

Recognizing and rewarding best practice in management of World Heritage properties

State Party: Russian Federation

Title proposed World Heritage property: Historic and Architectural Complex of the Kazan Kremlin

Brief description of the property: Built on an ancient site, the Kazan Kremlin dates from the Muslim period of the Golden Horde and the Kazan Khanate. It was conquered by Ivan the Terrible in 1552 and became the Christian See of the Volga Land. The only surviving Tatar fortress in Russia and an important place of pilgrimage, the Kazan Kremlin consists of an outstanding group of historic buildings dating from the 16th to 19th centuries, integrating remains of earlier structures of the 10th to 16th centuries.

Please answer the questions below demonstrating the successful management and sustainable development of the World Heritage property and why it is an example of a best practice.

Topics for demonstrating best management practice	Please indicate in this column why your World Heritage property is a best practice in relation to the topic:
<p>1. Conservation:</p> <p><i>What innovative management practices or strategies are being applied in order to ensure the conservation of the Outstanding Universal Value (OUV) of the property (e.g. better resource management, restoration and rehabilitation, addressing various man-made or natural threat and challenges, etc.)?</i></p>	<p><i>The Historic and Architectural Complex of the Kazan Kremlin within the borders of the Kremlin walls and towers (13.45 hectares) is managed by the State Budgetary Establishment "State History, Culture and Arts Museum-Reserve The Kazan Kremlin". A two-stage concept was developed to ensure safety, research, restoration, museumization and popularization of 12th-21st century architectural monuments. At the first stage (1994-2005) restored were: the Palace Church, the Governor's Palace with the improvement of the surrounding territory (the Residence of the Tatarstan President), the Main Building of the Cannon Foundry, the Annunciation Cathedral, the Kul-Sharif Mosque (re-erected), etc. (implementation - 100 per cent). The second stage (2006-2015) included: museumization of the former Cadets' School, the Riding School, the Brethren Building and the Kremlin towers (three), etc. (implementation - 93 per cent). As of January 1, 2012, the residual value of the assets of the Kazan Kremlin Museum Reserve makes 4.2 billion rubles, including 22 restored and museumized buildings (the Public Offices, the Cadets' School, the Archbishop's House, the Annunciation Cathedral, the Kul-Sharif Mosque, the Governor's Palace, the Riding School, the Brethren Building, the building of the Cadets' School, the building of the Public Offices, etc.); parts of the</i></p>

fortress walls and towers (11 items), 44 structures (including the heating system, cable lines, sewage system, energy supply, etc.).

The centre of state power – the Residence of the President of the Republic of Tatarstan – is located in the Historic and Architectural Complex. However, the access to the Kremlin is all day every day. It has its police and fire departments.

The efficiency of the use of the World Heritage site is achieved through coordinated actions of the Kazan Kremlin's main partners: municipal bodies, including the newly-created Old City prefecture, republican and religious organizations, non-governmental organizations, academic institutions and universities. the Tatarstan Presidential Administration, the Kazan Kremlin Museum-Reserve, the Volga department of the UNESCO Chair are in charge of the organization of their collaboration.

The preservation measures are implemented in accordance with the principle of integrated heritage preservation and its inclusion in today's life. The principle of the integrated heritage preservation is part of the policy of economic and social development of the Republic of Tatarstan through the forward planning and urban design projects rather than the leftover principle that was applied before. In addition, in use are the principles of the integrated approach and increased use of urban space: recovering the lost qualities of the environment, increasing the functional capacity, ensuring the continuity in the processes of restoration and regeneration.

This strategy sets up key priorities, criteria and directions for the protection, preservation and use of the cultural heritage:

- Site restoration. It excludes the threat of destruction of the cultural heritage, the most complete revelation of its historical and cultural potential, the preservation of the cultural heritage and the active inclusion in the modern life. The Kremlin is an area with an exceptionally high historical and cultural and tourist potential, which steadily grows through the discovery, preservation and museumization of archeological remains of ancient structures. Since 2000, the following structures were found and museumized in situ: the Mausoleum of Kazan khans (15th-16th centuries), the Khan's Palace (16th century), the Khan's Mosque (15th-16th century), four towers of the defense complex (15th-16th centuries), two bell towers (18th-19th centuries). The Kul-Sharif Mosque that opened by Kazan's 1000th anniversary and became the main mosque, is becoming more and more recognizable as a unique architectural masterpiece among the world's

