





# CASTLE IN TRANSYLVANIA STRATEGY

2016–2025

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## CHAPTER 1

# GENERAL STRATEGIC FRAMEWORK

## THE DEFINITION OF CULTURE

Firstly, we would like to acknowledge and take a note on the existence of a sizable number of definitions on culture. In 1952 Alfred L. Kroeber and Clyde Kluckhohn in their work entitled “The Nature of Culture” identified no less, than 165 definitions. Similarly, in 1967, Abraham A. Moles in his work “Sociodynamique de la culture” points out to more than 250 definitions.<sup>1</sup> Since these publications, the number of these definitions has only grown even more, and as the term has become more and more diversified, it became extremely difficult for all the sociologists, anthropologists, philosophers, and psychologists to find one commonly accepted definition. If we see the culture also as present in the different segments of society, and in different sub components or look at the historical moments of its morphology, the number of definitions, descriptions, nuances increase again in a significant way.

Etymologically, the word culture comes from the Latin word *cultura*, which for the Romans meant the cultivation of the land. The word is translated as “to cultivate”, “to honour” and refers to the human activity of working the field. From another perspective, for some of our Ancient thinkers, culture appeared as a way of understanding a certain topic, for example philosophy was characterized as the culture of spirit, assumed and developed in a sense that culture represents the cultivation of human values, development and emancipation of human spirit. In the 18th century Voltaire gave it a new sense, namely the cultivation of mind, intellect and human peculiarity.<sup>2</sup> Culture became the assimilation process of eternal values, which derives mainly from the field of art and literature. Everything out of this framework has no value.

At the end of the 19th century anthropologists recommended the development of the definition on culture, so it could be applied to more types of societies. They began to look at culture as the basic system of human nature and identify its roots in the universal human capacity to classify experiences and code them with symbolic communication.

Consequently, they started observing that groups of people who lived separated from each other, developed different and unique cultures, but the elements of different cultures can be spread easily from one group to another.

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1. Professor Mircea COSMA Phd: Delimitări teoretice și dimensiuni transformatoare ale culturii, Newspaper of Fortelor Terestre Academy, year IX, no. 4(36), 2004

2. Idem.

Cultural studies appeared at the end of 20th century through the reintroduction of the Marxist thinking in sociology and with the articulation of some sociological theories in the field of critique or literary theories, with the aim of conducting subculture analysis in capitalist societies.

UNESCO's definition considers culture as "the set of distinctive spiritual, material, intellectual and emotional features of society or a social group".<sup>3</sup> In the colloquial language we use expressions such as: a cultured man, high culture, culinary culture, average culture, popular culture, culture of the upper-class, classical culture, modern culture, political culture, universal culture etc. All of these put us in the situation to question what is culture. The modern meaning of culture was used for the first time by Edward B. Tylor and it was defined in his work "Primitive culture" – London, 1871: "The term culture or civilization in its ethnographical meaning points to that complex whole which includes knowledge, beliefs, arts, morals, law, customs, and any other capabilities and habits acquired by a human as a member of society."<sup>4</sup> In a different interpretation, culture represents the result of mental, spiritual, and organizational development of a society. In the same century the term culture was correlated, even equalled with the term "civilization".

Another theory is that civilization constitutes the inevitable destiny of a culture, and it represents the most exterior and artificial stage that the human species can reach. Given these connotations, many expressions appeared in our century as "material culture" and "spiritual culture", "real culture" and "ideal culture", "subculture" and "contra-culture", cultural transmission, acculturation etc.

Regardless of the type of discussion we are having on culture, subsidiary all experts agree on some notes on the terms definition. Thereby, this idea: culture is a social-historical product which is a measure of the human race, by means of culture the human differs from all species of the biosphere, culture contains the totality of social actions from the result of creation, culture is all that can be learned in the course of social life and it can be transmitted from generation to generation, it is a learned heritage and socially transmitted. Nowadays, it is evident for everybody who studies their society and history that every human community, every social agent (individual, company, political party, state, political elite etc.) is in a possession of a specific culture, which influences and even determines the development of its members. At birth, every human individual finds a constituted culture (models, stencils, paradigm, codes, symbols, habits, traditions, norms, mentalities and values) and will assimilate humanity as he becomes a cultural subject, as he can interiorize these cultural values. This happens through education, self-education and social activity.

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3. Idem.

4. Professor Mircea COSMA Phd, op. Cit.

Given the fact that the content of the definition given by the American anthropologist can be expanded to a political organization, to material objects made by humans, language, belief and more features that divide one society from other, Zdenek Solzmann defines culture as a great ensemble of learned behaviour, influenced by the society which characterized the humanity during the course of history.<sup>5</sup>

Culture appears as something that can be transmitted as it is any and every product of thinking and human activities, the totality of the material and non-material products of mankind. The Polish historian Kapuściński's note fits to the topic, because he considers *"that the most precious treasure of a nation is culture, for the simple reason that people can't live without culture, culture is the form of human existence. Nations can identify their place in this world, the appreciation and the respect given by the others to through its cultural values and its power"*.<sup>6</sup>

Culture creates communication, connects people and creates unity. Based on all previously mentioned definitions we can declare that culture is an important element of the individual and collective identity, but in the same time it is important to look at culture from other points of view, because it relates closely to other fields and sciences, or analyse it through its relation to community policies.

At the UNESCO conference in 1982 in Mexico, culture was defined as *the whole complex of distinctive spiritual, material, intellectual and emotional features that characterize a society or social group, not limited to the arts and letters, and including modes of life, the fundamental rights of the human being, value systems, traditions and beliefs*. In his speech given on January 2003 in Florence, Romano Prodi<sup>7</sup> says that in our economy and our society the source of competitiveness is culture, respectively it is the most essential component and base of the European Union. Culture is the key to social inclusion and mutual respect, the future of our society depends on the how do we construct the of dialogue between cultures.

Therefore, in the European Union cultural discourses and discussions occur daily, bringing into attention issues such as the cultural heritage and its connection to global changes which pose a challenge to Europe. Every recommendation for the member states were included first in the Treaty of Amsterdam. Based on the Article no.151 in the Treaty of Amsterdam, the Union doesn't demand a following of one uniform cultural policy, the participation of the member states in the community programmes are completely voluntary. Therefore, in order to achieve the indicated objects in the Article no.151, the Union has some stimulation measures, that don't require the harmonization of the member states' legislation.

5. Octavian Tatar: *Cultura și civilizația la români*, p. 37, Academiei Fortelor Terestre Publishing, Sibiu, 2004

6. Kapuściński, Ryszard: *Nemzeti kultúra a globalizáció korában*. Európai Utas, no.1/2001

7. President of the European Commission between 1999-2014

At the same time, because of the existence of a homogeneous market, the flux of objects that belong to the cultural heritage is inevitable, therefore the European Union requires the states to manage the protection of their own cultural heritage as well as the protection of the cultural heritage of other countries.<sup>8</sup> But the disadvantage is that the legal obligations are hardly felt, because the cooperation is only “encouraged” and “promoted” in this field. Therefore, every member state decides independently on which non-obligatory features of the regulation will be applied on its territory, and which will be introduced into its legislation.

In the years before the accession to the EU in the Romanian legal framework laws existed for the protection of the national heritage. Buildings from the National Archaeological Record of Romania and the list of Monuments of Historical Art belong to our cultural heritage. A similar system to the Union’s legislation was created in order to establish them. All of these laws had to be formulated after accession because the membership contract meant obligations and undertakings. From the structural point of view in Romania the applied laws in the field of culture are divided similarly to those formulated by the European Commission.

## THE CONTEXT OF THE STRATEGY

As a result of the Maastricht Treaty a process of serious integration has begun, which took shape in sustaining cultural programmes. It is not surprising that as a result of the Treaty we can talk about three financing programmes in the field of culture: Kaleidoscope, Raphael, and Ariane. The programme which endorsed artistic and cultural development was called Kaleidoscope; its aim was the creation of active partnerships in the artistic sector and the stimulation of artistic cooperation.

The Raphael programme was established in 1997 for the protection of cultural heritage. Through this it was defined what belongs to the term cultural heritage, respectively monuments of movable and immovable work of arts: all of the plastic and applied pieces of art, patrimony, written/printed books, archive materials, memories, artefacts, and archaeological discoveries which are being considered as an organic part of the respective country and it can be found on its territory.

The third programme, Ariane, actually referred to a subdivision of cultural policies, respectively the support of books and reading.<sup>9</sup> At the millennium change these pro-

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8. Ilyés Szabolcs: Fonduri nerambursabile pentru restaurarea monumentelor istorice, – study realized within the project Castle Strategy in Transylvania

9. Ariane programme: [http://ec.europa.eu/culture/archive/culture2000/historique/ariane\\_en.html](http://ec.europa.eu/culture/archive/culture2000/historique/ariane_en.html) (access date: 16 November 2015)

grammes were replaced by the Cultura 2000 programme, which extends on each field, with the exception of the audio-visual and training sector.

Cultural tourism is a profitable branch, actually a source of money for culture and protection of heritage. As it is known within the framework of the European Union, tourism represents a potential source for economic income, but the special aspect of cultural tourism has to be separated, as being the crucial, constant and special source of wealth for cultural heritage, that is constant and special, but it needs a professional level of sustenance and it also costs. Its objective is to promote regional development, while taking into account national independence, or to be able to create new jobs, directly and indirectly. Even at this moment, Europe is being considered by many authors as “cultural skanzen” for those tourists who come to visit Europe (we talk mainly about tourists from Asia and the USA), a not so positive aspect for European economic perspectives, but a good option to be exploited from a cultural tourism viewpoint. All of these lead to the transformation of national heritage into a growth sector of society. For this reason, it is very important to have the above mentioned programmes working within the framework of the European Union, each of them being an investment which promotes development, cooperation and communication among cultures. We should agree with Joseph S. Nye, as he develops his idea in his book *Power and Independence*, that we need traditional wisdom, and we should be receptive to new perspectives and we should accept new processes in order to integrate deeply in the alert development processes of the contemporary world.

The word “castle” picks our attention. It brings interest. It provokes nostalgic feelings. It provokes sorrow because of the situation of these buildings, especially in Transylvania. It gets perplexity, questions like “What should we do with them?” It is a word, but the buildings, the domains that this word represent are a key topic of cultural heritage.

Based on raw estimations, there are over 600 castles and mansions in Transylvania. When we talk about Transylvania, we mean in reality 16 counties from the historical regions of Transylvania, Maramureş, Crişan and Banat. The utterance that over 600 buildings of this type exist is being confirmed only as a vague analysis made by the Transylvania Nostra organization in the nineties, which created a thorough inventory of more than 160 castles and mansions, but did only an estimation on county level about the total number of these buildings.

Nevertheless, castles didn't become a topic of massive promotion, integrated thinking, they remained only a subject of discussion at the level of experts or restricted number of people without reaching a high level of publicity even if there are ideas and a high socioeconomic and social valorisation potential, resources can be mobilised for this topic and sustainable solutions can be and have been found also in Romania.

## EUROPEAN CONTEXT

By means of recent proposals, the European Commission and the European Council want to emphasize culture as a source of economic and social development. Within the framework of the Europe 2020 Strategy, the role of castles in Transylvania can be established in the framework of the Innovation Union, Youth on the move and the Digital agenda for Europe flagship initiatives.

In its conclusions on 10 May 2010<sup>10</sup>, the European Council considers that in order to strengthen the contribution of culture to local and regional development, it is necessary to:

- mainstream culture as a strategic and crosscutting element into European and national policies for the social and economic development of European regions and cities.
- encourage strategic investment in culture and cultural and creative industries, in particular SMEs, at local and regional level, in order to foster creative and dynamic societies.
- foster the contribution of culture to sustainable tourism, as a key factor for local and regional attractiveness and economic development, as well as a driver for highlighting the importance of cultural heritage in Europe.
- raise awareness among decision-makers on local and regional policies that develop new competences through culture and creativity adapted to the current fast-changing environment, with a view to developing new skills, improving human capital and fostering social cohesion.
- strengthen cross-border, transnational and interregional cultural initiatives as a means of linking the diverse peoples and regions of Europe and strengthening economic, social and territorial cohesion.

In its proposals for the financial framework for 2014-2020, presented in June 2011, the European Commission indicated that policies regarding cohesion, rural development, fisheries and maritime affairs should remain the essential components of this financial framework, because they have a major role in achieving the goals set in the Europe 2020 strategy. At the same time the European Commission proposed that structural policies which provide direct funding towards priorities strictly connected with the same Europe 2020 strategy put an emphasis on results and progress monitoring in order to achieve agreed objectives and facilitate the practical deployment of programmes.

All countries and regions of the European Union will profit from measures of structural policies. The level of the support will depend on the level of economic development of each region (measured in GDP per inhabitant).

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10. [http://www.consilium.europa.eu/uedocs/cms\\_data/docs/pressdata/en/educ/114325.pdf](http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/en/educ/114325.pdf), accessed on 16 February 2016

Structural programmes transform established priorities on European level into concrete measures at national and regional level. Involvement of all administrative levels in Europe is vital for reaching objectives and transforming ideas into reality. Cohesion policy provides essential public goods which allow countries and regions of the European Union to concentrate their own resources for achieving higher economic, social and territorial cohesion in order to fulfil the strategic objectives of Europe 2020.

## NATIONAL, REGIONAL AND LOCAL CONTEXT

On the level of regional and national development the restoration and valorisation of cultural heritage was considered a special measure within tourism development, a specific priority of the Regional Operational Programme (ROP-POR). Specific investments in cultural infrastructure and restoration of monuments were financed, with several projects concerning the promotion of the built cultural heritage being included among those supported by the programme. Available funds were certainly not enough to solve the main problem itself.

The Castle in Transylvania initiative has an intrinsic potential which can have a role in development processes within several fields of activity and within the regions forming Transylvania themselves. Taking into account that starting from 2012 a new strategic planning process was started in order to lay down the basis of the new financial allocation of European funds, there was a real opportunity to include these elements of the built national heritage in operational programmes dedicated for several sectors of activity.

The castles from Transylvania can serve as objects for improving touristic attraction and hosting capacity in tourism, for local and regional development through culture, for the development of SMEs with activities carried out on these domains without harming the value of cultural heritage. A castle can have impact on several fields of activity and can have a role in implementing several measures of local development strategies.

In the case of rural environments, castles and activities generated around these buildings, their yards and surroundings can constitute a separate priority or can have a special role in many other development priorities. Certainly, this role must be established in accordance with the owner of the building (except the cases when a local public administration is the owner itself). In the implementation process a cooperation between the local administration, owner and/or administrator and other non-governmental organizations or local companies is encouraged.

In the urban environment more categories or development priorities can emerge. The recommendations of the European Council regarding the role of culture and the creative sectors in urban and regional development are to be considered in this case. These recommendations establish several directions through which culture and heritage can be capitalised on, such as the role of culture in developing the tourism sector

(attraction points and accommodation), or the improvement of human capital in the field of culture.

## THE ROLE OF CULTURAL HERITAGE IN SOCIETY

“National protection systems of cultural heritage, material and non-material, are organized by tradition around the concept of *conservation*, supported by its exclusively cultural value (aesthetic, artistic, historical, documentation, etc.) attributed to this term. However, this perspective has become more articulated and complete by assigning also the role of value of existence and value of inheritance, while another value, the social goods were also assigned lately as being something intrinsic for the various representations of cultural heritage.

In parallel with this latest perspective – namely the value of social goods – a new approach, *durable economic development* has also started to appear, mostly because of the latest economic trends: first, the increase in the standard of living, transport infrastructure and a change in the patterns of spending free time / vacations (development of mass tourism and subsequently cultural tourism too); second, the various economic difficulties/crises, which created a need to identify new sources of income and new ways for occupation.

Furthermore, in the last decade, protection of cultural heritage has become more and more connected to the conservation of natural heritage. While this connection was inferred, already, in the preparation work for the UNESCO Convention for Protection of the World Cultural and Natural Heritage from 1972, only after the year 2000 it became obvious that protecting cultural heritage and natural heritage can't be done separately, (when these are in interdependence) without having an effect on the durable development of the area in which the parts of the heritage can be found.

Hence, the bond between the tourism market and its added-value generating capacity, on one side, and the possibility to use these economic resources to protect heritage, on the other side was introduced in the public discourse, heritage becoming thus a resource. This way local or national public financing could be completed and even replaced. Besides these economic considerations/imperatives, heritage started to become valorised also from its identity-reflecting perspective.<sup>11</sup>

From the combination of these relatively different approaches an unexpected result derived, namely a new definition of national heritage's range of contents, admission of new objects by means of judgment based on changed criteria, the extension of certain researches, the discovery of new cultural goods, or their re-evaluation through a

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11. Culture sector strategy Romania 2014-2020

diversification of types/classes of heritage and the introduction of new sub-categories like the industrial or indigenous heritage.

Romania followed these general trends, however it still suffers from the harmful results of the ignorance regarding cultural heritage over a long period of time, which sometimes became a systemic destruction of its significant parts.

In the meantime, this apparently had also a paradox effect: on the one hand, an over-emphasized protection by the experts in order to protect everything that was not destroyed by the communist steamroller, while on the other hand the lack of evaluation, appreciation and understanding of national cultural heritage from the side of some social categories, also on a stretch across of the communist era, this ending in further demolition, destruction and disputable interventions especially regarding built cultural, industrial and indigenous heritage, all of this being completed by theft and illicit exports in the case of movable goods.

Romania's accession to the European Union in 2007 has brought a new wave, a new set of legal frames and financial sources appeared for restoration, protection and valorisation of castles. Although, besides from some specialist politician, speeches of common talk still say that national cultural heritage is profit of the tourism or the element of national identity.

Although both approaches are legitimate, there is no comprehensive national strategy that would be able to integrate historical monuments in public policies except these ones, like for instance urban organization, cultural education or even living standards.

## CHAPTER 2

# GENERAL ANALYSIS OF THE SITUATION

The Culture Sector Strategy of Romania for the period 2014-2020 states that the national cultural heritage has a specific character that distinguishes it from other cultural assets, which must be taken into account when configuring any strategic endeavour: *the offer is mainly constituted of support – goods, objects – and the request is essentially a service request.* This endeavour starts by setting up the support (its preservation and restoration, valorisation etc.) and continues with the services of transport infrastructure, of specific tourist infrastructure and a various range of connected side services, and all these services must satisfy – in the most appropriate manner – different human needs, from the cognitive, artistic or aesthetic ones up to the economic or social ones. The key concepts of the strategy in the field of national cultural heritage, according to the Sectoral Strategy in the field of culture for the 2014-2020 period, are:

- Research and records.
- Preservation, restoration, protection.
- Professional training.
- Education for the heritage and cultural intervention.
- Valorisation/revitalization/reinsertion.

## THE CONCEPT OF THE CASTLE, DEFINITIONS AND APPROACHES IN TERMS OF ART HISTORY

### Definition of the castle, terminology problems

The Art Dictionary, published in 1995,<sup>12</sup> provides the following definitions of the castle: “**1.**, Fortified manorial dwelling in the Middle Ages, with a specific structure, composed of constructions with various forms and designations, grouped around an inner yard. In Romania, the best preserved ones are the ones from Hunedoara (15<sup>th</sup> century) and from Bran (14<sup>th</sup> century), both in Gothic style. **2.**(...) Subsequently, denomination borne also by regal or manorial dwellings from province towns or villages. In Romania, castle of Late Renaissance – at Criș (Mureș county), Medieșul Aurit (Satu Mare county), Lăzarea (Harghita county), from 16<sup>th</sup>-17<sup>th</sup> century.” The dictionary also provides appropriate terms in various international languages: “French *château*, Italian *castello*, German *Schloss*, Burg, engl. castle.” So, the Art Dictionary considers a castle the fortified medieval noble dwellings, having

12. Art Dictionary. Forms, techniques, artistic styles. Coord. Mircea POEȘCU. Bucharest, Meridiane, 1995. I. p. 96.

an inner yard, and the two examples of “*the best preserved*” from Romania are in Transylvania. At the 2<sup>nd</sup> entry the dictionary extends the meaning of the word to a series of newer buildings, “*regal or manorial dwellings from province towns or villages*” and provides examples from the Late Renaissance period (16<sup>th</sup>-17<sup>th</sup> century) also from Transylvania. As you can see, the dictionary also specifies the fact that castles are specific for province towns or rural environment, so we can believe that in the writer’s view the title-word (T.S., that is Teresa Sinigalia) is about a group of buildings, which does not appear in Bucharest and provinciality is its characteristic. Between the given examples we do not know any regal castle (so we may presume that the definition refers to castles on a European level) and not even one of the “province” towns of Romania.

In order to elucidate the etymology of the word castle the multiple *online* dictionaries in this field come help. One of them gives us the following explanation: (...) *Big medieval building, provided with towers. – Variant (inv. Trans.) caștei, coștei. Lat. castellum (17<sup>th</sup> century); var. from hun. kastély (...)*.<sup>13</sup> So, the word *castle* derives from Hungarian, but the basis is a Latin term, *castellum*. The above findings help us in some aspects: in Transylvania there are several variants of the word (whose pronunciation resembles even more the pronunciation of the word *kastély*), so this can be about an architectural specificity of this region, and in Hungarian the term derives from Latin. *Castellum*, *-i* in Latin is the short version of the word *castrum*, so a smaller *castrum*. *Castrum*, *-i*, has several meanings, but the main meaning was that of military camp. Military camps from Ancient Rome were of different types, a *castrum activum* was a camp in motion, and a *castrum stativum* was a laid-down camp, equipped with defensive systems. Naturally, the *castellum* diminutive refers to the latter meaning of the word *castrum* and it was already used in antiquity with this meaning.

In nowadays view, “affected” by the image of the castles subsequent to renaissance, the baroque castles, both in France and in the other Western and Central Europe countries („*château de Versailles*”), these imposing buildings have a marked representative character, which prevails from an architectural point of view as to the defensive systems. Consequently, we may ascertain that the term *castellum* in the Transylvanian renaissance period had a slightly different meaning as to the current one, according to the realities of that period: most Renaissance castles on the Transylvanian territory had serious defensive set-ups that have also followed the evolution of the assault techniques of their times.

The change of the term *castle* followed the evolution of buildings through which the main authority represented its power. So if we want a more accurate definition of the term, we must also follow these endeavours. The art history studies that treat castles from the 19<sup>th</sup> century naturally define these constructions otherwise<sup>14</sup>. According to

13. [http://www.webdex.ro/online/dictionarul\\_etimologic\\_roman/castel](http://www.webdex.ro/online/dictionarul_etimologic_roman/castel). Accessed on 15 September 2015.

14. JózsefSisa: *Kastélyépítészeti és kastélykultúra Magyarországon. A historizmus kora.* (=Castles' construction and culture in Hungary. Age of-historicism) Budapest, Vince, 2007.

these definitions only the aspect of representative residence in the provincial environment remains constant (that it has to be very big and it must have at least one storey), but characteristics as the set up around a yard, the “*senior (lord)*” landlord (we assume that the editors of the Art dictionary were referring to the status of nobleman of the landlord and not his age) or the defensive systems are definitely lost.

The change of the term castle is not the sole modification that occurred in the castles’ life span over the years. The castles operating designation is another aspect that has changed over the centuries, depending on the current social situation and the existing needs of those times. We present hereafter a few of the operating designations “assumed” by the castles in Transylvania.

**Defensive function** – it refers especially to the castles built in the late Middle Ages and in the Early Modern period, in the Gothic and Renaissance period, until the second half of the 17<sup>th</sup> century. At the beginning of the 18<sup>th</sup> century, after the baroque style spread, these constructions lost their defensive roles. During armed conflicts the castles were used as shelters not only for the owner’s family but also for the entire community of the locality.

**Habitation function** – these extra-urban residences served as temporary households for the noble families, being used usually during the spring-autumn period, or only in the summer; the owners moved to the city residences for the rest of the year. In these buildings a large group of people lived besides the family members, especially the castle’s personnel, but also guards or officers of the domain (the latter on a permanent basis).

**Economic and administrative function** – the castle is on a noble domain, that includes cultivated agricultural lands, forests, stew ponds, industrial complex, which were administered by the castle, i.e. the estate administrator.

**Representative character** – the building represented the symbolic centre of the noble domain and of the locality from which it was part of.

**Cultural designation** – the castles or noble residences were the only link to the higher culture for a long time in various regions of Transylvania.

### **The fate of castles from Transylvania in the last hundreds years**

The fate of Transylvanian castles is a faithful mirror of this region, caught in the great storms of the history of 20<sup>th</sup> century. (The situation of the castles was not and is not better than in other countries or regions of Central and Eastern Europe). Prior to these “storms”, the castles have also been the target of significant destructions many times (during Francisc Rákóczi II uprising against the Habsburg Empire between 1703–1711, the uprising led by Horea, Cloșca and Crișan in 1784, the sad events of the 1848–49 revolution in the south-west and centre of Transylvania etc.), but until the First World War, the landlords always had the financial possibility to rebuild or repair these damages.

After the Great Union in 1918 the fate of castles, but also of the Transylvanian nobility has undergone a sudden change. The 1921 agrarian reform nationalized the land and estates of the Transylvanian nobility; the landlords were able to keep almost only the castles. Through this “reform” the economic and financial power of the landlords was crashed, as they lost the basis for maintenance of the castles and estates. After the agrarian reform, the maintenance of the big castles (lacking a financial base, constituted mainly of the incomes of the arable lands and forests) needed a huge effort from landlords, many of whom had to give up the castle for a different usage. In certain castles hospitals and sanatoriums were set up (for example, Miklós Széchényi sold his castle from Săvădisla to the Romanian state, which set up a TB sanatorium in the building in 1931). At the beginning of the 1930's – the period of the world crisis that followed after the First World War – several abandoned castles were demolished or they just disappeared without a trace. Some of the examples are the castle from Vlaha, (Cluj county, Jósika family, demolished at the end of the 1930's), the castle from Jimbolia (Count Csekonics's castle, designed by Miklós Ybl around 1870, transformed by Artúr Meinig before 1900, demolished in 1937), the castle from Mureșeni, (Mureș county, residence of Count Jenő Lázár, who made a part of the furnishings and the interior design of the building, from wood sculptured by himself, but he also made decorative objects of porcelain; the castle burnt down entirely, most probably it has been set on fire in 1920 or in 1921–22.)

Under the new conditions, there have been several interventions for repairs and maintenance in various castles, but they did not affect their style or their aspect. The price-less book of the art historian József Biró (*Erdélyi kastélyok* = Transylvanian Castles, 1943) was written during this period; the book provides a real “cross-section” of the castles condition in the interwar period. Not all was yet lost during this period, many of the original objects of art, pieces of furniture, pictures, collections and so on remained in their places, and the owners, affected by the destructions of the First World War, have tried to continue their old lifestyle.

