and quantitative indicators and the assessment of the results of the implementation of specific actions are the necessary means for the effective implementation of the management plan. The effective monitoring and evaluation system assist the managers and stakeholders of the property determine whether the strategic goals and objectives of the management plan are achievable and also provides an opportunity to improve the management planning of the property. The effective monitoring and evaluation might provide grounds for improvements to the management plan and the action plan.

The management plan implementation monitoring results cannot be documented separately from action plans developed to achieve the strategic aims of the management plan. In this context, the forms for assessing and documenting monitoring results including

indicators (measurement units) and monitoring deadlines are integrated into the structure of short-, mid- and long-term action plans (see Action Plan Section). The form would allow, simultaneously with the completion of the implementation stage of each action plan event, to assess the results and control the deadlines necessary for documentation and reporting procedures.

12.2. ASSESSMENT FORMS FOR FACTORS AFFECTING THE PROPERTY

The aim of assessing the factors affecting the property is to create conditions for the sustainable management of the World Heritage property based on an understanding of the issues that property itself and the organization managing it might face. Monitoring of threats and processes affecting the property as well as the use of monitoring results for handling risks is increasingly perceived as one of the central elements of proper management of a property.

Regularly completing the evaluation forms helps to classify threats according to their type and level and respond to them adequately and promptly.

When filling the forms, it is essential to include the information about the time of the evaluation and the persons, who participated in the work. Forms can be supplemented with comments placed outside of the table and clarifying the reasons for the review (regular or operational monitoring) as well as indicating the sources of information.

It is recommended to evaluate the factors affecting the property at least once every three years (if there are data on the identification of critical threats, every six months until the elimination or mitigation of the impact or consequences of the risk is eliminated).

Evaluation implies a high level of involvement of stakeholders, primarily in monitoring the state of conservation as the basis for providing data for assessment. It is advisable to periodically attract external specialists, which can give a more objective view of the situation, especially, when it is necessary to evaluate the factors, the consequences of which cause controversy between the stakeholders concerned.

The evaluation of the results should be available to all stakeholders.

Factors affecting the property were identified based on the analysis of the materials of periodic reporting 2008–2015 presented in Section 1, indicating their quality (positive/negative) and relevance.

The worksheet below contains ten columns that will help to describe each of the factors affecting a property, determine their quality, the degree of impact, and draw up a program of actions to eliminate or mitigate the threats caused by these factors.

For the convenience of filling the form, under the number of each column, a brief description of the information that it should contain is given.

The list of factors affecting the property and the values affected by them is not exhaustive and can be supplemented (in the case of the identification of new types of threats).

In the absence of a developed procedure for the implementation of heritage impact assessments on the OUV of a World Heritage Property, it is recommended to use this form of assessment, when planning major restoration or new construction works on the territory of a property or its buffer zone

Worksheet. Form for assessing factors affecting a World Heritage site

1	2	3	4	5	6	7	8	9	10
List of Factors	List of Affected Values	Is the impact potential or real?	Identify the leading causes of exposure	Impact Factor			The Response of the Property Control Body		Data Source
				Quality	Scale	Severity	Action	Urgency of action	
1	2	3	4	5	6	7	8	9	10
<i>List the values or characteristics of the property affected by a specific factor.</i>	<i>List the values or characteristics of the property affected by a specific factor.</i>	<i>Separate factors currently affecting the property from known factors that could potentially jeopardize the property in the future.</i> <i>(existing/potential)</i>	<i>List the causes of impact. Each factor can have at least one, and maybe several reasons.</i>	<i>Assess whether the effect is favorable or adverse.</i> <i>(+/-)</i>	<i>Describe the degree of impact (for example, the effect on the entire territory of a property, the local area, individual attributes or signs of OUV)</i> <i>(small, medium, significant and extremely significant)</i>	<i>In case of an adverse effect of a factor on a value, describe its severity (low, medium, high or extremely high)</i>	<i>Describe what actions are planned or taken to cope with the negative impact of the factor (elimination or mitigation of the effect)</i>	<i>Assess and/or assign the urgency category to the necessary actions (low, medium, high or extremely high)</i> <i>If possible, indicate the time within which the planned action is to be performed.</i>	<i>Mark whether the assessment was carried out during an expert meeting or compiled on the basis of the results of monitoring, research, etc.</i>

1	2	3	4	5	6	7	8	9	10
1. ANTHROPOGENIC IMPACT									
1.1. Construction and territory development									
1.1.1. Housing	Urban Planning Structure of the Site	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Valuable Historic Buildings	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Archaeological Sites	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Visual Integrity of the Historic Urban Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Spatial Integrity of the Historic Urban Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Quality of Life	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
1.1.2. Commercialization of the Territory of the Property	Cultural Identity	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Traditional Lifestyle	<input type="checkbox"/> Existing	1.						