		<p><i>new mosques. The interest of foreign tourists and Tatar diasporas in the northernmost region the spread of Islam reached is constantly growing; the contribution of Kazan scientists and researchers to the world Islamic science is becoming better known. As a result of the restoration and museumization works we created a good "tourist product". The archeological and cultural layer of the Kremlin Hill was conserved and studied. One of the first rules the museum-reserve established was to involve archeologists for all excavation works on the area of the complex. They decided if merely observation or preservation and rescue works, or excavation works, or full-scale archaeological research with conservation and museumization of identified sites in each separate case was needed.</i></p> <ul style="list-style-type: none"> • <i>Museumization. The museum-reserve houses 4 museums and an exhibition hall Manege. 4 museums are being created with expositions being placed within the premises and in the surrounding area; i.e. there is a special designated area for cannons of the Cannon Foundry Museum. The Kazan Kremlin practiced it placing sculptures in green areas in front of the museums. Vertical planes of the stone fences are used not only for museum announcements and advertisement but also for a separate exposition "A bird's-eye view of the Kazan Kremlin". Most of the towers will house seasonal exhibitions.</i> <p><i>— Use of advertisement and new IT. The importance of media coverage of the World cultural heritage at different levels to promote the Kazan Kremlin as a tourist product is increasing. To draw the attention to the Kazan Kremlin among other Russian world heritage sites, the large-scale campaign "Seven Wonders of Russia" was carried out. The Kazan Kremlin confidently ranked No. 1. There is also an active web promotion. The museum pays great attention to regular updating and development of its website. We are improving the speed of information updates in the web. First in Russia, the Museum applied the QR-code operating system with a special mobile site being created to ease information downloading for smartphones. This enables tourists to get necessary information in situ. The navigation system was developed to make information available not only for Russian speaking tourists. Signs, maps, interactive kiosks, screens and other innovative technologies are used.</i></p>
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Topics for demonstrating best management practice	Please indicate in this column why your World Heritage property is a best practice in relation to the topic:
<p>2. Local People:</p> <p><i>What exemplary practices are you using in order to effectively address the needs of local stakeholders within the management system for the property, and enable their full and active participation?</i></p>	<p><i>The Kazan Kremlin is an open space for work and collaboration of various municipal, state, federal, public, religious and non-governmental organizations. As the residence and the Administration of the President of the Republic of Tatarstan are located here, it helps to address financial, economic, restoration, maintenance and security issues.</i></p> <p><i>The Kremlin is the center of the dialogue of cultures and formation of the tolerant relationship in the society: Russia's biggest Kul-Sharif Mosque and the 16th-19th century Annunciation Cathedral stand just a few steps from each other. The buildings of the mosque and the church are state-owned and numerous believers attend them. More than four thousand people take part in the procession with the miracle-working Kazan icon of the Mother of God taking place on the day of the icon. After the liturgy at the Annunciation Cathedral, the believers that come from all around Russia, the procession goes from the Annunciation Cathedral to the Church of the Elevation of the Cross at the Monastery of the Kazan icon of the Mother of God, where the icon belongs. The Kul-Sharif Mosque gathers believers for Eid Al-Fitr and Eid Al-Adha. The Eid Al-Fitr celebration is a special family-style event. Guests answer questions about the festival, take part in master classes and exciting family games "Pyramid of knowledge", "Guess" and "Our family is drawing". Eid Al-Fitr sermons and prayers are broadcast live from the Kul-Sharif Mosque.</i></p> <p><i>There is the Museum of Islamic Culture on the ground floor of the mosque. It carries out scientific, research and educational activities, selects museum exhibits and museum collections on Islamic history and culture and the Islamic civilization in the Middle Volga region. The Annunciation Cathedral is planned to have the Museum of Orthodox Christianity in the Volga-Kama Region. The friendly religious environment reigning in the Republic of Tatarstan prevents such phenomena as xenophobia, religious extremism and radicalism that could affect the social and political situation in many countries.</i></p> <p><i>Key partners include cultural, educational and scientific institutions.</i></p> <p><i>Through the partnerships with leading museum centres during the period from 2005 till now the Museum-Reserve of the Kazan Kremlin created three museums, the excursion section, two exhibition halls with one of them being Russia's first Hermitage-Kazan</i></p>

Center that exhibits paintings, graphics and decorative and applied arts masterpieces, historic and cultural collections of the State Hermitage. The Museum of Natural History made a breakthrough using modern information technology, latest findings and demonstrating unique exhibits. It has become a new-type museum, which are few in Russia.

In addition, there are two museums that are not part of the Museum-Reserve in the building of the former Cadets' School: the National Art Gallery "Khazine (the branch of the State Museum of Fine Arts) and the Memorial Museum of the Great Patriotic War (the branch of the National Museum of the Republic of Tatarstan). Collaboration between the museums makes it possible to exhibit collections of other major museums of Tatarstan, the Russian Federation, as well as to promote the museum product.

Some programs, activities, excursions and classes are designed for specific categories of people, among which secondary school learners and university students play an important part. Children's playground at the Natural History Museum and the Children's Museum will be created in the Kremlin.

The Kremlin established close relationships with republican organizations. Thus, the Tatarstan republican branch of the Russian Society for Protection of Historical and Cultural Monuments, the Tatarstan branch of ICOMOS, the Volga branch of the UNESCO Chair, the Tatarstan Public Chamber are developing a strategy for the conservation of historical and cultural heritage of the Republic of Tatarstan, in which the ensemble of the Kazan Kremlin with its buffer zone take a special place. The strategy is being designed to ensure a comprehensive approach to the conservation of historical and cultural heritage and sustainable development of the Republic and its capital city.