The really dramatic change in the castles life span intervened due to the profound changes after the Second World War. The new agrarian law in 1945 had established the maximum dimension of the estates to 50 hectares. This process was continued by the communist regime that came to power and was sustained by the Soviet Union. On the night of 2<sup>nd</sup> to 3<sup>rd</sup> of March 1949 all the estates and castles, real estates of the nobility were expropriated, nationalized (which meant that the castles remained without owners, and the former members of the Transylvanian nobility, and not only, were moved to Domiciliu Obligatoriu (D.O. – compulsory residence) to different places and the bigger cities of the country. Since then the purposeful destruction and neglect of these buildings has begun – they represented a “layer” of the monuments despised and destroyed according to the new view of state ideology.

For several years, castles ceased to be noble residences and the new functioning designation for their “survival” was primordial as it depended on the local and central authorities. These new functions usually were the following: hospitals, head offices of

the agricultural cooperative (CAP), medical practices, taverns, sanatoriums (closed ones, due to their parks; in these cases, the parks have also survived in a relatively good condition), production enterprises (for example the castle in Ocna Mureș operated as a factory of Christmas ornaments), local Mayor's Offices, schools. Naturally there were also cases when the castle did not receive a new designation, or it was badly damaged by the war destructions, and demolished. An example of this kind may be the castle from Chinari, Mureș county, ordered by Baron András Bornemissza, designed in 1892 by Lajos Pákey, an architect from Cluj, a superb Neo-Renaissance building, bearing certain similarities in the spatial structure and interior design of the rooms with the castle from Budila (designed by the same architect one year before). The castle from Chinari was sold at the beginning of the 1930's to the Health Authority, it was hit by a bomb in the Second World War, and it was demolished in 1952.

After 1989, some of the castles have been claimed back by the successors of the noble families. At first sight it seems that after the change of regime from 1989 the castles suffered more damages than in almost 50 years of communism, because many of them remained without owners and without the previous maintenance (from the state companies and firms).

The retrocession of castles is a slow process, often aggravated by the Romanian state itself (or by its local representatives), which used these nationalized castles without rent for almost half a century, being also the main responsible (directly or indirectly) for the disappearance of the interior decoration at the end of the 1940's, but also for the process of decay of the castles between 1950–1980. Many more examples could be listed many, we only mention the castle from Iernut (its gate tower is in course of crashing down because of the long process of retrocession during which nobody can intervene with maintenance works), Jósika castle from Gârbou (Sălaj county) has disappeared, and there is almost nothing left from the castles in Mănăstirea, Sânpaul, Vințu de Jos or Coplean.

Unfortunately, there are many more buildings that have not been claimed back due to their condition, or due to the owners' extinguished families, and the buildings remained under the administration of the local authorities. These once imposing monuments became ruins and free deposits of construction materials for the locals, due to the lack of funds, but especially ideas. At this time, we believe that this category is the most jeopardized among the Transylvanian castles (Vințu de Jos, Aghireș, Coplean, Mănăstirea, Medieșul Aurit and many others). Programs with a new approach should be implemented for their documentation, preservation for the future generations, salvation and valorisation (not only for tourism!).

### **The castle and its surroundings**

As it results from the Culture Sector Strategy of Romania 2014-2020, the fact that protection actions only for the cultural heritage or the natural heritage can't be performed, when they are in an interdependent relationship, without affecting the sustain-

able development of the territory in which those heritage elements found themselves only after 2000 has become obvious. Thus, hereinafter we provide a general presentation of the situation of the castles, more specifically, the gardens of the castles, which seem to be forgotten by almost any analysis or strategy.

## ANALYSIS OF THE GENERAL SITUATION OF THE CASTLE GARDENS FROM THE PERSPECTIVE OF THE LANDSCAPE

Article no. 1 of the Historic Gardens Charter (the Florence Charter 1981) defines the concept of a “historic garden” as “an architectural and horticultural composition of interest to the public from the historical or artistic point of view, as such, it is to be considered a monument”. Unfortunately, in most of the cases from Transylvania, the existence of gardens is pointed out only by a few solitary aged trees – in a degrading state. In other cases, we can only suspect the place and its size.

### **Current situation and short history of the castle gardens**

*“In the western historiography and practice, the subject of historic gardens was and still is treated naturally, as is the preservation, maintenance, media and tourist exploitation of these sites. Instead, in the Romanian historiography, references to the historic gardens are brief and with some exceptions, they appear as a secondary subject at the most in the discussions connected to nobiliary residences or in the monographic presentations of any settlement.”<sup>15</sup>*

*Over the evolution of the gardens of Transylvania, there are two moments in which their status registers an ascension, respectively an outstanding transformation, fact that leaves its mark on their organization and aspect. The first of these moments is related to the apparition and development of the nobiliary castle or palace programme, when these are regarded especially as alternative residences outside the city, moment that covers the Renaissance and baroque styles. The second moment refers to the creation of the first parks for city inhabitants, in other words, the moment in which the gardens landscaping exceeds the residential frame (private) entering into the urban one (public), moment displayed mainly in the 19<sup>th</sup> century. In Transylvania, no parks of the extent of those from several other European countries have appeared in any historical period, the parks as well as the architecture reflecting a certain development stage of the society, which on our territory kept its feudal character until late; in the horticulture field, this character was translated in mainly utilitarian gardens, with small areas, set up especially on the premises of monasteries and around urban households of the dominant class. During the Renaissance and the baroque era geometric parks of French influence were developed, due to the liaisons with the Occident, following the examples of Hungary and Austria, the aristocracy’s life style from these areas influencing in most of the part the Transylvanian nobility’s life style. Later, due to the same liaisons, the landscaping parks of English influence appear, with all the features of the 18<sup>th</sup> century romanticism.”<sup>16</sup>*

15. Andreea Paraschiva Milea: Historic gardens in Transylvania, abstract of the doctoral thesis

16. Idem

After the 15<sup>th</sup> century, the medieval fortresses were transformed in Renaissance castles, and implicitly gardens gained a greater momentum, their utilitarian character gradually transforming into an ornamental one. Because none or very little evidence remained from the 16<sup>th</sup>-17<sup>th</sup> century gardens, we do not wish to present this period in detail.

### **Baroque gardens**

Baroque gardens in Transylvania appeared in the 18<sup>th</sup> century, and they in their turn transformed into landscaping gardens over the 19<sup>th</sup> century (from the beginning of the year 1830).

Baroque gardens had a role of displaying the hierarchic power and wealth. They hold a great importance from a landscaping point of view; they had a role of shaping the space, catching the eye and constituting a significant visual reference point. The baroque garden is characterized by having a large surface. The composition is dominated by an axis strictly marked out, in general perpendicular on the palace, and the rest of the composition is placed in parallel and symmetrically on this axis. Spectacular and theatrical alleys appear with trees from one species. Generally, the alleys are extended in the landscape, integrating them, outlining the compositional greatness. The baroque gardens in Transylvania were also characterized by the radial alleys in the shape of "goose foot", which marked them as visual axes. For example, the plan of the Bánffy castle park from Bonțida (Bonchida) emerged from the first military measurement, and on this plan we can see 1 km long lime-tree alleys. Contacts and the visual axes of the castle were appointed with their help. The lay-out of alleys with a view towards the surrounding landscape has renaissance roots, but the visual extension and the size of the parks and garden borders appeared in Transylvania for the first time at the baroque gardens of the 18<sup>th</sup> century, and they were subsequently characteristic for landscaping gardens. At the same time the decorative constructions have also appeared: hunting houses, glories, gardens with pheasants, urns, statues, obelisks, artesian fountains, etc. The gardens' ornamentation has become even more spectacular – the strict renaissance geometrical shapes became more sinuous, the ground-floors acquired more and more complicated shapes, inspired by the furnishings' embroideries and decor. They were made of low cut hedges, in addition to the arrangement of the flower vegetation for an even more spectacular effect, and the use of coloured gravel also appears.

Patches – surfaces in geometrical shape slightly elevated above the ground, richly arranged with annual or mosaic flower species – were also set up, placed in general near the buildings. The patch appears in many old photographs of noble families, in postcards or illustrations.

According to József Biró's description (1943), the baroque garden from Bonțida was the first and at the same time the largest and most beautiful garden, the easternmost relative of Versailles, Schönbrunn and Nymphenburg castles, and it exceeded with 30 years the famous Esterházy garden. It also served as a model for other baroque gardens from Transylvania.

The visual contact and implicitly the communication between the castles in the area were helped by the various land conditions, so that a communication was possible between the castle and the church of the neighbouring village or between two castles. For example, from the garden of Horváth-Zichy castle from Voivodeni to the east you may see the roof of Teleki castle from Gornești, and on a clear day you may see the gardens of the Huszár castle from Apalina and Teleki castle from Dumbrăvioara. This fact strengthens the hypothesis that the existence of this kind of communication between the castles built on the shore of the river Mureș has not been made randomly, but consciously.<sup>17</sup>

*„The park of Teleki castle from Gornești (MS), accomplished at the end of the 18<sup>th</sup> century, presented also elements in the French baroque style, being subsequently transformed in an English landscaping park. Other castles with important parks from this period were: Bethlen-Haller castle from Cetatea de Baltă (AB), Bethlen from Beclean (BN), Teleki from Dumbrăvioara (MS), Béldi from Jibou (SJ), Wesselényi from Jibou (SJ), Jósika from Surduc (SJ), etc.”<sup>18</sup>*

### **Landscaping gardens**

All the baroque gardens from the 18<sup>th</sup> century from Transylvania transformed over the 19<sup>th</sup> century in the spirit of the new philosophical approaches in landscaping gardens. In certain cases, baroque elements were kept around the castle, but the rest of the composition was characterized by the new English style. Besides the spirit of those times the approach of a new style was helped by yet another fact: maintenance of large baroque gardens was very expensive. The English gardens or the landscaping ones are characterized by the sinuous lay-out of alleys, the use of trees and shrubs in their natural form, and the use of perennial plants; all these plants were placed in a way that emphasizes the picturesque side of the castle. The gardens are also characterized by extended lawns of grass.

*“The landscaping art monument refers to two distinct categories: historical gardens, which preserve physically or/and documentary stylistic or/and memorial values, as well as those related to certain monuments, ensembles or historical sites; and the historical natural sites, territories without constructions or with insignificant constructions, where important historical events took place and which preserve their physical appearance from the historical period of reference or this is attested by documentary evidence”<sup>19</sup>*

The fact that the main component of the green architectural space is the plant must be mentioned; the plant is a constantly changing living material; the season variations,

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17. Albert Fekete (2007): Az erdélyi kertművészet Maros menti kastélykertek (=Art of Transylvanian Gardens – gardens of the castles from the shore of Mureș) and Fekete Albert (2012): Az erdélyi kertművészet Szamos menti kastélykertek. (=Art of Transylvanian Gardens – gardens of the castles from the shore of Someș)

18. Andreea Paraschiva Milea: Historic gardens in Transylvania, abstract of the doctoral thesis

19. Gheorghe Curinschi Vorona: Architecture Urbanism Restoration (Technical Publishing, Bucharest, 1996)

the growth influences the garden's image, the shape and texture of the green walls, their visual perception. Thus a deciduous tree or shrub alignment confine the space during spring, summer, autumn or winter. This aspect was welcomed in the landscaping gardens.

Landscaping gardens may be catalogued in the following types:

- classical picturesque gardens
- sentimental gardens
- romantic gardens

The gardens from Transylvania hold either sentimental, romantic notes or they are eclectic.

### **Dendrological gardens**

Dendrological gardens have spread in Transylvania in the second part of the 19<sup>th</sup> century. They were created as landscaping gardens having a recreational character (maintaining the characteristics of the landscaping gardens), but with certain exotic trees and shrubs. They weren't created for a botanical character (nor for experimenting) but from the desire to create a picturesque landscaping garden, with spectacular compositional solutions. In addition to this there is the love of the owners for plants and the desire to enrich the garden with different exotic species.

The dendrological parks constitute a high value, but unfortunately they are not treated accordingly, worthy of their value. After the researches made between 2005 and 2013 in the doctoral dissertation of Mr. Máté Sárospataki "*Dendrológiai kertek a 19. századi magyarországi kertépítészetben*" (=Dendrological gardens in the construction of Hungarian gardens in the 19<sup>th</sup> century) (Budapest, 2014) in 47 castles from Transylvania, we determine that although dendrological parks over the 19<sup>th</sup> century were created in a large number, their number has consistently diminished. Thus, there are parks with references in the specialized literature which have by now disappeared. In certain cases, only a few aged trees are the proof of a once existing park: at Bonțida (CJ), the most glamorous castle from Transylvania, the originally planted trees don't exist anymore, just like at Chiraleș (BN), Corunca (MS) and Dumbrăvioara (MS). Among the 47 historical gardens visited, 8 are part of the dendrological parks category, belonging to the following castles: Huszár from Apalina (MS), Bethlen from Arcalia (BN), Károlyi from Balc (SM), Teleki from Gornesti (MS), Bornemisza from Gurghiu (MS), Bálint from Ernei (MS), Károlyi from Carei (SM), Nádasdy from Savarsin (AR). The historical gardens from Gornești and Gurghiu possess an impressive and valuable number of exotic species and older trees: *Quercus robur* f. *fastigiata*, *Ginkgo biloba*, *Juniperus virginiana*, *Catalpa bignonioides*, *Platanus x acerifolia*, *Quercus rubra*, *Pinus strobus* are at Gornești, and at Gurghiu there are: *Paulownia tomentosa*, *Cryptomeria japonica*, *Aesculus hippocastanum*, *Juglans nigra*, *Gleditsia triacanthos*, *Carya ovata*, *Ginkgo biloba*, *Pseudotsuga menziesii*, *Sophora japonica*, *Larix decidua*, *Juniperus virginiana*, *Abies nordmanniana*, *Celtis australis*, *Magnolia kobus*, *Pterocarya fraxinifolia*.

Other dendrological parks are at Csernovics-Károlyi castle from Macea (AR) and Ocskay castle from Simeria (HD).

The largest part of the historical gardens from Transylvania are the gardens of the castles and cemeteries. Both constitute particular landscaping value; the desire and the commitment of the fields' specialists is the salvation from perdition of as many gardens as possible. The reconstruction of the castles' gardens needs a superhumanly work. Because each garden has a different history and each existing situation needs a particular and specific care, there is not a general recipe for the execution of the works, but there are well established measures and processes with the aid of which devastation may be stopped. From a landscaping point of view, in order to determine the value of the garden, a hierarchization must be made taking into consideration:

- the historical value of the garden
- the age of the garden
- the uniqueness of the garden.

Topographic maps – the first military measurement (1763-1787), the second military measurement (1806-1869) or the third military measurement (1869-1887) constitute a great value when existent compositional elements of the garden appear in old plans. The age of the existent trees is also important: the basic component being perishable, their inappropriate cure may lead to their disappearance. The lengthening of the trees' life is desired in each case. The same goes in case there is evidence and historical references to certain trees: the plane tree planted in 1810 by György Károlyi I the park of Károlyi castle from Carei or the oak trees planted by György Rákóczi II. in the garden of Kemény castle from Brâncovenesti constitute a historical heritage. Many similar examples may be itemized, as when the gardens were created in the older days, the owners of gardens were active participants in planting trees. These trees of 200 or 250 years old may serve as gene pools for vegetative breeding or, even more important, for the generative one. Thus, in the revitalization works we can use plants of authentic provenance, and the valuable wood material with genetic certificate would not be lost. But this process may take as long as 20 years.

In its turn, the dendrological material must be carefully chosen – the historical garden environment has substantially changed, thus in many cases the change of trees and shrubs species is recommended. In this case the problem of credibility appears, because the new plant species may have different habitats. In certain cases, the total replacement of plants is recommended, for example *Castanea sativa* is not resistant to the polluted air and the *Cameria ohridella* of the ornamental leaves also appeared – this causes the chestnut leaves to dry as early as summer, conferring a less favourable image from the aesthetic point of view.

### **Regulations related to green spaces**

Although humans have built gardens since antiquity, the term of “landscaping architecture” was used only in the 19<sup>th</sup> century. Landscaping as a job that has no traditions in

Romania; it is a complex job, its importance and lack of its practice are proven by the works executed inaccurately and unaesthetically, by the landscape's "injuries", and by the size and quality of the green spaces in the country.

From a legislative point of view, landscaping engineers don't have many options; the 157/1973 order includes instructions for the design of green spaces, but unfortunately it cannot be found in any of the legislation databases, both its validity and its modification or annulment by another regulatory document remain a question. Lists of decisions as for example the list of decisions of the General Council of Bucharest Municipality HCGMB 304/2009 also exist, these contain information about the register of protected trees and about the manner in which the dendritic vegetation may be cut (for example in Bucharest).

As for the gardens of the castles, we found references in the Law No. 422 on the protection of historical monuments, 18 July 2001, "Art. 3. According to the current law the following categories of historical monuments and real properties situated over ground, underground and underwater are established:

- a) **monument** – construction or part of construction together with the artistic components – installations, elements of inner and outer furnishing that are an integrant part of these, as well as commemorative, funerary, public forum artistic works, together with the topographically delimited pertaining land, that constitute significant cultural and historical testimonies from the architectural, archaeological, historical, artistic, ethnographic, religious, social, scientific or ethnic point of view;
- b) **ensemble** – coherent group from the cultural, historical, architectural, urban or museum point of view of urban and rural constructions, which together with the pertaining land form a topographically delimited unit that constitutes a significant cultural and historical testimony from the architectural, urban, archaeological, historical, artistic, ethnographic, religious, social, scientific or ethnic point of view;
- c) **site** – topographically delimited unit containing those human creations within the natural frame that are significant cultural and historical testimonies from the architectural, urban, archaeological, historical, artistic, ethnographic, religious, social, scientific, technical or cultural landscaping point of view."

Another "life ring" for historical gardens is the Florence Charter adopted in 1982 as a completion to the Venice Charter, which contain references to these cultural heritages: "Florence Charter establishes the principles and guidelines for the preservation of historical gardens. The Charter defines the gardens as architectural historical compositions and recommends their preservation as living monuments. It describes the strategies for the maintenance, preservation, restoration and reconstruction of gardens, including their plans, vegetation, structural and decorative characteristics, as well as the water's manner of use."<sup>20</sup>

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20. <http://acs.org.ro/ro/legislatie/107-1982-carta-de-la-florena-grdini-istorice>, last accessed: 15 December 2015.

## ANALYSIS OF THE GENERAL SITUATION OF THE CASTLES FROM THE POINT OF VIEW OF THE LEGISLATION IN FORCE

Without a doubt, the most exciting legal problems were and still are related to nationalization and retrocession of these castles. A guide is also needed for the multiple and complex problems encountered by the owners of these historical monuments after finalizing the retrocession procedure, regardless of whether the procedure occurs administratively or through court decisions.

### **Protection of historical monuments**

The protection of historical monuments is made according to the provisions of Law no. 422/2001 on the protection of historical monuments. Historical monuments are protected irrespective of their ownership regime or their state of preservation. The protection of historical monuments is a component part of the economic and social, tourist, urban and land management strategies of sustainable development, on a national and local level.

From the castles owners' point of view, the historical monument status of the building represents an additional responsibility, which up to the present time has not been compensated by real and efficient public policies for financing the additional expenses incurred by these owners. The law provides granting incentive measures of economic or other nature as a possibility, but it is translated in concrete measures in very few cases. Also, the legal provision according to which the state warrants and assures the protection of historical monuments is more of a declarative character than an effective one.

The protection of historical monuments is financed by their owners or holders and it may be co-financed from funds assured by the state budget, local budgets or from other sources. The research, expertise, design and execution works performed for historical monuments and financed from public funds are submitted to the general regime for assigning public works, design and execution works, according to the legislation on public acquisition. The financial support granted by the state or local public authorities covers the partial or total costs of technical studies and documentations, and the intervention works on the historical monuments, depending on the case.

The financial contribution of the state, consisting in sums awarded by the budget of the Ministry of Culture assigned to the protection of historical monuments, irrespective of the holder, may cover the total or partial cost of the works for the protection of historical monuments. The financial contribution of the county, municipal, city and communal councils, as the case may be, may cover in full or partially the costs of the intervention works on the historical monuments that are part of group B, as well as full or co-financing the cost of the works for the protection of historical monuments that are part of group A, and which are on the territory of the respective administrative and territorial unit.

Theoretically, budgetary credits destined for financing or co-financing works for the protection of historical monuments that are in the propriety of individuals or legal entities are foreseen in the budget of the Ministry of Culture. The same possibility exists in case of local budgets as well. The financial contribution of the state and the local public administration authorities may be ensured by co-financing, as well as in partnership, inclusively with the owner or with other individuals or legal entities. The situations in which the state, respectively the local public administration authorities, contributes in covering the costs of works, the rate of contribution of the state, the procedures, as well as the conditions that the owner, other than the state, municipality, city or village must fulfil are established by methodological norms approved by Government Decision, at the proposal of the Ministry of Culture and the Ministry of Public Finances, within 3 months from the date the Law no. 422/2001 on the protection of historical monuments entered into force. On the date the financial support is assigned, a **real property security is constituted** in the amount of the contribution of the state or local public administration authorities on the real estate historical monument in question for a period of 10 years in favour of the state, respectively of the administrative and territorial unit. The real property security is fully recuperated from the beneficiary of the state contribution or, as the case may be, of the local public administration authorities, together with related interests, in the situation in which the property in question has been alienated by the owner to another person than the state or the local public administration authorities before completing the period of 10 years from establishing the real property security. Establishing the real property security in favour of the state or the administrative and territorial unit is exempted of stamp duty. When the term of 10 years becomes complete, the real property security established on the real estate extinguishes as of right.

The costs of the design, expertise, repair, consolidation, restoration works and valorisation of the historical monuments, regardless of the group in which they are classified, or of other real estates from ensembles or historical sites, placed in public or private property, included in programmes of national or international importance, established by Government decision, initiated at the proposal of the ministries involved in their realization, may be fully or partially covered from the state budget or administrative and territorial unit budget, through the budget of the credits release authority participating in the programs' realization. In order to cover the costs of the works mentioned above, establishing real property security by the beneficiaries of the contribution is not compulsory. These works are of national public interest, thus there is no tax on releasing the urban planning certificate and construction license.

The historical monument status is also applied to castles through the **classification** of these real estate properties. Historical monuments are an integrant part of the national cultural heritage and are protected by law. By protection it is understood the ensemble of measures of a scientific, legal, administrative, financial, tax and technical nature meant to assure the identification, research, inventory, classification, records, preservation, including the guard and maintenance, consolidation, restoration, valorisation of historical monuments and their social, economic and cultural integration in the life of local communities.

The historical monuments are classified as follows:

- a) in group A – historical monuments of national and universal value;
- b) in group B – historical monuments representative for the local cultural heritage.

The classification of historical monuments in groups is based on the order of the Minister of Culture at the proposal of the National Committee of Historical Monuments. Historical monuments classified in groups and their protection areas, that are in public property, may be declared, according to the law, of local or national public interest, depending on the case, by Government Decision initiated by the Ministry of Culture, respectively by decision of the local or county councils or of the General Council of Bucharest Municipality, with the approval of the Ministry of Culture.

### **Owners' responsibilities**

National and county directorates, respectively of Bucharest municipality for culture, cults and cultural heritage draw up the document by which the conditions and rules of use or exploitation and of maintenance of the real estate property in question are specified. The document named **Requirements regarding the use of the historical monument** accompanies the deeds of property, of concession or lease during the entire existence of the real estate in question. The obligation regarding the use of the building is eased in its own interest and it is written in the land registry document by its owner within 30 days from its communication.

Guardianship, maintenance, preservation, consolidation, restoration and valorisation by appropriate means of the historical monuments fall onto, depending on the case, the owners or holders of other real rights on them, in compliance with the provisions of the Law no.422/2001 on the protection of historical monuments.

Any **intervention** on the historical monuments and on the real estates from their protection areas, as well as any amendment of the legal situation of the historical monuments is done only under the conditions established by the Law no. 422/2001 on the protection of historical monuments.

The interventions on the historical monuments are made only on the basis and respecting the approval issued by the Ministry of Culture, or, as the case may be, by the deconcentrated public services of the Ministry of Culture. According to Law no. 422/2001 on the protection of historical monuments, interventions performed on the historical monuments are:

- a) all the works of research, preservation, construction, extension, consolidation, restructuring, landscaping and valorisation, which modify the substance or aspect of the historical monuments;
- b) execution of moulds from the components of the historical monuments;
- c) final or temporary placement of enclosures, protection of constructions, fixed furnishing pieces, of advertising boards, sign boards, logos or any other type of inscriptions on and in the historical monuments;

- d) changes of operation or designation of the historical monuments, including the temporary changes;
- e) transposition of historical monuments;
- f) setting up access ways for foot passengers and vehicles, annexed utilities, indicators, including in the protection areas of the historical monuments.

The construction license, dissolution authorization, as well as the authorizations related to the above interventions are issued only on the basis and in compliance with the approval of the Ministry of Culture or, depending on the case, of the deconcentrated public services of the Ministry of Culture and with the other approvals, according to the legal dispositions in force. Fees or tariffs are not charged for the issue of approvals. The authorizations issued without the approval of the institutions accredited by law and without respecting their conditions, are void as of right. In case of performing works that are unauthorized, without approval or which violates the specialized approvals, the accredited inspection personnel have the right to interrupt the works until they comply with the law, to apply penalties and, according to the case, to dispose the return to the initial situation and to notify the criminal investigation bodies.

All interventions performed on the historical monuments, other than those of change of the function or designation of the building, of maintenance or current repairs, irrespective of their source of financing and the property-status of the real estate, are made by **certified specialists and experts** and under the inspection and control of the Ministry of Culture and National Heritage, respectively of the deconcentrated public services of the Ministry of Culture, under the conditions of the law.

The elaboration of the technical expertise, of the projects of consolidation, restoration, technical check-up of projects and supervision of works are performed only by experts and/or specialists certified by the Ministry of Culture, observing the specific requirements in the field of historical monuments and the requirements related to the quality of works in constructions. The interventions performed on the real estates which are not historical monuments, but are in the protection areas of the historical monuments or in protected built areas are authorized based on the approval of Ministry of Culture or, when appropriate, of deconcentrated public services of the Ministry of Culture and of other approvals, according to the legal dispositions in force. Dissolution, partial or total destruction, profanation, as well as degradation of historical monuments are forbidden and punished according to the law.