1	2	3	4	5	6	7	8	9	10
		<input type="checkbox"/> Potential	2.						
1.1.3. Tourist Infrastructure	Visual Integrity of the Historic Urban Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Spatial Integrity of the Historic Urban Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Attractiveness of the Property	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
1.1.4. Creation of Visitor Facilities	Attractiveness of the property	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Interpretation of the Property (adequate representation of the value)	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
1.2. Transport Infrastructure									
1.2.1. Development of Ground Transport Infrastructure	Spatial Integrity of the Historic Urban Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Visual Integrity of the Historic Urban Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						

1	2	3	4	5	6	7	8	9	10
	Accessibility of the Property	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
1.2.2. Transport Infrastructure Impact	Valuable Historic Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Attractiveness of the Property	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Quality of Life	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
1.3. Utilities									
1.3.1. Layout of local utilities	Valuable Historic Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Visual Integrity of the Historic Urban Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Quality of Life	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
1.3.2. Construction of line utilities	Valuable Historic Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						

1	2	3	4	5	6	7	8	9	10
	Visual Integrity of the Historic Urban Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Quality of Life	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
1.4. Anthropogenic Impact, Domestic and Industrial Pollution									
1.4.1. Solid Waste Pollution	Attractiveness of the Property	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
1.4.2. Ground Water Pollution	Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Quality of Life	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
1.4.3. Transport Emissions	Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Valuable Historic Environment	<input type="checkbox"/> Existing	1.						

1	2	3	4	5	6	7	8	9	10
		<input type="checkbox"/> Potential	2.						
	Attractiveness of the Property	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
1.4.4. Noise Pollution	Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Attractiveness of the Property	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Quality of Life	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
1.4.5. Increasing Numbers of Visitors, Tourists and Pilgrims	Valuable Historic Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
1.5. Social and Cultural Use									
1.5.1. Spiritual, Religious, and Associated Use of the Property	Cultural Identity	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						

1	2	3	4	5	6	7	8	9	10
1.5.2. Communities Appreciating the Heritage	Cultural Identity	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Attractiveness of the Property	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
1.5.3. National and Local identity, Social Cohesion of the Local Community	Public consent	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Traditional Lifestyle	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
1.5.4. Tourism Impact	Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Attractiveness of the Property	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Quality of Life	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
1.5.5. Seasonality of tourist flows	Valuable Historic Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						

1	2	3	4	5	6	7	8	9	10
	Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
1.6. Institutional Factors and Management									
1.6.1. Insufficient Human Resources (Insufficient Number of World Heritage Management and Conservation Specialists)	Urban Planning Structure of the Site and its Buffer Zone	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Valuable Historic Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Visual Integrity of the Historic Urban Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Spatial Integrity of the Historic Urban Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Attractiveness of the Property	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Interpretation of the Property (adequate representation of the value	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						

1	2	3	4	5	6	7	8	9	10
1.6.2. Insufficient Local Community Awareness and Misunderstanding of the OUV of the Site	Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Urban Planning Structure of the Site	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Valuable Historic Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Visual Integrity of the Historic Urban Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Spatial Integrity of the Historic Urban Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Archaeological Sites	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Attractiveness of the Property	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						

1	2	3	4	5	6	7	8	9	10
1.6.3. Absence of the Efficient System for State of Conservation and Changes Monitoring	Urban Planning Structure of the Site	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Valuable Historic Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Visual Integrity of the Historic Urban Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Spatial Integrity of the Historic Urban Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Archaeological Sites	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
1.7. Inadequate Legal Framework and its Implementation									
1.7.1. Certain Historic Monuments Lack Approved Objects of Protection	Valuable Historic Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Visual Integrity of the Historic Urban Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						

1	2	3	4	5	6	7	8	9	10
1.7.2. Regulatory Governance (Absence of Required Regulations)	Urban Planning Structure of the Site	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Valuable Historic Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Visual Integrity of the Historic Urban Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Spatial Integrity of the Historic Urban Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
2. NATURAL FACTORS									
2.1. Climatic Factors									
2.1.1. Dust Contamination	Valuable Historic Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						
	Environment	<input type="checkbox"/> Existing <input type="checkbox"/> Potential	1. 2.						