To include the Kremlin in the life of the people a lot of attention is paid to mass events. The Contemporary Culture Festival Kremlin-LIVE for young people is held regularly near the Tatarstan Presidential Residence and the UNESCO World Heritage Site. The Festival gives an opportunity to see and hear things that have not been available free before. The rules of Kremlin LIVE include the following ones: the festival space is non-alcoholic event; it promotes a healthy lifestyle; free admission. In 2009, 4,300 people attended the festival, in 2010 — 8,400, and the last Festival gathered together 15,000 people.

The Kremlin is becoming a classical music venue. On the initiative of the Museum-

		<p><i>Reserve, under the direction of Aleksander Sladkovskiy (principal conductor of the Symphony Orchestra of the Republic of Tatarstan) the free open air International Opera Festival "Kazan Fall" was established in the natural historic and cultural space of the Kazan Kremlin in 2011.</i></p> <p><i>In order to promote the Kazan Kremlin, an advertising campaign "Embrace the Kremlin" was organized involving more than 3,000 secondary school students who lined up along the Kremlin walls.</i></p> <p><i>In 2008, the Museum-Reserve joined the international campaign "Night at the Museum"; it attracts a lot of visitors to the Kazan Kremlin and its museums. They can see a fire show, listen to rock music, visit museum expositions and attend master classes. The Open Air Cinema project started at the Kazan Kremlin in 2011.</i></p> <p><i>A lot of people took part in the large-scale competition "Seven Wonders of Russia". As a result, the Kazan Kremlin was included in the new tourist route "The Golden Ring of Russia", having won 46 thousand votes and becoming the leader of the national voting.</i></p>
3.	<p>Legal framework:</p> <p><i>What special measures have you taken to ensure that the legal framework for the World Heritage site is effective in maintaining the OUV of the property?</i></p>	<p><i>The Museum-Reserve of the Kazan Kremlin was founded in order to conserve and develop the historical and cultural heritage of the peoples of Tatarstan, to revive the Kazan Kremlin as a historical, cultural and administrative centre of the Republic of Tatarstan in accordance with the Decree of the President of the Republic of Tatarstan of January 22, 1994 No УП-47 "On the creation of the State Historical and Architectural and Art Museum-Reserve of the Kazan Kremlin" and the Decree of the Cabinet of Ministers of the Republic of Tatarstan of January 31, 1994 No 39 "On the creation of the State Historic and Architectural and Art Museum-Reserve of the Kazan Kremlin". The creation of the World Heritage Site managing body that functions in collaboration with the Volga branch of the UNESCO Chair to conserve architectural monuments made it possible to concentrate all types of activities (restoration, conservation, museumization, improvement, etc.) under one establishment. These functions are set out in the Charter of the Museum-Reserve approved by the Cabinet of Ministers of the Republic of Tatarstan of August 23, 2004 No. 381 (amended on January 29, 2010) "On the approval of the Charter of the State Institution "The State Historic and Architectural and Art Museum-Reserve of the Kazan Kremlin". Dates, stages and activities are set out in the regulations of the Cabinet of Ministers of the Republic of Tatarstan "On the approval of basic directions of the scientific concept of conservation, restoration and use of the</i></p>