For the purpose of protection of the historical monuments the owners and holders of the right of administration or of other real rights held on the historical monuments are **obliged**:

- a) to maintain, to use and to exploit the real estate only observing the provisions of the present law and of the obligation regarding the use of the historical monument;
- b) to ensure the guard, integrity and protection of the historical monuments, to take measures for fire prevention and extinction, to assure the performance of the

- works of preservation, consolidation, restoration, current repairs and maintenance on them according to the law;
- c) to notify urgently, in writing, the county management for culture, cults and national cultural heritage, respectively of Bucharest municipality, as well as the city's or village's mayor regarding any modifications or degradations in the physical condition of the historical monuments held and situated on the territory of the administrative and territorial unit;
  - d) to notify urgently, in writing, the county management for culture, cults and national cultural heritage, cults, respectively of Bucharest municipality, as well as the city's or village's mayor about any random discovery of constructions, construction elements, fixed or mobile inventory pieces or archaeological vestige previously unknown, ensuring the preservation of the discoveries respecting the law, until the arrival of the delegate of the specialized institution, but not for more than 15 days;
  - e) to assure, under the conditions of the law, the access of the specialists appointed by the Ministry of Culture or by the management for culture, cults and national cultural heritage, in order to ascertain the preservation state or to perform researches, including archaeological ones, of expertise of the historical monuments and for registry operations; in cases when the owners of the historical monuments establish the occurrence of damages during the accomplishment of the obligations, they have the right to a just compensation, paid by the institutions which performed the research or the expertise in 60 days from being established;
  - f) in case they request discharging the real estate of the archaeological task, to finance the digging, archaeological research, elaboration of related documentation, preservation and protection of eventual vestiges discovered when performing the archaeological research;
  - g) to obtain approvals required by law for all interventions provided by law;
  - h) to assure the realization of preservation, consolidation, restoration, and any other works according to legal provisions, only by natural and legal persons certified to that effect and to stipulate in contracts the terms and conditions of execution as contained in the specialized approval; by waiver, the construction works object of the authorization, for the historical monuments of category B, except the works on the artistic components can be carried out also by non-certified natural and legal persons, provided they observe the expert specialized approvals;
  - l) to comply with all the terms and conditions of execution as contained in the specialized approval when they themselves execute current maintenance work or any other interventions, according to the provisions of this law;
  - j) to allow the interventions on the possessed historical monuments based on contractual stipulations, in case these are initiated and financed by accredited legal persons under the conditions of the law;
  - k) to allow the fitting the distinct sign marking the quality of historical monument of the real estate and to maintain it;
  - l) to obtain the approval of the county management for culture, cults and national cultural heritage, respectively of Bucharest municipality, and to assure on its own responsibility appropriate conditions of visiting, photography, filming, reproduc-

- tion and advertising when, at their request, the owners introduce the historical monuments in the public circuit;
- m) to communicate any change in the holder's right of ownership, management or other real rights, as appropriate, on the historical monuments to the county management for culture, cults and national cultural heritage, respectively of Bucharest municipality.

### **The tax regime of the historical monuments and of the activities developed in the castles**

A very important problem for the castles is the problem of taxes/fees on buildings. The Tax Code in force does not grant a unitary tax regime to this problem, but leaves the problem up to the local authorities. Thus, the local councils are those who may decide to grant the exemption or reduction of tax/fee on buildings on the following buildings: buildings that, according to the law, are classified as historical monuments, architectural or archaeological, museums or memorial houses, respectively for the buildings for which a system of protection has been established, other than historical monuments, located in protection areas of the historical monuments and in the protected built areas.

Although the Tax Code by this approach settles a practical application of the local autonomy principle, the effects are questionable. Thus, a certain local council can exempt from the payment of tax/fee a castle that is in perfect condition, requires no repairs and interventions of significant costs, and another local council to levy taxes/fees on buildings, although the aimed castle is in an advanced state of decay.

In order to benefit from an exemption or a tax reduction of the tax/fee on buildings, it is important that there must be a decision of the local council in this regard. Otherwise, the legal regime for taxation of common law becomes applicable.

As a matter of fact, there is no opposition for the local authorities to condition exemptions from undertaking certain obligations of the owners of the concerned castles, for example, to prove that an amount equal to the tax/fee payable was spent to protect the property in question. Also, the local councils may decide to grant exemption or reduction of the tax/fee on land for unbuilt areas of the lands with historical monument status and/or for the lands situated in the protection areas of the historical monuments and protected areas.

The reduced rate of 5% VAT is applied to the taxation base for services that allow admission to castles, museums, memorial houses, historical monuments, archaeological and architectural monuments. Important: the VAT must be charged and paid only if the legal entity operating these services is a VAT registered payer. A full exemption from VAT is applied to operations of general interest consisting in the provision of cultural services and/or deliveries of goods closely related, performed by public institutions or by other non-profit cultural bodies, recognized as such by the Ministry of Culture. In Law no. 422/2001 on the protection of historical monuments a particular tax regime is also outlined, which keeps its validity even after the entry in force of the new Tax Code.

In order to stimulate the protection of the historical monuments, the owners (natural persons) who are performing on their own expenses (totally or partially): maintenance, repairing, preservation, consolidation, restoration or works of valorisation, as well as cultural programs and projects, according to the law, benefit of a 50% discount from the amount of local taxes and fees related to these works. The natural or legal persons that acquire by succession a real estate property classified as a historical monument, used as a dwelling or for non-commercial activities, and notify in writing to the management of culture, cults and national cultural heritage of the territory of competence in which the real estate property in question is located, are exempted from paying stamp duty within 12 months after the restoration and consolidation works are determined by the technical documentation approved and endorsed according to the law. In justified situations and with the approval of county management for culture, cults and national cultural heritage and/or of Bucharest municipality, the deadline may be extended once for another 12 months.

In case of unfulfilled obligations assumed by the owner when acquiring the property, under the terms and conditions provided, and in case of the alienation of the property prior to the execution or conclusion of the works of consolidation or restoration, the stamp duty is recovered through the general directorate of public finances, based on the findings report of the county management for culture, cults and national cultural heritage, and/or of Bucharest municipality. These provisions apply also to those who acquire by donation a real estate property classified as a historical monument. Alienation free of charge or with onerous title to the state or administrative and territorial units of the historical monuments is exempted from stamp duty.

The owners of historical monuments are exempted from the payment of the authorization fee for the interventions performed on the owned historical monuments, in accordance with the provisions of Law no. 422/2001 on the protection of historical monuments, in case they use the real estate property only for non-commercial activities or just for living.

The owners of buildings in the protection area of the historical monuments benefit from a 50% reduction of the tax for authorizing the works they finance and are necessary to preserve the physical integrity and the natural or built background of the historical monuments, as regulated by the urban or landscaping documentation approved for the present protection area or by approval of county management for culture, cults and national cultural heritage, respectively of Bucharest municipality.

### **Valorisation of castles from a legal point of view**

Important: in the acts of alienation, leasing, renting, contracting or putting into free use of the historical monuments will be mentioned the historical monument regime of the buildings and the obligation to protect them according to Law no. 422/2001 on the protection of historical monuments.

As for the alienation, renting or leasing the historical monument buildings, the owners have the following obligations:

- a) to notify in writing the county management for culture, cults and national cultural heritage, respectively of Bucharest municipality of its intention to alienate the historical monument, in order to exercise the pre-emption right of the state or, where appropriate, of the administrative and territorial units under the conditions of this law;
- b) to notify to the future owner, tenant or lessee the legal regime of the historical monument he holds and the obligations concerning the use of the historical monument;
- c) to notify in writing the county management for culture, cults and national cultural heritage, respectively of Bucharest municipality, about the change of owner or manager within 15 days from the beginning date of contracts, according to the law and to send a copy of the documents.

## ANALYSIS OF THE GENERAL SITUATION OF CASTLES FROM THE ARCHITECT'S AND THE CONSTRUCTOR'S POINT OF VIEW

### Basic notions

**Historical building** – construction executed in accordance with a historical, empirical architectural-structural conception before the First World War, which can be a listed monument or may have heritage value without being protected by law. From a technical point of view there are no differences between historical buildings and historical monuments, the difference is in the density of heritage values.

**Historical monument** – is a historical building protected by Law no. 422/2001, republished in regards to the protection of the historical monuments; according to Art. 1, paragraph (2): “(...), *historical monuments are real estate properties, constructions and lands located on the territory of Romania, significant for the national and universal history, culture and civilization.*” They may be of local importance, category B or national one, category A. Art. 2 (1): “*Historical monuments are an integrant part of the national cultural heritage and are protected by law.*”

**Noble residences** – are historical residential buildings belonging (mostly) to secular built heritage; this paper uses the general term “noble residence” for both the residential buildings of lower and middle nobility in rural areas, i.e. **manors**, and for similar aristocratic residences in rural areas: **castles**, including annexes and outbuildings. In a broader interpretation these include town residences of the nobility and church bishops: **palaces**, although there are cases, where due to the initial position of a remote building from the civic centre of the urban settlement to which currently belongs (often having also original defensive functions) – they may have the name of the castle<sup>21</sup>. In this paper **citadels** also fall under this label, respectively the **forts**, both in

21. for example Corvinilor Castle from Hunedoara, etc.

rural and urban areas, even those in ruins<sup>22</sup>. In this paper the noun **castle** will be used as a simplified term for noble residences.

**Rehabilitation** – the term will be used generally to cover all types of interventions related to all subassemblies and components of constructions belonging to the built heritage – here of noble residences in all phases of research, design, execution, commissioning, use and after-use. These interventions relate to the actual professional activities that are part of the whole complex process of **protection** of historical monuments defined by Law 422/2001, Art.2 (3): *“Under this law, protection means all the measures of a scientific, legal, administrative, financial, tax and technical nature meant to assure the identification, research, inventory, classification, recording, preservation, including the watch and maintenance, consolidation, restoration, valorisation of the historical monuments and their social, economic and cultural integration into the life of local communities.”* In accordance with the context in which the notion ‘**rehabilitation**’ will be used, it may be replaced with concrete notions corresponding to levels of intervention as follows: **conservation** – refers to interventions by which are maintained the characteristics, values, original performances; **restoration** – interventions by which the original characteristics, values, and performances are restored; by **rehabilitation/renewal** in itself it is meant the process of bringing the characteristics at the level of performance derived from the proposed operation by intervention in light of the current technical legislation, where the procedures may include consolidation, modernization and equipment works. Within a building – on the various subassemblies and architectural or structural elements – there can be applied (simultaneously) several types/levels of interventions. The purpose of these interventions is the valorisation of these historical buildings.

**Valorisation** – by this term it is referred to the result of intervention activities (rehabilitation), that is besides perpetuating historical values (aesthetic and architectural), ensuring performance derived from the use of these contemporary buildings, i.e. their re-inclusion into the economic and social circuit.

**Research** – given the complexity of cultural heritage buildings any intervention must be preceded by extensive research activities, and the results of the expert studies, along with the wishes of the beneficiary regarding the valorisation of the objective, compete when developing the design theme. This paper enumerates the types of expert studies (most common) to be accomplished in the research phase of the valorisation of noble residences, customizing the provisions of Law 422/2001. Expert studies are developed by individuals certified by the Ministry of Culture.

**Building Design** – this phase of interventions is governed primarily by the laws related to the construction industry of which we mention the main ones: Law 50/1991 – regarding the Authorization for execution of constructions works, most recently republished in 2014; respectively Law 10/1995 on Quality in constructions, most recently republished in 2015. The **basic specialties** are the usual ones in constructions,

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22. Fortified churches are excluded – these are a particular subdomain of built heritage pertaining to ecclesiastic/church monuments.

the basic quality requirements (from a – strength and stability, to g – sustainable use of resources) are those legally determined; the classes and categories of importance determine the level of verification by specialties, according to the law.

**Rehabilitation projects** are developed by specialists/experts certified under Law 422/2001, and shall be completed in accordance with restoration projects of artistic components, which are integral part of the objectives in question. This paper personalizes the frame contents for the design phases DALI, DTAC, PTh-DE for noble residences.

**Execution** – similar to the previous phase, this phase of interventions is also governed primarily by laws related to the construction industry. However, quality assurance by personnel certified by the Ministry of Culture is far less regulated. This paper analyses the effectiveness of quality assurance only at the level of the technical execution officers (on behalf of the executant), and of the site inspector (on behalf of the beneficiary) certified by the Ministry of Culture. There are reviewed the interferences between the phases of research (assistance of the experts not very clearly regulated) and of design (technical assistance by which specialist developers of the projects assure supervising the execution) with the execution stage. The execution is completed when the building is put into operation in line with the construction legislations. The technical book of the construction – Chapter D – should contain the follow-up in time of the construction, which is the guide for maintenance work.

**Maintenance** – means the complex of activities to be carried out continuously to maintain the (rehabilitated) building at the quality levels achieved through interventions. This activity is the responsibility of the owner/beneficiary who commissioned the rehabilitation work, and it is guided by the follow-up chapter of the technical book of the construction.

**Multidisciplinary team of specialists** – both the phases of research, design and execution are carried out by representatives of several specialties depending on the complexity of the building and of the artistic components hosted therein. This paper customizes these teams for each phase in relation to noble residences.

## The technical condition and restoration process of castles

The technical condition of castles in Transylvania (similar to noble residences of the former communist bloc) is determined by the **nationalization** period (from the 1940's to 1950's), by their more or less **abusive use** in the communist era and by the **long retrocession process, which** started in the last decade of the last century and which are still unfinished.

During the **extended transitory period** from the formulation of a claim to obtaining a final court decision regarding the right of ownership, beneficiaries are unable to obtain funds (budgets) for investments, and maintenance is not assured either.

In the last decade of the twentieth century, especially in case of buildings already in

ruins – where the mere watch is difficult to finance – the castles and their annexes were used **as ‘mines’ for construction materials**<sup>23</sup>.

The state of advanced decay was accelerated and aggravated by human acts of **vandalism, theft or simple carelessness**, followed thereafter by **natural processes of physical degradation**.

First, there were dismantled and removed the locking elements especially those made of wood, coating and roof structure, but also components with artistic value (for example statues, ornamental stone elements). The remaining buildings **without weather protection layers** against bad weather degraded even more quickly. Intermediate wooden floors, if not stolen, have biodegraded and collapsed due to water intrusion. Thus, masonry walls and floors (with various types of vaults) remained directly exposed to weather, which after several freeze-thaw cycles, being soaked with water, are degrading and macerating continuously.

Thus, the condition of the retroceded castles, have often declined, their rehabilitation and valorisation requiring **large-scale investments**.

The advanced degraded technical condition may include portions in a state close to collapse, or can present the risk of collapse of the structural elements. In urban areas merely the state of advanced degradation of the finishing (decorative elements that emerge from the facades, balconies, cornices, etc.) can endanger human lives. The state of advanced decay is even more dangerous in areas with higher seismic activity, where elements and sub-assemblies stable at gravitational loads may become susceptible to seismic actions.

Depending on the state of degradation we may identify 6 categories of degradation – preservation:

1. **The state of ruin** – is the most serious state of decay, where decorative or architectural elements survived to a lesser extent, there are at the most built portions of structural subassemblies. The risk on human life or on the loss of the historical material (by collapse or separation of stones etc.) may be greater or less than in the case of the states of decay (2) of semi-ruin or (3) of advanced (examples: citadel of Bologa, Cluj County, Kornis Castle from Mănăstirea, Cluj County).
2. **State of semi-ruin – with subassemblies in a state of collapse and pre-**

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23. From the more or less known examples, we mention the case of Bánffy Castle from Bonțida, restoration investments (urgent interventions) have already been announced, but until the opening of the site parts of the entrance gate to the barn and stone elements from the main entrance of the castle (1999) have disappeared. Natural degradation processes were active as well (or still are – in parts of buildings without a roof). While work was done on the former kitchen, the ruined roof of the “Miklós” building collapsed. (2001) etc..

- collapse** – are buildings that can still have all subassemblies (main, structural and architectural) characteristic components from foundations, walls, floors, roofs, windows, but already in unsafe condition or state of pre-collapse, (examples: Haller Castle from Sânpaul, Mureş County; Csáky Castle from Almaşu, Sălaj County).
3. **Advanced degraded state – non-functioning** – refers to buildings that sometimes may contain unsafe areas, but their overall stability is not affected, however, – due to the damaged finishing and old architectural elements, and due to morally and physically non-functional facilities, the buildings cannot be put in service (used) (examples: Rákosi-Bánffy Castle from Gilău, Cluj County; Pekry-Radák Castle of Ozd, Mureş County – partial operation).
  4. **Intermediate degraded state – (inconvenient) functional** – in such situations the main structural and architectural subassemblies are safe, but the comfort requirements (for example thermal, acoustic, etc.) are affected, the installations being in these situations usually aged morally and/or physically. Similarly, artistic components usually require restoration interventions. The spectrum of the buildings included in this category is very broad, and often even if it is characterized by relatively good state of preservation (intermediate degraded state), there may be problematic subassemblies (examples: Roman Catholic Episcopalian Palace of Oradea, Bihor County; Bánffy Castle from Răscruci, Cluj County).
  5. **Slightly degraded state – functional** – any building at any time in its history (from its reception at the end of the construction work, or after interventions) enters into a natural aging process morally and physically, so to a smaller or greater extent there will always be elements (architectural, installations or components) necessitating repair, preservation, restoration, rehabilitation, renewal, etc. (Examples: Bánffy Palace in Cluj-Napoca, Cluj County).
  6. **Overall good technical condition** – It characterizes firstly the buildings that were used and maintained permanently, or which have recently gone through a completed rehabilitation process. However, these buildings may include elements requiring minor interventions<sup>24</sup>(examples: Károlyi Castle from Carei, Satu Mare, Haller Castle in Ogra, Mureş County).

Limit states: **collapse** – the final loss of the historical building and of its **perfect condition of operation** – that is the unique moment of acceptance at the end of the work (after removing any deficiencies identified on this occasion) were not included in the previous list of the three basic states diagram: advanced degraded, mediocre and slightly degraded states – as shown in figure 1.

24. In Great Britain, where several governmental organizations (eg. English Heritage) and NGOs (eg. The National Trust), but also owners for hundreds of years in charge of continuous maintenance of the built heritage built have – for each building/property in part – lists of intervention priorities (especially for buildings containing textiles, upholstery, furniture, household and decorative items), and the budget for interventions and preservation is determined annually – rehabilitation, which has to be done to ensure the protection and sustainability of the possessed values.

The historical furniture and equipment of Transylvanian castles survived in such a small extent that the detailing of the technical condition in this paper does not refer to these matters, although in the future, after completing restorations and re-functions, the question of refurbishing these spaces with antique furniture (original or replica) will become important too.

The technical condition of a building at a given moment in its history is the result of several factors, such as: original architectural-structural conditions, technologies and original materials used, the historical evolution of the building (extensions, attacks, de-structions, reconstructions, modernization, etc.), environmental effects and maintenance continuity (or lack of continuity), up to modern recent interventions (last 60-70 years), which could be accurately contributing to the preservation, restoration and rehabilitation of historical values. The use of – for example, materials (proved to be) incompatible with the historical buildings or lack of specialization of those who conceived and executed the intervention – led to the endangerment or even destruction of historical values. Thus, the technical condition for each building must be assessed through analysis, by expert studies on the building in question.

The process of rehabilitation, renovation of castles is not simply about the property in question and about its furniture and amenities. The castle gardens, the landscapes where it is located, becomes an integral part of the process of castle revitalization as well.

The revitalization works of castle gardens follow the next steps:

- Setting the goals (valorisation of social and economic potential of the castles);
- Assessment of the general condition (of the vegetation, traffic, utilities and of surface waters) by measurements performed on site;
- Depending on the condition of the garden:
  - There are rescue methods  
Methods for rescue: study on the current state of the garden, supported by research studies and accurate historical documentation, depending on the budget and the customer's requirements. The study demonstrates the need for revitalization works; these should to be carried out each time in line with existing values. These values constitute the starting point of the design. The new concept must take into account the customer's needs and requirements, but at the same time, it must create new optimal functions for the use of the green area. The rehabilitation and the new design have to protect natural resources by interventions at minimal costs, and to restore the connection between the castle and its garden on the one hand, and between the castle, the garden and its locality.
  - There are no methods for rescue
- Scheduling maintenance works (in line with the health assessment plan of the dendrology items);
- Saving the dendrology items by maintenance works or through their elimination.

Rescue works may be planned/performed according to three aspects:

- reconstruction = rehabilitation, rebuilding
- revitalizing = revocation, bringing back to life
- reconstructive revitalization = restoring the character and spirit of old times.

The following aspects as well must be considered:

- To decide where there is a real chance to save the garden, site selection is vital. By the renewal works it is desired to bring back the spirit of old times.
- Genuine reconstruction requires documentation, a bibliography with extensive historical references. Considering the opportunities and needs today, it is not advisable to plan with reconstruction. The reconstruction should cover every component of the garden, both its built and natural architectural elements, water components and landscape design.
- Is there a possibility of restoring dendrology elements genuinely?
- Which compositional elements are meant to be preserved? There can be kept all those elements, which serve the delimitation of the space, those having historical value or the ones valuable in terms of family history.
- Which aspect of the garden's character should be valorised?
- A goal has to be defined. Why would it be advisable to start a revitalization work?
- Will the saved garden welcome visitors? New features of the garden should be designated to satisfy visitors' requirements. There is not, nor can it be considered a work of revitalization/reconstruction without determining and establishing functions, because architecture and landscaping architecture have at their basis the task of creating open social spaces. Therefore, in case of saving historical gardens there should be considered the public's requirements, especially in gardens with cultural or leisure destination. Without these functions, the revitalization/reconstruction of the garden is neither economical, nor sustainable. Thus, it will be exposed to degradation. Long-term sustainable solutions should be followed.
- Is the saved garden functional and sustainable?

All these analyses show that old/new owners – whose estates were given back, or those who have invested in buying them, or institutions (NGOs, especially churches) to which they have been leased or donated to – are facing the problem of the advanced state of decay of these estates. Thus, in order to fulfil the obligation of owners under the Law 422/2001 – addressing the maintenance of historical monuments – (in most cases) they should conduct large-scale investments, while they lack the historical wealth (income from lands, mills, forests, etc.), which initially assured the possibility of constructing these buildings and their permanent maintenance.

In the following, the role of the owner is presented in an ideal (theoretical) form, where the owner has the necessary funds.

## Interventions cycle – maintenance and the decisive role of the owner in the capitalisation of the castles

According to those presented in the previous chapter in the case of most castles (in Transylvania) their state of degradation – when ensuring an owner / beneficiary / user responsible (having hosting abilities) – is advanced, making the moment which illustrates the behaviour in time of a historic building – Figure I.

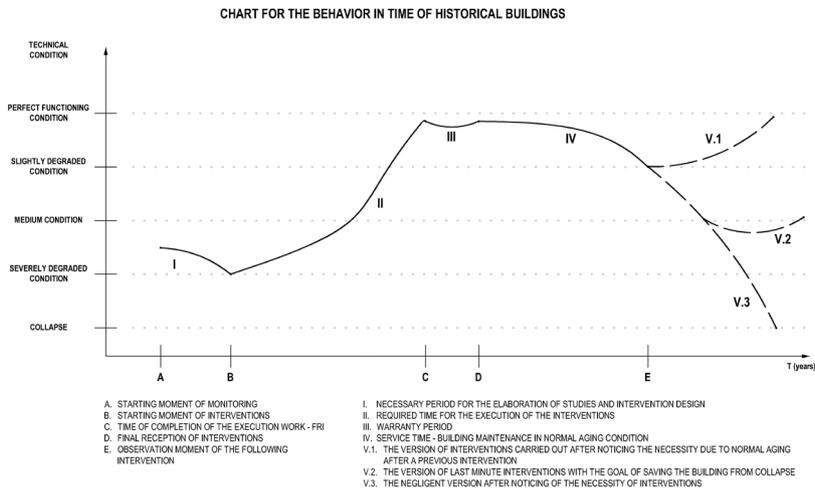


Figure I. – Diagram of behaviour in time of a historic building

Of course, the chart is slightly different if rehabilitation intervention is started from a state of average (mediocre) or easy degrading. This diagram – for each objective – should be completed with the diagram of values of investment required to bring the building into perfect state – including the protection, preservation, and restoration of elements with historical value.

In the case of a historic building – by changing the owner, or by examining the already existing degradation, one can determine a moment (**A**) when to start monitoring, the decision to start the research – projection (**I. period**) – execution (**II. period**), the moment of starting the interventions / implementation point (**B**), reception when the work is completed (RTL): point (**C**), and the final acceptance, point (**D**). The development in time of the research – projection – execution and of the maintenance-aging periods are shown in Figure I. The scenario may be based on any technical condition (the chosen example is based on a state between seriously and mediocre damaged), and by postponing the research – projection – execution the process of degradation can continue and even in the first stage it can reach a state of collapse.

After a cycle of research – projection – execution completed by point **(D)**, after the completion of the warranty period, through RF (final reception), it is followed by the period of maintenance-aging **(IV)**, the identification of a starting point **(D)** of a new intervention cycle is inevitable. This time may be delayed by a strict compliance of maintenance requirements, but can be accelerated for example, by an unpredictable force majeure, but also by a desire for change of use, etc.

In an optimistic scenario **(V.1)**, when we reach a state of light degradation, we start the intervention cycle again when point **(E)** is determined. In pessimistic scenarios moment **(E)** is delayed, there is no intervention, the degradation-aging process continues reaching an average or advanced degraded state, and through an intervention before the collapse, the building can be saved – through the intervention on the part of the variant **(V.2)**. The value of the investment increases significantly between the variants **(V.1)** and **(V.2)**.

In the prolonged absence of intervention (possibly as a result of accidental loads) in case of postponement of the start of the new cycle – off point **(E)**, one can reach up to the full loss of the historic building, marked on the chart by variant **(V.3)**.

It is extremely important to become aware of the following: through an intervention of restoration, rehabilitation, renewal, capitalization (utilization) – no matter how extensive and expensive this is – the good technical condition of operation is not assured forever, not even for the usual period of 50 years, unless there is rigorous maintenance.

The intervention-maintenance cycle is shown in Figure 2, signing the steps of intervention from the moment of taking the decision of their execution.

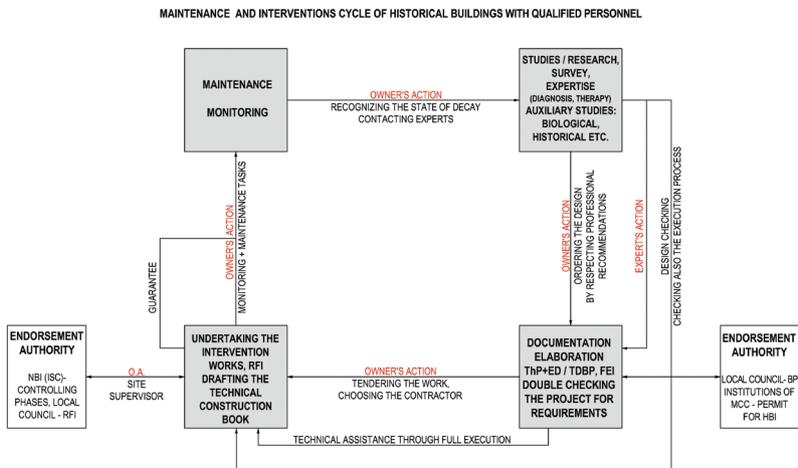


Figure 2. – Cycle of the interventions and maintenance of historic buildings, with qualified personnel

Every phase starts/runs only on the demand of the beneficiary (owner), without his action (contacting specialists, contracting, ordering the studies and the project, submission of documentation to obtain the building permit, contracting the execution and assimilation of the maintenance and monitoring obligations), we cannot influence the natural (or forced by negative processes) aging-degradation process of historic buildings.