Comments/Explanations	
Analysis and Conclusions	
Comparison with the results of previous assessments	
Opportunities, Recommendations, and Corrective Actions	

SECTION 13 ACTION PLAN

13.1. SHORT-TERM ACTION PLAN (2020-2021)			
Strategic Aim 1: Conservation of the OUV			
Priority: Architectural Monuments Conservation			
Action	Responsible stakeholders	Scope (RUB) and source of funding	Monitoring indicator
1.1. Approval of protection objects of cultural heritage monument at the property	Ministry of Culture of the Russian Federation	Within powers and budget of the Ministry of Culture of the Russian Federation	Order of the Ministry of Culture of the Russian Federation
1.2. Repair and restoration work for removal of defects as a warranty obligations under government contract No. 6977-01-41/10-15 of 12/18/2015 with BaltStroy JSC	BaltStroy JSC Ministry of Culture of the Russian Federation	BaltStroy JSC funds	Document of the Ministry of Culture of the Russian Federation
1.3. Monitoring and supervision of the activities related to the property	Ministry of Culture of the Russian Federation (Administration for the CFD)	Within powers and budget of the Ministry of Culture of the Russian Federation	Report
1.4. Monitoring of rescue archaeological works at earth works	Institute of Archaeology of RAS, Ministry of Culture of the Russian Federation (Administration for the CFD)	Within powers and budget of the Ministry of Culture of the Russian Federation	Report
1.5. Collection and storage of data on monuments and works performed. Creation of unified information database	Ministry of Culture of the Russian Federation Information provided by PARS	Within powers and budget of the Ministry of Culture of the Russian Federation	Database
Priority: Historic Environment Conservation			

1.6.	a) Monitoring of compliance with restrictions within the existing protection zone boundaries, monitoring of compliance with requirements of land-use and urban planning rules within such zone boundaries	Ministry of Culture of the Russian Federation (Administration for the CFD)	Within powers and budget of the Ministry of Culture of the Russian Federation	Report
	b) Compliance with restrictions within the existing protection zone boundaries, compliance with requirements of land-use and urban planning rules of such zone boundaries	Government of the Moscow Oblast Administration of the Sergiev Posad Urban District	Within powers and budget of Moscow Oblast	
1.7.	Approval of the boundaries and protection object of the historic settlement of Sergiev Posad	Government of the Moscow Oblast Administration of the Sergiev Posad Urban District	Within powers and budget of Moscow Oblast RUB 5,000,000	Order of the Government of the Moscow Oblast
1.8.	Development of educational programs on the importance of the site conservation within its historic environment	Government of the Moscow Oblast Administration of the Sergiev Posad Urban District	Regional budget, Municipal budget RUB 500,000	Program development proposals
Priority: Historical Landscape Conservation				
1.9.	a) Monitoring of compliance with restrictions in the existing protection zone boundaries and within the protected natural zone	Ministry of Culture of the Russian Federation (Administration for the CFD)	Within powers and budget of the Ministry of Culture of the Russian Federation	Report
	b) Compliance with restrictions in the existing protection zone boundaries	Government of the Moscow Oblast Administration of the Sergiev Posad Municipal District	Within powers and budget of Moscow Oblast	

and within the protected natural zone			
1.10. Creating conditions for better coordination of all executive bodies authorized to approve new construction projects within the area visually connected with the property	Ministry of Culture of the Russian Federation	Within powers and budget of the Ministry of Culture of the Russian Federation	Report
Priority: State of Conservation Monitoring			
1.11. Regular state of conservation monitoring including engineering monitoring	PARS	Site Management Budget	Work Plan
1.12. Regular monitoring of the state of frescoes and murals	Arts Restoration Workshop of Lavra	Site Management Budget	Work Plan
Strategic Aim 2: Sustainable Development			
Priority: Social and Economic Development			
1.13. Integration of conservation and sustainable development of the site into regional and municipal strategic documents on social and economic development	The Government of the Moscow Oblast, Administration of the Sergiev Posad Urban District	Regional budget Site Management Budget	Social and economic development documents (quantity)
1.14. Implementation of the new waste handling system within the territory of the property	The Government of the Moscow Oblast, Administration of the Sergiev Posad Urban District, Site Management	Regional budget RUB 1,000,000	Installed waste separation containers
Priority: Sustainable Tourism			
1.15. Drafting and disseminating OUV statements available to all stakeholders	Site Management 0	Site Management Budget	Completed work report, published products

