

## Self Analysis Report

### PP 6 Fort Monostor, Komárom, Hungary



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## TABLE OF CONTENTS

1.	INTRODUCTION.....	3
2.	GENERAL DESCRIPTION SITE(S) .....	3
	Fort Csillag (St. Peter's Palisade) .....	5
	Fort Monostor (Fort Sandberg).....	5
	Fort Igmánd.....	5
3.	METHODOLOGY OF SELF ANALYSIS .....	6
	Objective.....	6
	Scope.....	6
	Methods .....	6
	Timetable.....	6
4.	CONTINUATION.....	6
5.	THE REDEVELOPMENT MODELS FOR MULTIFUNCTIONAL USE OF SITES.....	7
	THE MODULAR REVITALIZATION PROGRAMME OF THE FORT MONOSTOR (MRP).....	7
	Legal background.....	7
	The pre-planning of the revitalization programme.....	8
	Visions of future - the basic of the re-development programme .....	10
	The "Modular Revitalization Programme" for Fort Monostor.....	10
	THE REVITALIZATION PROGRAMME OF THE FORT CSILLAG AND IGMÁND.....	14
	Vision of future for Fort Csillag/St. Peter paliside.....	14
	Reutilization Plan of the Fort Csillag.....	14
	Vision of the future for Fort Igmánd:.....	16
6.	ENABLING CONDITIONS OF RE-USE OF SITES .....	17
7.	GOVERNANCE MODELS.....	18
	The property management .....	18
	The property management activity and its dimensions .....	19
	The organization chart of the FMCC.....	19
	Sources of finance.....	20
	Financing of the day-to-day activities .....	20
	Financing of the projects.....	22
	The monitoring of the site and the activities.....	23
8.	REPORT OF THE RSG-MEETING .....	24
9.	IDENTIFIED BEST PRACTISES.....	25
10.	RELEVANCE OF AT FORT PROJECT / OUR INTEREST.....	26

## 1. INTRODUCTION

The Fort Monostor Non-profit Company (FMNC) since its establishment are interested in the European models of fortress utilization. "Conservation through Development" as an approach – developed by the New Dutch Waterline seems to us as a one of the applicable approaches from Europe. The possibility of sharing ideas and practices about the bottom-up involvement of relevant stakeholders also are important part of this project, and last but not least, capitalizing on partners' experiences can be an extra added value of our participation. Of course, our company would like to build new partnership, while we can make stronger the olders, and we are sure, that our participation in knowledge and technology transfer, to know examples about sustainability can help us to get new impressions to our daily work. We think, that our experience of international development projects, realisation of common activities, long term development strategies, or multi-purposed property management also can be useful for the partners, as like our experience of cultural event organizing, intercultural communication, participation in international cultural project, or day-by-day project development and management activities.

## 2. GENERAL DESCRIPTION SITE(S)

The town of Komárom has a unique history. The crossing point provides the linking together of the roads, the traffic and the trade since ancient times. Kelts, proud Romans fighting against barbarians, settling Hungarians, ceasars, kings, silent tradesmen, craftsmen, travellers, sailers and grim soldiers found their homes here.

The histories of **the twin towns of Komárno (SK) and Komárom (HU)** are closely connected. The settlements on both sides of the Danube River have had various names throughout history. At the middle of the 18th century, the twin-town both side of the Danube became an independent, lively merchant-town. After the First World War, when new borders were laid down according to **the peace treaty signed on 4th of June 1920 (Trianon Treaty), the town was divided in two parts**: the northern portion of the town became part of Czechoslovakia and the southern portion part of Hungary. This southern portion of the town was then called Komárom - Újváros (Komárom – New Town), or Dél-Komárom (South Komárom) until 1923 when it was renamed as Komárom. According to the arbitration in Vienna on the **2nd of November 1938, the towns were reunited**. This remained in effect until **1945 when the towns were separated again**. Since then the towns have developed in two different countries.

The **Fortress System of Komárom/Komárno** is located on the two banks of Danube at its confluence with the Váh River on the border of Hungary and Slovakia. The elements of fortification system surround the twin town, where the natural environment and the town meet.

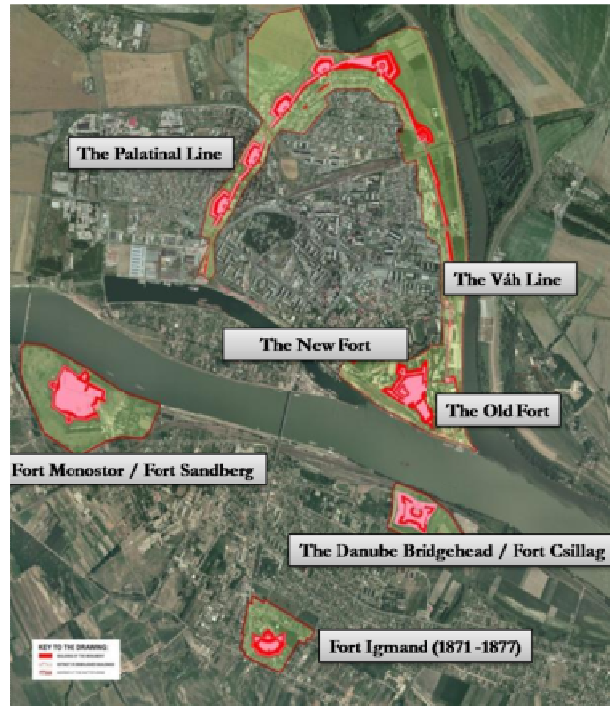
Komárom-Komárno is a natural junction of roads from three European capitals, Vienna, Bratislava and Budapest. The distance of the fortresses from the capital cities of Slovakia and Hungary is approx. 100-120 km. The strategic importance of the area was discovered in early times and fortifications have defended the town for centuries. Nowadays its importance is emphasized by its position on the border between two countries, close to both the Slovak and Hungarian capitals. The town is between 107 -114 metres above sea level, with the town centre at 112 metres.

The system of fortifications on the Danube at Komárom/Komárno is an extraordinary exhibition of the most important periods in of European military fortification technology through its advances over more than three hundred years from the 16th to the 19th centuries. Throughout its various periods of development its construction always reflected the latest techniques, while its existing elements were adapted to play a continuing role in its system of fortifications ringing the central citadel. In its individual parts and its encompassing whole it is an exceptional monument to its times and to the individuals who designed and built it as the unconquerable centerpiece of the Habsburg monarchy's military fortifications.

The entire System of Fortifications at Komárom / Komárno, nowadays split between the territory of Hungary and Slovakia, represents an important monument to historic fortifications through its well-preserved structures. This

fortification system was the largest and the strongest of its type in the former Austro-Hungarian Empire, built to accommodate an army of two hundred thousand soldiers.

The fortification system consists of the following elements:



Name of the Fort	Located in	Built in	Area (hectars)	Buffer zones (hectars)
The Old Fort	Slovak Republic	(from the mid 16th century)	3,4	19,5
The New Fort	Slovak Republic	(from the mid 17th century)	9,8	28
The Palatine Line	Slovak Republic	(1839 - 1847)	19,1	45
The Váh Line	Slovak Republic	(1865 - 1870)	13,6	88
The Danube Bridgehead/Fort Csillag	Hungary	(from the beginning of the 19th century)	8,8	21,2
Fort Monostor (Fort Sandberg)	Hungary	(1851 - 1871)	66,5	78,4
Fort Igmand	Hungary	(1871 -1877)	5	23,3
Sum			126,2	303,4

From the documentation of the Nomination to the list of UNESCO World Heritage Sites

Because of our responsibility, this Self Analysis consist informations only about the Hungarian elements of the Fortress System in Komárom/Komárno. The utilisation of the 3 forts (Fort Monostor, Csillag & Igmand) are managed by the Fort Monostor Military Cultural Center Non-profit Limited liability Company for Restoration, Maintenance & Property Management Ltd. (Project partner G.).