It is important that all phases to be executed – mandatorily, according to the technical legislation – by qualified or specialized staff, from research, through design, to the execution and the follow up of the execution. The legal basis is represented by Law no. 422/2001, republished in 2006/2012<sup>25</sup> and is based on the idea that the research / intervention papers are carried out by specialized personnel.

Therefore, in the moment of need for interventions – point (A) / Figure 1. – the owner/beneficiary must contact/contract a company (a team of specialists) led by a **complex project Chief (architect)** certified by the Ministry of Culture, which together with the customer first develops the research topic, that is identifying all studies needed to identify the technical and historical values and the historical values worthy of protection within the building in question.

Based on the gained experience those collaborations are considered effective which – from the beginning – beside an architect, a technical expert/structural engineer is co-opted. The real technical status and thus the opportunities of capitalization are decisive already in the moment of the identification of the designand research theme.

We can acquire by a single general contract (Variant 1) all the research and design stages (the latter in the phases: DALI, DTAC, PTh-DE even AT – as described in Chapter 5); or one can order first the study phase (Variant 2); or more efficiently (Variant 3) the study phase and the elaboration of the feasibility study – named only in the case of the existing DALI buildings (approval documentation of the intervention works).

**Variant 1** – The advantage is that the same team is contracted for a properly defined work, and thus the programming of actions and investments is well known from the start. The downside is that the cost of this phase may be under- or overestimated, because many vices as well as many valuable items (for example large murals hidden beneath coats of old paint/plaster) can be hidden, and the extent of the research and/or the required design may differ significantly from the estimated one at the first

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25. Art. 24 – (4) “The issue of the technical expertise, building projects, restoration, technical verification of projects and work management can only be done by experts and / or specialists licensed by the Ministry of Culture, in compliance with the requirements that are specific to historical monuments and the requirements concerning the quality of the works to be built.”

visual analysis. It is not considered efficient to include the technical assistance in this contract, because it will depend very much on the complexity of the project.

**Variant 2** – The advantage is that a large number of questions on finalizing the design theme will be elucidated before contracting the projection phase, and the costs can be better rationalized and staggered. The downside may be that if the research team is not coordinated, research and studies are not received by the future developers of the restoration projects, there may remain unspoken questions or the study conclusions may be contrary to the vision of the projection team.

**Variant 3** – based on the gained experience we conclude that it is the most efficient solution. The advantages are multiple: the studies and the analysis of the improvement opportunities are made together, organically, with the possibility of collaboration between various specialists – for example the positioning preventive of researching archeologic channels is decided together with the structural engineers, experts and art historians, thus finding the minimum needed positions to elucidate the questions of all specialists. The DALI phase enables the development of several investment options as well as the staging of the interventions in case we cannot get the necessary funding to carry out the works in one rehabilitation phase. The disadvantage is that, especially in the case of public works, where, by bidding the separate auction (in this case) of the designing phase to obtain the building permit and technical project, there is a risk of losing continuity of the teams who contributed to the work in the research phases and in the DALI stage (feasibility study).

### The research and design phases specific to the rehabilitation of castles

The current laws governing the drafting and the design phases are the ones available in construction, according to applicable legislation. Thus, this strategy only lists the specific elements and the characteristic framework content for the related documents concerning rehabilitation in various stages.

### The studies required for the foundation of the interventions of rehabilitation/capitalization of the castles

This framework content refers to buildings/historical complexes (monuments) as such, it does not refer to archaeological sites or large ruins of the Roman, Dacian cities as they require a **distinct** methodology and framework content, because in such situations the work should be coordinated unequal measures by an archaeologist and an architect, meanwhile the team of technical experts/structural engineers must provide assistance to prevent damage or loss of stability, of elements along which the archaeological excavations are performed and that were extracted from the ground. For the citadels/medieval fortifications it would be ideal to also co-opt historians specialized in military history (technique) of the period, although this specialization is grossly under-represented in our land.

The content of the framework for each projection stage is summarized in the tables, as follows.

Table. 1. The (foundation) studies needed for preparing the restoration – rehabilitation projects in different phases

<b>No.</b>	1
<b>Study/project name:</b>	Topographic lifting
<b>Elaborator:</b>	Topographer
<b>Phase for which it is required:</b>	DALI/DTAC
<i>Notes: It is required primarily for: cadastral documentation – according to the special regulations in force. It must be ordered at a good level of quality and detail: it outlines all buildings, walls of the enclosure, more important vegetation (trees) with inaccessible dimensions for the team of architects (for example helmet, coping, etc.), the bumpier the land is, there are more contour lines.</i>	
<b>No.</b>	2
<b>Study/project name:</b>	Architectural survey
<b>Elaborator:</b>	Architects, engineers (especially for framing structure), topographers; for the survey of the damages it is also required to hire the technical expert, engineers (for roofs in special, surveyors; for the survey of damages the cooptation of the technical expert is needed.
<b>Phase for which it is required:</b>	DALI/DTAC with additions for PTH DE
<i>Notes: It may be developed with traditional methods of surveying and/or combined with topographic or 3D scanning methods. It must contain all characteristic plans, sections and facades, the roof structure plan is included, not only the cover plan. In the case of castles, their historical framings are usually extensive, with specific solutions on different wings, it is necessary to emphasize all types of primary and secondary farms. The plans must reflect the real situation, so both the real stratifications as well as the degradations. At the level of the technical project the presentation of each primary/secondary farm can be relevant. Structural details, bonding nodes in framing – scale 1:20, the carpentry details from the structure have values that are worth preserving, and for the design of the replacing nodes of the portions of elements they are absolutely necessary – PTh-DE phase.</i>	
<b>No.</b>	3
<b>Study/project name:</b>	Geotechnical study (under archaeological assistance)
<b>Elaborator:</b>	Geotechnical study as such is developed by geologists, excavation may be incurred by the beneficiary, performed under the guidance and assistance of the archaeologist

**Phase for which it is required:** DALI/DTAC (or delayed in a PTH-DE stage)

*Notes: We can give it up if the technical expert believes that the building certainly has no degradation caused by degradation of the foundations; or might shift in a next position (PTH-DE), if the priority I. interventions do not affect the foundations or someone does not tamper on the subassemblies affected by any shortcomings of foundations – the decision can only be assumed by the technical expert certified by MLPAT + MCC (minimum specialist), but if the urbanism certificate explicitly specifies the need for this documentation, than it cannot be dropped. On a historical site any excavation must be carried out minimum under the assistance of the archaeologist; but it is more effective and recommended to perform the unveiling of foundations by archaeological soundings, and the geo-technicians to be called in situ after the execution of the surveys to gather the necessary data for the geotechnical study. It is the responsibility of the general designer/specialized in structures/expert (if any) that the information collected from the geo-technicians to be understandable. It is also the responsibility of this team to identify the points where the unveiling of foundations or the wells (number and position) are desired – developing research theme. Theoretically, the geotechnical study if properly ordered (theme) and executed, should not be repeated for the resumption of the rehabilitation process, if the information is kept and the terrain conditions do not change (landslides, mine galleries collapses, raising groundwater level, etc.)*

**No.**

4

**Study/project name:**

Preliminary archaeological study

**Elaborator:**

Executed by archaeologists with workers, provided by the execution company or the archaeology team if necessary

**Phase for which it is required:** DALI/DTAC (or delayed in a PTH-DE stage)

*Notes: So it is the recommended option to have both this study and the geotechnical one. The complexity of the research topic is determined by the project leader after consultation with the team of experts/structural engineers and the art historian. It is the responsibility of the general designer/designer specialized in structures/expert (if any) that the information retrieved from archaeologists to be understandable.*

**No.**

5

**Study/project name:**

Extensive/detailed archaeological study

**Elaborator:**

same as previous

**Phase for which it is required:** DALI/DTAC updating/completing PTH-DE/mandatory execution

*Notes: This paper refers primarily to historic buildings, in such circumstances the need and the opportunity to extend archaeological excavations can be the result of recommendations from the archaeologist and the art historian, undertaken by the head of this complex project, and countersigned by the technical expert/structure designer. Of course, the final decision will be taken by the beneficiary because he ensures the funding. We emphasize the matter of additional costs especially in the phase of research – design, if scientifically the expansion of excavations would be inevitable, but the building owner does not have funding*

for it, it would be great if the County Museums of History or centralized at the Ministry of Culture through its institutions (decentralized) to create funds in order to ensure access by applications designed to finance excavations for buildings where research and design works were started – independent of ownership. We must argue for the scientific – economic opportunity of the research expansion – it is clear that any researcher (art historian/archaeologist) would like to learn about the history of the building as much as possible, but we must not forget the technical – financial purpose and conditions of investment. In the case of medieval citadels – that have been in ruins for centuries – the archaeological excavations practically present an important part of the execution of the work.

<b>No.</b>	6
<b>Study/project name:</b>	Study of wall face
<b>Elaborator:</b>	Art historians together with architects and/or restorers of murals entitled for research
<b>Phase for which it is required:</b>	DALI/DTAC updating/completing PTh-DE/mandatory execution

*Notes: In the case of very large buildings with inaccessibility over some heights or buildings in advanced condition of deterioration (risk of injury), the completion of studies may (must) run in parallel with the execution. The research theme is developed by head of the complex project, who is the one that takes the study and is responsible for its intelligibility. The expert team/structural engineers will consult on the theme to identify certain technological cracks. It is the responsibility of the general architectural designer/specialized in structures / expert (if applicable) that the information from the study to be comprehensible and coherent.*

<b>No.</b>	7
<b>Study/project name:</b>	Historic Study (the history of the building)
<b>Elaborator:</b>	same as previous
<b>Phase for which it is required:</b>	DALI/DTAC updating/completing PTh-DE/mandatory execution

*Notes: The same on identifying the research topic and undertaking the study as in the previous. A good study to resume rehabilitation works could be taken up in full. Detailed surveys of the historical carpentries can be prepared by art historians or architecture restorers. In case the completion of the archaeological study brings new information in the subsequent steps (PTh-DE or execution) we must fill in a report or an update of the historical study.*

<b>No.</b>	8
<b>Study/project name:</b>	The biological study/biology of the building (with or without laboratory research)
<b>Elaborator:</b>	Biologist or architect engineer certified to develop these types of studies
<b>Phase for which it is required:</b>	DALI/DTAC updating/completing PTh-DE/mandatory execution

*Notes: The elaboration of this study is not clearly regulated in the country and the legal framework content is not determined either. But there is a useful study in determining the amount (volume) of wood that needs replacing. The frameworks of the Transylvanian castles are large structures, characterized by the use of high quality timber; incorporating historical values in the structural concept, thus preserving them as much as the design team (execution) can. The nature of degrading biological agents similarly presents a great interest because, for example, the attacks with homemade mushroom<sup>26</sup> causes a greater work volume and the use of more protection materials (thus increasing investment). In many cases financial resources in the DALI stage are not sufficient for the unveiling of heads of beams, or the continuity of the investment is uncertain; so, often the quality control programme of the structure designer must prescribe the examination of wood items (based on the expert opinion of biologists) for the execution phase. The research topic is countersigned by the head of the complex project, but it is developed by the team of experts/structural engineers, who will be responsible for taking over the study and its quality. If, for various reasons during the study phase, one cannot access certain structural subassemblies (floors between levels) mandatorily, in the execution phase, these areas should be checked by expert biologist and the solutions adopted by specialists must be countersigned by the expert. The need to complete the biological laboratory study is decided by the expert biologist developer of the study. If the biological degradations are active, or when elaborating the construction work biological study, derives a long period until the project completion/start of implementation, it is recommended to update this study.*

<b>No.</b>	9
<b>Study/project name:</b>	The building's physics study (with or without laboratory research)
<b>Elaborator:</b>	Physicist, chemist or architect/engineer certified to develop these type of studies
<b>Phase for which it is required:</b>	DALI/DTAC Updating/completing PTh-DE/execution

*Notes: The frame content is less regulated than the biological studies. Often there are no funds for the development of a comprehensive study. It is the responsibility of the general designer/head of complex project to decide on the delegation of the obligation to develop the study to the execution company in parallel with pruning the system of drainage, to take responsibility for the quality of the plaster system adopted. The research topic (or need) is developed in collaboration with the Head complex project, the expert team/structural engineers, and will be responsible for taking over the study and its quality. The external environment or the building's conditions of use may contribute to the need to rebuild this study in case the period from the moment of the elaboration to the attack of the execution phase is too long.*

26. Merulius or *Serpula Lacrimans* – biological study helps by eliminating the myths regarding home fungus attack after decades of activity in the rehabilitation of historic buildings, people still have the belief they are unable to eradicate the infestation with this biological agent.

<b>No.</b>	10
<b>Study/project name:</b>	Technical expertise of the building's structure (qualitative/quantitative, partially or integrally)
<b>Elaborator:</b>	Technical expert authorized by MLPAT/MDRAT and specialized expert authorized by MCC
<b>Phase for which it is required:</b>	DALI/DTAC Updating/completing PTh-DE/execution (counter-signing provisions on site – DS)

*Notes: The technical expertise of the building/structure summarizes the results of the studies listed above: so if any of the studies listed above is not the definitive one the expertise cannot be final, so it will be necessary to supplement, update it by a report if new information appears and influences the diagnostic and/or structural therapeutics. The research topic is developed by a technical expert (certified MCC), but must be approved by the head of the complex project and the head of structures project – because the latter must develop all the solutions of intervention at the level of details so he can decide whether the provided information is sufficient/intelligible or not. This is the argument for which we must contract the studies in the same framework contract with the drafting of the project at a DALI/DTAC level. The collaboration between the expert's team and the design team (structural engineers) must be already good from the very beginning of the studies, otherwise there is on the one hand the risk to repeat certain calculations/operations, on the other hand there is a risk to superficially approach the problem by one participant in the research/design process. The technical expertise must cover all structural subassemblies – in Transylvania with particular attention to the historic framing structures to which quantitative assessment is recommended. The level of the calculation details must be decided by the expert and the decisions must be argued so they are sustainable before certification forums. Meanwhile, the real state of behaviour/conservation must be reconciled with the results of the calculations. If from the application of the standards (in particular for seismic calculation, but also those on foundation checking) in force we obtain the result that the building collapses or is seriously degrading at the occurrence of an earthquake with covered acceleration calculation – taking into account the fact that the building during its 150 years of existence (with most castles, but even more than 500 years in many cases), this misbehaviour should be reflected by visible degradation (ex. cracks). For the strengthening solutions that affect bearing structures of artistic components, it would be natural to countersign the solution by the related specialist (expert) restorers. If the degradation processes are active within 1-5 years, the expert may lose their validity and must be updated.*

<b>No.</b>	11
<b>Study/project name:</b>	The study of artistic components – wood (Preliminary or detailed, generally related to the execution phase)
<b>Elaborator:</b>	Wood art restorer components, certified by MCC
<b>Phase for which it is required:</b>	DALI/DTAC preliminary/completing PTh-DE/ execution

*Notes: Responsibility for the decision on the need to elaborate this study for the specified objective belongs to the complex project leader/general designer. Based on current knowledge there is no clear regulation on the accurate phases, not even on content and differentiation for the components of the structure/architecture, namely those belonging to the furniture. Wood art components include: furniture elements, parapets and ceilings painted or carved, statues and/or windows, doors, wooden gates and historical flooring or parquet; even historic wooden roof can be considered artistic wooden components. There are complementary studies, for example dendrochronological studies – which are not regulated at all, though, which could result in information that it can be centralized in regional/national data systems, helping in the future to date the construction based on the date of the wood used in the construction. The possibility of staging (rationalization) must be developed by specialists in the field, along with the head of the complex project/general designer – another argument for the simultaneously addressing phases of research and design.*

<b>No.</b>	12
<b>Study/project name:</b>	The study of artistic components – stone (Preliminary or detailed, generally related to the execution phase)
<b>Elaborator:</b>	Restorer of carved stone artistic components, certified by MCC
<b>Phase for which it is required:</b>	DALI/DTAC Preliminary/completion/PTH-DE/execution

*Notes: The ideas regarding the responsibilities and the lack of content framework regulation previously stated remain valid. In most cases the investigations can be completed only with the blocking of the building during the execution. The content for the restoration project itself is specified and the system of authorizing these projects (nationwide) works, but is not detailed (nor authorizes) a preparatory phase which can attach to the DALI documentation to quantify both the design, and the restoration itself during the execution (work estimations).*

<b>No.</b>	13
<b>Study/project name:</b>	The study of artistic components – murals (Preliminary or detailed, generally related to the execution phase)
<b>Elaborator:</b>	Restorer of artistic components – murals, certified by MCC
<b>Phase for which it is required:</b>	DALI/DTAC Preliminary/completion/PTH-DE/execution

*Notes: Remain valid those detailed for the stone artistic components, noting that in most residences of nobility in the Gothic, Renaissance, Baroque ages murals were practiced, afterwards known as decorative paintings, so the development of these studies is inevitable for the correct appreciation of budget to rehabilitate the building. This study should also help in formulating the design theme, especially for plumbing projects for which the cable roots must avoid surfaces bearing artistic components. Similarly, based on these studies, we*

*condition the solutions, and the technology for structural consolidation of degraded structural subassemblies, but bearing murals.*

<b>No.</b>	14
<b>Study/project name:</b>	The study of artistic components of forging/casting, bronze (metal)/glass etc. (Preliminary or detailed, generally related to the execution phase)
<b>Elaborator:</b>	Restorer of artistic components from forging/casting, bronze (metal)/glass etc., certified by MCC
<b>Phase for which it is required:</b>	DALI/DTAC Preliminary/completion/PTH-DE/execution

*Notes: Presents unique and relatively rare cases, but precisely these artistic components – if any – contribute to the historic and aesthetic values of the nobility residences. Mandatorily, we must introduce in the research team specialists in the field, being the responsibility of the complex project leader, the general designer – arguing again for concomitant contracting of the research with the design itself.*

There is a large number of studies, additional analysis – for example in the case of geo-technical studies geo-electrical analysis can also be performed, for the analysis of a wider field or overlaying analysed buildings over other existing ones. This can be achieved through studies with geo-radar equipment as part of archaeological studies, etc.

The dendrochronology study as previously mentioned. In Western countries there are national databases and national surveys for dating and determining the age of the wood from historic buildings.

## Stages of design and related content frame

Design phases are those regulated by the legislation related to the construction industry and they are as follows:

**DALI Phase** (a feasibility study, according to the government decision no. 28/2008) – The documentation for the authorization of intervention works – having well-regulated framework content including special aspects like: architecture; structures (resistance – which is developed in strict accordance with the provisions of technical expertise), electrical installation (including those of the low voltage: internet, burglary, etc.); sanitary, water supply, sewage, heating, gas supply and ventilation, if necessary. The specific of the content in this case is given by the requirements derived from all the studies listed above. So, for example, if there are artistic components in the building, when developing DALI, one should consider projects, and their budget restoring, respectively.

In the case of the listed historical monuments it is not appropriate (nor mandatory) to conduct an energy audit, but in the case of curiae / unlisted castles, it must also be developed. In the latter case the law does not prescribe the obligation to collaborate with specialists certified by the Ministry of Culture but it is recommended, because these buildings – from a technical point of view do not differ from the monuments and the application of modern thermal isolations on the facades would hurt their intrinsic values.

The characteristic charts for the presentation of the current situation and the proposals for intervention on specialties are more complex than in the case of the simple existing buildings, for example, the framing plan (the survey of damages) and the synthesis plan of the interventions on the roof structure must be an integral part of the pieces already drawn associated with the project already in this phase. It is not mandatory to obtain the ISU certification, however – especially after recent tendencies – it is recommended to develop a fire scenario (and possibly acquire the general approval) already in this phase.

**DALI Phase is extremely important for any investment** to revitalize a nobility residence – and if we are not targeting any application for European or national public funds – because it is the technical-economic documentation based on which we can plan physical and economic the steps of an investment. It is recommended to contract by the owners who wish to finance the restoration investment from own personal or co-opted private resources.

**DTAC Phase** (the technical documentation to obtain the construction permits) is also regulated in detail, being the documentation on which the building permit is issued on the basis of the notifications identified by the urbanism certificate (UC). In this stage as well, the specificity of the content is given by respecting and inclusion conclusions and proposals of foundation studies in specialized projects. The developers of the documentation must be specialists/experts certified by MCC. The verifications are performed as required by law (Law 10/1995, republished in 2015).

**PTh-DE Phase** (the technical project and the execution details), the content being fully regulated, and at this stage, in addition to the usual specialties related to the construction works: architecture; structures (resistance – which is developed in strict accordance with the provisions of the technical expertise); electrical installations (with particular emphasis on internal and external lighting, tracing circuits taking into account the location of artistic components, including those with low voltage: internet, burglary, etc.), sanitary, water supply, sewage, heating, natural gas supply and ventilation where appropriate. The routes of the installations circuit, burglaries through structural elements must be correlated to structure specialists (countersigned by expert), but also by restorers of artistic components, the correlation and coordination is the responsibility of the complex project leader, the general designer respectively.

Specific attention will be given to each part in drafting the book for general and special specifications, formulating the necessary requirements concerning the use of appropriate materials (quality and compatible with the historic materials parts of the building), and the qualifications required for the execution of specific technologies for the conservation, restoration, architectural and structural rehabilitation of the building.

Similarly, special attention will be given in formulating the quality control programme, and for correlating economic documentation with the technical part. This phase of design is approved by the Ministry of Culture by the Zonal Commissions or the National Commission based on the class of the monument.

In the case of artistic components accessibility (majority) without carrying scaffolding and false works at this stage, we must develop (and authorized by Artistic Component Section of the National Commission of the Historical Monuments) the restoration of all artistic components identified in the building (wooden, carved stone, murals, etc.). Including the developing phase of the technical project on the restoration of artistic components during the implementation phase, it can be argued only where availability can only be provided after the scaffolding (for example at the ruins of medieval fortresses or vast castles in a state of ruin: for example, Lónyai castle in Medieşul Aurit, Satu Mare County).

This design phase can be broken down into stages of execution if the funding cannot be provided from a single source. The **PTH-DE** project is the comprehensive document based on which the work is bid or based on which price offers are required from performers.

### Interdisciplinary team in the rehabilitation of castles

Table 1 summarizes studies listing the specialists who must contribute on the implementation, specifying also the need for correlation among specialists. For example, the solutions for restoration, rehabilitation, structural consolidation must correlate to restorers of murals if the item or the damaged structural subassembly carries murals. If one cannot find solutions for structural interventions that will not affect the paintings, the restoration project must include removal of plaster bearing the picture and rearranging it, but of course, first of all the team of experts and planners must try to find solutions that do not affect the painting. This chapter shall be reduced to the synthesis shown in Figure 3 of the interdisciplinary teams that have active role in the various phases of the investment, related to the restoration, rehabilitation, improvement of the castle.

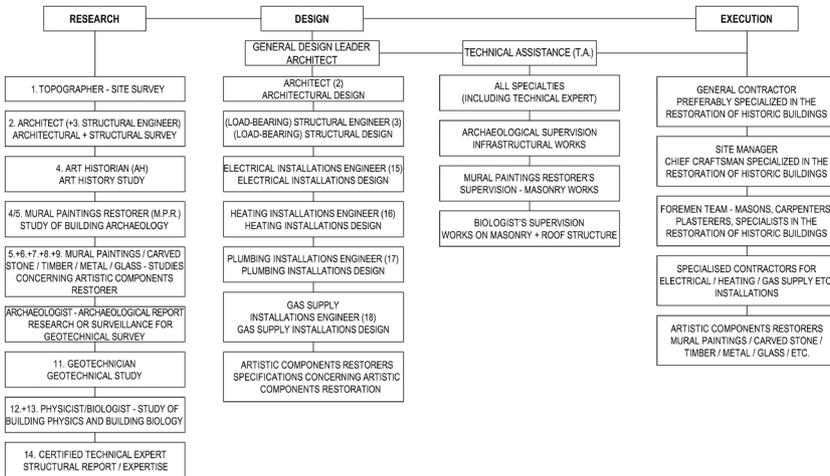


Figure 3. – Interdisciplinary teams during the rehabilitation of a castle in different phases: research, design and execution

It is noticed that in the execution stage the law prescribes technical assistance from designers, the presence of archaeologists in excavations, countersignatures for provisions on site (DS) – documents which resolve any modification of the technical solutions for the project, which are caused by unforeseen situations at the design stage – by verifiers, and in case of those of the structural nature, by the technical expert.

The presence of specialized biologists and physics of the construction and the necessary assistance for the various works of art components restorers must be prescribed through the designer's control programme.

The presence of an art historian at the execution stage is not regulated by law, and it can be prescribed through the designer's control programme, but his presence is highly desired because many items of historical value can be found during the removal of different finishes, subsequent interventions, thus both documentation and resolution of the improvement requires the presence of this expertise also during execution.

Figure 3 does not contain the list of verifiers – prescribed primarily by the law for quality in construction (10/1995, republished 2015). Of course these are verifiers during the design stages (in various specialties), and during the execution stage, the internal verification of contractor shall be ensured by RTE – the responsible with the technical execution (which must be certified by the ministry to work on historical monuments) and on behalf of the beneficiary the quality of works and the correctness of the works

executed are checked by project supervisors (similar on specialties). It is stressed that also in the areas of the artistic components restoration there is the quality inspection system through specialized project supervisors. We can observe that many factors, specialties in all phases of research – design – execution are involved, so, coordination is extremely important, where the general designer/project leader has virtually the role of a conductor.

The list of specialists in the research phases – design – execution can be added – according to the unique circumstances with museographer (various specialties), is the function includes exhibitions, museum use; landscape architects, specialists in historic gardens; specialists who will take part in drafting the projects for revitalization of yards, gardens of historical castles. By analogy, in the case of buildings with significant enclosures, or ensembles where access must be ensured, the design and execution teams also include road building experts.

The scheme may be completed with the teams of consulting companies and/or project management departments – responsible for running the application in order to obtain European funds or the development of the financing programme.

If private owners will finance the investment from own funds or other private funds, in this case it is also recommended to appoint a project manager, or to contract a consulting or management company to conduct the investment, but of course it can also be assumed by the (family) owner.