	<p><i>Kazan Kremlin and priority measures for its implementation (of August 04, 1994 No. 380) and “On the approval of the concept of museumization and development of the State Historic and Architectural and Art Museum-Reserve of the Kazan Kremlin (October 09, 2006 No 504).</i></p> <p><i>Basing on the Decree of the head of administration of Kazan of July 03, 1995 No 817 “On the allocation of the land plot occupied by the State Historic and Architectural Museum-Reserve of the Kazan Kremlin to the directorate of the Museum-Reserve of the Kazan Kremlin, the borders and the buffer zone of the World Heritage Site were designated.</i></p> <p><i>In accordance with the Decree of the President of the Russian Federation No. 1665 of August 09, 1994 "On the restoration of the Architectural and Historic Ensemble of the Kazan Kremlin" 30 per cent of funding was allocated from the federal budget for phase I of the concept. As a result, the Foundation for the restoration of the Annunciation Cathedral, the Kul-Sharif Mosque Foundation, the Board of Trustees, the Kazan Kremlin Museum-Reserve of the Kazan Kremlin that accumulate extrabudgetary funds and their use for the preservation and development of the UNESCO World Heritage Site.</i></p> <p><i>On the basis of the principles of tolerance, multi-faith society and multi-ethnicity in the Volga-Ural region, the enactments of the Cabinet of Ministers of the Republic of Tatarstan “On urgent measures for the conservation of the archaeological cultural layer in the territory of the Kazan Kremlin and the city of Kazan ”(No. 170 of March 20, 2000), "On the construction of the monument commemorating the first builders of the Kazan Kremlin (No. 422 of July 18, 2002) and the Decree of the President of the Republic of Tatarstan No УП-125 of April 08,2005 "On the opening of the Kul-Sharif Mosque and the Annunciation at the Kazan Kremlin”. The location of the Kul-Sharif Mosque and the Annunciation Cathedral within the borders of the Kremlin is a brilliant example of the peaceful coexistence of two peoples, Islam and Christianity for the entire Russian and world communities.</i></p> <p><i>Uniqueness, historic, artistic, architectural and other cultural values of the Kazan Kremlin that emphasize the OUV of the property are consolidated at the international, federal and Republican levels by the Decree of the President of the Russian Federation No. 176 of February 20, 1995 "On the approval of the list of sites of historic and cultural heritage of the federal (Russian) value"; the Decree of the President of the Republic of Tatarstan</i></p>
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Topics for demonstrating best management practice	Please indicate in this column why your World Heritage property is a best practice in relation to the topic:
<p>4. Boundaries:</p> <p><i>What innovative ways of dealing with the boundaries of the property, including for management of the buffer zone do you have in place, to effectively to manage the site and protect its OUV?</i></p>	<p><i>In order to ensure effective protection of the site, the buffer zone with an area of 115 hectares and zones of regulated construction with an area of 635 hectares were established. In order to conserve the cultural layer, the world heritage site and the adjacent area, "the cultural layer of the site and the 11th-18th century historic centre of Kazan" was rated as a place of attraction by the Regulation of the Cabinet of Ministers of the Republic of Tatarstan No. 79 of February 15, 2010. The master plan of Kazan approved in December 2008 refers to the territory of the historic and architectural complex of the Kazan Kremlin with its buffer zone as a special zone. Historically and culturally, the territory of Kazan is the central point at the crossroads of green and blue routes (the Kazanka River, the Bulak canal) with such old roads as the Moscow, Nogay, Arsk and Zyurei ones. Combining the natural-ecological frames with historic-archaeological and historic-architectural key plans produced interesting results and integrated activities are assigned to focal and linear elements in the frame at the federal, state and municipal levels.</i></p> <p><i>The section for historic and cultural heritage in the master plan of the city of Kazan includes such subsections as:</i></p> <ol style="list-style-type: none"> <i>1. Tangible:</i> <ul style="list-style-type: none"> <i>• historical-architectural complex of the Kazan Kremlin ";</i> <i>• archaeological and cultural layer.</i> <i>2. Intangible:</i> <ul style="list-style-type: none"> <i>• fragments of the entire spatial-compositional ratio of the historical dominant structures of the Syuyumbeki Tower and Saints Peter and Paul Cathedral;</i> <i>• traditional street development: correlation of terrace housing with the street ensemble, development scale;</i> <i>• attaching houses to block corners applying the closed building method (differentiated by zones);</i> <i>• main traditional view points and coverage areas, a panoramic view.</i>

		<p><i>The section of historical and cultural conservation heritage of the territorial planning scheme approved by the Tatarstan Cabinet of Ministers in 20011 includes measures to be taken at federal, republican and municipal levels that make it possible to fully use the historical and cultural potential of the World Heritage Site with the buffer zone as a key element of the Tatarstan historic and cultural frame as part of the Kazan zone that includes Kazan and neighbouring historic and cultural districts of Zelenodolsk, Verkhny Uslon, Vysokaya Gora, Pestretsy and Laishevo.</i></p> <p><i>Information on approved boundaries of the protection zone of the World Heritage Site, land use terms and town-planning regulations within those zones are to be published in information town-planning editions. The approval of the Kazan Kremlin protection zones, land use terms town-planning regulations are subject for consideration by territorial planning, land use and development regulating documents. Town-planning and other types of activities within the Kazan Kremlin zones are subject to terms of ensuring preservation of cultural heritage, historic town-forming sites of the historical settlement in Kazan such as: planning, development, composition, landscape, archeological cultural layer, correlation of various town spaces (free spaces, developed spaces and green spaces), volumetric-spatial structure, fragmented and ruined town-planning heritage, forms, appearance of buildings and constructions united by size, volume, structure, style, material, colour and decorative elements, correlation of natural and man-made items and other properties.</i></p>
5.	<p>Sustainable finance:</p> <p><i>What effective strategies have you developed and implemented to assure adequate and sustainable financial resources for implementing the management measures required to maintain the site's OUV?</i></p>	<p><i>Kazan Kremlin financing is a separate line in both federal and republican budgets. 2,735,463,096.62 RUR (68,386,577.4 €) were earmarked for reconstruction, restoration and capital overhaul of Kazan Kremlin facilities at Stage I, covering years 1994 through 2006. 1,007,456,309.56 RUR (25,186,407.7 €) were earmarked for reconstruction, restoration and capital overhaul of Kazan Kremlin facilities for the period of 2007-2011.</i></p> <p><i>Charity foundations were established to finance restoration of the Annunciation Cathedral and erection of the Kul-Sharif Mosque. Citizen contribution into the Kul-Sharif foundation reached 1,582,000,000 RUR (39,550,000 €). Stage II of preserving, restoring and operating the World Heritage Site is supported by the Kazan Kremlin Foundation.</i></p> <p><i>The Kazan Kremlin Museum-Reserve rents out some of the historic monument premises it manages, annually receiving payments worth of 4,500,000 RUR (112,500 €).</i></p>