Fort Csillag (St. Peter's Palisade)

Built in 1585 and located at the place of today's Fort Csillag, St. Peter's Palisade served as the bridgehead across the Danube from Medieval Komarom Castle. The shape of this palisade was similar to that of the fort today. It was destroyed in the 1594 siege but was later rebuilt. In 1661, the decaying palisades were demolished and replaced by a stronger fortress with three ramparted earthen bastions to either side. These were subsequently turned into earthen forts. Nevertheless little attention was paid to their maintenance after the wars with the Ottoman Empire. The rampart with the three earthen forts to the eastern and the western sides still stood in 1810.

After the Napoleonic wars, the construction of a new system of fortifications began but the work came to a halt when the War of Independence of 1848 and 1849 broke out. Fort Csillag played a crucial role in the battles around Komarom. Squadrons of militiamen gathered in this fort before the great battles of 26 April, 2 July, 11 July, and 3 August 1849. For this reason, the fortress was reduced to ruins by enemy gunfire but the eager defenders resisted every attack. On 2 October 1849 Fort Csillag was surrendered to the Austrians, to be followed by the other forts in the network of fortifications around Komarno / Komarom. Between 1850 and 1870, Fort Csillag was rebuilt as a member of an immense new network of fortresses, and was used by the Hungarian Army until WWII. The fort was used as an ammunition depot, a work camp, and finally a detention and internment camp during the war. Fort Csillag has been under historic protection as a national monument since 1984.

Fort Monostor (Fort Sandberg)

The idea of constructing Fort Monostor was conceived as a result of the Napoleonic wars. At the time of the Hungarian Revolution, in June, 1849, Captain Gyorgy Klapka ordered that a casemated "fortalice" be erected on the Monostor hills. The fort sheltering 1,000 soldiers was completed, but was demolished later after taking significant damage in the fighting. Work on the new Fort Monostor lasted from 1850 to 1871. Protecting the right banks of the Danube from the west, the fortress was always used for military purposes – it housed barracks until 1944, and a section was turned into a detention camp for prisoners of war and civilians in 1942. Between 1945 and 1990 it was used by the Soviet Army as an ammunition depot. The fort was then completely cleared of ammunition and explosives by 1993. In 1992, Fort Monostor became a listed historical monument.

Fort Igmand

Fort Igmand is the last of all the Komarom fortifications, and was built to defend the southern entrance of the town. During the Hungarian Revolution, an earthworks fortified by wooden beams was erected on this site. Fort Igmand, most modern fortress of Komarom, was erected between 1871 and 1877. It housed military depots and workshops until 1939. It was used as a Polish military internment camp between 1939 and 1942, then as the barracks of a non-combatant labour corps between 1942 and 1945. The fort was not involved in any battles during WWII. From 1945 to 1948 it was a filtering camp for soldiers and civilians. In 1948, it became the property of the town of Komarom; first it provided alternative homes, then a number of workshops and warehouses were established. In 1966, Klapka Gyorgy Museum opened a regular exhibition and an exhibition of Roman-era stonework. Fort Igmand was classified as a listed historical monument in 1992.

Nowdays the system of historic forts is situated in and around the "twin" towns of Komárom, Hungary, and Komárno, Slovakia on opposite banks of the Danube River. Even taken individually the forts on both sides are genuine historic and cultural treasures, representing the highest level of military architecture of their time and having survived unaltered since the beginning of the 20th century. These forts, and their predecessors have been built and rebuilt over the centuries, but their current forms show the most skilled building techniques and styles from the second half of the 19th century (1852-1890). Their survival has kept the talent of their builders – architects, engineers, officers, and masons, as well as other craftsmen and workers – and of their former occupants – soldiers, refugees and deportees – alive. These men represented several nations and nationalities living in this region of Europe, and therefore in its appearance,

location and substance the fort represents a unique cross-section of the continuous common history of Central Europe from Roman times up to the Cold War. (see: <http://english.fortmonastor.hu/>)

### 3. METHODOLOGY OF SELF ANALYSIS

#### Objective

The self-analysis report is produced in order to exploit the 3-Hungarian fort analysis along the jointly defined criterias.

In this context, we identify

- the forts/objects (its physical, historical and cultural characteristics, etc.)
- the organizations involved in their recovery
- the best practices of the utilization activities
- and any outstanding issues

#### Scope

- historical background
- building characteristics, cultural values
- status of exploitation
- management
- tourism
- development
- sustainability

#### Methods

- descriptions
- statistical analysis
- SWOT analysis

#### Timetable

First phase: preparing the descriptive sections (description of features of objects, etc.).

Second phase: preparing the statistical analyzes

Third phase: preparing SWOT analysis

### 4. CONTINUATION

After completion of the analysis, based on the experience of the RSG meetings on development opportunities, opportunities for cooperation and recovery options for assessments will be supervised.



## 5. THE REDEVELOPMENT MODELS FOR MULTIFUNCTIONAL USE OF SITES

### *THE MODULAR REVITALIZATION PROGRAMME OF THE FORT MONOSTOR (MRP)*

#### Legal background

The three forts are defined as “inalienable national property” by the Law on Local Governments (1991), and they are listed in the Annex of this law (among 273 properties with special restricted ownership by the Hungarian State). Change in the ownership can be implemented only by a new law being adopted by the Parliament of Hungary.

The three forts are protected by law as National Historic Monuments. Based on the decision of the Minister of Culture, and they are listed in the Register of Historic Monuments (1992, 1994). Due to this high level of legal protection, the Hungarian Office of Cultural Heritage is the designated building authority, acting as the legal and professional supervisor over any kind of intervention within the protected sites, including their protected historic settings, which contains the buffer zone. The local building authority cooperates in decision making as a consultant (making sure the decisions and local regulatory plans are in harmony)

Based on the Law on Local Governments, protective legislation has also been established at the municipal level, for “local heritage” (local protection of the related urban areas that are not protected at national level, including funds for maintenance)

The legal regulations of the National Office of Cultural Heritage (KÖH) are binding for the owners and site managers. These require that the persons and institutions responsible: have specialized architects and conservators make plans (for maintenance, conservation and development), and to present these plans to the authority for approval; carry out the maintenance and technical preservation of the buildings and other monuments based on the prescribed and issued protective measures; prepare documentation; monitor the protective conservation work and new interventions (building and demolishing); and carry out a monitoring system based on on-site control by experts and annual reporting.

The three forts play an important role in the Plan for Tourism Development in the Micro-Region Komárom-Bábolna (2004), in the Structural Development Plan of the Central Trans-Danubian Region and in the Development Plans for Tourism in Komárom-Esztergom County, one of the three counties forming the new Central Trans-Danubian Region.

The most important Code of Laws and Resolution effecting the implementation of the management system:

Code of Law No. XXI / 1996, on Regional Development and Planning

Code of Law No. LXIV / 2001, on the Protection of Cultural Heritage

Code of Law No. VII / 2003, on the amendments to the Law number LXIV of 2001 on the protection of cultural heritage

Ministry of Environmental Protection and Regional Development Resolution 47/1997. (XII. 29.) on the detailed professional regulations for the official supervision of construction and historic preservation

Ministry of National Cultural Heritage Resolution 10/2006. (V. 9.) on the regulations for the operation of the National Office of Cultural Heritage

Ministry of National Cultural Heritage Directive 6/2002. (KK. II.) on the procedures to be followed regarding individual official matters under the jurisdiction of the National Office of Cultural Heritage

Government Resolution 161/1998. (IX. 30.) on the duties and jurisdiction of the National Cultural Heritage Minister

Government Resolution 1070/1998. (V. 22.) on the rehabilitation and re-use project for Fort Monostor in Komárom

Government Resolution 58/2005. (IV. 4.) on the operation of treasury properties

Komárom City Council municipal ordinance number 14 (X. 8.) of 1999, adopted and amended several times, and municipal ordinance number 25 (IX. 22.) of 2006

## The pre-planning of the revitalization programme

Pre-plans, suggestions

The first period of the history of the planning of revitalization programme for the 3 forts in Komárom were begin at the end of the 90's.

After the Soviet troops left the Fort Monostor, the "new" owner, the National State Property Directorate started to take it accessible. The first step was the demilitarization, discharge of ammunition, hazard prevention. After that, the monitoring of the state of the fort had just begun.

The survey of architecture and terrain carried out by a team of experts from the Technical University of Budapest (BME) has shown, that the forts (source: National Military Archives, Vienna) were built 99% in conformity with the original plans. No new buildings or additions are planned or allowed within the forts. New buildings (primarily tourist information centers) are allowed within the buffer zone, but only on a maximum of 5% of its territory.