1.16. Carrying Capacity Study on anthropogenic impact for the site and its wider setting	Site Management	Site Management Budget RUB 1,300,000	Study Report
Strategic Aim 3: Public Consent			
1.17. Studies of the level of awareness of the local community and its engagement in conservation	Site Management, Scientific and Research Institutions	Site Management Budget, Grants	R&D Report
1.18. Development of the comprehensive strategy for increasing awareness of the local community and its engagement in conservation	Site Management, Scientific and Research Institutions	Site Management Budget, Grants RUB 1,500,000	Strategy
Priority: Awareness-Raising and Informing the Local Community			
1.19. Development and implementation of the strategy for informing the local community on the results of the management plan	Site Management, Scientific and Research Institutions	Site Management Budget, Grants RUB 1,500,000	Strategy
1.20. Creating and regularly updating the world heritage page on the web-site	Site Management	Site Management Budget RUB 600,000	Screenshots
1.21. Placement of the information on the site at executive bodies' web-sites	Administration of the Sergiev Posad Urban District	Municipal budget (within the service contract framework)	Screenshots
1.22. Placement of visual information on the site in the town and district	Administration of the Sergiev Posad Urban District	Municipal budget RUB 1,500,000	Photographs
Strategic Aim 4: Efficient management			
1.23. Drafting the budget for implementation of the management plan action plan	Site Management Ministry of Culture of the Russian Federation, Government of the Moscow Oblast Administration of the Sergiev Posad Urban District	Site Management Budget, Federal budget, Regional budget Municipal budget	Approval of budget programs

and raising additional funding				
1.24. Drafting the documents and feasibility study required to create the World Heritage Site Management and Development Service	Site Management	Site Management Budget (within the existing funding framework)	Site Management Order	
1.25. Development of the Regulation on the Site Management Coordination Council	Site Management	Site Management Budget	Site Management Order	
1.26. Creation of the Site Management and Development Service (drafting the regulation, setting its powers and hiring its employees)	Site Management	Site Management Budget RUB 600,000	Site Management Order	
1.27. Creation of the Site Management Coordination Council, approval of the regulation on the council and membership of the council	Ministry of Culture of the Russian Federation, Site Management	Regional budget (within the framework of executive authorities' funding) RUB 100,000	Order of the Ministry of Culture	
1.28. Site management plan implementation monitoring (drafting the first report)	Site Management	Site Management Budget (within the powers and activity funding for Site Management and Development Service)	Report	
1.29. The second meeting of the Coordination Council (review of management plan implementation monitoring results, and results of state of conservation monitoring)	Site Management and Development Service	Moscow Oblast Budget RUB 100,000	Meeting Minutes	

13.2. MID-TERM ACTION PLAN (2022-2023)				
Strategic Aim 1: Conservation of the OUV				
Priority: Architectural Monuments Conservation				
1.30.	Development, approval and budgeting of the long-term repair and restoration work at cultural heritage monuments within the property	Ministry of Culture of the Russian Federation, PARS	Federal budget RUB 1,300,000	Program Approval
1.31.	Changes to the conservation obligations for the monuments within the property	Ministry of Culture of the Russian Federation, PARS	Within powers and budget of the Ministry of Culture of the Russian Federation RUB 1,300,000	Conservation obligations
1.32.	Monitoring and supervision of the activities related to the property	Ministry of Culture of the Russian Federation (Administration for the CFD)	Within powers and budget of the Ministry of Culture of the Russian Federation	Report
1.33.	Monitoring of rescue archaeological works during earth works	Institute of Archaeology of RAS, Ministry of Culture of the Russian Federation (Administration for the CFD)	Federal budget	Report
1.34.	Collection and storage of information on monuments and works performed with the creation of unified information database	Ministry of Culture of the Russian Federation Information provided by PARS	Within powers and budget of the Ministry of Culture of the Russian Federation	Database
Priority: Historic Environment Conservation				
1.35.	a) Monitoring of compliance with restrictions within the existing protection zone boundaries, monitoring of compliance with requirements of land-use and	Ministry of Culture of the Russian Federation (Administration for the CFD)	Within powers and budget of the Ministry of Culture of the Russian Federation	Report