		<p><i>Providing services to population is becoming a stable permanently growing source of revenue: buying tours, visiting temporary and permanent museum exhibits, holding cultural and educational programs for secondary school and university students, adults, sale of souvenirs, printed materials etc. It has tripled in 2007-2009: from 5,000,000 RUR (125,000 €) to 15,000,000 RUR (375,000 €), and then doubled in 2010-2011 — reaching 3,110,000 RUR (777,500 €). Revenue growth is partly responsible for promoting development of many museums, as well as educational and research projects.</i></p> <p><i>The Kazan Kremlin museums actively participate and win in various competitions. In 2008 Tatarstan Natural History Museum won "Scientific museum of the 21st century" competition of D. Zimin's Dynasty charity foundation receiving a grant of 319,000 RUR (7,975 €). In 2009 it won in "100 best products of Tatarstan" competition and in 2010 won a grant of the Vladimir Potanin Charity foundation. In 2008, Kazan Kremlin took part and won in "Seven Russian Wonders" competition. Grant funds received in 2008-2011 totalled 11,040,040 RUR (276,001 €).</i></p>
6.	<p>Staffing training and development:</p> <p><i>What approaches and strategies have you developed and implemented to assure that the human resources are adequate to manage the World Heritage property?</i></p>	<p><i>The World Heritage Site is serviced by 300 people, 15% of whom are in administration and management, 20% specialists of first and top categories. 47% of management and researchers have scientific degrees or in the process of Ph.D./Dr.Sc. dissertations, a good sign of personnel scientific competencies.</i></p> <p><i>Staff is engaged in constant professional training & retraining activities. All employees working on the World Heritage site attend study courses in line with their functional responsibilities. Research staff training include visits to cultural and educational facilities of Moscow, St.Petersburg and other cities of Russia, as well as abroad. Principle training fields include: personnel management, scientific research and collection management; museumification etc.</i></p> <p><i>On top of that, staff participation in seminars and training programs organized by such donors as D.Zimin and V.Potanin charity foundations strengthens skills in project development and defence, a source of innovations for museum activities.</i></p> <p><i>Knowledge and experience gained in the process helps in preparing and conducting experience sharing programs for museum colleagues, teaching in RT Social & Cultural Workers Retraining Institute, Kazan (Volga) Federal University, Kazan State University of Culture and Arts, serve as scientific experts.</i></p>

		<p><i>To improve tour quality, Kazan Kremlin introduced accreditation of tour guides. The museum-reserve administration decided to incorporate World Heritage site guide training into accreditation program due to the absence of a unified tour guide training system and accessible teaching aids on the subject. Experience showed that the Annunciation Cathedral and the Kul-Sharif Mosque are particularly weak spots for guides, though attracting most tourists. Touring religious facilities and specific terminology preparation is given specific attention. 176 people went through Kazan Kremlin accreditation by 2011 tourist season.</i></p>
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Topics for demonstrating best management practice		Please indicate in this column why your World Heritage property is a best practice in relation to the topic:
<p>7.</p>	<p>Sustainable development:</p> <p><i>What are the effective mechanism in place to insure that resource use permitted in and around the World Heritage site is sustainable and does not impact negatively on OUV?</i></p>	<p><i>The status of the Kazan Kremlin as a World Heritage Site, the centre of Tatarstan state authority, a place for spiritual significance for worldwide Tatars and a museum-reserve supported the development of new mechanisms for preserving and operating the World Heritage site, efficient use of available resources, combination of restoration, regeneration and museumization approaches, traditional and innovative methods for sustainable development of the area.</i></p> <p><i>The Kazan Kremlin has seen significant restoration in the beginning of 2000s in preparation to the city's millennium celebrations held in August 2005.</i></p> <p><i>The 2001 Russian Federation Government Targeted Federal Program "Preserving and Developing Historic Centre of Kazan" covered restoration of seven valuable Kremlin facilities, including: Annunciation cathedral, Holy Transfiguration monastery, Palace of the Governor, Cannon yard etc. Kul-Sharif mosque, a symbolic successor of the namesake main mosque of Kazan Khanate times destroyed upon the city's seizure by the troops of Ivan the Terrible.</i></p> <p><i>Kremlin walls and towers - part of tourist route in line with the general concept of Kazan Kremlin complex restoration and development - are to host permanent expositions on the functional purpose of defensive structures and describing various episodes of Kazan Kremlin history.</i></p>