Plans for Conservation are prepared by the National Center for Conservation and Rehabilitation of the Hungarian Office of Cultural Heritage, and plans for new development are initiated and controlled by the expert staff of the FMCC as well as the competent authorities. All plans and designs have been and will be approved by the National Office of Cultural Heritage.

On Hungarian side, the Revitalization Program with continuous adaptation is strongly linked to:

- The Renewed Local Regulatory Plan of the City of Komárom (2004)
- The Long Term Development Plan of the City of Komárom (2006)
- The Structural Development Plans of the Central Trans-Danubian Region (2003)
- The Long Term Tourism Development Plans of the Central Trans-Danubian Region (2004)
- The National Plan for the Development of Tourism (2000, 2004)
- "The New Hungary" – National Development Plan of the State Government (2006)

and also with the most important regional projects, such as:

- "The Danube – National Source for Development" - National Strategic Program (2006)
- "Europa Danubiana" – Strategic Project by the EU (Donauvarge, 1993- )

The three forts and their associated buffer zones are well-defined specific areas in the Local Regulatory Plan of the City of Komárom (adopted by the Town Council in 1998), with strong recommendations on new construction and development. This small town (19.000 inhabitants) is not planning any high-rise buildings, and there are no buildings over 5 stories. The present and future links between the Forts and the town (urban structure, supply system, environmental responsibilities) are defined in the Long Term Development Plan of the City of Komárom (to be adopted in 2006).

## Major events in the process of the creation and implementation of the Modular Revitalization Program for the System of Fortifications in Hungary

- |      |  |
|------|--|
| 1992 | Soviet troops leave the forts, carrying with them 150 trains worth of ammunition, the three forts in Komárom are put on the list of National Historic Monuments. |
| 1993 | The first plans for cultural re-use are implemented by the Hungarian Office of Cultural Heritage.  |
| 1994 | A Task Force Team manages the cooperation among the involved authorities and experts.  |
| 1995 | Restoration work starts on 800 square meters of the fort, and 80% of the Fort's site is safe to be visited by the public.  |
| 1996 | Fort Monostor is opened to visitors for guided tours, Fort Csillag is used for storage.  |



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- 1997 The concept of a Military Cultural Center and of a Historic Property Utilization and Management Organization is accepted by the members of the Task Force Team and the Hungarian Office of Cultural Heritage, and is financed by grants from the SAPARD Fund.
  - 1998 The Military Museum permanent exhibition is opened in the restored areas of the fort, opened by Árpád Göncz, President of the Republic.
  - 1999 Government Resolution No. 1070/1998 designates the founding organizations of the "Fort Monostor Military Cultural Center Property Management Organization" (FMCC).
  - 2000 On January 1, the Cultural Center begins its work, with initial capital of 10,000 EUR. The 5 founding organizations are: the Ministry of Defense, the Ministry of Culture, the Treasury Property Directorate, the Komárom County Legislature, and the City Council of Komárom.
  - 2001 The Revitalization Concept Plan is approved by the authorities and by the Board of Directors; the Fort Family Activity Festival attracts 3,000 visitors, the first ARTFORT exhibitions and creative camps (for architecture, conservation, and theatre) are held; a cooperation agreement between the towns of Komárom (HU) and Komárno (SK) is signed.
  - 2002 The Museum of Bread moves into the Fort; restoration work is started on the Danube Bastion; development of the main access roads, visitor parking, electric, water and sewage utilities is begun; the budget of the FMCC grows to 100,000 EUR per year.
  - 2003 The forts are put on the Tentative List of Hungarian World Heritage Sites; re-use plans for the hospital wing (small museums), caserns I and II (youth hostel, and offices for the non-profit organization), the Danube bastion (conference center) are approved; financial resources from the National Fund for Culture and from the Széchenyi Fund for Redevelopment provide aid for conservation and restoration work.
  - 2004 The FMCC presents a redevelopment project proposal of 52 million EUR to the National Fund, asking for grants from the National Fund and the EU Structural Funds; in May, the "The Awakening of Fortresses" joint Slovakian-Hungarian project is presented to INTERREG III Cross-Border Funds by the FMCC and PCCF, its Slovakian partner, asking for aid to work out joint tourism management plans and joint conservation plans; the dock on the Danube and the Historic Railway Terminus Station are opened.
  - 2005 The Open Air Theatre is inaugurated in the Danube bastion; restoration work is started on four areas of the Fort; 14 military vehicles and artillery guns of the former Warsaw Pact are rescued and temporarily exhibited in the courtyard; the number of visitors exceeds 100,000 per year.
  - 2006 Mr. András Bozóki and Mr. Frantisek Toth, the ministers of culture for the respective countries, sign the agreement for the joint Slovak-Hungarian application to the World Heritage List in Fort Monostor.
  - 2007 The Nomination Forms for the World Heritage Site are prepared.
  - 2008 The Nomination to the WHS were recalled by the Ministry of Culture
  - 2008 Under the provisions of the new law of state property, The Fort Monostori Non-profit Ltd – as a successor of the public benefit company – was established. The new structures of owners of the company: Hungarian State Holding Company (93,69%), City of Komárom (4,73%), Municipality of Komárom-Esztergom County (1,58%). (The Ministry of Culture and The Ministry of Defence became the professional supervisor and supporter bodies of the Non-profit Ltd.)
  - 2009 New project started for the funding of EU (National Development Plan of Hungary)
  - 2011 Appr. 1,5 M € granted project of Landing Area of the Fluvial port Fort Monostor were started
  - 2012 4 winning project from different EU grants starting to make the Fort Monostor more attractive to the tourists during its sustainable re-use.

#### Visions of future - the basic of the re-development programme

"From Soviet Ammunition Depot to Multifaceted International Cultural and Tourism Center - a common past, joint efforts, and a common future through sharing heritage values in the heart of Europe (2007-2057)"

For 46 years the two main Forts – formerly the prides of the two nations - had been totally closed to the Hungarian and Slovakian people, removed from all maps, nearly forgotten by the general public and unknown to younger generations. After the withdrawal of the Soviet troops, the Forts were put under state control. The state ownership was re-established by new laws of the democratic Parliaments, in both Hungary and in Slovakia.

The Soviet Troops did not cause too much physical damage to the fabric of the old buildings - 95% of the building fabric had been left unchanged - but they left thousands of tons of military waste on the site. Between 1992-1996, the forts were cleared of the remains of military waste and urgent interventions to save the fabric had been carried out by the Hungarian Treasury Property Directorate (established for managing the hundreds of formerly Soviet or Communist Workers Party Guard properties).

#### The "Modular Revitalization Programme" for Fort Monostor

Fort Monostor Cultural Center (FMCC) prepared and adopted the Modular Revitalisation Programme aiming to integrate all conservation, re-use and cultural-tourism project elements. These documents have been approved by the National Office of Cultural Heritage.

The Modular Revitalization Program enables the site managers to carry out conservation and re-use projects "step by step" through "independent" but strongly correlated project-modules.

The Modular Revitalisation Program (MRP) was elaborated by the Fort Monostor Cultural Center and **approved by the competent authorities (2002)**, which is binding for the future plans of conservation and re-use development. (Architects: Palatium Studio, Sporaarchitects Ltd., Tourism: Inn-Side Kft. and a Team of Experts, 2002).

The Modular Revitalization Program is a set of documents referring to the maintenance of the 3 forts, the conservation principles and acceptable technologies, the functional structure of the indoor spaces and natural environment in the Buffer Zone, tourism development and the structure of cultural, as well as sport and leisure activities. The implementation of the MRP is the task of the Fort Monostor Cultural Center, a non-profit organization designated for this work. Supervising and monitoring the MRP is done by the Board of Directors and by inspectors of the Hungarian Office of Cultural Heritage and experts of the Hungarian National World Heritage Committee.

#### Modules of the program

The Modular Revitalization Program – as a genuinely functioning process – includes:

**1. The Maintenance Program** – carried out by the staff of the Department for Conservation, Maintenance and Development of the FMCC, on 5 year and 1 year detailed schedules. For specialized work (landscaping, wall repairs, etc.) subcontractors are utilized. Members of the "Association of the Friends of the System of Fortifications" make great contributions of volunteer labor (clearing waste from the site, gardening, and other services).