<p>urban planning rules within such zone boundaries</p> <p>b) Compliance with restrictions within the existing protection zone boundaries, compliance with requirements of land-use and urban planning rules of such zone boundaries</p>	<p>Government of the Moscow Oblast Administration of the Sergiev Posad Urban District</p>	<p>Within powers and budget of Moscow Oblast</p>	
<p>1.36. Development of educational programs on the importance of the site conservation within its historic environment</p>	<p>Government of the Moscow Oblast Administration of the Sergiev Posad Urban District</p>	<p>Regional budget, Municipal budget RUB 500,000</p>	<p>Event concept, photo report</p>
<p>Priority: Cultural Landscape Conservation</p>			
<p>1.37. a) Monitoring of compliance with restrictions in the existing protection zone boundaries and within the protected natural zone</p> <p>b) Compliance with restrictions in the existing protection zone boundaries and within the protected natural zone</p>	<p>Ministry of Culture of the Russian Federation (Administration for the CFD)</p> <p>Government of the Moscow Oblast Administration of the Sergiev Posad Urban District</p>	<p>Within powers and budget of the Ministry of Culture of the Russian Federation</p> <p>Within powers and budget of Moscow Oblast</p>	<p>Report</p>
<p>1.38. Creating conditions for better coordination of all executive bodies authorized to approve new construction projects within the area visually connected with the property</p>	<p>Government of the Moscow Oblast Administration of the Sergiev Posad Urban District</p>	<p>Regional budget, Municipal budget (within the service contract framework)</p>	<p>Report</p>
<p>Priority: State of Conservation Monitoring</p>			

1.39. Regular state of conservation monitoring including engineering monitoring	Ministry of Culture of the Russian Federation PARS	Within powers and budget of the Ministry of Culture of the Russian Federation Site Management Budget	Work Plan
1.40. Regular monitoring of the state of frescoes and murals	Arts Restoration Workshop of Lavra	Site Management Budget	Work Plan
Strategic Aim 2: Sustainable Development			
Priority: Social and Economic Development			
1.41. Inclusion of the Sergiev Posad Municipal District into the Integrated Sustainable Development Zone (ISDZ)	Government of the Moscow Oblast Administration of the Sergiev Posad Urban District, Land and real estate owners	Regional budget, Municipal budget, Private investments RUB 8,000,000	Agreement on ISDZ
1.42. Integrating sustainable development provisions into the social and economic development planning strategy of Sergiev Posad Municipal District and Sergiev Posad	The Government of the Moscow Oblast, Administration of the Sergiev Posad Urban District, Administration Sergiev Posad	Regional budget, Municipal budget	Social and economic development documents (quantity)
1.43. Assessments of environmental impact on the state of conservation of the property, its buffer zone and wider setting	Site Management, Administration of the Sergiev Posad Urban District, Scientific Institutions	Regional budget, Site Management Budget, Grants RUB 1,000,000 (annually)	Integrated research programs
Priority: Sustainable Tourism			
1.44. Improved accessibility for people with limited mobility	The Government of the Moscow Oblast, Administration of the Sergiev Posad Urban District, Administration Sergiev Posad Property, Site Management	Regional budget, municipal budget, Site Management Budget, Grants RUB 3,800,000	Installed Structures
Priority: Awareness-Raising, Presentation and Promotion			

1.45. Developing and starting production of handouts (leaflets, brochures, and booklets) with WHS information	Site Management	Site Management Budget RUB 1,500,000	Printed Products
1.46. Development and start of production of educational, research and artistic products with WHS information	Site Management	Site Management Budget RUB 1,500,000	Printed Products
1.47. Training for the employees immediately associated with WHS conservation and management	Site Management	Regional budget, Site Management Budget RUB 300,000 (annually)	Course Certificates
Strategic Aim 3: Public consent			
Priority: Engaging Local Community in Conservation			
1.48. Developing and implementing the harmonized brand of Sergiev Posad for products of local small and medium businesses	Administration of the Sergiev Posad Urban District, Site Management, Small and Medium Business Support Center	Municipal budget, Site Management Budget RUB 1,500,000	Brand Book
1.49. Developing business standards and principles within the territory of the property	Administration of the Sergiev Posad Urban District, Site Management, Small and Medium Business Support Center	Municipal budget, Site Management Budget RUB 1,000,000	Specimens of information materials on business standards and principles, list of material dissemination
1.50. Hosting annual volunteer camps engaging local youth to conservation of heritage of the property, its buffer zone and wider setting	Site Management, Administration of the Sergiev Posad Urban District, Ministry of Culture of Moscow Oblast	Regional budget, Municipal budget, grants RUB 350,000 (annually)	Report, participant list, program
Priority: Awareness-Raising and Informing the Local Community			
1.51. Developing and implementing the thematic educational	Site Management, Administration of the Sergiev Posad Urban District, UNESCO Associated Schools	Regional budget, municipal budget, Site Management Budget, Grants	Methodological guidelines for the program, list of participant schools, photo reports