		<p><i>Large-scale excavations within the Kremlin started upon establishment of the museum-reserve. The archaeology studies helped to date the age of Kazan, provided good practice for young historians and archaeologists. The millennium of Kazan was accepted by the scientific world putting it on UNESCO list of thousand-year-old cities, and marking the largest anniversary of the city and the growing interest to Kazan Kremlin complex facilities. Part of archaeology finds are on public display to show stages of the Kremlin construction throughout the centuries.</i></p> <p><i>Maximising efficiency of the Kazan Kremlin use is related to development of its museum facilities. Museum activity supports preservation, scientific research, promotion and intelligent multifunctional use of the monument facilities. The former Cadets' School building now houses a museum complex included in the Hermitage-Kazan Centre, the National Art Gallery (under the RT State Museum of Fine Arts), the Great Patriotic War Memorial Museum (a branch of the RT National Museum), the Tatarstan Natural History Museum. The Kul Sharif Mosque has a museum of Islamic culture. Other museums planned for opening include the Orthodox Christianity Museum, the Archaeology Museum, the Rare Books Museum and the Kremlin History Museum.</i></p> <p><i>The cathedral and the mosque located within the World Heritage Site promote pilgrimage development. Pilgrims geography is growing year in year out.</i></p> <p><i>The World Heritage Site effectiveness and its sustainable development can be evidenced by various awards, honourable mentions and letters of appreciation, certificates for preservation, care after the monument, promoting cultural and historic heritage, participation in international exhibits, competitions and campaigns. 78 personal and team awards were received to date since 2005, including traditional ones like "Best products of the Republic of Tatarstan" and "100 best products of Russia", "21st century tourism", etc.</i></p>
8.	<p>Education and interpretation programs:</p> <p><i>How do the education, interpretation and awareness programs you have developed and implemented significantly enhance the understanding of OUV of</i></p>	<p><i>The Kazan Kremlin is working with partners at the international, national and republic's levels in the spheres of restoration, conservation, preservation, education, tourism, and others.</i></p> <p><i>When carrying out restoration and construction activities, ample international expertise was used and experts were involved from Turkey, Czech Republic, Italy, and Yugoslavia. Technologies for restoration and preservation of stones, fabrics, woods, and</i></p>

<p><i>the site among stakeholders?</i></p>	<p><i>metals were applied. As of now, underway is the work on introducing innovative waterproofing and water removal technologies on the monuments of the Kazan Kremlin.</i></p> <p><i>In cooperation with the Ministry of Culture of the Russian Federation and the Ministry of Culture of the Republic of Tatarstan, the Commission of the Russian Federation for UNESCO, the Department of the UNESCO Chair for the Volga Region and other cultural establishments, international and all-Russian forums and conferences dedicated to the issues of cultural heritage conservation were annually held.</i></p> <p><i>For the purpose of promoting the Kazan Kremlin as a tourist attraction, much work is being done jointly with the Committee for Tourism of Kazan and the Tatarstan Ministry of Youth Affairs, Sports and Tourism, and meetings with representatives of Association of Tatarstan Travel Agencies are being held on a regular basis. Periodic advisory feedback from the Tatarstan Ministry of Education and Science and Committee for Education of the Kazan Executive Committee promote the Kazan citizens' awareness of their cultural heritage. The work with these establishments is carried out in the context of understanding the specific character of the site as a global-scale historical and cultural property. This work became more intensive in advance of the preparations for the World Universiade 2013 in Kazan.</i></p> <p><i>With the aim of training experts that would be eligible for work on a UNESCO World Heritage site, scientific and methodological training is conducted for teachers, museum employees, and guides.</i></p> <p><i>The work with the Tatarstan Ministry of Social Protection is also conducted on a regular basis. Socially unprotected citizens are granted free tours of the Kremlin and museums. Special days of free visits to museums are arranged at the International Day for the Elderly, International Day of Persons with Disabilities, Foundation Day of the Museum Reserve, International Day for Monuments and Sites, Mother's Day, etc.</i></p> <p><i>The work with the Tatarstan Ministry of Culture and cooperation with Russian museums promotes the holding of outstanding exhibition projects and an exchange of expertise in the sphere of museum technologies. Museum divisions have worked out cultural and educational programmes composed with due account taken of the interests of various age and social groups, resulting in a large package of programmes. There are 16 permanent programmes functioning, 2 fine art studios based on the Tatarstan Museum of Natural History and Hermitage-Kazan Centre, one Town of Masters community, and</i></p>
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		<p><i>one Pilgrim community under the Tatarstan Museum of Natural History.</i></p> <p><i>Each year, the Kazan Kremlin holds large-scale events attracting tens of thousands of Kazan citizens and visitors to the city. These are the international Long Night of Museums (since 2008) and Kremlin Live festival of contemporary culture (since 2009). In 2011, “Altynchech” opera were played for the first time in the open air. These events are annually attended by some 30,000 people.</i></p> <p><i>The Kazan Kremlin also boasts of intensive exhibition activities. For the last six years, over 100 exhibitions have been organised, including nine at the Hermitage-Kazan Centre, namely: “Golden Horde: History and Culture”; “Embroidery of the Western Europe in the 16th to Early 20th Centuries from the State Hermitage Collections. Interior and Costume”; “My Kingdom for a Horse... The Horse in the World Culture”; “Russian Art in the Hermitage. Well-Known and Forgotten Masters of the 19th and the First Quarter of the 20th Centuries”; “From China to Europe. Arts of the Islamic World”; “Children of Gods. Ancient Heroes in Old and New Arts”; “Arts of France in the 17th and 18th Centuries”; “Artistic Weapons from the State Hermitage Collections”; “Spanish Arts from the State Hermitage Collections”. The exhibitions are annually attended by some 500,000 people.</i></p> <p><i>In the Museum of Islamic Culture, one can visit the master class entitled “Art of Carrying a Headscarf” and learn what Islamic beauty means, in what way Kazan Tatar women carried their headscarves in the late 19th century, why Moslem women only leave open their face and hands, and what are the 15 ways of tying a headscarf. Visitors learn the history of carrying headscarves in Europe, Siberia, Central Asia, and the East, gaining practical skills of tying headscarves under the guidance of a proficient instructor.</i></p> <p><i>The Museum of History of Statehood of the Tatar People and the Republic of Tatarstan situated in the most ancient part of the Kazan Kremlin thus creating an unforgettable, mysterious atmosphere of an ancient capital, now renders a new service, a photo with “the Throne of the Kazan Khans” in national Tatar clothes. A unique historical colour would enhance and diversify your impressions of visiting the Kazan Kremlin, and the moments fixed on the photo would become one of the brightest memories of our city.</i></p>
9.	<p>Tourism and interpretation:</p> <p><i>What innovative plans have you</i></p>	<p><i>The Kazan Kremlin is the main tourist display site both in Kazan and in the Republic of Tatarstan. Tours of the Kazan Kremlin are included into tourist packages of all Tatarstan tour operators. During these tours, tourists see the sights, visit the Annunciation</i></p>