**2. The Conservation Program:** the main conservation plans are prepared – step by step – by the National Center for Conservation and Restoration, a department of the Hungarian Office of Cultural Heritage, based on principles and technical solutions laid down in the revitalization Program. No new elements or construction are planned at the forts. The adopted conservation principles are based on preserving the original materials and systems (e.g. all the original, special waterproofing system will be kept and restored where possible).

If the original techniques and materials are not satisfactory, contemporary technology may be adopted to serve re-use functions (this was partially utilized in the first revitalization modules for the site), according to accepted architectural and technical plans.

**3. The Monitoring System:** Supervision is performed by the Monitoring System described in the Nomination Forms, under the competency and responsibility of the Hungarian Office of Cultural Heritage.

**4. The Development Programs** are needed for the long term maintenance and proper use of the System of Fortifications. The concept of the multifaceted military Cultural Center is shown in the relevant chapters and the architectural plans for the "Vision of the Future". To carry out the Revitalization Program 1,2 billion EUR will be needed, to be financed from 3 main sources: national and international public financing and grants (for historic monuments, museums, and memorial places); private investment (tourism services: camping, youth hostel) and the forts' own income (entrance fees, long term leases, short term leases). The evolution of the Program depends to a great deal on national and regional development programs and future access to European funds.

**5. The Green Space Program:** is a multifaceted approach to the use of buffer zones and the neighboring areas. From waste treatment to alternative energy sources – specialized plans are in the research phase. The main element will be the series of Educational Paths in the Buffer Zones (linking the main buildings to valuable or educational elements in the area). The valuable local flora and fauna (of the riverside forest, sandy hills) will be maintained in the Buffer Zones.

**6. The Tourism Program** serves the flow of visitors as a fast growing factor in site management. Forts – as very strong buildings – can bear large numbers of visitors without being harmed by this tourism, therefore the estimated 1 million visitors / year will not harm the fabric and landscape of the monuments. Experience proves that the main attraction is – and always will be – the System of Fortifications itself.

**7. The Cultural Program.** The main profile for the System of Fortifications is – as has been declared by all approved plans on both sides of the Danube – "cultural tourism", ranging from popular festivals attracting 20-30,000 people to small site-related theatre. Joint cultural programs are organized within the framework of "Perf-Fort", "Conf-Fort", "Art-Fort, Sport- Fort and Camp-Fort sub-programs). 50% of visitors are young or elderly Hungarian tourists, coming on organized tours. Special routes for handicapped people have made 50% of the buildings accessible at this time. All events are also advertised via [www.fort-monostor.hu](http://www.fort-monostor.hu).

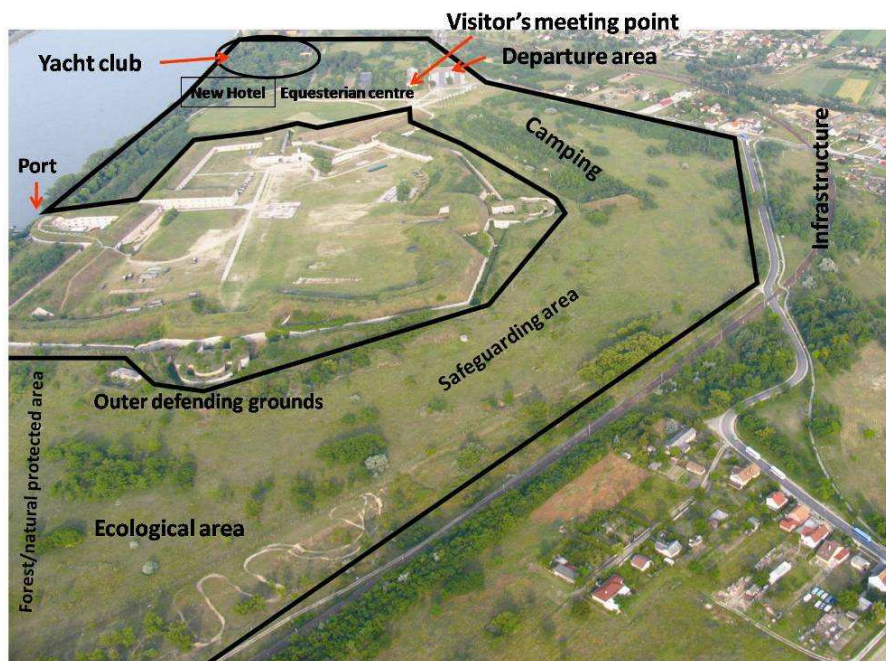
**8. The Socio-Economic Programs:** The System of Fortifications has an immense role in the development of the area. Estimations show (Inn-Side Kft., 2004) that the Revitalization of the System of Fortifications will generate over 900 new jobs and an indirect income estimated at 100.000 EUR/year. The Forts serve as a base for NGOs ("Association of veterans", "Friends of the Forts", "Traditional Hussars", etc), and offer training possibilities for local schools and students, as well as space for the exhibition of local artists and traditional craftsmen.

**9. International relations:** The forts and the FMCC take part in international organizations (ICOMOS, ACCR-Europe) and in several international projects, mainly focusing on cultural management (FORTIMEDIA, ASCEND, VIVILFORTE) and developments along the "Danube – the axis of Central Europe". The System of Fortifications at Komárom / Komárno represents all the forts of the former Austro-Hungarian Empire, so a strong cooperation between the "cultural forts" of the 11 (!) former countries of the empire is planned in the form of a "European Cultural Route of Fortresses in Central Europe". If this is to be a success, later on the concept of a "Serial World Heritage Site" of Central European forts may be investigated.

The 12 inner concepts of the MRP (Inner part of the Fort Monastor)



The 12 outer concepts of the MRP (outer part of the Fort Monastor)





# I. phase of the realization – since 2000 to nowadays

Approved building plans and studies for revitalization (Fort Monostor):

- Museum of Bread and Military Logistics in the former "Bakery" (Architects: National Centre for Restoration, 2002) – Construction Phase I. 2003-2005, \*
- Exhibition Hall in the former "Shooting Range" (Architects: National Center for Conservation and Restoration, 2002) \*
- Center of Historic Military Research in the former "Officers' Wing" (Architects: Győri Építészeti Stúdió, 2004)
- Youth Hostel in the former outer "Caserne No. 1." (Architects: National Center for Conservation and Restoration, 2004),
- NGO's Headquarters in the Former "Caserne No. 2." (Architects: National Center for Conservation and Restoration, 2004),
- Visitors' Center and Exhibition Hall (Phase I., Architects: National Center for Conservation and Restoration, 1996-1999). \*, Phase II: Architects: Gyori Építészeti Studio, 2006-2007)
- Open Air Theatre, Conference Center and Museums in the former Danube Bastion (Architects: National Center for Conservation and Restoration, 2004), \*<sup>1</sup>
- Equestrian Base in the former Stable (2000) \*
- Bicycle Path and Walkway including a Regional Cycling Station along the Danube as part of the international line EuroVelo 6 (Architects: Partner Studio, 2004)\* (" Fort Monostor's inner bicycle path" (EU-granted) project starts in 2012)
- Restauration of the wall-paintings in the "Shooter's training hall (2008)
- Inner pathways (Sporaarchitects, 2011)
- Landing Area and visitor's hall – connecting to the port on the Danube (2011)
- Fluvial port at the Fort Monostor (Danube) (2012)\*
- "AT FORT – Atelier European Fortresses – Powering Local Sustainable Development" project starts (2012)\*
- "Opening of the casemates and dykes of the Fort Monostor to the public" (EU granted) project starts (2012)\*
- Forte Cultura - Capitalising of fortified cultural heritage for sustainable development and competitiveness of cities and regions project (granted by the Central European Programme 2007-2013) starts (2012)\*
- Hungaricum Kanteen – reutilization of part of the buildings of the former "stables"(2012) – new application for grants
- "EOD-exhibition (explosive ordnance disposal) and halls for museumpedagogy" re-utilization plan (2012) – new application for grants