### Specifics of the implementation stage regarding the castles' rehabilitation and sustainable maintenance

#### **The performance stage**

When building new constructions, implementation is relatively simple, the executor must follow the project design, this thing being verified through assistance by the designer, through the inspector by the beneficiary and through the determinative phases' system by the authorities (SIC – State Inspectorate for Constructions). The changes in relation to the project (within the limits of the original project) are usually made on the basis of the request made by the beneficiary.

The situation is fundamentally different in the case of the historical buildings – no matter of how professional and detailed are the researches and how well-founded the projects, after the performance of the staging and scaffolds, the removal of the subsequent finishes, the uncovering of the ground works etc., all the historical buildings (actually all the existing buildings) will disclose information (less professionally mentioned as 'surprises'), which will require assistance from the designers (or from the specialists who developed the studies) for the conformation of the designed solutions to the situation identified in the field. Built-in architectural items or artistic elements

can be found, which will require the valorisation in situ or removal from the building's masonry; unknown surfaces with frescos can be also identified, which can change even the architectural concept for details or unit solutions for certain rooms or frontages. These changes can require the need of changing some details or solutions of the appliances' projects etc.

Similarly, the real technical status of the architectonic elements and subassemblies can differ (better or worse) from the ones expected in the designing stages. All these situations are accustomed in the case of the historical buildings and their abundance and amplex is the more because the approachability in the research-designing stage was more limited (especially the case of the half-ruined buildings).

So technically speaking, the issues are absolutely normal and can be solved through the system of the building site's directives (similarly brought under regulation). The financial problem in the event of financing from European or national programmes can be more difficult, the reasoning for the justifiability of the contingent additional works' adjustment by renouncing to some who became, actually, futile is a complicated process, the foundation must be indisputable or else, it requires a laborious work due to the fact that it is a bureaucratic but still possible methodology. Similarly, the access to the budgetary part assigned for unpredictable situations is possible in well justified cases.

At the same time, the accurate assessment of the investment on behalf of the designer but also by the entrepreneur at the work's bidding (tender) is extremely important, both in the case of the works funded by financing programmes as well as in the case of private investments.

The presence of the design team during the entire period of implementation with a minimum frequency of 2-4 monthly occasions is absolutely inevitable, therefore the technical assistance must be fairly estimated, already, since the stage of the general device's making, during the stage of the Documentation for the approval of the intervention works.

### **The sustainable maintenance of the castles**

At the end of the work (at the receipt at the work's completion, respectively at the final receipt) the team of designers and executors provides – by means of the Construction's user guide, Chapter D – a verification of the building in time. On each speciality, a checking schedule is established, which must be observed during the existence of the building, on the owner's responsibility. At the same time, the sustainable maintenance means a lot more. Maintenance and related expenses (timework) for the historical buildings are significant and increase with the extent and complexity of the building. Therefore, the function chosen for valorisation (management plan) must be conceived in order to cover these expenses.

These aspects must be already taken in consideration at the beginning of the investment, from the stage of research and elaboration of the Documentation for the approval of the intervention works. For example, choosing a painting with simple lime (inside or outside) in the advantage/disadvantage of mineral, breathable, silicate-based paintings is not only a question of authenticity, aesthetics but also of durability and initial costs of the investment versus the maintenance costs.

There is not any unique applicable rule. But the decision has to be both professional (from the reconditioning principles' points of view) and rational (from the point of view of the sustainability's assurance). It is extremely important to acknowledge that a rehabilitated and valorised building starts to decay from the moment of receipt (the end of the works) – the maintenance and repairs have to be permanently assured for the regularly cases and as soon as possible in the accidental ones. In this situation too, one must bear in mind that the rehabilitation cycle is not an infinite one, between 15-25 years for wider repairs and after 40-50 years one must take in account a new reconditioning cycle. The delay of these repairs, as well as the non-performance of the permanent maintenance works lead to the speed-up of the decay processes and the increase of the investments necessary for the following reconditioning-rehabilitation.

### The schedule of the activity regarding the intervention in the castles

Though there are not generally available rules, the beneficiary/owner of the historical building must think about the reconditioning-rehabilitation-valorisation intervention as to any other financial investment, therefore he has to allocate the time and money necessary both for the designing stage as well as for the performance one, their period being determined by the consistency of the building's historical values; the volume (dimensions), the current technical status as well as the desired destination (function). The investment's designing process starts with the identification of the real estate's usage possibilities as well by the research of the offer market regarding the financing solutions. If it is possible – in-line – it can be started the elaboration of the proper technical projects by making the researches.

The elaboration of the studies necessary for the Documentation for the approval of the intervention works or the Technical documentation for the construction's authorization can hold between minimum 3 months (for very small buildings, low-complexity, continuous financing, connected team) to 1-1,5 years (for the buildings with large dimensions and high complexity). Obviously, the financial discontinuances or the lack of coherence in the completion of the design theme, the incorrect choice of the design-research team can have striking effects upon the period necessary for the completion of this stage. The elaboration of the Documentation for the approval of the intervention works/Technical documentation for obtaining of the construction's authorization can hold 50-100% of the period of the research stage, similarly depending on the organization's efficiency. The obtaining of the approvals and the authorization per se can be influenced not only by technical problems but also by bureaucratic ones.

The elaboration of the performance project lasts minimum as twice as the period of the elaboration of the project/Documentation for the approval of the intervention works. In case of applying for funds, one must take in consideration the expectation periods both in the stage of the Documentation for the approval of the intervention works (the application's judgement), as well as in the stage of the Technical project and performance details, for the analysis of the filed project. In these cases, too, these periods can last from minimum of months to many times even for years.

Planning the implementation is much simpler in the case of obtaining a grant (selected financial request), a financing contract is signed for the implementation period determined in the project (generally  $\frac{1}{2}$  – 4 to 5 years). In the eventuality of financing from in-house resources or varied partial financing schemes, this period can be extremely long.

So, what is important is to emphasize is the fact that also in simple cases the investment lasts for years and in the case of wider castles or medieval citadels, it can go on for decades.

It is clear then that on one side the owner has to have a host spirit and has to innovative. On the other side he has to form its team of specialists (both for the reconditioning per se as well as in the project management for the use of the existent possibilities to access funding). But supporting structures also need to be created on behalf of the government by acknowledging the qualified authorities about issues specific to the castles and nobiliary courts.

## WHY ARE CASTLES INTERESTING?

We've seen in this chapter a general analysis of the Transylvanian castles' situation, especially from the point of view of many experts and expertise domains, such as the laws in force, architecture, arts history, tourism and landscaping. All this information and data offer us a wider and more detailed image about the status of the castles and it helps us to better understand their role in society. Nevertheless, the question remains: why are the castles interesting, why is necessary their reconditioning and valorisation how can a (micro-) society of the 21<sup>st</sup> century benefit of their existence?

**The human factor** is probably the most important one for a professional and efficient as possible saving and conservation of the castles. That is why we must understand those subjective factors on which depends our relation in connection to this category of monuments.

In the case of Transylvania, we must acknowledge the fact that, generally, castles are considered a part of the cultural heritage of Hungarian reference and in many cases (due to the exaggerated national and patriotic feelings and frustrations), after the two

world wars these castles were destroyed on purpose by the local administration or population or were literally neglected (Vințu de Jos, Coplean, Mănăstirea, Aghireș, Sânpaul, Medieșul Aurit, Iernut, Dumbrăveni, Ocna Mureșului and unfortunately the list goes on). We also have to mention that in the communist period, in some of the cases certain maintenance works were undertaken). After the installation of communism (when, theoretically, there were not differences between nations and nationalities) this process did not stop but even increased, castles being considered the domicile of a caste doomed to perish.

Regrettably, this mentality is not lost not even nowadays, to this purpose the above-mentioned ruined or half-ruined castles being the great-size proofs. Even if more castles were saved almost in the last minute (for ex. Bonțida, Criș, etc.), these ones were rehabilitated by the civil society, by the families to which they were retroceded and by commercial companies and not from the initiative of the central or local authorities. We mention the fact that these positive actions were partially financed by the Government of Romania, but these sums weren't enough to recovered even those damages which were caused by the local or central authorities (and most of these damages are practically irretrievable).

The castles per se are spacious and demanding constructions, with a special historical, architectural and aesthetic significance. For this purpose, their redevelopment is a complex exercise in which we must take in account the location, the storage status, popularity, history, infrastructure, size, preserved values, etc.

Unfortunately, there is not any formula for the castles' rehabilitation and revitalisation but one may observe that rehabilitation does not have any point without revitalisation and from this point of view each case is particular. But few castles became again the domicile of the former owner (e.g.: Mikes Castle from Zăbala) due to the slow rhythm of the retrocessions and the limited material possibilities of nowadays' most nobiliary families. Most of the castles and mansions were redeveloped by commercial companies, especially as hotels, motels, restaurants and leisure centres i.e. in the field of tourism, rural tourism or cultural tourism. Some castles are used by different factories (e.g. Cetatea de Baltă).

Civil society and non-governmental organisations are extremely important actors for the castles' revitalisation which use these compounds of buildings in a very original and positive way. At Bonțida, a centre specialized in the rehabilitation of the built heritage develops successfully its activity, at Ozd, persons with dependencies are treated, the castle from Criș is used as camp for orphan children, Kallós castle from Răscruci is a place used for the organization of folklore dance camps, Gilău will become a cultural centre. Still, these noble and interesting projects have a continuous need of funds for the rehabilitation and maintenance of the castles, besides the costs of the programmes themselves.

The Romanian government is also involved in the maintenance of many castles, especially of the ones which serve as hospitals or rehabilitation centres. Many mansions serve as city halls, local administrative offices or schools. In certain Transylvanian castles, extremely valuable and important, museums were set up and these were included in touristic circuits since the communist period (Hunedoara, Magna curia from Deva, Bran castle, etc.) or were set up as memorial houses (Octavian Goga Museum from Ciucea). Unfortunately, there is a lack of a national strategy proper for the saving, conservation and valorisation of the castles (especially of the ones in the process of ruination), even now on the List of Historical Monuments are not mentioned all the buildings which are considered castles by the specialists.

This strategy aims to be a professional document based on the experience and knowledge of many Romanian experts, representing different speciality domains, respectively on the data and information collected and operated by the PONT Group by means of its 'Castle in Transylvania' initiative. One also has to mention that both the theme and the currently available information, as well as the network of institutions, organizations and persons with interests in the development of the castles are still at the beginning of the road but full of potential and enthusiasm, therefore this strategy is not a final document, but a promising start in the institutionalization process of the castles' protection.

## SWOT ANALYSIS ON THE GENERAL SITUATION OF CASTLES AND MANSIONS IN TRANSYLVANIA

### Strengths

- There is a legal framework for the protection of cultural heritage, historic monuments being also included.
- The cultural and touristic value of heritage objectives is acknowledged at local and national level.
- There are several good practices in capitalising on the value of castles and mansions.
- There are several NGOs which activate to save these historical monuments (there are some which activate for a single objective, others activate on special fields concerning the restoration of castles).
- There are several databases, publications, studies on historical monuments and gardens.
- There are several events for promoting tourism and castles (like the Castle Fair organised in Hunedoara).
- There is an accumulated experience regarding the accession of grants from European funds, projects implemented during 2007-2013, which aim the restoration of cultural heritage.
- There is an active expert database in the field of monument restoration (with grant, tourism, landscape management or legal aspects).

- The Castel in Transylvania community counts already almost 20,000 people, a human base which may be an important resource in implementing this strategy as well as the annual action plans developed on the base of this general strategic framework in the future.
- Training and reconversion services have been developed for some of the jobs needed for the protection of historic monuments, including “school workshop” concepts on restoration sites.

### **Weaknesses**

- Currently there is no coherent database with coherent and up-to-date information regarding the number and current state of castles in the region of Transylvania (including the regions of Banat, Crişana and Maramureş).
- In some cases, because of the long retrocession process the level of degradation is advanced increasing the amount of resources needed for conservation, restoration and capitalisation.
- Because of the long transitory period from the formulate of the demand of retrocession until the final verdict concerning ownership, beneficiaries are not eligible to access public investment funds, and in many cases costs for maintenance are not provided either.
- Several returned buildings are empty and not guarded, while their condition is constantly degrading because of acts of vandalism, theft or just carelessness completed by natural, physical degradation processes.
- Owners and administrators of these buildings and their surroundings do not have the necessary financial means for covering basic maintenance costs, while for a sustainable valorisation one needs an investment of major amplitude.
- The cultural value of these buildings goes through a significant diminishment due to the fact that furniture and historical facilities barely survived.
- There are no funds available for covering costs of research and designing (e.g. for a 500 sq. meters building these costs can reach 30,000 euro), while without this component no attraction of government or European funding is possible for a restoration and commissioning.
- There are problems of correlation regarding the documentation for intervention (DALI) and standards of costs.
- Because of the lack of technical legislation regarding historic buildings (word by word legislation leads to an over-consolidation of historic building built of stone, ceramic blocks of mixed materials, leading to a lost historical value).
- Buildings and their gardens are not treated as a unique whole. Hence, focus is on saving the buildings while in the context of the process the salvation of the garden is forgotten.
- There is no funding available for saving historical gardens.
- There are no general tourism programmes/strategies available to valorise castles and mansions.
- Lack of ex-ante planning for a functional destination of restored monuments leads to unsustainable investments.

- A reduced competition in the field of restoration of historic monuments determines a distortion on the market and enables the appearance of situations of monopoly in the case of certain economic units.
- There are insufficient formation programmes in order to specialise the human resources for research-conservation-restoration.
- There is a limited vision regarding the ways a monument can be revitalised mostly because activities connected to them are reduced to some occasional events without a high resonance in public and without continuity.
- There is a lack of knowledge in the field of marketing and cultural management especially among public servants but also among people working in NGOs or private companies.
- There is also a lack of cross-sectoral approach regarding the capitalisation on the value of castles (like economic and social, cultural, historic or environmental aspects).

### **Opportunities**

- An approach which deals with the aspects of castles in Transylvania not just as a sum of specific cases but also as a whole can lead to an aggregated impact on all these buildings which are part of the built heritage of Romania.
- The existence of funds for A and B category monuments during 2014-2020 (2022) provides a viable source for establishing the economic, social, role of castles and mansions and their reinstatement.
- The number of good practices has a constant growth, these examples provide inspiration for finding solutions for other castles and mansions, too.
- There are funds available for various cultural, touristic programs which can have an effect on forming networks, awareness raising and mobilisation in public. These aspects do not solve the specific problems of a castle. However, they produce an added value regarding the approach of the topic as a whole.
- There are funding and partnership programmes initiated by the Ministry of Culture from Romania aiming to protect, conserve and valorise the objectives of the cultural heritage.
- There is a growing interest of individuals and legal entities regarding the acquisition, restoration and capitalisation of some of these buildings. This interest is sometimes general (they are seeking for buildings with specific characteristics) or it is special (they know exactly which building is of interest for them).
- There are several databases which can provide the basis for a final full scale, unique, accessible database (which is also open source). The database created within the Castle in Transylvania initiative is also a starting point for this, where information about 300 castles were gathered, together with the database of the Monumente Uitate project, which is currently the biggest database of its kind regarding castles and mansions in the country.
- There is a high level interest among owners and administrators to create a network of cooperation regarding the conservation, restoration and valorisation of castles together with experts from fields connected to this endeavour.

- A number of smaller scale initiatives from the recent past proved the fact that there is potential to mobilise community resources in order to support certain steps in restoring and valorising castles and mansion at local and regional level.
- The growing trend of community mobilisation (including crowdfunding processes) combined with a professional communication activity can lead to sustaining systemic initiatives, too.
- There is growing interest of tourists towards this kind of cultural offer (cultural tourism).

### **Threats**

- The change in the Tax Code regarding the taxation of historic monuments affects the minimum sustainability capacity level of owners. The current Tax Code does not create a special condition for this special situation and leaves the final decision in the hands of local authorities.
- There is still a threat of nationalising castles, which might undermine to medium and long term planning processes.
- There is a threat that the economic and social activities conducted in the restored buildings do not generate enough revenue for a long term sustainability of castles and for keeping them in a proper condition. A restoring, rehabilitation, renovation intervention and valorisation – as broad and expensive it might be – and a good technical condition isn't assured forever not even for a period of usage of 50 years, if there isn't a proper maintenance activity installed.
- The envisioned available funding for the restoration of fortresses, castles, mansions. During 2014-2020 only 300 million euro are allocated at national level. There is a need for approximately 975 million euro, funds calculated for 50 fortresses, 250 castles and 500 mansions.
- Currently there are no landscape experts specialised on historic gardens, all of this leading to an improper restoration of gardens which surround castles and mansions.
- Limiting on intellectual contributions within the Regional Operation Programme at 5 per cent and the National Rural Development Plan at 10 per cent (while the need would be of 11-12 per cent of even 14-15 per cent in the case of small scale investments) does not provide the necessary resources for a good, integrated management of activities through which the sustainability of the building and its surroundings can be reached on long term.
- Indifference and the lack of interest of local public authorities regarding national heritage is another generalised aspect which characterises this sector.
- There is no available formation programme accessible to all stakeholders regarding cultural marketing and management.
- There is a lack of cross-sectoral cooperation regarding the creation of integrated administration of historic monuments.
- There is a lack of education regarding the importance of heritage objectives in the economic and social development of local communities.

## CHAPTER 3

# DATA ANALYSIS ON THE 300 ITEMS INCLUDED IN THE PROJECT

The database contains at the moment 301 castles and mansions from Transylvania, Maramureş, Crişana and Banat historical regions. Divided to counties, the database at the moment looks like this:

- Alba County: 16 edifices,
- Arad County: 10 edifices,
- Bihor County: 38 edifices,
- Braşov County: 12 edifices,
- Cluj County: 27 edifices,
- Covasna County: 73 edifices,
- Hunedoara County: 16 edifices,
- Harghita County: 14 edifices,
- Maramureş County: 6 edifices,
- Mureş County: 36 edifices,
- Sibiu County: 6 edifices,
- Sălaj County: 13 edifices,
- Satu Mare County: 11 edifices,
- Timiş County: 6 edifices.

In the process of data and information collection, we proceeded as following:

- **Identifying the 301 castles and mansions included in this project;** we created a preliminary list of those edifices, which can constitute the subject of analysis when preparing the strategic framework.
- **Preliminary data analyses during the different phases of the Castle in Transylvania project** – as this project was launched first in 2010, there were already data collected through several methods and through many previous small-scale projects. Accordingly, we could rely on an already existing photo database, which were collected through different initiatives, such as The Castle Calendar, a photo competition about castles and a group competition called webCastle.
- **Analysis of complementary information** with an open source found on the Internet; we made a list of open source information platforms, which contain complementary information.

- **Creating a more complete database based on the existing information we had and the ones we collected from the Internet:** the creation of this complete database enabled the assessment of what type of new information need to be collected during our fieldwork.
- **Fieldwork with the aim of collecting additional information, of documenting and of taking new photographs;** these field trips aimed at collecting both data for the description of the castles and mansion (data for texts) and at completing our existing photo database.
- **Editing and sorting information and creating a more comprehensive database, categorizing the information;** the creation of a multilingual webpage, where the castles' profiles are categorized; searching for these profiles is also possible according to different categories, such as the National Heritage Number, the County, the City or village where the castle or mansion is situated, and the Style in which it was built. This categorization helped at a better management of the database; by using this categorization on the website as well, an easy, user-friendly access to the amount of information is assured for everyone interested in this topic.
- **Translating the texts about the castles and mansions into two other languages, editing and publishing them to assure up-to-date information in three languages:** in order to build the biggest possible audience for this project, the collected and categorized information were translated, edited and adjusted for three languages (Romanian, English and Hungarian). This meant that existing contents in different languages were harmonized, and that in some cases texts were completed with information available in other languages.
- **Adapting the texts to suit the web format and uploading the information;** after the final database was ready, all the data was uploaded to the website through the admin domain. Some of this uploading activity took place parallel to the processes of collection, editing and categorizing of information.

The complete database is available online at:

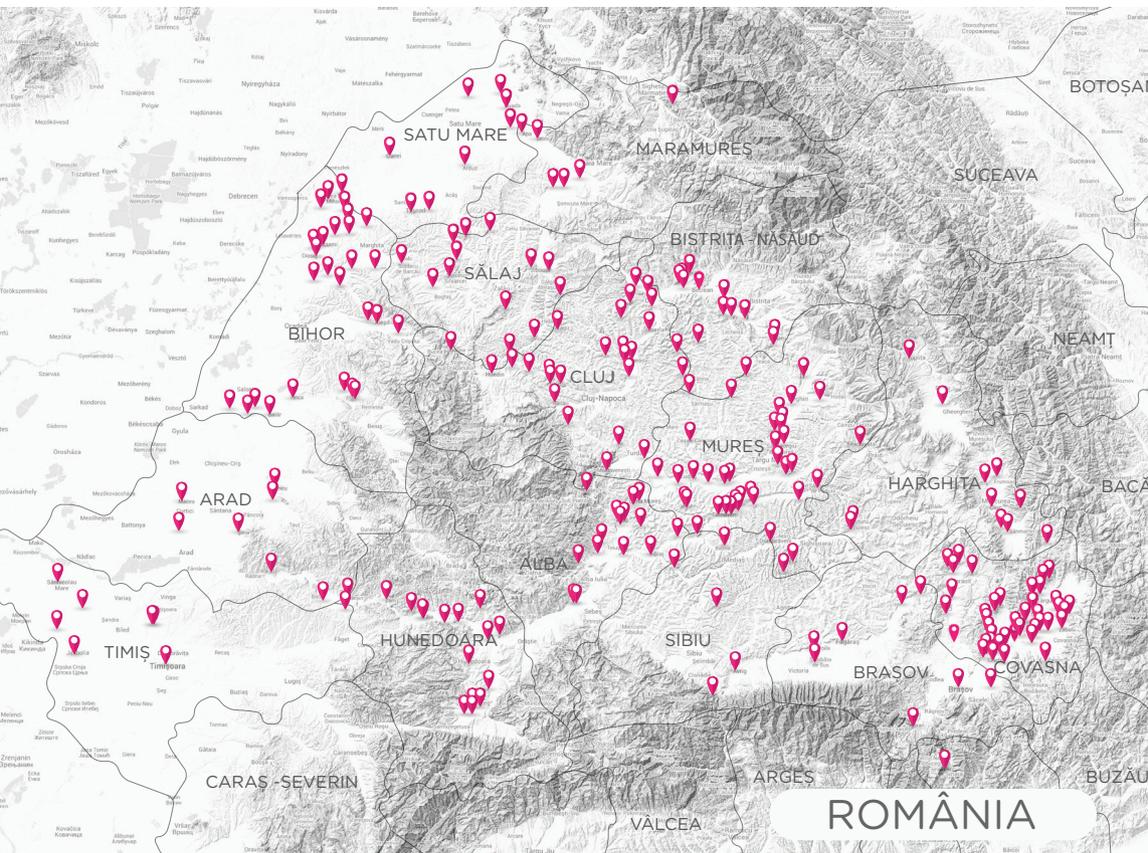
- [castelinsilvania.ro](http://castelinsilvania.ro) (in Romanian),
- [castleinsilvania.ro](http://castleinsilvania.ro) (in English),
- [kastelyerdelyben.ro](http://kastelyerdelyben.ro) (in Hungarian).

The database is complemented by a search engine and by a categorization method according to the following categories:

- Name,
- National Heritage Number,
- Monument Category (Type A or Type B),
- Style in which the edifice was built,
- Locality – city, village the edifice is located in.

The database in its current form is a key reference point for future projects, which aim to continue the process of completing, developing and enlargement of this database. It is estimated that there are more than 600 castles and mansions in Transylvania, double the amount present in this database, and analysed during this particular project. There are other initiatives as well, which aim at making an inventory of all monuments from Romania in general, and from Transylvania in particular, and at synchronizing all existing databases in the field.

Moreover, with the help of complementary funding from the Administration of the National Cultural Fund we designed two online applications for smartphones both for iOS and Android operating systems. This is an extra facility to access the information about castles and mansions by our target groups from Romania and abroad.



## CHAPTER 4

# OVERALL VISION AND GOALS

## CASTLE IN TRANSYLVANIA – VISION

**Castle in Transylvania imagines the future through a community and an organizational support network for the Transylvanian castles and mansions which aims to conserve, restore and capitalise the economic, cultural and tourist potential.** Castle in Transylvania imagines the future by building on the principles of additionality, sustainability, complementarity person-to-person relations, which together form a network and a movement based on trust, shared values and a vision that takes the present (state of castles and mansions) as it is and puts it in the service of the future.

In our fulfilled vision, castles and mansions in Transylvania and their network have a socio-economic sustainability through the activities carried out both in and around them and through value-added target segments, while their cultural and community values are not jeopardized.

**In our view, Transylvania, a region from Romania can become a place that puts a strategic focus on the value of cultural heritage of castles and mansions, it will secure these values** in close correlation with the other Romanian, European and international initiatives on protection of built cultural heritage, incorporating both the past and the present which serve the economic and social development of the region both on medium and long term.

**In our view, Transylvania is a region where one of the main attractions is constituted by the castles and mansions on its territory,** and this attraction is not being set up on the buildings themselves but on the whole individual and group experience that remains imprinted in the memory of tourists through activities they participate in, the places they visit and the whole atmosphere they experience.

**In our view, the Castle in Transylvania approach becomes complete through the involvement of the local communities and through a regional movement brought to life related to castles and mansions in Transylvania. These communities and movements will include** individuals and organizations from local communities, but also individuals and organizations from outside the region and the country, who agree with this vision and who are willing to enter into interaction with the local communities.

**In our view, the Castle in Transylvania approach can become the basis of a community movement and a wide collaborative network,** which creates interaction between individuals and organizations in the medium term in a sustainable

way from an economic, social, environmental and of governance point of view, and which produce human, financial, intellectual and physical resources required to manage the activities that support castles and mansions in Transylvania. By this movement, a critical mass of people and interactions is created that contributes to the existence of community power, which produces significant added value to bring and maintain these heritage buildings and their environment into the socio-economic circuits leading to justify the existence and their long-term functional role.