<p><i>designed and successfully implemented to ensure that visitor management does not negatively impact on the maintainance of the property's OUV?</i></p>	<p><i>Cathedral and the Kul-Sharif Mosque. Within a tour, the tourists not only learn about architecture and history of the site, but they also have a unique opportunity of getting in touch with different cultures, traditions, religions.</i></p> <p><i>For the purpose of efficient and careful administration of the World Heritage site, there are Rules of Visit to the Kazan Kremlin, Rules for Sightseeing Services, and Regulations for Accreditation of Guides.</i></p> <p><i>For the improvement of sightseeing activities in the Kazan Kremlin, the Sightseeing Department was established within the Kazan Kremlin Museum Reserve in 2005. In addition to running tours, its functions also include the strengthening of relations with the tourist community. The pursuit of common purposes and tasks has promoted in recent years the achievement of mutual understanding on the issue of arranging the tourist flow to the World Heritage site. A total of 60 contracts were signed in 2010 and 73 contracts in 2011.</i></p> <p><i>The tourist flow grows increasingly, which can be seen from these charts. The presented materials show that some 13,000 tours of the Kazan Kremlin are organised each year. In the course of these tours, over 150,000 people study the historical and cultural heritage.</i></p> <p><i>Apart from traditional tourism, the Kazan Kremlin is a pilgrimage destination. Twice a year there are sacred processions in the days of the Icon of Our Lady of Kazan. During Muslim holidays of Eid al-Adha and Eid al-Fitr, thousands of believers go to the Kul-Sharif Mosque.</i></p> <p><i>For the optimisation of operating the site: two driveway towers are opened, Spasskaya and Tainitskaya (the latter with a bus parking near it); additional opening hours are established each year in summertime in the Kul-Sharif Mosque and the Annunciation Cathedral; there is a guide accreditation system; entrance areas has schematic maps of the Kazan Kremlin; the official site of the Kazan Kremlin Museum Reserve is functioning with its information regularly updated.</i></p> <p><i>The Kazan Kremlin is a unique destination of cultural tourism where one can learn the history and culture of the region, its nature, and also see the items of world culture within the framework of joint exhibition projects with the largest museums of Russia.</i></p> <p><i>The attendance of the Museum Reserve in 2011 exceeded 1 million people, with over 50% of them visiting exhibitions and displays free of charge.</i></p>
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	<p><i>Each year, the Museum Reserve participate in 3 to 5 Russian tourist exhibitions: Intourmarket (Moscow), MITT (Moscow), MITF (Moscow), INWETEX (St.-Petersburg), regional exhibitions in Samara, Yekaterinburg, Cheboksary, etc. Administration of Kazan (Committee for Tourism) and the Ministry of Youth Affairs, Sports and Tourism take an active part in the international tourist exhibitions where the Kazan Kremlin is also represented: EMITT (Istanbul), ITB-2012 (Berlin). The geography of tourist flows has considerably expanded in recent years. In the tourist season, here weekly come the tourists from nearby locations: the Ulyanovsk, Nizhniy Novgorod, Perm, and Sverdlovsk regions, republics of Mari El, Chuvashiya, and Bashkortostan. There also is an essential unorganized flow from Moscow, St.-Petersburg, and foreign countries.</i></p> <p><i>The most complicated property in terms of tourist display is the Kul-Sharif Mosque. In the peak tourist season, it is daily visited by over 3000 people. To optimise the tourist services, it is planned to install 4 plasma displays in the foyer of the Kul-Sharif Mosque which would demonstrate the interior decoration of the mosque non-stop. To reorient the flows, the prayer hall will be opened for the visits of large tourist groups. This would shorten the average group turnaround time in the mosque and reduce loads for observation galleries.</i></p> <p><i>The Museum Reserve is continuously improving its tourist infrastructure, establishing new recreation areas and public catering outlets. The site has successfully implemented a project designed for young audience, QR codes in the Kazan Kremlin. This system allows any visitor to receive the information on the Kazan Kremlin by means of reading out the bar codes located on the properties via a mobile phone. It is also planned to install an Infotec booking system to optimise the transit of tourist groups and improve the site monitoring system.</i></p>
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<p>Additional comments:</p>