program on world heritage in district schools	Coordination Center in the Russian Federation, Scientific and Research Institutions	RUB 6,500,000	
1.52. Developing concepts and hosting annual thematical events on World Heritage	Site Management, Administration of the Sergiev Posad Urban District	Regional budget, Municipal budget, Site Management Budget, Grants RUB 1,500,000	Event concept, photo report
Strategic Aim 4: Efficient Management			
1.53. Adjustment (if required) of the Management Plan based on semi-annual report review results	Management and Development Service	Site Management Budget (within the framework of finding for Site Management and Development Service)	New revision of the Management Plan
1.54. Meetings of the Coordination Council (review of the management plan implementation results and adjustment of the management plan (if required))	Ministry of Culture of the Russian Federation, Site Management and Development Service	Regional budget (within the planned funding framework) RUB 200,000 Site Management Budget	Meeting Minutes
1.55. Site management plan implementation monitoring, drafting semiannual reports	Site Management and Development Service	Site Management Budget RUB 1,800,000 (annually)	Reports
1.56. Employee trainings participation in Russian and international conferences, seminars, courses on conservation and management of sites (including events hosted by ICOMOS, ICCROM, Russian Institute of Heritage)	Site Management and Development Service	Site Management Budget RUB 500,000 (annually)	Participant Certificates
13.3. LONG-TERM ACTION PLAN (2024-2030)			
Strategic Aim 1. Conservation of the OUV			

Priority: Conservation of architectural monuments			
1.57. Control of compliance with provisions of conservation obligations	Ministry of Culture of the Russian Federation	Within powers and budget of the Ministry of Culture of the Russian Federation	Report Work Plan
1.58. Repair and restoration works in accordance with the long-term repair and restoration program for cultural heritage monuments	Ministry of Culture of the Russian Federation	Federal budget (in accordance with the approved program)	Work Plan
1.59. Collection and storage of data on monuments and works performed with the creation of unified information database	Ministry of Culture of the Russian Federation Information provided by PARS	Federal budget Within powers and budget of the Ministry of Culture of the Russian Federation, Site Management Budget	Database
Priority: Historic Environment Conservation			
1.60. a) Monitoring of compliance with restrictions within the existing protection zone boundaries, monitoring of compliance with requirements of land-use and urban planning rules within such zone boundaries	Ministry of Culture of the Russian Federation (Administration for the CFD)	Within powers and budget of the Ministry of Culture of the Russian Federation	Report
b) Compliance with restrictions within the existing protection zone boundaries, compliance with requirements of land-use and urban planning rules of such zone boundaries	Government of the Moscow Oblast Administration of the Sergiev Posad Urban District	Within powers and budget of Moscow Oblast	
1.61. Development of educational programs on the importance	Government of the Moscow Oblast Administration of the Sergiev Posad Urban District	Regional budget, Municipal budget RUB 500,000	Event concept, photo report

of the site conservation within its historic environment			
Priority: Cultural Landscape Conservation			
1.62. a) Monitoring of compliance with restrictions in the existing protection zone boundaries and within the protected natural zone	Ministry of Culture of the Russian Federation (Administration for the CFD)	Within powers and budget of the Ministry of Culture of the Russian Federation	Report
b) Compliance with restrictions in the existing protection zone boundaries and within the protected natural zone	Government of the Moscow Oblast Administration of the Sergiev Posad Urban District	Within powers and budget of Moscow Oblast	
1.63. Creating conditions for better coordination of all executive bodies authorized to approve new construction projects within the area visually connected with the property	Government of the Moscow Oblast Administration of the Sergiev Posad Urban District	Regional budget, Municipal budget (within the service contract framework)	Report
Priority: State of Conservation Monitoring			
1.64. Regular state of conservation monitoring including engineering monitoring	Ministry of Culture of the Russian Federation PARS	Within powers and budget of the Ministry of Culture of the Russian Federation, Site Management Budget	Work Plan
1.65. Regular monitoring of the state of frescoes and murals	Arts Restoration Workshop of Lavra	Site Management Budget	Work Plan
Strategic Aim 2: Sustainable Development			
Priority: Social and Economic Development			
1.66. Integrating sustainable development provisions into the social and economic development planning strategy of Sergiev Posad	The Government of the Moscow Oblast, Administration of the Sergiev Posad Urban District, Administration Sergiev Posad	Regional budget, Municipal budget	Social and economic development documents (quantity)