### THE SYSTEM OF OBJECTIVES INCLUDED IN THE STRATEGY CASTLE IN TRANSYLVANIA

Vision	Castle in Transilvania imagines the future through a community and organizational support network for the Transylvanian castles and mansions which aims to conserve, restore and capitalise the economic, cultural and tourist centre potential of their community.			
Strategic objectives	<i>Increasing the role of culture in economic revival</i>	<i>Revitalizing cultural heritage</i>	<i>Increasing of castles' role in social development</i>	
Priorities	<i>Priority I:</i> Developing castles as economic units	<i>Priority II:</i> Developing castles as units of local attractiveness	<i>Priority III:</i> Developing castles as cultural establishments	<i>Priority IV:</i> Developing castles as community establishments
Areas of intervention	<p><i>1.1 – Increasing the involvement of castles in tourism development</i></p> <p><i>1.2 – Increasing the level of preparation in the tourism sector related to castle's capitalisation</i></p> <p><i>1.3 – Taking a cross-sectoral collaboration between the cultural sector and entrepreneurial sphere, to create an innovative business environment</i></p>	<p><i>2.1 – Mapping, preservation and restoration of the natural and built heritage</i></p> <p><i>2.2 – Promoting castles</i></p> <p><i>2.3 – Empowering authorities in these tasks</i></p> <p><i>2.4 – Modernization of infrastructure related to castles in order to increase their accessibility</i></p>	<p><i>3.1 – Making detailed databases with castles in Transylvania</i></p> <p><i>3.2 – The implementation of educational and cultural knowledge in order to develop locality and the castle's role in the formation of cultural identity</i></p> <p><i>3.3 – Increase the level of institutions responsible for the management and exploitation of castles</i></p>	<p><i>4.1 – Increasing the participation of local communities in the preservation of universal values of monuments</i></p> <p><i>4.2 – Castles' involvement in cultural and educational activities of the locality</i></p> <p><i>4.3 – Strengthening partnerships with local non-governmental organizations</i></p>

## PRIORITY 1 – DEVELOPMENT OF CASTLES AS ECONOMIC UNITS

Tourism is a branch of the economy, therefore, in this chapter we would like to approach the topic of valorisation of castles from an economic point of view, meaning their recovery through methods that link to business type activities oriented towards profit. Investing in castles as tourist establishments is a “normal” form of recovery of these monuments, and in these cases, in addition to their cultural value, castles are an element of the local and national economy. Therefore, it is very important to distinguish castles as economic units and castles as local attractiveness units because the latter refers to valorisation of castles as elements of a tourist destination that does not offer accommodation or events *for profit*, their value is reflected in the interest of tourists to visit them, thus producing profit for the locality where they are.

In 2014, the contribution of tourism to national Gross Domestic Product (GDP) was only 5.1%, while worldwide the percentage was 9.5%, according to the World Travel & Tourism Council, in the study conducted last year. For 2015, it is predicted an increase of 3.9%, which implies a challenge, which – if it succeeds in preparing adequately, locally, regionally and nationally –, tourism can even become the driving force of the local economy.

In terms of opportunity there are many ways, but they are rarely used today. Some castles were sold to new owners for economic purposes, thus few of these buildings have an economic function and have become self-sustaining in terms of generated revenue. As potential for generating tourism activities, castles and mansions are almost never used. Exceptions are those which are known themselves, and which are easily accessible. Regarding their promotion, so far there have been only isolated initiatives, which have focused mainly on a single castle. At network level, these sights are not currently being promoted at all.

Rehabilitated, revitalized and redeveloped castles are ideal places to spend your valuable free time: a walk through the castle park, a dinner with a special menu, a visit to a museum set in a castle offer recreational unprecedented experiences for which, currently, we have very few locations and opportunities in Transylvania. The atmosphere of a castle or a park can also be inspiring for contemporary mass culture, see the huge success of the Electric Castle music festival at Bontida.

Bontida Castle is a perfect example of a particular method of valorising castles with the purpose of generating profit. **Renting the castle for events** – for example renting it for short-term events (conferences, exhibitions, weddings, etc.) – is an efficient method of exploitation. Lease is a contract whereby one party, called the lessor, undertakes to provide the other party, called the lessee, the use of property for a certain period, for a price, called rent. The rent may consist of a sum of money or of any other goods or benefits. From a legal point of view, it is interesting to see the possibilities of an owner who wishes to capitalise his castle with economic purposes.

### **Attracting an investor**

If there is an investor, we can negotiate various forms of its involvement he can have in the life of the castle. The law provides various legal forms by which the collaboration with an investor can be conceived.

Besides short-term leasing (rental), **long-term rentals** are possible. Leasing cannot be concluded for a period exceeding 49 years. If the parties stipulate a longer period, it is reduced to 49 years. The lessor is bound, even without any express stipulation:

- a) to deliver to the lessee the leased property;
- b) to maintain the property in proper condition for use throughout the lease;
- c) to ensure quiet and usable use of the property throughout the lease.

The lessor is bound to deliver the property with all its accessories in good condition of use. The lessor is bound to carry out any repairs that are necessary to maintain the property in proper condition for use throughout the lease, according to the established destination.

Housing repairs are the lessee's responsibility, whose necessity results from the regular use of the property. If, after conclusion of the contract, the need for repairs arises, which is lessor's responsibility, and the latter, although notified, does not begin to take the necessary steps, the repairs can be made by the lessee. In this case, the lessor is obliged to pay besides the amounts paid by the lessee, interest reckoned from the date of expenditure. In case of emergency, the tenant can give notice to the lessor also after starting the repairs, interest on amounts advanced running from the date of notification. This regime may be waived by express agreement of the parties included in the lease.

The lessor is obliged to undertake whatever is necessary to ensure constant and unimpeded use of the property, being obliged to refrain from any act, which would prevent, lessen or hinder such use. The lessor guarantees against all vices that impede work or reduce its use, even if they were not known upon the conclusion of the contract and without regard to whether they existed before or arose during the lease. The lessor is not liable for defects that were apparent at the time of the contract and the lessee has not claimed without delay. The lessor may be required to pay compensation for the apparent defects that prejudice the life, health or physical integrity of the lessee. If the lessor does not remove the defects in the shortest term, the lessee is entitled to a proportional decrease in rent. If the defects are so severe that if the lessee had known, would not have taken the property in lease, he may terminate the agreement under the law.

When these vices prejudice the lessee, the lessor may be required to pay damages, unless there is proved that it had not known them and that, according to the circumstances, it was not obliged to know.

The lessee shall have the following main obligations:

- a) receive the property given in lease;
- b) to pay rent in the amount and on the deadline set by contract;
- c) use the property with prudence and diligence;
- d) to return the property upon termination, for any reason, of the lease contract.

Another method that can attract an investor is to establish a **usufruct** in its favour. Usufruct is the right to use another person's property and benefit from its results, like the owner, but with the duty to preserve the substance. There can be given in usufruct any movable or immovable, tangible or intangible assets, including a heritage table, a universality of fact or a share thereof.

Usufruct in favour of a natural person is, at most, life contingency. Usufruct constituted in favour of a legal person may last maximum 30 years. When it exceeds this term, the usufruct is reduced to 30 years. In the absence of stipulation to the contrary, the usufructuary has exclusive use of the property, including the right to benefit from its results.

Natural and industrial benefits, resulted after the establishment of the usufruct, belong to the usufructuary, and those obtained at the end of usufruct belong to the owner, without each other having possibility to claim compensation for the cost of producing them. Civil benefits are due to the usufructuary in proportion to the duration of the usufruct, the right to claim interest being earned every day.

Unless stated otherwise, the usufructuary may transfer his right to another person without the consent of the legal owner, the requirements of the land registry being applicable. The usufructuary has the right to lease the property received in usufruct. The usufructuary takes the goods in the state they are on the date of usufruct incorporation. In exercising its right, the usufructuary is bound to comply with the destination of the assets established by their owner, unless there is ensured an increase in the value of the property or, at least, there are not, in any way, prejudiced the interests of the owner.

The usufructuary is obliged to compensate the legal owner for any damage caused by improper use of the property given in usufruct. In the absence of stipulations to the contrary, the usufructuary is obliged to deposit a guarantee for meeting its obligations. The usufructuary is obliged to carry out maintenance repairs of the property. Major repairs are the responsibility of the legal owner. Of course, the Contracting Parties may derogate from this rule.

There are big repairs – the ones that concern an important part of the asset and an exceptional cost –, such as those on strengthening or rehabilitation of resistance structure, inner and/or exterior walls, roof, electrical, heating or plumbing installations, replacing or repairing of a car engine or an electronic system as a whole. Major repairs

are the responsibility of the usufructuary when they are caused by failure to provide maintenance repairs.

The usufructuary is required to notify the owner about the need for major repairs. When the owner does not provide major repairs on time, the usufructuary may perform them at its own expense, the legal owner being obliged to return their value by the end of the year, updated to the payment date. The usufruct may be terminated at the request of the legal owner when the usufructuary abuses the use of property, damages it or leaves it to degrade.

### **Selling the castle**

The sale is a contract by which the seller transmits or, where applicable, undertakes to transmit to the buyer ownership of an asset for a price that the buyer commits to pay. The sales contract regarding a property must be officially attested.

Of course, those who regained their castles, have multiple affectional ties, due to which the sale is a last resort for castle exploitation. But this may be the solution in some specific situations when the owners are elderly, without offspring that would involve in the revitalization of the castle and have no financial resources and energies necessary.

Castles that are historical monuments, private property of individuals or legal entities can be sold, may be subject to civil circuit, unlike historical monuments that are public property or belong to the administrative-territorial units, which are inalienable.<sup>27</sup>

Historical monuments belonging to persons or legal entities of private law may be sold only in terms of exercising the right of first refusal of the Romanian state, through the Ministry of Culture for historical monuments classified in group A, or through decentralized public services of the Ministry of Culture for historical monuments classified in group B, or of administrative-territorial units, where applicable, according to Law no. 422/2001 on the protection of historical monuments, under penalty of nullity of sale. Basically, the state has a primordial right of first refusal (purchase priority) and administrative units' secondary right of first refusal.

The procedure to be followed is the following:

- I.) The owners, individuals or legal entities of private law that intend to sell historic monuments, transmit decentralized public services of the Ministry of Culture the notice regarding the intention to sell, accompanied by documentation established by the order of the Minister of Culture.

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27. But these monuments can be also managed by public institutions, can be leased, transferred for free usage to public utility institutions or rented, under the law, with the approval of the Ministry of Culture or, where appropriate, of decentralized public services of the Ministry of Culture and Religious Affairs.

- 2.) Decentralized public services of the Ministry of Culture transmit the notification to the Ministry of Culture, together with the documentation and response proposal within 5 business days of receipt.
- 3.) The term for exercising the right of first refusal of the state is maximum 25 days from the date of registration of notification, documentation and the proposed response to the Ministry of Culture or, where appropriate, to the decentralized public services of the Ministry of Culture; pre-emption right holders will provide in the budget the necessary sums for exercising the right of first refusal; the purchase value is negotiated with the seller.
- 4.) If the Ministry of Culture or decentralized public services of the Ministry of Culture do not exercise their right of first refusal in the absolute term of 25 days from the date of notice registration, this right shall be transferred to local authorities, which may exercise it within 15 days.
- 5.) Communications regarding non-exercising of the right of first refusal are valid for the entire calendar year in which they were issued, including situations where the historical monument is sold for several times.

What happens if the state or territorial administrative units manifest intention to purchase, but subsequently this intention does not materialize by concluding a sales contract? The High Court of Cassation and Justice decided that the manifestation of the will of the holder of the right of first refusal to acquire a historical monument building is not sufficient for justifying the unequivocal intention to conclude the sale contract, given that, although notified regarding the price of the real estate, it has not made any approach for obtaining budget for payment.

Thus, if the exercise of the right of pre-emption was offered and fully complied within the conditions imposed by Law no. 422/2001 on the protection of historical monuments, but the entity holding the right was not concerned in materializing this aspect by purchasing the property in question, the sanction of absolute nullity cannot receive incidence (2nd Civil Division, Decision no. 4776 of 4 December 2012).

### Field of intervention I.1 – Increasing the involvement of castles in tourism development

Tourism is an important economic activity with a very positive impact on economic growth and employment in Europe. Tourism is an activity related to cultural and natural heritage and traditions and contemporary cultures in the European Union; it provides examples of the need to reconcile economic growth with sustainable development, including an ethical dimension.<sup>28</sup> Tourism is the third largest socio-economic

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28. Communication from the Commission to the European Parliament, the Council, and the European Social and Economic Committee and the Committee of the Regions: Europe, the world's No 1 tourist destination – a new political framework for tourism in Europe, Brussels, 30.6.2010, COM(2010) 352 final.

activity of the EU after the trade and distribution sectors and construction. Taking into account the sectors linked to tourism<sup>29</sup>, its contribution to GDP is even greater; whereas it is estimated that this contribution is the source of over 10% of the GDP of the European Union and provide approximately 12% of total labour force. In this regard, if we consider the trend of the last decade, we note that, in the tourism sector, growth has almost always been more pronounced than in other sectors of the economy.<sup>30</sup>

Romanian tourism, as well as tourism in Europe, but on a smaller scale, is facing major challenges which are at the same time, opportunities not to be missed. On the one hand, the industry must adapt to social developments, which will influence tourist demand, and on the other hand, it must face the constraints of the sector's current structure, its specific characteristics in its economic and social context.

The tourism sector has a significant potential for development of entrepreneurial activity, the overwhelming majority of tourism businesses being small and medium enterprises (SMEs). Moreover, it is in synergy with crafts and trades of art, which can help to preserve cultural heritage and develop local economies.

Developing a coherent strategy for better use of the cultural heritage of the country is inevitable. Cultural heritage and activities should include registration to the list of national heritage objects bearing the name "European Heritage Label" and other actions that aim at the Heritage European Days and the European Union Prize for Cultural Heritage.

*Operational Programme 1.1.1 – Development of tourism strategies at national, regional and local level so as to include the castles and heritage items*

Operational objectives:

- development of an integrated approach of tourism, ensuring consideration of this sector in other policies,
- organizing cross-sectoral debates at national, regional and local levels regarding valorisation of castles and mansions in economic terms,

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29. In particular, distribution, construction, transport companies in general (air, rail, sea, bus line, etc.) and the cultural sector (cultural and creative industries, among others) in the Communication of the Commission to the European Parliament, Council, European Economic and Social Committee and the Committee of Regions

30. Communication from the Commission to the European Parliament, the Council, and the European Social and Economic Committee and the Committee of the Regions: Europe, the world's No 1 tourist destination – a new political framework for tourism in Europe, Brussels, 30.6.2010, COM(2010) 352 final

- establishing a network of tour operators and owners/managers of castles (if different) in order to build a long-term collaboration,
- creating financial and financing conditions at regional and national levels to transform castles and mansions in accommodation spaces or locations for social or cultural events,
- development of financing systems for SMEs that build economic activity on castles and mansions valorisation,
- creating a network of technical support in the castle's valorisation process, regarding the development of new functions of heritage object (given that the original architectural design of the building or park do not match with planned investment).

*Operational Programme 1.1.2 – Development of tourism products related specifically to the use of castles and their surroundings*

Operational objectives:

- introducing the phenomenon of “experience economy” (experience economics) during the valorisation of castles: development of tourism offer more diversified than offering accommodation in castles and mansions,
- creating professional dialogue between experts from the field of art history, landscape, architecture and tourist agencies to develop new travel offers related to castles and cultural heritage objects,
- providing financial and professional support to tour operators to integrate castles into the economic circuit,
- developing funding programmes for tour operators in the field of diversified tourist offers, related to the use of castles and mansions.

### **Field of intervention 1.2 – Increase of the level of knowledge in the tourism sector related to the valorisation of castles**

Innovation and new information technologies have become the determining factor for the competitiveness of tourism industry and for strengthening exchanges with other linked sectors. Their use by actors in the public and private tourism sectors, particularly SMEs, should be strengthened through awareness-raising and partnership initiatives and appropriate use of various national and European programs. It is also necessary to accelerate the integration of the tools and services of information society into all tourism activities, particularly activities of SMEs and to facilitate access for the various tourism operators to the relevant financial instruments.

#### *Improving the professional skills*

Modernization of tourism activities should be conducted in parallel with intensified efforts to improve the professional skills of workers in this sector, in particular to facilitate their adaptation to new technologies and new market requirements, for example

regarding health and welfare and to encourage their mobility. In this sense, such efforts would fit in the Europe 2020 strategy and in particular the pilot-initiative 'A new agenda for developing competencies and creating new jobs.'

*Operational Programme 1.2.1 – Facilitate the adaptation of the tourism sector and of companies to market developments in new information technologies*

Operational objectives:

- promoting the competitiveness of enterprises in the sector and creating an environment conducive to their development,
- creating an online network of castles converted into tourist accommodation structures or those castles and mansions that are integrated into the economic circuit (i.e. that form the base for-profit activities),
- facilitating the access of these structures and tourism companies to online travel networks in Europe,
- developing funding programs for cultural heritage tourism operators with the aim of adapting to new market requirements.

*Operational Programme 1.2.2 – Creating conditions for increasing the knowledge of the staff employed in the tourism sector*

Operational objectives:

- development or completion of educational offer in tourism with topics related to cultural heritage,
- organizing information sessions, courses and workshops in the fields of marketing and development of services for tour operators dealing with valorisation of castles,
- development of funding programmes for developing human potential in the tourism sector, with special regard to the staff dealing with heritage tourism,
- development of national and international programmes to transfer know-how in the field of heritage tourism.

### Field of intervention 1.3 – Cross-sectoral collaboration between the cultural sector and entrepreneurial sphere in order to create an innovative business environment

The traditional role of the private sector in cultural heritage is to sponsor individual projects, usually involving conservation activities for important local or national monuments. This partial approach of private sponsorship in the cultural sector shows signs of a gradual transformation in favour of more structured and long-term initiatives. A proposed solution to this context is "adopting" cultural heritage sites by companies or private companies, this being beneficial locally and having the possibility

to become the foundation of a strong community with a strong economic dimension. An already present form of this type of collaboration is the increased number of cultural heritage attractions that are privately managed, including private museums. Local government, NGOs and the private sector can constitute important partnerships for public institutions responsible in the development of cultural heritage.<sup>31</sup>

### *Operational Programme 1.3.1 – Transforming the private sector’s role in cultural development*

Operational objectives:

- developing the programme “Adopt a cultural heritage object” on national, regional and local levels,
- developing outreach programs for the private sector as regards the exploitation of castles,
- integrating the private sector into national and local cultural heritage strategies,
- organizing seminars and conferences, programs to transfer the *know-how* for the private sector regarding the valorisation of cultural heritage,
- preparing guides on valorising the cultural heritage, especially dedicated to the private sector,
- development of cross-sectoral networks in order to increase the level of private sector involvement in the protection, conservation and enhancement of cultural heritage, especially of castles and mansions.

## PRIORITY 2 – DEVELOPMENT OF CASTLES AS LOCAL ATTRACTIVENESS UNITS

Historical and cultural heritage of the country is essentially enriched by their castles and gardens built in Transylvania. Unfortunately, the two territories built and equipped with various functions are not perceived as a whole, as a single image, but are treated separately. Most often the focus is on saving, assessing the status and conservation of buildings, but its garden is not considered. A historical garden is an integral part of the castle; it had a key role in maintaining the noble family, of the surrounding residents by their impressive sizes in forming the landscape. There were functional households, of self-sufficiency nature. That forming effect of the landscape is one of the most valuable characters of the castle gardens, which unfortunately was almost completely lost in most cases. The situation became alarming, fact that was aided by the ruined state of the castles, parcelling of land properties – subsequent chaotic construction of other “dominant” buildings, disappearance of gardens functions, and their deplorable condition.

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31. National Cultural Heritage – Strategy, p. 23

The castles were built mostly with an unusual requirement, using building materials and finishing of the most expensive and demanding ones. Naturally, the castle interior or furniture were also very expensive and represented a high artistic ambition. Unfortunately, the furnishings and collections of Transylvanian castles have “disappeared” in the last century: many castles were ransacked and torched after two world wars (and only a small portion of these damages were caused by foreign armies that have passed through Transylvania...), they were stolen by local villagers in the communist period (and debris also after!) or were nationalized (these goods even arrived in archives, libraries or museums so they exist, but still there is not an accurate inventory of their restitution). The state, so far, has not made any approach (or very poorly) to prosecute these events and to punish the perpetrators, detecting stolen assets or to return the nationalized movable assets. Without the restitution of these cultural properties, rehabilitation and re-functionalizing of castles will remain an incomplete process.

The impact of the intimate human factor (“tabloid” factor) is a prominent aspect: the castle visitor can discover the space of a special family inner way of life. Besides intimate spaces, the castles were scenes of historical events of the utmost importance: princes and aristocrats were born here, residences were places of signing peace treaties, places of creation of alliances or political decisions, performances and memorable parties and also scenes of horror, like executions and torture, were also held here. These events evoked through exhibitions, photographs, drawings, paintings, panels fascinate many of us.

The tabloid factor (like births, political decisions, Helikon literary circle, intimate sphere of aristocratic family) is also of interest for us. This aspect of a lost but evocable world within these walls is still fascinating for a wide audience.

When it comes to designating models, one must always look for cases, positive examples similar of the size of our project. In this case, most similar examples and cases can be found in Hungary, where many historic gardens have been revitalized in recent years. On its turn, Hungary followed similar examples from Austria, Germany and Britain. Central funds are far from sufficient to allow reconstruction of assemblies at a value and quality required for this intervention. In most cases, there are no funds for maintenance of restored buildings, and the recovery of an investment is close to being impossible. The central government has to assume the fact that in the case of these objects of restoration, especially knowing the physical state of these monuments, any investment is unrecoverable in essence.

Small or medium sized buildings enjoy a better fate, sometimes serving as the home of wealthy citizens, or even retired persons, investors from abroad. The bigger issue is large buildings, with large rooms. On the one hand it is difficult to establish new features for the building, and most often one chooses the establishment of a hotel, but the invested money is compensated slowly. Hence, not coincidentally many own-

ers are forced to close down these establishments. Another problem is that the real estate market is undeveloped, sales prices are unreal. Castles' general problem is that they are not part of local tourism.

The economic situation of the country does not allow the execution of these works from own funds, the restoration of monuments requiring inevitable involvement of private capital taking into account, of course, the deeper aspects of historic preservation. Late restoration programs, in the hope of a better future – bring a continuous and rapid ruining of buildings and monuments, especially the gardens. However, revitalization and reconstruction of the castle-garden complexes cannot be imagined without concrete programs and concepts for recovery.

Saving of assemblies with national sources is an option for some of the castles that will be used as museums or cultural centres. Such investments will be recovered partially. In the majority of Transylvanian castles with large land areas, in addition to cultural exploitation of buildings, these areas also need new functions and usages, in the private sphere, all of this leading to development. For this, we need a number of specific researches for each case, there is also a need to evaluate the precise historical values and criteria for conservation.

Basic systemic problems signalled in relation with existing, functional funding mechanism can be summed up through the following:

- The limitation of the eligibility of intellectual efforts under EU funding programs – Chapter 3 of the general budget, including: design, verification studies, endorsement, authorization, technical assistance, consultancy and management that can reach 5% (POR 5.1. 2007-2013 that increases to 7-8% in the next period) – is far from being sufficient for all intellectual services listed above which could be estimated as 2-3% for studies, 4.5-5.5% for design and verifications; 1-2% for technical support, 2-4% for consulting; 1-2% for management, all of this totalling for a minimum of 11-12%. The situation is better for the National Rural Development Programme, where eligibility of these costs is up to 10%. But in this case these investments being lower in amount, the intake of intellectual services tends to have a higher percentage, namely it would reach 14-15%. Hence, a revision of these limitations is proposed for the future.
- The special component of unpredictable expenses in the case of historical buildings (especially those in poor condition) was correctly applied until 2012 by INP, MCC at 20%. In European Union projects these values are reduced to 10-15% and often, owners/designers are discouraged from accessing these parts of the general estimate.

Besides the problems noticed at the level of funding, there is also the issue of legislation harmonization, which is extremely complex and it is clear that the entire national legal system requires huge efforts of correction, completion, rationalization, harmonization.

Through this document, we remind only two examples of acts that are partially useful, but can be misinterpreted and can lead to controversy:

Order no. 4300/VN /03.11.2005 regarding some measures for improvement in approval – issued preliminary to the government decision no. 28/2008 development, therefore it uses the name “Feasibility Study”, but this name is clearly overwritten (deleted) for existing buildings by the government decision 28/2008, “Art. 3. Paragraph b) *approval of documentation for intervention works: technical-economic documentation similar to the feasibility study, prepared based on the conclusions of the technical expertise report and, where appropriate, of the energy audit report to approve economic indicators related to interventions in existing construction works;*”

With such legislation feasibility studies cannot be developed for existing buildings (i.e.: including historical monuments), only DALI – Documentation of Notice for intervention works. It is therefore a misunderstanding of the application to be developed for the same investment, the documentation and approval of intervention works (DALI acc. to GD 28/2008) and a separate documentation “Feasibility study with the content of the Provision 4300/2005” as required in the case of the National Rural Development Programme, sub-measure 7.6. The provision is very useful to require the complete documentation in terms of specific studies of historical monuments that should not be abrogated, but it is necessary to harmonize it with the amended legislation.

A second, worse example refers to Government Decision no. 363 of April 14, 2010 *on the approval of cost standards for investment objectives financed from public funds*, with subsequent amendments made by: GD no. 717 of July 14, 2010; GD no. 250 of March 17, 2011; GD no. 1061 of October 30, 2012; which – for example, when designing interventions in schools buildings (in the case of existing buildings) – they limit the percentage of studies, design, checks for a total of not more than 3%, which, according to the calculations in the previous paragraph is of 6.5% minimal, but can reach 8-8.5% of the basic investment. In some counties, the National Fiscal Administration strictly verifies compliance with these cost standards – otherwise very disputable, even questionable – in public procurement procedures implemented by municipalities, and penalises those who do not comply.

Lack of technical legislation related (dedicated) to historic buildings is another very serious problem, yet professional (primarily relating to technical experts and designers in portable structures), thus, it is not detailed here, but we consider necessary to pull the alarm signal within any possible forum. It is clearly the responsibility of specialists in the cultural built heritage conservation sector to start initiatives to fill-in the gaps in standardisation, national technical regulations, which do not differ from buildings / historical monuments – existing for hundreds, or even more than 500 years, and tested by natural lab’s history – for the recently built building, quite the contrary, by their inclusion in the higher importance classes and categories (B, II) the increased safety coefficient should

be used. What may be a rational approach at first sight, in practice leads to underestimation of historic structures capacity and overestimation of hazard.

Word by word application of standards (especially on the composition of – modern – structures of brick (with hollows), seismic and foundations) lead to the need for over-consolidation of historic buildings normally made of stone, composite or small ceramic blocks thus contributing to the loss of historical values (material, technology and original structural design). Currently, it depends on the technical expert to what extent she deems certain prescriptions for guidance (when, for example, the applicable standard is intended to brickwork and the building is made of stone – practically non-standard – or whether it will consider all safety coefficients prescribed in the calculation). But such experts confronting the results of calculation with the real technical condition of the building can be held liable because they did not comply with the provisions of normative, not being protected from lawsuits in court.