Brief description/ summary of the best practice, including a statement on how it can be useful for other sites (max 600 words)

- 1. There is an established and efficiently operated comprehensive legal system of administration and interaction between the key partners of the Kazan Kremlin, either municipal (Kazan City Administration, Old City Prefecture), republican (Tatarstan Presidential Administration, Tatarstan Government, Tatarstan Ministry of Culture, Tatarstan Ministry of Education and Science, Tatarstan Ministry of Youth Affairs, Sports and Tourism, Tatarstan Ministry of Environment and Natural Resources, Kazan Kremlin Museum Reserve), or federal structures (Commission of the Russian Federation for UNESCO, Ministry of Culture of the Russian Federation, Russian National World Heritage Committee), societal and religious organisations (Tatarstan Regional Branch of the All-Russian Society for the Preservation of Historical and Cultural Monuments, Tatarstan Branch of the International Council on Monuments and Sites, Muslim Religious Board of Tatarstan, Kazan Diocese, etc.), foundations (National Foundation for the Revival of History and Culture of the Republic of Tatarstan, Kazan Kremlin Foundation), non-governmental organisations (UNESCO Chair in Urban and Architectural Conservation, Department of the UNESCO Chair for the Volga Region), academic institutions (Marjani Institute of History under the Tatarstan Academy of Sciences), universities (Kazan (Volga) Federal University, Kazan State University of Culture and Arts, Kazan State University of Architecture and Engineering).*
- 2. The status of the Kazan Kremlin as a World Heritage site, the world's only acting centre of the Tatar state culture and public authority of Tatarstan as a constituent entity of the Russian Federation, the historical, architectural, and artistic museum reserve, and its steady multi-channel financing have created a unique opportunity of initiating an innovative management system which have ensured the best resource management and the dialectic synergy of conservation, restoration, preservation, regeneration, and sustainable development of this area.*
- 3. Being elaborated on the basis of the political, cultural, natural, environmental, geological, archaeological, historical, town-planning, architectural, engineering, restoration, legal, and economic analysis, the Strategy of Integrated Conservation and Development of the Historic and Architectural Complex of the Kazan Kremlin made it possible to implement further actions under the Action Program and to ensure the conservation of the Outstanding Universal Value of the Kazan Kremlin. Resulting from the intercommunion of Bolgar, Golden Horde, Kazan Tatar, Russian and present-day Tatar cultures, the Kazan Kremlin and a number of its key properties, including the Annunciation Cathedral (16th to 19th centuries) and the Kul-Sharif Mosque (late 20th century) situated in several metres from each other, are a vivid evidence of the cross-cultural dialogue and cultural diversity under the conditions of multi-confessional and polyethnic society and world globalisation, tolerance in Tatarstan and Russia, and of pilgrimage development.*
- 5. Interaction and interdependence, the correctly chosen combination of restoration, rehabilitation, and preservation tied in a general*

concept, has allowed creating an integrated museum system of a new type, united with a common idea of discovering a role of Tatarstan and diversity of its historical, cultural, and natural heritage in the history of the Russian Federation, Eurasia, the world in general, its contribution to the world culture, complying with latest international standards and disclosing the potential of the Kazan Kremlin as a World Heritage site. The rescue archaeological excavations and regular scientific archaeological researches have made it possible to work out a new methodology and to prove the thousand-year history of Kazan, Yelabuga and some other cities of Russia and Tatarstan. This methodology has been approved by the Russian Academy of Sciences, Tatarstan Academy of Sciences, public authorities of Tatarstan and Russia.

6. The best practices of interaction between the key partners of the Kazan Kremlin, high personnel potential of the Museum Reserve, educational, competence and adaptation programs, intensive introduction of cultural, scientific, and pilgrimage tourism, promotion of the Kazan Kremlin as a tourist brand and product – all this allows a wide involvement of people in Tatarstan and Russia to the comprehensive preservation of the World Heritage site, its incorporation in the present-day life within the framework of the State policies of economic and social development of Tatarstan and Russia.

7. The combination of traditional (scientific conferences, museum events, tourist sightseeing, website development and updates, etc.) and innovative (information and navigation systems, QR codes, interactive booths and screens, historical reconstruction events, creation of “live” museums, holding of massive cultural festivals and projects, such as the Long Night of Museums and Kremlin Live) methods has made it possible to bring the work on the conservation and popularisation of the Outstanding Universal Value of the Kazan Kremlin to a new level.

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