Municipal District and Sergiev Posad			
1.67. Integration of the spatial development strategy until 2025, volumetric and spatial regulations for the central part of the town, design projects within the town center boundaries and at tourist and pilgrim route locations into planned WHS sustainable development activities	The Government of the Moscow Oblast, Administration of the Sergiev Posad Urban District, Administration of Sergiev Posad, Administration of the Sergiev Posad District, Site Management	Federal budget, regional budget, municipal budget, site management budget, target programs, investors	Documents on long-term spatial, social, and economic development (quantity)
Priority: Sustainable Tourism			
1.68. Regular monitoring of visitation and tourist flow influence on the site; regular visitor profile studies	Site Management	Regional budget, municipal budget, Site Management Budget RUB 1,600,000 (annually)	Monitoring Reports
Priority: Awareness-Raising, Presentation and Promotion			
1.69. Drafting and publishing research and information works on the site, creating films	Ministry of Culture of the Moscow Oblast, Government of the Moscow Oblast, Administration of the Sergiev Posad Urban District, Administration of Sergiev Posad, Administration of the Sergiev Posad District, Site Management	Regional budget, municipal budget, Site Management Budget, Grants RUB 3,000,000 (annually)	Research and information works (quantity within the reporting period)
1.70. Conferences, seminars, and panel discussions on World Heritage	Ministry of Culture of the Moscow Oblast, Government of the Moscow Oblast, Administration of the Sergiev Posad Urban District, Administration of Sergiev Posad, Administration of the Sergiev Posad District, Site Management	Regional budget, municipal budget, Site Management Budget, Grants RUB 1,500,000 (annually)	Hosted event reports (quantity within the reporting period)

1.71. World Heritage Days	Ministry of Culture of the Moscow Oblast, Government of the Moscow Oblast, Administration of the Sergiev Posad Urban District, Administration of the Sergiev Posad, Administration of the Sergiev Posad District, Site Management	Regional budget, municipal budget, Site Management Budget, Grants RUB 5,000,000	Hosted event reports
Strategic Aim 3: Public Consent			
Priority: Engaging Local Community in Conservation			
1.72. Developing and implementing the integrated program for incentivization of small and medium business development in the city	Administration of the Sergiev Posad Urban District, Site Management, Center for Support of Small and Medium Entrepreneurship, Ministry of Investment and Innovation of the Moscow Oblast, Centre for Cultural Initiatives of the Moscow Oblast, Public Private Partnership Service Centre	Regional budget, municipal budget, Site Management Budget, Grants RUB 10,000,000	Program for incentivization of small and medium business development; annual program implementation reports
1.73. Developing and implementing the program for engaging local youth to conservation of the site using digital tools and social media	Administration of the Sergiev Posad Urban District, Site Management, Centre for Cultural Initiatives of the Moscow Oblast, Scientific and Research Institutions	Regional budget, municipal budget, Site Management Budget, Grants RUB 2,000,000	Program for engaging local youth
Strategic Aim 4: Efficient Management			
1.74. Meetings of the Coordination Council (review of the management plan implementation results and adjustment of the management plan (if required))	Ministry of Culture of the Russian Federation, Site Management and Development Service	Regional budget (within the planned funding framework) RUB 200,000 Site Management Budget (within the framework of planned funding for Site Management and Development Service)	Meeting Minutes
1.75. Site management plan implementation monitoring,	Site Management and Development Service	Site Management Budget RUB 1,800,000 (annually)	Reports

drafting semiannual reports for the Coordination Council				
1.76.	Employee trainings participation in Russian and international conferences, seminars, courses on conservation and management of sites (including events hosted by ICOMOS, ICCROM, Russian Institute of Heritage)	Site Management and Development Service	Site Management Budget RUB 500,000 (annually)	Participant Certificates

ANNEX 1. MAPS, DIAGRAMS AND PHOTOS (30 ITEMS)