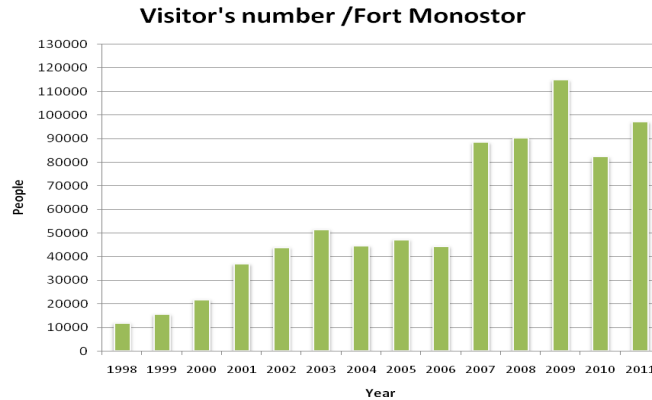
Study projects for conservation and revitalization (young architects, specialists' studies and diploma works):

- Bastion of Culture in the former Southern "Caponnier" (2003)
- Bastion of Adventures in the former Western "Caponnier" (2004)
- Exhibition Hall in the former Ice House (2004)
- External Educational Path – link between 20 memorial, natural and historic sites and alternative solar and water local energy plants (2006)
- Plans for utilities (water, sewage, electric, security "intelligent house", a.s.o.)
- Plans for protecting the environment (water forest, "sand-hill", local flora and fauna)

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<sup>1</sup> Note: \* = moduls under development

The results of the multifunctional utilization:



(In 2000 the utilization of the fort were begun. In 2006 the first phase of the investment project were finished.)

*THE REVITALIZATION PROGRAMME OF THE FORT CSILLAG AND IGMÁND*

Vision of future for Fort Csillag/St. Peter paliside

"Artists' Residence + Creative Camp, Leisure Centre"

Fort Csillag (now empty) is situated between the Danube and a new housing development initiated and carried out by the City Council. The new "district" received the final approval after 5 years of debate among the authorities and local NGOs. The final approved project (with 1-4 story houses) will respect the military architectural monument and the landscape. The Fort – primarily its Buffer Zone – will serve as a "recreation area" for the new, mainly young inhabitants. Re-use building plans for the Fort will be judged by open public tender for architects, within the framework of the "Awakening Fortresses" Project (Interreg III B, 2006-2007).

Reutilization Plan of the Fort Csillag

During the planning of the reutilization of Csillag Fortress, the following facts were primarily significant: the building is an excellence example of nineteenth century military architecture, and it is part of the upcoming World Heritage member. Keeping the mood and the local military building-characteristics were the main objectives. Besides the complete monumental renovation of the building, the expansion brings new, contemporary elements into the compilation. This way all demolition is unnecessary during the expansion of the old buildings: thus reconstruction only means monumental renovation before the construction of the new parts. With these efforts, the new constructions are clearly divided from the existing ones, avoiding any possible harm done to the old architectural structures. The whole renovation is reversible, the original state could be restored. the new function and structure sneaks into the fortress like a trojan horse.

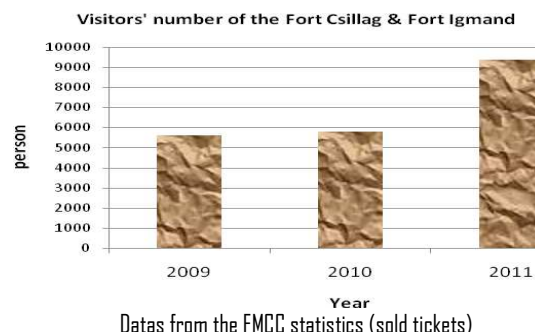


(Plan for the reutilization of Fort Csillag – by Zsolt ZSUFFA & Csaba KALMÁR /www.zsuffa.hu)

An international art complex and an intern atelier housing will take place inside the Fortress, which will create the opportunity for artists and visitors to meet. Due to the inviting applications it will be possible to organize conferences of different size, subject and interational importance, for example art festivals and symposiums.

The art centre can be divided into two main functional parts. The first par is the sum of public spaces, where assembles, exhibitions, presentations and dining take places. The inhabitanst of the city are free to dome here whenever they wish to. We designed the main entrance of the complex with using the old drive-through. Most of the public spaces can be reached from the main entrance. The space of the cafeteria has been optimized to handel the main events of international symposiums, exhibitions and presentations also, which will naturally be open for the inhabitants of the city. The space can be separated, it is possible to divide it into several smaller segments, even for different short-term functions, such as movie club and readings, etc. The gallery of this head biulding is the library. Also the fortress shop is nearby.

The residence house program is the other main functional group, where artists can feel secure to work calmly and in focused manner. Particularly, rooms of tha main building of the fortress were used as ateliers, which are perfect for the uninterrupted work. The necessary spaces were arranged not to harm the structure of the monument. The ateliers were grouped by the similarities and the functional relations of each kind of art. Mobile internal structures make these ateliers, studios, and fitting rooms useful and easily convertible. Stages of various sizes in the interiors help with the optimal use of spaces with best light contidions, and they also connect directly to the central sourt. Separated from these, covered-outdoor ateliers in the outer circle were established, to hav the opportunity of choice. The quarters of both foreign and inland artists are in the tower, comfort was achieved here in a way that did not require demolition of the old structures.

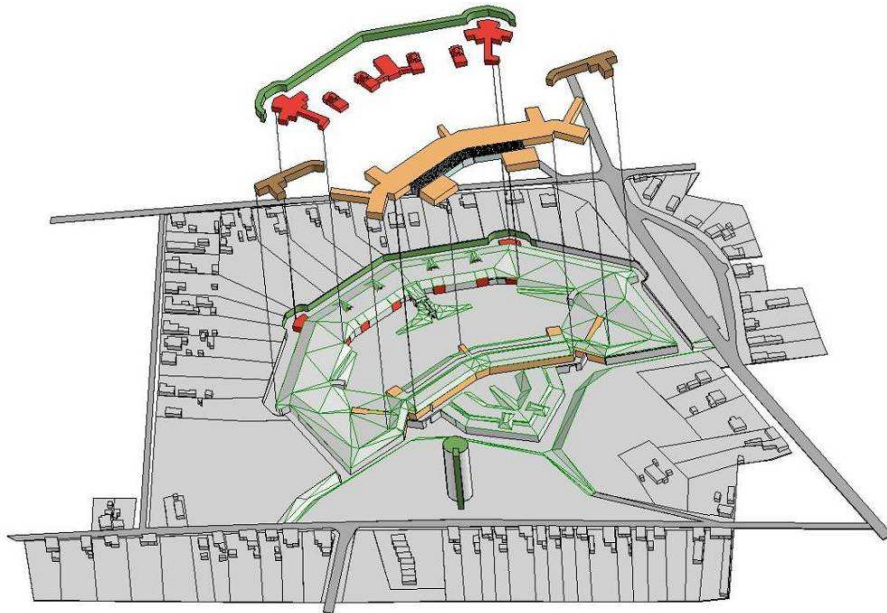




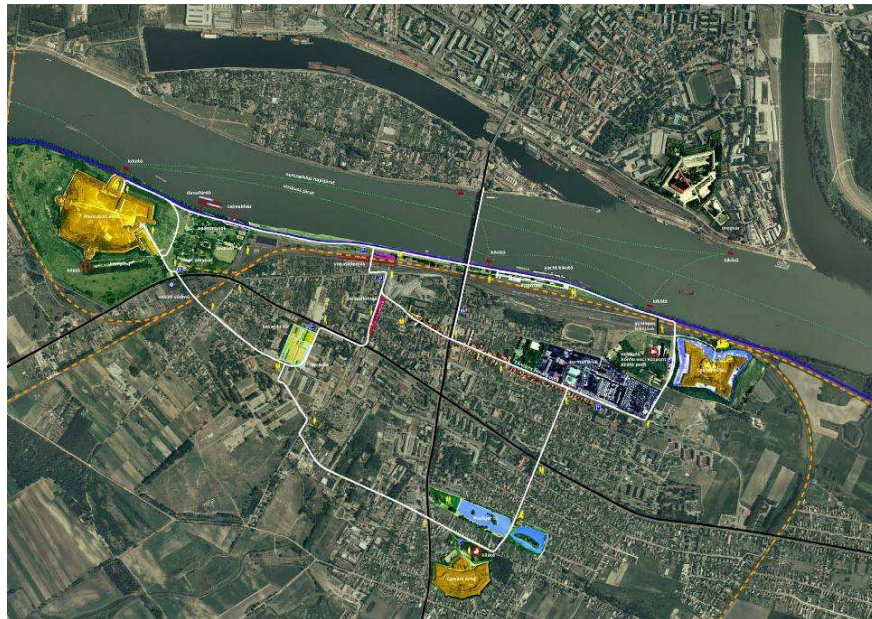
## Vision of the future for Fort Igmand:

### “Museum of Hussars, Center of Hungarian Equestrian Traditions”

Fort Igmand was traditionally the main training place of hussars and cavalry officers, the large court and the vaulted stables will get “new” functions related to their original ones. The 29 equestrian centers active in Komárom County today, and the world famous Shagya Arabian Horse Center in Bábolna (25 km away) are partners in the project, partly to be financed from public and European sources. A Feasibility Study and Research Projects are to be developed in the Short Term phase (2009-2014).