There is no clear framework for the content of all necessary studies for the rehabilitation of historic buildings and especially those for biology and physics of buildings, historical studies, studies of artistic components – for DALI documentation level. Thus, it is particularly necessary to regulate specific PSI rules for historic buildings, because, in the light of recent events, the risk of over-regulation is extremely high. They have already issued ISU notices prescribing interior hydrants in controversial cases, and due to the general lack of water pressure from local networks (in most localities of the country) the mandatory aspect of building fire water basins will supercharge the rehabilitation investment budgets.

In the context of the aim to increase the attractiveness of a settlement, another problem with the valorisation of castles refers to the level of preparedness of the institutions responsible for the management and exploitation of castles. However, it is noted that this does not refer exclusively to the level of knowledge and expertise of the staff for these purposes, but also to their number, which reflects the seriousness of institutions addressing this issue. Although the management and capitalisation are understood in this context locally, accountability of related institutions must be considered nationally.

In the table below we present the development of personnel situations hired in specialised institutions for heritage in 2007-2013.

Year	Total hired staff	Percentage (%)	Absolute change
2007	161	18%	0
2008	161	18%	-16
2009	145	16%	-20
2010	125	14%	-21

Year	Total hired staff	Percentage (%)	Absolute change
2011	104	12%	-6
2012	98	11%	-3
2013	95	11%	-
TOTAL	889	100%	-66

Data source: Culture Sector Strategy in 2014-2020

During 2007-2013, the number of specialists decreased from 161 in 2007 to 95 in 2013, i.e. by 66 people. This drop occurred due to consolidations, institutional reorganizations and restructurings. We believe it is essential that we have the purpose to increase the number of employees (scientific researchers) in this field in the next period.

There are also positive examples in Transylvania, in which not only the building was restored but its garden was also revived. There are very large works, but in some happy cases ornamental woody species were kept – small gestures can have big effects. If the garden gets new features, there are performed works of elimination, grooming or planting shrubs (in most cases the level of shrubs is missing) the aspect of the garden becomes aesthetic and it becomes a welcoming one for visitors. Thus, Mikes Castle from Zăbala is a positive example, but there are also plans to revitalize the garden of Bethlen Castle from Criș, and the Károlyi Castle from Carei. Parks that have been preserved can be used as recreational facilities (recreation place), spaces for botany education, landscaping or replenishment of parks, etc.), locations for concerts and cultural events, but also parks of adventure, for cycling or sports events, horse riding etc.

From the legal point of view, the situation becomes complex again. If there is a decision regarding the transforming of the castle into a museum, the owners or managers must face an even more bureaucratic process.

A part or even the whole castle can be affected by a museum, regulated by the Law of museums and public collections no. 311/2003. The museum is the cultural institution, public or private, non-profit, in the service of society that collects, conserves, researches, restores, communicates and exhibits, for purposes of study, education and recreation, material and spiritual evidence of existence and evolution of human communities and the environment.

A collection is the combination of cultural and natural assets, constituted systematically and coherently by natural persons or legal entities of public or private law. The State, by central government authorities and local government authorities, protects the museums, public collections and private collections accessible to the public, guarantees their free operation and development and grant to the owners and holders of other real rights financial and logistic support, as required by law.

Museum heritage consists of all assets, rights and obligations with patrimonial character belonging to the museum or, where appropriate, of public collections, assets that are public and/or private property. The assets that make up the museum heritage may be subject to the right of public property and/or of administrative-territorial units or, where appropriate, of the right to private property.

Subject to museum heritage, according to the law, may be:

- a) real estates of exceptional archaeological, historical, and ethnographic, artistic, documentary, memorable, scientific and technical value;
- b) the sites and reservations of archaeological, historical, artistic, ethnographic, technical, architectural character represented by lands, natural parks, botanical and zoological gardens, and related buildings;
- c) goods classified as national cultural patrimony of exceptional archaeological, historical, ethnographic, artistic, documentary, scientific, technical, memorable, cinematographic, numismatics, heraldic, bibliographic, literary, cartographic and epigraphic value, representing material and spiritual evidence of human community development, environment and human creative potential;
- d) other goods which have documentary, educational, recreational, illustrative role and can be used in exhibitions and other museum events.

Depending on the form of ownership, establishment and the administration of museum heritage, museums and public collections can be of public or private property. Museums and public collections in private ownership are established, organized and subordinated to private entities or natural persons. By their type of organization, museums and public collections have legal personality; by exception, there can be organized museums and public collections without legal personality.

Depending on the area of coverage, the size and importance of the heritage, museums and public collections are classified as follows:

- a) museums and public collections of national importance;
- b) museums and public collections of regional importance;
- c) museums and public collections of county importance;
- d) museums and public collections of local importance.

Museums and public collections of national importance are museums and public collections held in public or private property that include in their patrimony goods of exceptional, significant value in the national plan, for history, archaeology, ethnology, art, science, engineering, literature, cinematography, numismatics, philately, heraldic, bibliophily, cartography and epigraphs.

Museums and public collections of regional importance are museums and public collections held in public or private property that include in their patrimony the goods mentioned above, and they are significant at regional level.

Museums and public collections of county importance are museums and public collections held in public or private law that include in their patrimony the goods mentioned above, and they are significant at county level.

Museums and public collections of local importance are museums and public collections held in public or private property that include in their patrimony the goods mentioned above, and they are significant at city or municipal level.

Granting of the title of museum or, where appropriate, public collection of national, regional, county or local importance, as appropriate, is approved by Government Decision, initiated by the Ministry of Culture, with the approval of the National Commission for Museums and Collections.

Museums and public collections, regardless of the constitution and form of ownership and management of museum heritage, operate according to the norms on museums and public collections, developed by the Ministry of Culture, with the approval of the National Commission for Museums and Collections, and approved by order of the Minister of Culture.

Establishment of a museum or of a public collection involves two necessary steps: prior endorsement and accreditation. In order to establish museums and public collections there is necessary the prior approval of the National Commission for Museums and Collections. The obligation to obtain the prior endorsement falls within the individual or legal entity who applies for the establishment of a museum or public collection. Prior approval for the establishment of a museum or public collection is granted based on documentation attesting the following criteria:

- a) the existence of a mobile own cultural heritage, constituted systematically and consistently;
- b) the existence of an adequate space for the operation of a museum or public collection and organization of activities specific to a museum, according to legal provisions in force;
- c) the existence of an adequate organizational structure and specific to the museum or public collection for which prior approval is required;
- d) evidence of the financing sources to support the activity of the museum or public collection for a period of at least one year, by the natural or legal person requesting the approval.

In order to obtain the prior approval for the establishment of museums and public collections, the natural or legal person submits to the specialized department of the Ministry of Culture, the following documentation:

- a) the request for preliminary approval for the establishment of museums and public collections;

- b) motivation of the intention to establish a museum, including an assertion of its mission, goals and objectives of its business;
- c) presentation of the target group/beneficiaries, the impact on the community/communities to which it addresses;
- d) list of cultural assets that will become heritage of the museum or public collection, including the name, author, origin of goods;
- e) evidence of an office/space for the museum or public collection, with its plans (including space, specifying the administrative circuit, visiting, storage);
- f) exhibition plan and thematic;
- g) the draft rules of organization and operation of the museum or public collection, the organizational chart and the positions;
- h) budget projection for organizing the museum or public collection;
- i) diagram of organization activities relating to the museum or public collection, specifying deadlines for conducting specific actions;
- j) budget projection for the first year of operation of the museum or public collection;
- k) plan of activities for the first year of operation of the museum or public collection;
- l) documentation attesting the organizational capacity of the applicant (national or international experience, collaborations and partnerships with public authorities, other governmental and nongovernmental organizations in the country and abroad, as appropriate);
- m) nomination of partners and project responsible, accompanied by their C.V.

A specialized department of the Ministry of Culture checks the completeness and accuracy of the documentation submitted for obtaining the prior approval for the establishment of the museum or public collection and subjects it to endorsement by the National Commission for Museums and Collections within 30 days of its registration. If the submitted documentation is incomplete, the specialty department will return applicant's documentation, to be completed within 10 days from the date of its submission. The request shall be in writing, with the express mention of the missing documents. The opinion shall be communicated to the applicant by the specialized department of the Ministry of Culture within 15 days of its grant by the National Commission for Museums and Collections.

Where the opinion of the National Commission for Museums and Collections is unfavourable, the applicant has the right to appeal within 30 days of communication by the specialized department of the Ministry of Culture. Appeals are submitted to the specialized department of the Ministry of Culture. The appeal shall be analysed and resolved by the minister within 20 days of its submission, the resolution being provided to the applicant by the specialized department of the Ministry of Culture, within 5 days from the expiry of appeal settling term.

Operation of museums and public collections, regardless of the type of constitution, ownership and management of heritage is conditioned by their **accreditation**.

Natural and legal persons of private law, who have established or are to establish museums and public collections based on preliminary approval, have to request from the Ministry of Culture their accreditation; accreditation application is submitted to the county direction for culture, from Bucharest, within whose territorial jurisdiction the museum or public collection is located. Accreditation of museums and public collections is approved upon the proposal of the National Commission for Museums and Collections, by the order of the Minister of Culture. Temporary accreditation may contain conditions or recommendations in accordance with the legal provisions in force.

### Field of intervention 2.1 – Mapping, protection and restoration of the natural and built heritage

The Culture Sector Strategy of Romania 2014-2020 gives a comprehensive overview of the situation of real estate national cultural heritage, a group that contains castles and mansions in Transylvania. According to this strategy, “the real estate national cultural heritage may include:

- natural reservations;
- cultural landscapes (settlements, roads, agricultural area);
- buildings (houses, mansions, castles, religious buildings, public buildings such as schools, hospitals, inns, stations etc.);
- historic centres of towns (incorporating streets, squares, houses fronts);
- cemeteries and tombstones;
- archaeological remains (ruins, traces of culture and civilization in the soil or underwater);
- technical installations (mills, workshops, factories, wells);
- underwater heritage (shipwrecks, settlements or buildings covered by water in the present).

In order to respond to the imperatives of terminology harmonization and expression feature, all assets that can be included in the heritage are defined as *historic monuments* and are subject to Law no. 422/2001, as amended and supplemented, which says that historical monuments are real estates, constructions and lands located in Romania, significant for history, culture and national and universal civilization. The historical monument designation is conferred by classifying these properties according to the procedure provided in the same law.”<sup>32</sup>

The definition of the term protection is given by the legislator in Law no. 422/2001, as further amended and supplemented “protection means all measures of scientific, legal, administrative, financial, fiscal and technical character meant to identify, research, inventory, classify, register, preserve, protect and maintain, strengthen, restore and

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32. Culture Sector Strategy of Romania 2014-2020, p. 54

enhance the historical monuments and the integration of social, economic and cultural life of local communities.”<sup>33</sup>

The official list of historic monuments from Romania was updated in February 2016 and was published in the Romanian Official Journal, year 184 (XXVIII), No 113 bis, Part I from 15 February 2016, having an official and legal character.<sup>34</sup>

From a structural viewpoint, the monuments are grouped into four categories according to their nature, Archaeological monuments; Architectural monuments; Public monuments; Funerary monuments and memorials. In terms of value, historical monuments include the following categories: Category A – monuments of national interest; Category B – monuments of local interest.

- Archaeological Monuments – Category I
- Architectural monuments – Category II
- Public monuments – Category III
- Funeral monuments and memorials – Category IV

This ranking, however, does not address separately the castles, this task being assumed by civil organizations dealing with mapping castles. A broader debate of mapping situation takes place in Priority III.

This strategy was achieved with the contribution of several experts from different areas of interest for conservation, protection and promotion of cultural heritage: architects, art historians, project managers of grants, tour operators and landscapers. After processing studies conducted by them, following public debates and conferences organized in this field, we concluded that there is a broad national and long-term strategy of revitalization of castles in Romania.

Following those analysed we formulate the points/directions by which the competent authorities – not only the Ministry of Culture; as main ministry of resort but in close collaboration with the Ministry of Regional Development and Planning – is responsible for the general area of construction and all institutions and ministries related to the efficient management of European funds – can help create a system necessary for the enhancement of this segment of the built cultural heritage.

So far there has not been a complete national inventory or professional surveying including all historic buildings (the list of national monuments is also not complete) in the categories of cities / medieval fortresses, castles and especially curiae. Additionally, the

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33. Culture Sector Strategy of Romania 2014-2020, p. 55

34. <http://www.monitoruloficial.ro/emonitornew/emonviewnof.php?fid=MS43MzU3MDclOTk5ODA2RSszMA==>, last accessed: 16 February 2016.

List of National Monuments contains too little information. A good example to follow would be cadastral track in the US, where cadastral, topographic data, land identification data, data relating ownership status and any additional information (i.e. in our case minimum data on the national list of monuments) are gathered in a database on a digital map (GPS) accessible to everyone (of course with the necessary security systems on data protection).

The main idea of the efficiency of castles/noble residences and cities enhancement represents the urgent need to increase funding for the conservation, protection and promotion of cultural and natural heritage (currently POR 5.1) and the requirement for completing the axis, or the creation of new direct axes (targeted) for:

- (1) Recovery/inclusion in tourism networking of the cities/medieval fortifications (both for category A and for category B);
- (2) The revitalization and inclusion in tourism networking of castles and curiae (both for category A and for category B).

In the period 2014-2020, the budget assigned to this axis is 300.3 million euros at national level (being similar to the budget of 2007-2013), of which 99-100 million Euro are destined to developing regions of Transylvania. Historic buildings in these categories (in addition to municipal historic buildings, churches, convents, industrial heritage elements) cannot represent more than 25% of all historic buildings, so the maximum of 25 to 30 million Euros can be calculated for the rehabilitation of this segment in the cultural heritage, for the necessary calculated before, over 30 cycles of funding to cover the needs.

Of course, there are other sources for rehabilitation of castles (both from European funds and state and local budgets, and private funds), but the previous calculated report draws attention to the possibilities of streamlining both the expenditure of European funds and enhancement of a revenue-producing segment, motor of tourism, etc. of the cultural heritage in danger of extinction. As discussed in Chapter 3, the technical state of most buildings in this segment of cultural heritage lies in ruins or is very degraded.

It is thus clear – as demonstrated by the high rate of absorption (the data is not taken from the expert reports in related fields), of more than 100% for all developing regions – need to increase the budget and eligibility criteria to facilitate the possibility of rehabilitation specific to these categories of buildings. Not all castles can be rehabilitated as museums or cultural centres.

Openness to funding is very welcome and historic building conservation programs administered by AFIR: PNDR-NRDP (FEADR-EAFRD), sub-measure 7.6. called “Investments associated with protecting cultural heritage, but by limiting the eligible beneficiaries to the various property regimes that have” cultural heritage objectives of

public Class B” – but also because the score related to the List (mostly incomplete) of localities with tourism potential (natural and cultural, developed during our country’s EU adhesion) – basically castles and curiae that would be used as hostels, guest houses, or simply restored to its original function are excluded from the start<sup>35</sup>.

On the other hand cities/medieval fortifications – which are owned by municipalities and can be rehabilitated to ensure their public utility – by their magnitude can hardly be included in the eligible budget of 500,000 Euro, just excavations to get inside the fortress to the rate of historical discovery – in most cases – could consume the amount fixed, not leaving funds for consolidation, additions, namely to ensure safe access for tourists, for providing access to the site, parking lots, connection to utilities, at least electricity, etc. Thus practically medieval fortresses covering larger areas of 1,000-1,200 square metres cannot be effectively included in this funding programme.

In the case of state properties, but especially private ones (legal entities: NGOs, SMEs and individuals) the start of a rehabilitation process is hampered by lack of funds even from the start. For any application for (especially European) funds an extensive and relatively expensive documentation is required.

In the case of historical buildings especially in rural areas (often, situations characterized by lack of financial resources) only for developing documentation (studies and DALI documentation) would be extremely helpful to create funds (county or centralized and coordinated by the Ministry of Culture) which can be required by applications for obtaining the funds needed for ordering, drafting of documentation.<sup>36</sup> The Ministry of Culture from Romania does not have a very generous budget, but these funds should be invested so as to help owners to access funds becoming available for the execution of the work itself. We do not consider effective centralized ordering of studies and projects as the main factor in implementing a programme for the enhancement of a castle (of a historic building) naturally there must be the owner himself. Choosing professionals its responsibility in all phases of research and design and, ultimately, execution.

The information gained through archaeological excavations, but also through various basic studies (dendrochronology, construction stones analysis to identify the historical open pits) obtained from various object-oriented researches present regional/national interest.

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35. Framework content of the measure 7.6. by identifying one of two DALI necessary documentation according to GD 28/2008 and SF – according to the Minister of Culture 4300/2005, on his turn, opens discussion, and requires clarification efficiency and reduction of bureaucracy, but these efforts must be made in parallel with developing overall strategies.

36. A system of this kind is functional for years in Harghita county, open to churches in particular, where one may apply for funding (partial) the drawing up of documentation and execution of works.

Thus the creation of national/regional programmes is proposed for the co-financing of these studies, namely the inclusion of the results in county databases (of History Museums) or regional/national ones specially created for this purpose.

Streamline of the development of archaeological excavations in the research phase (also during the execution) is a more complex problem and requires harmonization and streamlining of legislation in force, problem mentioned herein only at alarm level. Experience shows that the effectiveness of collaboration with specialists/archaeologists of County Museums of History depends heavily on the staff (especially management) of these institutions.

Similar to the preliminary archaeological studies, it would be desirable to create a research fund which could finance archaeological studies or studies of physical construction, dendrochronology to collect information related to the types of stone masonry and determination of their provenance careers (historical); helping to create a national database.

*Operational Programme 2.1.1 – Development of programs to support owners and managers of castles in their steps to revitalize heritage objects*

Operational objectives:

- increase in funding for the rehabilitation of historic buildings, creating special axes dedicated to categories of cities and castles;
- flexibility/rationalization of accessible funds via POR-RDP;
- creation of funds/financing programs for new or existing systems (e.g. AFCN) axis for applications to cover the costs of research and design;
- creation of county, regional or national funds to co-finance excavations.

*Operational Programme 2.1.2 – Development of legal and social conditions for preserving and protecting castles*

Operational objectives:

- clarifying the legal situation of the nationalized castles in communism period and still not returned;
- restitution of castles and areas, nationalized under communism, which today have a clear legal situation, but have not yet been returned;
- urgent conservation works to castles: restoration and strengthening of roofs and masonry structure to stop the accelerated deterioration of these buildings.

## Field of intervention 2.2 – Promoting castles

“As a concept, cultural marketing is pretty circulated, including government strategies in the sphere of culture and relevant legal regulations take into account this concept and promote it. Unfortunately, practice shows that it is not really understood, or at least not given enough attention in management strategies” – said Alexandra Zbucea, lecturer at the Faculty of Communication and Public Relations in SNSPA, in an interview given to laa.ro site. In her opinion, however, there are positive signs that show a tendency to change the mentality in this respect, both in the public cultural institutions and profile NGOs. More interesting is that there are some advertisers who deal with several projects or culture institutions/organizations entirely pro bono.

Cultural marketing in general is at the beginning of the road in Romania, but marketing, promotion of castles is an even greater challenge. In the case of private owners, promoting castles arises only if the owner decides to open it to the public and aims to generate income from this activity. The question becomes even more interesting when public owners, i.e. local governments, or NGOs do in fact administer a castle, ruin or a mansion. Just like the cultural organizations, in these circumstances we deal with several “basic” shortcomings leading to lack of any (professional) marketing activity. This is, primarily, caused by the lack of funds that can be invested just in this case. Differences in salary between a marketing specialist at an advertising firm or a cultural NGO are so high that there is no expert in the field to choose the second option as a job. Most institutions and NGOs do not have a marketing department, which is another “scary” aspect: even those who would like to work in such an institution will not work with a team of specialists. This leads to another lack, the specialists in cultural marketing, a profession that is almost non-existent in Romania.

*Operational Programme 2.2.1 – Development of conditions for collaboration between units interested in promoting castles*

Operational objectives:

- developing partnerships with the tourism sector;
- developing integrated programs for management and use of historic monuments likely to generate wealth and economic development;
- Encouraging financial institutions to identify in order to develop the financing solutions;
- developing a similar the proposed “Adopt a castle” programme for marketing professionals.

*Operational Programme 2.2.2 – Enhancing knowledge in the field of marketing, promotion and communication of the parties responsible for castles (owners, government, NGOs)*

Operational objectives:

- organization at local, regional and national level of marketing and communication courses in the cultural sphere, especially accessible to cultural workers;

- creation of public funds for the organization and participation in such courses;
- extension of “target group” for seminars, conferences and symposia of communication and promotion, to include cultural workers;
- creation of a network of marketing professionals dealing with castles and mansions.

#### *Operational Programme 2.2.3 – Developing educational programs for cultural workers*

Operational objectives:

- development at national level of culture strategies considering this lack of cultural workers;
- resumption at national level of the educational programme of “Cultural Management”;
- development of non-refundable grants in the field of cultural management and marketing;
- establishment of a network of cultural marketing professionals to ensure a high level of education and qualification in the field.

### Field of intervention 2.3 – Empowering authorities in fields connected with this domain

Starting from their classification, activities and measures to protect historical monuments are considered a response to a public interest, general, which subsumes private, group or local interests, and thus substantiates the role of public authorities (central) in the achievement of that public interest.

Meanwhile, by the effect of the legislation in force and considering its stated mission, specific responsibilities are assigned to the Ministry of Culture in terms of coordination and management of the system to protect historical monuments, regardless of the legal status of the property or quality of holders, so that it can ensure a coherent and integrated strategic approach to this key area for the preservation of our cultural heritage, our identity.

#### *Operational Programme 2.3.1 – Creating conditions for a national decentralization in managing and protecting cultural heritage objects*

Operational objectives:

- developing specialized departments even at regional and national level to ensure support for local government in its efforts to protect, conserve and valorise the cultural heritage, especially castles and mansions;
- development of funds necessary to create specialized departments at local level in order to assume responsibility for protecting activities, preservation of castles and mansions;

- organization of special assistance offices at county level primarily for owners and managers of private castles and NGOs. The human resources of these offices shall include an expert at least in the following areas: a lawyer, a local government employee, an architect, a landscaper, an art historian and a senior adviser for cultural heritage.

### Field of intervention 2.4 – Infrastructure modernization related to castles in order to increase their accessibility

A few years ago a multiannual project was started by the National Foundation of Young Managers which is dedicated to young entrepreneurs in tourism. In this project a study on the habits of foreign tourists who visited Eastern Europe in the last year or who are planning to visit the region in the next 12 months was conducted during 2012.

From the study report results, that data collection was conducted in December 2011 – March 2012 on a stratified sample of 5,000 foreign tourists who visited a country the Eastern Europe in the year before, or are planning to visit the region in the next 12 months. Tourists from 124 countries (but with 93.5% of them come from just 40 countries) responded to the questionnaire.

One of the themes explored was the reasons why foreigners choose to visit a country in Eastern Europe. The results show that 35% of the reasons identified relate to the objectives that worth visiting and this result designed in countries, show that Romania is, after the Czech Republic, the country that has most of the sights worth visiting.<sup>37</sup>

The study includes a part in which the specific evaluation of Romania as a tourist destination was made. “Foreigners who have visited recently or soon plan to visit Eastern European countries were asked to assess Romania. Evaluation was done both by personal experience and based on the information read, seen or heard on several occasions. Notes started from 1 – the weakest assessment and went to 5 – the highest-rated assessment. Between 60 and 75% of foreigners gave notes to Romania, abstaining from particular assessment in issues like new adventures, quality of products and services in shops. Traditions and the surrounding nature are the most important trump cards of Romania, and the means of transport and personal safety were given the worst scoring.”<sup>38</sup>

“Management of sightseeing, cultural and historical objectives is the aspect that received the average grade of 3.65. High grades were given to this problem by those from Egypt, China, Sweden, Israel, Russia, Moldova, India, Japan, Ireland. Romania

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37. Research on behavior, motivations and expectations of foreign tourists who visited a country in Eastern Europe in the last year or are planning to visit the region in the next 12 months, p. 16, 2012, București

38. Research on behavior, motivations and expectations of foreign tourists who visited a country in Eastern Europe in the last year or are planning to visit the region in the next 12 months, p. 32, 2012, București

received low grades in this area from Bulgarians, Czechs, Portuguese, Belgian, Greek, German, Norwegian, Turkish, Dutch, Italian, Finnish, Slovak, Estonian. (...)

Access to the sights visited (distance, infrastructure, information) was evaluated with the average mark of 3.58. High marks were given by those from Macedonia, Israel, Ireland, Ukraine, Egypt, Italy and Moldova, and low grades were awarded by Czech, Belgium, Serbia, Norway, Finland, Bulgaria, Slovenia, Turkey, France, Germany and Japan.”<sup>39</sup>

Study findings show that for most foreign tourists are highly attracted to natural landscapes, customs and traditions, but on the chapters on public transport (links, cleaning) and personal safety and security, our country is viewed in a bad shape.

These results, unfortunately, are not that surprising in early 2016. In previous chapters we approached the theme of restoration, namely marketing and promotion of castles and mansions, but we cannot say exactly where developments should start. In terms of local attractiveness, there is an enormous problem – even those heritage assets which are in a fairly good condition and worth visiting, are often not accessible. Availability of infrastructure means both “hard” core, i.e. roads, paths, both for tourists who are on foot or by car or bicycle. Accessibility also means information plates in several languages. Currently the lack of information on the spot about the history and importance of the monument is one of the main problems of accessibility. Furthermore, even if there is a way to find information about the objective location, the tourist is in a situation where he cannot enter the visited objective, he does not know whom to ask to open the doors of a church or castle. Accessibility of heritage sites for people with disabilities is almost impossible.

Thus, increased physical access to these objectives, castles and mansions in our case is as important as restoring or promoting them.

#### *Operational Programme 2.4.1 – Enhancing physical accessibility to castles and mansions*

Operational objectives:

- rehabilitation of roads leading to castles and mansions, construction of bicycle lanes;
- creation of information billboards at local and county level with concrete indications about the direction of the castle or about the heritage objects;
- developing online systems (GPS coordinates) through which tourists can easily find the heritage objectives;
- allocation of grants for the development of related castles infrastructure.

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39. Idem.

*Operational Programme 2.4.2: Enhancing the accessibility of castles and mansions for people with any kind of disability*

Operational objectives:

- accessibility of cultural offer sent by the castles and mansions to deaf people or those with impaired hearing;
- accessibility for people with disabilities to cultural sites, both in castles gardens and inside them;
- descriptions and presentations on the development of heritage objectives for blind people.