No	Type	Name	Date	Author	Title Holder	Contact Details
1.	Map	Map of the site area and its buffer zone	6/8/2018	Russian Culture Ministry	World Heritage Center	http://whc.unesco.org/en/list/657/
2.	Image	Bellmen team near the Tsar Bell	7/13/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
3.	Image	View from Krasnogorsk Square	7/13/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
4.	Image	Trinity Cathedral, view from the East	7/13/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
5.	Image	The Trinity Cathedral	7/13/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
6.	Image	Utochia Tower	7/13/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
7.	Image	Piatnitskaya Tower	7/14/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
8.	Image	Feast of Sergius of Radonezh, Trinity Sergius Cathedral	7/18/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
9.	Image	Feast of Sergius of Radonezh	7/18/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
10.	Image	Refectory Temple	7/18/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
11.	Image	The Belfry	8/11/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
12.	Image	Refectory Temple	8/12/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
13.	Image	Refectory Temple	8/12/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
14.	Image	Tourists in the Assumption Cathedral	8/12/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
15.	Image	The Belfry	8/26/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
16.	Image	Assumption Cathedral		Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
17.	Image	Iconostasis of the Refectory Temple	8/27/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
18.	Image	Altar of the Assumption Cathedral	8/28/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
19.	Image	Interior of the Assumption Cathedral	8/28/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
20.	Image	View from the wall of the Trinity Sergius Lavra	8/29/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
21.	Image	View from the wall of the Trinity Sergius Lavra	8/29/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
22.	Image	Iconostasis of the Assumption Cathedral	8/29/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
23.	Image	Tsar Bell	8/29/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
24.	Image	Holy Gate	8/29/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
25.	Image	Refectory Temple	9/6/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
26.	Image	Assumption Cathedral, view from the West	9/6/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com

27.	Image	Assumption Cathedral, view from the East	9/6/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
28.	Image	Phylactery with the Hallows of Sergius of Radonezh	9/10/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
29.	Image	9/16/2018	9/16/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
30.	Image	view from the window of the John the Baptist Temple	9/17/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
31.	Image	Assumption Icon Assumption Cathedral	9/17/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
32.	Image	The Trinity Cathedral	9/18/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
33.	Image	View from Blinnaya Gorka	9/19/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
34.	Image	John the Baptist Temple	9/23/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
35.	Image	Panoramic view from Krasnogorsk Square	10/12/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
36.	Image	View from the belfry	10/12/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
37.	Image	View from Krasnogorsk Square	10/12/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
38.	Image	The Gate Church of the Nativity of the Saint John the Baptist	10/12/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
39.	Image	The Gate Church of the Nativity of the Saint John the Baptist	10/12/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
40.	Image	Trinity Cathedral, view from the South	10/12/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
41.	Image	Trinity Cathedral, view from the North	10/12/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
42.	Image	Assumption Cathedral, view from the Belfry	10/12/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
43.	Image	Assumption Cathedral with the Belfry	10/12/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
44.	Image	Panoramic View from the Sushilnaia Tower	10/14/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
45.	Image	Panoramic view from the Plotnichia Tower	10/18/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
46.	Image	John the Baptist Temple	10/18/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
47.	Image	Panoramic view from the Water Tower	10/19/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
48.	Image	View from the Kalichia Tower	11/17/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
49.	Image	Blinnaya Gorka	12/7/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
50.	Image	View from the Water Tower	12/7/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
51.	Image	View from the Water Tower_02	12/7/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
52.	Image	View from the Kalichia Tower	12/7/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
53.	Image	View from the Plotnichia Tower	12/7/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
54.	Image	View from the Sushilnaia Tower	12/7/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com

55.	Image	View from the Utochia Tower	12/7/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com
56.	Image	View from the window of the John the Baptist Temple	9/17/2018	Alexander M. Juice	Alexander M. Juice	dzhusalex@gmail.com

ANNEX 2. STRATEGIC PLANNING DOCUMENTS.

1. Investment Datasheet of Sergiev Posad Municipal District. URL: <https://drive.google.com/open?id=1gJ2X0j2RjHJNQo90W0kU2YO38slywnvX>
2. Social and Economic Development Concept of Sergiev Posad Municipal District of Moscow Oblast until 2020. URL: https://drive.google.com/file/d/1y-uUTeRAR_GDK88IjgX6SyPWONqIBNil/view?usp=sharing
3. Financial Resources. URL: <https://drive.google.com/file/d/1nSroadcWooxzibCm8mMFhWq1gKts8Ozy/view?usp=sharing>