Vision of future for the Fort Igmand (planned by Orsolya Vadász, Sporaarchitects)



The connection between the 3 forts in Komárom (in reflection to the Old Fort in Slovak Republic) planned by Sporaarchitects

## 6. ENABLING CONDITIONS OF RE-USE OF SITES

The Treasury Property Management agreements (2001 for Fort Monostor, and 2005 for Fort Csillag and Fort Igmand) for all three forts include the state of the forts, as well as defining the direction, pace and opportunities for development. The conditions assessments in these agreements were compiled by historic preservation experts from the Treasury Property Directorate. Previous to that the Treasury Property Directorate also initiated the Conservation and Historic Property Development Project in 1995, which contained a report on the conditions of the three forts, along with the rest of the Directorate's properties. In addition in the documentation for the Redevelopment Program of Fort Monostor compiled in 1997 by Palatium - Quo Vadis also contained an assessment of the conditions at the fort.

The predecessor of the Hungarian State Holding (which exercises ownership rights in the name of the Hungarian State), the Treasury Property Directorate, by signing an amendment to the property management agreement on January 18th, 2005 **transferred the property management rights** for the Danube Bridgehead / Fort Csillag and Fort Igmand **to the managing director of the Fort Monostor Military Cultural Center Non-Profit Company**.

The organization exercising the property management rights undertakes the necessary projects for the protection, preservation, regular maintenance, condition assessment and utilization of the sites.

An integral part of these tasks includes the monitoring of the sites, and the FMCC's tasks regarding this include:

- compiling and the base data for monitoring the physical conditions
- evaluating this data in conjunction with the expert supervisory organization, the National Office of Cultural Heritage
- constant assessment and refinement of the monitoring methods for the sites
- continual observance of the conditions at the sites through the activities of the maintenance staff

**Interventions are initiated by the FMCC**, with the approval of the three-person board that holds the ownership rights in the name of the Hungarian State, and in agreement with the National Office of Cultural Heritage and other professional organizations.

The National Office of Cultural Heritage is the main government agency responsible for the preservation and protection of historic properties in Hungary. Its duties related to the monitoring of the elements of the fortification system in Komárom, performed through its regional office are as follows:

- providing planning permits for listed buildings
- providing planning consent for buildings in conservation areas or in historic building environments
- providing statutory permissions for archaeological work on historic sites
- providing consultation, advice and endorsement for reutilization projects
- providing contributions to development plans by representing heritage conservation principles

There is also a specific department in the Office, the **Secretariat of the Hungarian World Heritage Committee**, which deals with issues associated with World Heritage Sites. Its responsibilities related to the monitoring of World Heritage Sites (and the sites of the National Tentative List also) are as follows:

- maintaining contact with the UNESCO World Heritage Center in Paris
- coordinating the compilation of periodic reports to World Heritage Center
- providing expert assistance to the Hungarian World Heritage sites in assessing their state of preservation.

## 7. GOVERNANCE MODELS

### *The property management*

We can not determinate the character of the governing model for the utilization of the 3 Hungarian forts (owned by the State) on the fields of public or private. The governing body of the 3 fort is a “publicly owned private company”, setted up by a Hungarian Governmental Resolution, but it is not a public entity, it operates according to the rules for business entities.

To unify all the efforts and duties of involved partners for the conservation and presentation of the forts, the Hungarian Government in its Resolution No. 1070/1998 integrated all responsible partners into one organization set up **specifically for the management of the vast military site**, which was still used for military functions until 1991. Fort Monostor Cultural Center (FMCC) - **as a public benefit company** - was founded on 31st December, 1999., by five concerned and competent public partners. By the Decision of the Government, the founders were (with their contribution to the founding joint capital):

- Ministry of Culture (65,39%),
- Ministry of Defence (17,09.%),
- Ministry of Finance / State Property Directorate (0,43%)
- Legislature of Komárom-Esztergom County (4,27%)
- City Council of Komárom (12,82%)

In 2008 - under the provisions of the new law of state property - The Fort Monostor Non-profit Ltd. – as a successor of the public benefit company – was established. The new structures of owners of the company:

- National State Holding Ltd. (93,69%)
- Legislature of Komárom-Esztergom County (1,5%)
- City council of Komárom (4,81%)

The responsible ministry of culture and the defence are the supporter and supervisor/expertise partner of the FMCC.

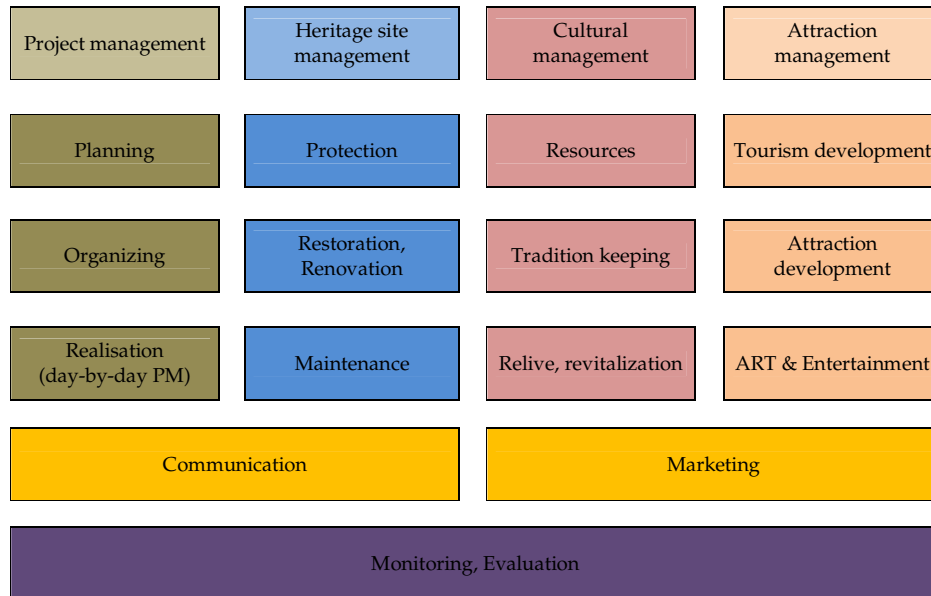
The Fort Monostor Cultural Center is acting under the governance and control of its Board of Directors (3 members delegated by the heads of the signatory co-founder institutions and authorities), and by the Supervisory Board (3 professionals, registered by name in the charter of the FMCC). The Supervisory Board and the Managing Director are appointed for 5 years.

The overall site management duties have been given to the Fort Monostor Military Cultural Center (Designated Non-profit Building Preservation and Site Management Organization, acting under the dual control of the Law on Economic Associations (renewed in 2000), and that of the Law on Non-profit Organizations (1992).

Based on the 99 year site management contracts signed with the State Property Directorate, the FMCC became – in three steps - the overall site manager of all the three forts in Hungary (2000, 2005), and took over the responsibilities as their operational organization to carry out all conservation, re-use and site development activities. Fort Monostor came under the control of FMCC in 2000, and the forts Igmand and Csillag in 2005. The aims and responsibilities of the FMCC are laid down on its charter.

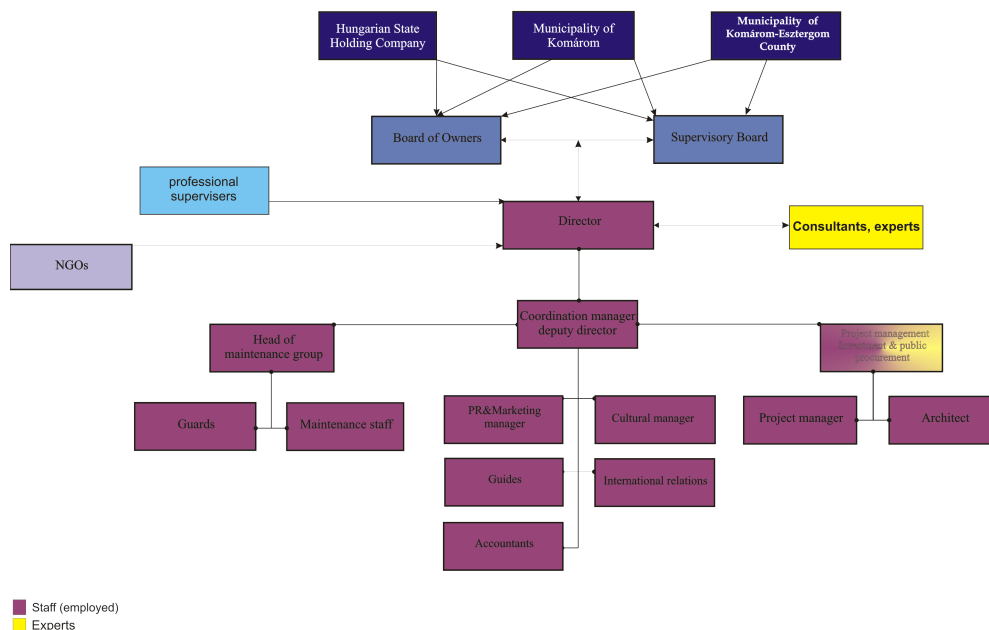
## The property management activity and its dimensions

Dimensions of property management



## The organization chart of the FMCC

### ORGANIZATION CHART FORT MONOSTOR NONPROFIT LTD.

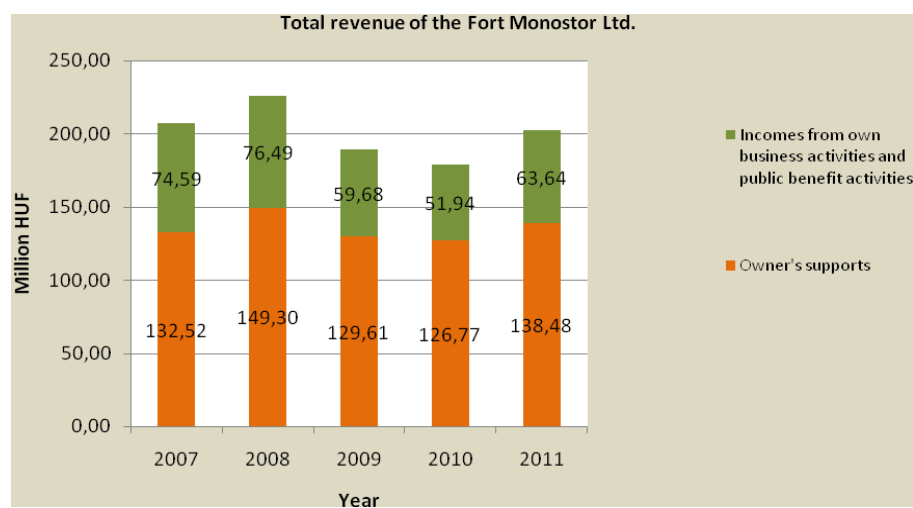
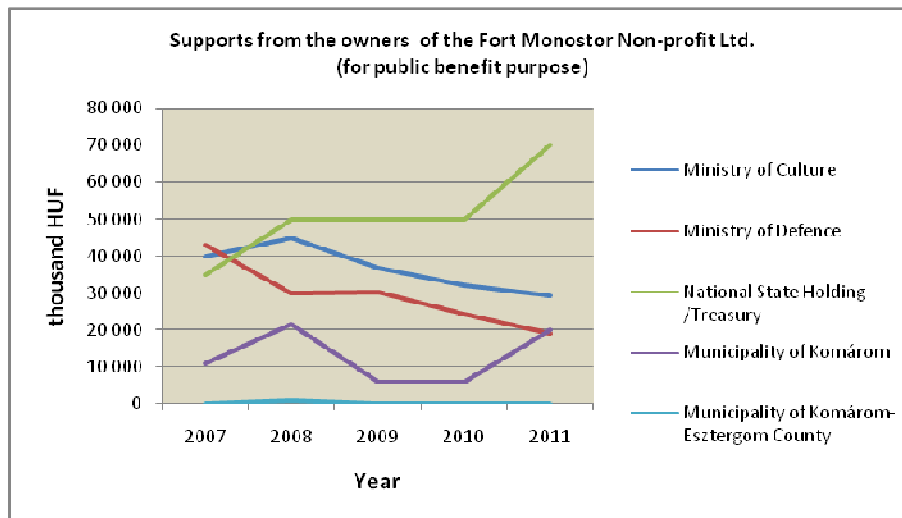


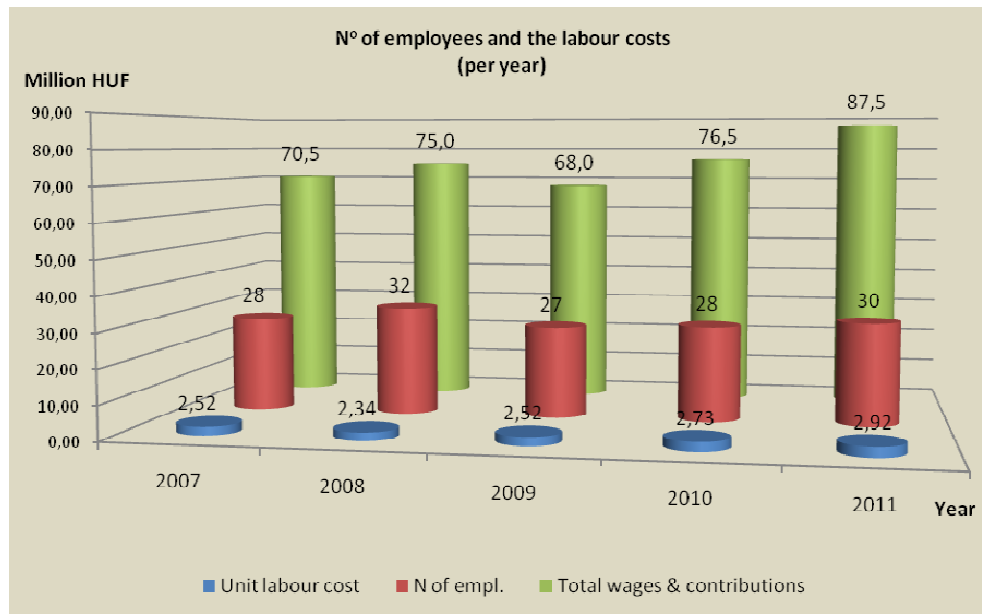
## Sources of finance

The financing of the site management, conservation program and cultural events is provided by:

- annual funding contracts signed between the FMCC and the founders,
- income from entrance fees (visitors and cultural events),
- short term leasing of historic sites (e.g. for film making),
- mid term leasing of areas (e.g. horses in the former stable),
- grants from Hungarian public and private funds,
- grants and loans from international funds (EU, Visegrad Fund, National Development Funds, etc), and sponsorship and support from large companies.

## Financing of the day-to-day activities





It is clear, that only the incomes of the own business activities are not covered the labour costs. Additional information, that more than a 60% of the employees are working as a member of the maintenance staff (skilled workers), and all employee works in full time job. During last years, the costs of wages and contributions were higher year to year (see unit labour costs in 2007 and 2010).

Year	Average labour cost per month per capita	
	in HUF	in € (appr.)
2007	209 821	723,5
2008	195 313	673,5
2009	209 877	723,7
2010	222 676	767,8
2011	243 056	838,1

The ratio of the labour cost and the total revenue

	2007	2008	2009	2010	2011
Total revenue*	207,11	225,78	189,29	178,71	202,12
Labour costs*	70,5	75,0	68,0	76,5	87,5
Ratio	34,04%	33,22%	35,92%	42,81%	43,29%

\* M HUF

### Financing of the projects

Project financed by the New Hungarian Development Plan/Széchenyi Development Plan: EU co-financing: 85% -or less, own contribution: at least 15% (usually support from the owners, and/or from own incomes)

Project financed by the Transnational Cooperation Programmes (Hungary-Slovakia Cross-border cooperation Programme 2007-2013 , or interregional programmes (Central Europe Programme 2007-2013, INTERREG IVC): 85% EDF, 10% National Co-financing, 5% own contribution.

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<sup>2</sup> Notes: The EU financed grants opened in 2007. The data from 2012 is consist data only from the first half of the year.



### The monitoring of the site and the activities

Hungary signed the World Heritage Convention in 1985, and in connection with this it became necessary to further develop the country's monitoring system for cultural heritage sites. The monitoring system and evaluation forms for the WH nominated fortifications in Hungary have been developed in conjunction with the system for the Slovak fortifications. The following are the major aspects that will be monitored using the evaluation forms:

- Data for identification and ownership
- State of preservation of the architectural features:
  - vaulting, walls built of polygonal cut stone, corridors, fenestration,
  - defensive works (of earth or stone),
  - characteristics of the natural environment (the Danube, logistical circumstances)
  - elements of a ring fortress system – relationships between the elements
  - cultural and architectural heritage that has been built up in layers over time and space (Old Fort – New Fort – 19th century forts)
- historical factors
  - the development of the 19th century form of fortification systems (as a source at our disposal)
  - memorials – to the fortification system as a whole and/or related to the different forts
  - the presence of symbols at the sites (cavalrymen, cannon, military technology park, etc.)
- possibilities for re-use
  - In both countries these are developed for the site on the basis of UNESCO and EU regulations, as well as national historic preservation principles.
- exterior setting (social and economic influences), which induces demonstrable changes in both countries:
  - national regulations (they differ but both are moving towards EU norms)
  - population changes
  - logistical role due to their geographic location (their significance increases within Central Europe due to the junction of land routes, railways and waterways)

Particular characteristics of Komárom:

- architectural factors: - newer, built after the development of the northern elements
- historical factors: - never put under siege
- opportunities for re-use: - variable
- setting: - in Hungary, 3 properties that are more separated, or only partially connected, while in Slovakia the elements are more closely connected

### Sources of expertise and training in conservation and management techniques

The managing staff of the FMCC and all consulting experts have college or graduate level qualifications in their respective fields – architecture, architectural history, historic preservation, art conservation and restoration, economics, business management, cultural management, cultural heritage management – mainly from the Budapest University of Technology and Economics (BME) and the Corvinus University Faculty of Economy and other well-known Hungarian institutes of higher education.

FMCC takes part in international exchange programs and projects (ACCR, ICOMOS), and in international projects ([www.ascend.org](http://www.ascend.org) ; [www.fortimedia.com](http://www.fortimedia.com) ; [www.projekt-bipolar.net](http://www.projekt-bipolar.net) , and others). The Staff of FMCC continuously receives specialized training and takes part in domestic and international exchanges of experts.

## 8. REPORT OF THE RSG-MEETING

There were no RSG meetings until 14<sup>th</sup> of September, 2012.

The planned RSG-meetings are:

- meetings for the representatives of the local and regional development planning (15<sup>th</sup> of October, 2012)
- meeting for the representatives of the local and regional politicians (15<sup>th</sup> of December, 2012)
- open meeting for the representatives of the local inhabitants and NGO's (cc. 02.2013.)
- meeting for the representatives of the business and investment organisations (cc. 04.2013)
- meeting for the representatives of the Hungarian travel agencies and touristic institutions, organizations (cc. 06.2013).

## 9. IDENTIFIED BEST PRACTISES

Many of the forts - due its earlier military functions - are special places. They can be located on from the depths of a forest, or an island, to just a big city suburbs as well. To be able to use for any purpose or form, the accessibility of them is essential.

Safety is even more important. The one-time use of numerous military waste (ammunition, explosives, wrecks, underground caverns, corroded tanks, etc) can be anywhere, be a potential source of danger. The elimination of this danger is a prerequisite.

The use of infrastructure - related primarily to the public use - and sanitation are necessary for those, who are coming to the fortress. The site management must ensure the toilet, washing basins, which must be integrated into the drinking water network or a public sewers, etc.

The FMCC has experience and examples about realization of multi-modal accessibility, planning and realizing basic infrastructure, renewing buildings (new **conservation methods and materials**, new technologies, contemporary arts and architecture), short, medium and long term planning (5, 25 and 50 years), and cross-border cooperation. We are looking forward to share our ideas, experiences with similar fortresses.

## 10. RELEVANCE OF AT FORT PROJECT / OUR INTEREST

### Interest in using new technologies in the fields of reconstruction

Though the structure of the forts are relatively well preserved (due to the location on a sandy hill and by being used till the 1990'), their reuse with new function is hardened by the bad state of the earthwork covering of built-up spaces (cannon shelters, casemates). The structure of vaulted rooms and cyclopean stone walls are built in a way, which in case of a collapse of one of these structural elements can happen without destroying, dragging the other structural elements of the same part of building.

For example, the brick vaults are just "touching" the vertical stone walls, without structural link between the two structural elements. More, the insulation system between the upper part of the walls consists of a simple layer of natural clay. This layer could resist neither to small movements of the not connected structural elements (causing gaps in structure), nor to the deep penetration of the vegetation (during abandoned periods without maintenance).

In this situation, cca. 45-50 % of the structure is affected by water filtration, worsened by the high number of the yearly icy periods characteristic for this area. So the Modular Revitalisation Program of the ensemble of forts plans to separate the treatment of the covering earthworks from the architectural design and reuse plans of the interior spaces below the covered structures. This could enable the site management and to achieve its long term plan (of a cultural complex in the formerly military spaces) by organizing parallel the renewal of the upper earthworks from the refurbishment of the interior or covered built rooms and corridors.

The surface of upper earthworks affected, needing treatment in the 3 forts (Monostori, Igmándi, Csillag):= cca. 90.000 m<sup>2</sup>, of which is expected to be treated as below:

1/3 part – total change of earthworks and insulation

1/3 part – partial change and technical treatment of the earthworks

1/3 part – local treatment (e.g. renewal of the water drainage)

The management of the ensemble of forts is searching the solution by building up a "work system", which would use the manpower of unemployed people in the area under the control of specialist. The main attraction of this project is due to its peculiarities such as: the closed and protected site, the great value of the final output of the team work, the motivation of the (before) unemployed people. The program, hopefully, will be backed by the State Property Management Authority and by the governmental bodies responsible for the social wellbeing of the nation, and other involved national, regional and local partners.

The results on this field of some Dutch forts (and, maybe, experiences from other project partner sites) could be widespread - within the frames of our AT FORT project - among historic buildings facing similar problems. We are deeply convinced, that similar problems and needs are present in most of the great modern fort(resse)s all over in Europe.

### Social cohesion – volunteer working

In Hungary, the social recognition of volunteer work is very low, volunteering is not widespread. The monuments, utilization and operation of a number of tasks is needed which would be volunteers. ATFORT The partners have many remarkable achievements in the field of volunteer involvement. We hope that this area can be adapted to use the experience we can get.

Fundraising, financing

Since the economic crisis (2008) will force the actors of the non-profit sector to support to re-think the organizational goals, strategies - due the narrowing of sources of finance. Focus of our attention is to the various management, operational, or business models (e.g. PPP), which can also give some advise, tip, strategic to the economic sustainable utilization in this increasingly unpredictable economic environment.

Above all, our participation of this project will be useful in the fields of international cooperation, hopefully help us to have a wider European relationship with fortresses, management organizations, and experts.

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