### PRIORITY 3 – DEVELOPMENT OF CASTLES AS CULTURAL ESTABLISHMENTS

Transylvania remained a multicultural and multi-ethnic area and castles reflect this interesting character of the region although this aspect is currently not fully used in cultural and touristic or even positive political purposes. In southern Transylvania we find castles built by the noble Saxons (though not very large in number), in the south-west (Hunedoara, Hațeg, Caraș-Severin) by Romanian nobility, in Banat we have many residences of German and Hebrew merchants and bourgeois, in the central and eastern part of Transylvania most castles were owned by Hungarian nobility and aristocracy. We must point out that several noble families of Transylvania or from historic Hungary were of French, German, Italian, Czech, Polish origin.

These buildings are the testimony of certain historical past eras, they impress not only by their age but also by the fact that they are some of the few remnants of the built heritage of a social stratum that today no longer exists (of course there are the successors of nobility, but their lifestyle, role in society, their privileges are no longer valid).

A building of several hundred years also “speaks” about the circumstances in which it was built. For example, churches from Renaissance time no longer exist in Transylvania, because of this, noble castles (Sânmiclăuș, Criș, Medieșul Aurit, etc.) are the significant testimonies of the architecture of that era. The neoclassical style and the styles of the second half of the nineteenth century and the first decades of the twentieth century respectively were also represented in some castles that are true masterpieces of architecture in Transylvania.

Buildings (and the entire extra urban noble residence) have a historical, literary, architecture history, and can be considered true “cultural centres” that housed libraries and art collections: in the halls of castles various collections (paintings, applied art, arms, oriental rugs, scientific collections, etc.) were exposed, including the collection of ancestors’ portraits in nearly all buildings. Therefore, castles arrangement met sev-

eral branches of art: architecture, interior design art, landscaping of parks, decorative arts, etc.

Castles played a special role in the **literary life of Transylvania**, especially in the first half of the twentieth century. Among them Boncza Castle from Ciucea (designed in eclectic style by the famous architect Ignác Alpár around 1893, rebuilt in Byzantine style under the command of Octavian Goga in 1920), where the poet Endre Ady lived, and the husband (after 1915) of Miklós Boncza's daughter, writer and poet Berta (Csinszka). After Ady's death in 1919, Berta Boncza, remarried painter Ödön Márffy and sold the castle to poet Octavian Goga, who renovated the building destroyed and devastated by the locals in 1918-1919. Another castle that had a "literary" important role is the one from Brâncovenești, where the owner, János Kemény, aristocrat and writer in the years 1920–1930, founded the Transylvanian Helikon society, which housed several poets, writers and men of culture. The last noble owner of the castle from Boțida, Miklós Bánffy was a successful writer, his novels are still published today. Several characters of Transylvanian nobility even appear in novels or fiction (e.g. Baron László Nopcsa from Hunedoara, whose tumultuous life was depicted by the character of Fația Negra bandit in the novel *Poor rich men* (Sărmanii bogați) 1860 of the novelist Mór Jókai, or the well-known novel of Jules Verne, Carpathian Castle).

The entire estate is a symbolic centre of the nobility area and village to which it belonged. A castle, a noble residence, namely the central building (with outbuildings – stables, riding hall, kitchen, servants' wing, etc. and the park), by the architectural language adopted (surfaces decorated with plastic decorations, stately volumes, coats of arms and inscriptions on construction of buildings exposed to view) reflected the financial condition of the financier and his role in society.

The construction represented financier's personal views and the external aspect and sumptuous decor of the interior were a symbol of seniority and distinguished role of the noble family. Ornamental parks and gardens around the castle (from Baroque era) were also considered distinctive architectural elements representative for the castles.

As a positive fact, we wish to mention that the rescue desire, awareness of the importance of revitalizing and extending the life of castles' gardens show a tendency to development. This is due to the work of skilled people, of some programs that aim to save the castles, presenting positive examples in Western Europe, and aims to educate and make youth aware of the importance of saving cultural and historical heritage.

### Field of intervention 3.1 – Making detailed databases of castles in Transylvania

The “Forgotten Monuments Project (initially moNumentEUITATE) was initiated in 2008 by dr. Prof. Arch. Anca Brătuleanu. He addressed the students in the third year of the Faculty of Architecture at “Ion Mincu” University of Architecture and Urbanism, offering them research in the field of “forgotten” heritage buildings: old rural residences of the nobles in the former Austro-Hungarian Empire. The reason: lack of historical information and recent statistics on the current situation of these monuments.

“The site [monumenteuitate.org](http://monumenteuitate.org) is a broad, dynamic and evolving database, and a platform that promotes the extra-urban aristocratic residences in Romania. Showing both the existing noble assemblies in situ today, and many others missing, the site aims to include both those ranked in the List of Historical Monuments 2010, and those unclassified. the online platform includes accessible information for the specialist and for the general public, which aim to be as accurate and reasoned as possible from the scientific point of view.” (see [monumenteuitate.ro](http://monumenteuitate.ro) for further details)

Based on the Castle in Transylvania initiative launched by the PONT Group lies the improved [www.castelintransilvania.ro](http://www.castelintransilvania.ro) website which tries almost the same as the site [monumenteuitate.org](http://monumenteuitate.org), namely a mapping, and the creation of a database with castles and mansions in Transylvania. These two sites are, in fact, the largest databases in this regard and both projects state that data collected from them are far from being complete. So far there has been not been a complete national inventory or professional surveying including all historic buildings (the national list of historic monuments is also not complete) in the categories of cities/medieval fortresses, castles and especially curiae. Additionally, the National List of Monuments contains too little information. A good example to follow would be the cadastral evidence in the US, where cadastral and topographic data, data used for the identification of land, data related to ownership status and any additional information (in our case at least the data on the national list of monuments) are gathered in a database based on a digital map (GPS) accessible to everyone (of course with the necessary security systems for data protection).

As in the case of Priority 2, Field of intervention 2.3 of this strategy, the creation of IT support for such databases is proposed and – until connection to the system or integration in the cadastral system becomes possible – it is also advised to launch a national programme to collect data starting from data verification in the list of historical monuments but with the possibility of accessing these information also from the outside by NGOs, landowners who can also provide additional information, thus creating a data verification system that is included in the database and may become public.

There is also a recommendation for an approach by addressing databases per categories of buildings, because checking the full list is extremely laborious and proved ineffective (2010, 2015). At the same time, there are already countless databases and topographies

administered by various government institutions (e.g.: topography of Târgu Mureş, base of exemplary, detailed data) and churches or NGOs (Hereditarium, Association for Protection of Historical Monuments Kelemen Lajos, etc.) in addition to the initiative which includes the preparation of this strategy. All these systems should be interconnected.

*Operational Programme 3.1.1 – Launch of a national castles (fortifications) inventory programme*

Operational objectives:

- assessing the number and status of castles that are preserved today and updating the List of Historical Monuments;
- architectural revealing of castles that do not have architectural documentation;
- highlighting parks and gardens;
- developing a system for tracking the status of castles (regular documentation etc.);
- building partnerships with those organizations and initiatives that have already taken steps in this regard.

*Operational Programme 3.1.2 – Development of complex databases useful to all those interested in the conservation, protection and enhancement of castles*

Operational objectives:

- developing an online system that contains all collected data on castles, mansions and fortifications;
- involvement of a large number of experts in various fields related to the realization of this database;
- development of “related services” within the system in order to become a dynamic time base;
- build partnerships with owners and managers of castles and mansions;
- ensure accessibility on different levels to this system.

### Field of intervention 3.2 – Implementation of educational and cultural actions in order to identify the role of the castle in local development and in the formation of cultural identity

Being aware of the need to involve local authorities in the implementation of activities complex is also important. It is obviously a first step towards real and full accountability of local authorities which, so far, considered (with notable exceptions) that all responsibilities, especially financial ones, on the monuments on their administrative territory, belong to the Ministry of Culture, or the level of central administration.

Previous attempts of decentralization, thus withdrawing of the Ministry of Culture from supporting cultural functions at local level, and particularly regarding restoration of his-

torical monuments, showed the difficulty of implementing such an approach, and the need for a long and sustained change not only of the applicable regulatory framework, but also – and especially – of the approaches and mentalities on the value, importance and economic and social benefits that can be determined by the investment in the protection of a monument.<sup>40</sup>

*Operational Programme 3.2.1 – Creating conditions for partnerships between different sectors of society in order to valorise castles in the benefit of local communities*

Operational objectives:

- building partnerships with education authorities and providers of educational services for the development of training programs;
- rethinking the university education system as well as the one specific for traditional crafts;
- improving public access and encouraging people and communities by involving local authorities to raise awareness and understanding of the importance and universal value of monuments.

*Operational Programme 3.2.2 – Development of cultural and educational programs to promote the importance of castles*

Operational objectives:

- stimulating the creation of artistic and/or cultural productions that have as main theme the castle, life in or around the castle;
- support and stimulation of those editions publication, dealing with the role of a castle in the community;
- organizing academic debates involving students from several universities in Romania about the importance of castles in social development;
- organizing workshops and seminars for journalists and bloggers on the topic of castles.

### Field of intervention 3.3 – Increasing the training level of institutions responsible for the management and exploitation of castles

“The specialty support for the scientific and administrative decisions in the area of national heritage is currently provided by a system consisting of the National Commission for Historical Monuments and local commissions, National Commission for Museums and Collections, National Commission for Archaeology and the National Heritage Institute coordinated by the Ministry of Culture. INP duties set out in the government

40. Culture Sector Strategy of Romania 2014-2020, p. 68

decision no. 593 of 2011, are highly complex and require staff with various specialties, and permanent specialization. The number of specialists ensuring the protection of historical monuments is insufficient to deal with conservation and enhancement of national cultural heritage at a satisfactory level, as can be seen in the case of the three institutions mentioned above. We specify that the three institutions were merged, first under the name INMI (National Institute of Historical Monuments) and ONMI (National Office of Historical Monuments) and in 2010 under the name of INP (National Heritage Institute), and in 2012 INP took over CIMEC – Institute for Cultural Memory. Aggregation was dictated by the need to reduce staff (overall there is a reduction of 41%) but the effects on the efficiency and effectiveness of their activities are not visible.”<sup>41</sup>

“Empirical research undertaken on the interest, involvement and knowledge of local authorities about the multiple values represented and generated by a historical monument shows that these are extremely uneven and depend more on the individual than on a stable organizational culture and a dedicated approach.”<sup>42</sup>

*Operational Programme 3.3.1 – Creating conditions for expanding the team of specialists at different levels of administration responsible for cultural heritage*

Operational objectives:

- restructuring subordinated institutions at local level in order to create the possibility of hiring a greater number of specialists;
- supporting the exchange and circulation of specialists;
- allocate funds necessary to expand the team with experts in the field.

*Operational Programme 3.3.2 – Development of educational and information programmes for employees of public institutions responsible for cultural heritage*

Operational objectives:

- organizing specialized courses for experts and/or employees of local governments to protect, conserve and enhance the cultural heritage objects;
- access to international programs of training and qualification of human resources in the field;
- organization of study visits in other regions or countries where protection and preservation of cultural heritage is another level of development.

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41. Culture Sector Strategy of Romania 2014-2020, p. 68

42. Idem.

## PRIORITY 4 – DEVELOPMENT OF CASTLES AS COMMUNITY ESTABLISHMENTS

“In Romania in general, the historical monument does not serve as “mission” in the community. In Western European countries the “qualities” of built heritage are known as a factor for increasing the quality of life through economic, social and active citizenship development in society, contributing to community cohesion. At the same time, no one grants due consideration to the specialization in traditional crafts, using local materials in restoration, which could contribute to the sustainable development of the region and create a group of specialists necessary for the protection of cultural heritage.”<sup>43</sup>

The Castle-community relationships also present very colourful issues and situations. On the occasion of the online webCastle contest conducted in 2011 by the PONT Group and its partners, one of the tasks of the teams was dedicated to the current situation of castles and the perception of the community about these buildings.

As a conclusion, we can say that there are situations where the castle-community relationship is good in the sense that during a year in which public activities take place, the inhabitants may be present in the life of the castle, at events, or through specific projects. In many cases, though this relationship is all about history, past, some special events that took place, which currently constitute a significant portion of inhabitants' memory. We can even conclude that no castle is regarded as something dead, non-existent, but there is a sense of nostalgia and a desire to restore it.

**Economic and administrative function** – the castle is a noble property (being considered the centre of the estate built on land with a special administrative status, curial land), which contained cultivated land (arable land, pastures, fields of wheat, etc.) forests, ponds, industrial complexes (or agricultural manufactures) administered by the castle, by the estate administrator. The properties have been noble until the end of World War I (until the 1920-1921 land reform which abolished main nobility areas), the most stable agricultural structures. These residences were some of the most important factors responsible for rural development. Castles had a special micro-regional economic role, villagers working in the fields of the landlord with whom they had close and patriarchal relations (more familial than expected based on modern literature). Even today, in most places people remember with nostalgia the “barons” or “grofii” (counts) of yesteryear, from which they earn a living and who could call in various situations of their lives.

**Cultural function** – castles and noble residences were for a long time the only link with high culture in many regions of Transylvania. Besides the fact that the nobility,

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43. <http://www.heritagetraining-banffycastle.org/index.php?p=60>, accessed on 28 November 2015.

in most cases, supported the school and the village church where the castle was, residences housed various types of collections: art gallery (collection of painting and sculpture), family archive, library, collections of hunting trophies, archaeological collections, antiques collections, folk art, decorative art and natural history etc. It would be naive to believe that all those who belonged to the property had free access to these collections, but we know that nobility often supported with scholarships or direct aid learning of the most talented members of society. The noble family, for its children, usually employed “home teachers” (including musicians, painters, etc.), who often lived with them. Scientists were regular guests of the castles of Transylvania (here we mention only the example of the great German philologist and epigraphist Theodor Mommsen, who studied Roman inscriptions in the castle from Mintia of Kuun family, or the group of Helikon writers who held meetings in Brâncovenesti castle). Often, castles were reached by theatrical troupes or musicians who organized shows. Castles had a prominent role in the dissemination of culture: folk art has always had the temptation to imitate decorative household items, furniture etc. seen in castles.

Naturally there is also positive news, legislative environment regarding the monuments and built heritage in particular but also on private property, which generally favours rehabilitation of this category of monument. Numerous programmes and projects financed by Romanian state (often by local authorities) or by the European Union provide help in rehabilitation and revitalization, which is a primary factor. Besides state activity through various foundations and civil society associations, organizations contribute very much to save castles and repair past mistakes.

In other situations, when the alienation of the castle is the desired path forward, this can take place free of charge. For example, if the castle needs serious investments and the bonds of affection between the owner and future donee justify this act, transfer of ownership can take place in the way of donation. Donation contracts must be officially attested. In the case of donation there is no right of first refusal. Attention: simulated donation to mask a sale in this case is null and void according to Law no. 422/2001 on the protection of historical monuments. The donation is not valid if it includes clauses allowing the donor to revoke it.

However, the donation may be revoked for ingratitude and for non-compliance without justifying the obligations to which the donee committed. The donation is revoked for ingratitude in the following cases:

- a) if the donee attempted on the life of the donor, or a person close to him or, knowing that others intend to attempt, he has not notified;
- b) if the donee is guilty of crimes, cruelty or serious injury to the donor;
- c) if the donee refuses without a reason to provide enough food to the donor in need, within the current value of the donated property, but taking into account the condition of the asset at the time of donation.

If the donee fails to fulfil the task to which he has committed (e.g.: to finance the rehabilitation of the castle), the donor or his successors may ask to comply with the obligation or they may revoke the donation.

Although since 1990 the interest in this segment of the built cultural heritage is growing and there are several studies, attempts to create a database, there is no exhaustively inventory (topographical survey) on castles, chateaux, historical noble residences in Transylvania and there is no database with details of their regime of ownership, their technical condition, and an estimate (at least generally) on the size of the investment required for urgent intervention to stop the process of destruction, for rehabilitation and commissioning.

Thus, it is hard to estimate both the number and percentage of noble residences under imminent risk: ruin (1), semi-ruin (2) and advanced degradation (3) – meaning inoperable. Given the professional experience of specialists (both as developers of rehabilitation projects, and as advisers in the various commissions), it can be said that the vast majority of buildings falls in the first three categories, also being big the number of buildings in category (4), where values protection and enhancement require significant investments.

#### Field of intervention 4.1 – Increasing the participation of local communities in the preservation of the universal value of monuments

In previous chapters we dealt with the stakeholders of the conservation, protection and enhancement of castles. It is obvious that state institutions are regarded as primarily responsible for this task, however, experience shows that more and more sectors of society become interested in this “work”. Even NGOs are regarded as being the strongest ones in this endeavour.

In addition to the public and private sector (including the civil society), there is another stakeholder that can be considered the most important factor in the development of castles, this being the community itself.

Following several consultations with owners and managers of castles – whether public or private – analysing good practices in Romania, we can say that the recovery of a castle cannot happen without the consent of local communities whose living space is affected by the process of castle recovery or by a direct exploitation for profit or community service.

However, despite the fact that importance of community participation in the preservation, protection and recovery of castles and mansions is vital, research conducted by the Centre for Research and Consultancy in Culture shows that in many communities, members of those communities have a marginal interest, or even a complete lack of interest in addition to the monuments that represent them, according to Culture

Sector Strategy of Romania 2014-2020. Thus, the programmes for cultural education, heritage education must be given prominence in this strategic framework.<sup>44</sup>

Many causes are the base of the problem of marginal interest or total lack of interest from the community to the preservation and promotion of cultural heritage. The lack of an integrating concept on the animation, enhancement and re-insertion of historical monuments in the community is one of these problems. Limited vision on ways to revitalize and enhance the historical monuments by reducing them to organizing occasional events without resonance among the public and especially without continuity, does not help to increase the involvement of local people. Another problem that leads to disinterest among the locals is linked to low visibility among citizens/taxpayers of actions to protect historical monuments.

Public access is fundamental in cultural heritage management. Conservation and exposure activities are justified as a means of guaranteeing the right of access to cultural resources of value both now and in the future. Although closely related, to serve the same purpose, conservation and presentation of cultural heritage areas are considered independent. Both areas are legally regulated in their application, have developed policies, ethical and professional standards and good practice guides. These are integrated into the international context, both within the museum and conservation, and at a broader level, in the cultural heritage sector.<sup>45</sup>

*Operational Programme 4.1.1 – Increase of understanding the identity and cohesive role of the historical monument*

Operational objectives:

- providing public access for community resident in castles and mansions situated on the territory of their vital space;
- sessions and publications for population awareness on the value and fate of Transylvanian castles, awareness of local communities on the values of these buildings;
- promoting knowledge of castles and mansions through new technologies or by editing information materials.

*Operational Programme 4.1.2 – Development of community programs in order to overthrow invisible “walls” between the castle and community*

- adopting measures to stimulate personal interest as the most powerful motivating factor of human action;
- supporting volunteering;

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44. Culture Sector Strategy of Romania 2014-2020, p. 69

45. National Cultural Heritage Strategy of Romania, p. 23

- implementation of the annual management and protection plans, as well as the actions provided for on a local, national and international level;
- improved relationship with local, districtual and regional media in order to transmit positive messages about castles.

### Field of intervention 4.2 – The involvement of castles in cultural and educational activities at local level

This intervention binds very tightly to the one presented above, educational and cultural programmes performed in castles and castles' garden lead to increased acceptance and interest among the local population. Unlike *Field of intervention 3.2. Implementation of educational and cultural actions in order to identify the role of the castle in local development and in the formation of cultural identity*, this field of intervention refers to the "use" of castles for cultural and educational community activities in the community's benefit. As shown in the records of the castle itself, or the Castle in Transylvania and Monumentse Uitate initiatives, it can be seen that there are very good examples of exploitation of the castle for public purposes. In these cases, in addition to the primary function of the castle that it is a public institution (local museum or library), the building is open to all kinds of local events, often serves as the location of these cultural or educational actions.

However, it should be noted that besides some examples of good practice, valorising castles in community service and community involvement is characterized by lack of intervention programmes or cultural animation which value these monuments and provide alternative forms of artistic communication.

Education is the most important national resource and cultural heritage is associated to the educational sector. Stakeholders in the sector are both public profile institutions and the universities or other educational levels alongside NGOs. The wide variety of cultural heritage resources in Romania is an asset itself and can become a stimulus for researchers, local or foreign experts. Academic information about cultural heritage, its impact on our lives, its role in the local economy and information on the protection and information about safeguard and protection should begin at secondary school, in particular, by publishing books, creating online portals and organizing visits to cultural heritage sites.<sup>46</sup>

The National Cultural Heritage Strategy for 2008-2013 identified the following shortcomings:

- investment in research is limited and unstructured;
- financial funds for research into educational goals are hard to reach and lacking in general.

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46. Strategia Patrimoniului Cultural Național, p. 25.

These problems can be overcome by developing a coordinated approach to research and education issues involving all stakeholders, including the use of available funds and data on cultural heritage resources already available for better communication with the public.

*Operational Programme 4.2.1 – Conducting awareness raising of parents in order to guide children towards culture*

Operational objectives:

- Local events of great importance for residents in castles, mansions or in the garden of these objectives;
- organizing charity balls for all factors interesting in valorising the castle;
- “group work” events with locals in the joint aim of restoring the cultural patrimony;
- seminars, conferences, lectures about the importance of the cultural patrimony, presentation of best practices from other parts of the region, country or the world;
- special events dedicated to children in castles or in their gardens.

*Operational Programme 4.2.2 – Development of partnerships between cultural and local and regional education institutions, in order to stimulate joint activities in castles and mansions*

Operational objectives:

- creating a forum for cooperation among all interested institutions and NGOs in order to debate the needs and common plans that link the development of castles and mansions;
- stimulate joint programs for public holidays (Easter, Christmas, etc.);
- development of joint programs for the week „Different School” („Școala Altfel”);
- stimulate joint programs that have as location the castle garden;
- developing programs for twinned schools in order to present the cultural patrimony for students from other cities/communes/countries.

*Operational Programme 4.2.3 – Development of local programmes that stimulate research for local castles*

Operational objectives:

- initiation of education programmes for heritage;
- development of local scholarships for researchers who choose as research theme the heritage objective in that locality;

- developing educational programmes that can be applied by teachers in local schools;
- organization of lectures and debates in local schools with heritage researchers (e.g., art historians, archaeologists, architects, cultural heritage counsellors etc.).

### Field of intervention 4.3 – Strengthening partnerships with local non-governmental organizations

NGOs and local governments can help to preserve cultural heritage. Once established, this premise is deemed necessary to encourage their continued involvement in the direct management of sites and collections or other heritage objectives. Collaborative networks between local government and NGOs on issues of cultural heritage are encouraging but still quite limited. Their expansion is a need to strengthen such links and can be an important tool itself in the legislative support. These entities are invited to help in particular those areas where public institutions cannot meet the needs of local insufficiency of human and financial resources.

An already present form of this type of collaboration is the increased number of cultural heritage attractions that are privately managed, including private museums. Local government, NGOs and private sector partnerships can be important for responsible public institutions in the development of cultural heritage.

Lack of cross-sectoral approach in relation to valuing historical monuments (tourism, cults, hotel industry, transport, civil engineering and other services) is one of the general problems of the process of preservation, protection and recovery of cultural heritage.

#### *Operational Programme 4.3.1 – Increase of involvement in the non-profit sector for the protection of historical monuments*

Operational objectives:

- developing participatory practices, volunteering;
- support for NGOs involved in the revitalization, preservation and rehabilitation of castles;
- supporting the development of partnerships with civil society.

#### *Operational Programme 4.3.2 – Creating networks of NGOs dealing with the protection of cultural heritage*

Operational objectives:

- evaluating the “market” of civil society in order to know those organizations dealing with such projects;

- organization of meetings and discussions between these organizations for the purpose of know-how transfer related to the protection, preservation and valorisation of cultural heritage;
- establishment of a national federation of cultural heritage NGOs;
- harmonization of NGOs for the protection and recovery of castles;
- creation of international partnerships with other NGOs or networks of NGOs dealing with the conservation, protection and promotion of cultural heritage.

## CHAPTER 5

# GUIDING PRINCIPLES FOR DEVELOPMENT AND IMPLEMENTING MEASURES

## PRINCIPLES OF DEVELOPMENT

In order to implement an ambitious strategic framework, as the **Castle in Transylvania Strategy** is proposed to be, it takes a set of principles that provides a framework, ensures a milestone in the efforts of individuals and organizations within a community that wish to contribute to achieving the stated objectives of this programme. Each of these principles can make a significant contribution to deepening the philosophy behind this strategic framework.

### **Long-term vision supplemented by planing and strategic and operational implementation**

Given the scope of the problem regarding castles in Transylvania, in the context of the large number of buildings, the extended process of restitution of these ensembles to their previous owners, but also their state of degradation which is often advanced, solutions with high impact cannot be found and produced in a limited timeframe. Precisely for this reason, the **Castle in Transylvania** strategic framework proposes a long term time horizon and vision for 40 years, which is structured around four strategic ten-year periods. Implementation of measures in these strategic periods is effectuated by annual action plans that operationalize the steps taken to achieve long-term vision.

### **Integration**

The initiative integrates information, existing results and actions that have not been interconnected yet, and also integrates the expertise and experience in various fields, related to the castles' potential valorisation and their long and medium term preparation. The approach also integrates regarding the topic in question, since the approach of castles and mansions in Transylvania as a whole opens leverages of collaboration, combining the results and mobilizing and allocating resources more efficiently, while it does not diminish the specificity of each building and specific solutions which can be found at every specific level.

### **Cooperation, partnership**

Projects and the framework programme to which they belong, are based on a broad partnership in which organizations participate with different expertise and resources

and a cover a wide geographical area of activity. This partnership is built on the following specific dimensions:

- **geographic**, by combinations and interactions that are made at local, regional, European, national and international level as well as by the connections created between these levels.
- **cross-sectorial**, connecting the central and local public administrations with the private, profit and non-governmental – non-profit environment, all complemented by informal groups of non-institutionalized people.
- **multidisciplinary**, by corroborating expertise in various areas related to heritage buildings and local and regional development.
- **with multiple beneficiaries**, respectively owners and managers, experts, investors, public structures and administrative units as well as a community of individuals for whom these buildings represent a sentimental value.

### **Expertise and multidisciplinary collaboration in information accuracy**

The way by which information is gathered and created has a significant professional foundation, which can support, at a subsequent level, fundraising and community resources, creation of databases of information where everyone has free access. Furthermore, such information may be supplemented based on free cooperation.

### **Modern digital solutions**

A significant added value can be created through the use of tools provided by modern digital solutions. Making available the information created by using methods and tools for information sharing, training and development of networks that also use information technology and construction of actions, measures and awareness campaigns which adopt modern solutions that contribute to addressing specific target groups such as young people.

### **Volunteering and local initiatives. Subsidiarity**

Besides the importance of networks connecting people and organizations in regions, countries, local community interaction and sentimental bond to the castle located across the territory of a castle is one of the key success factors in achieving sustainable preservation, restoration and valorisation of these buildings. The direct link and the relationships among the activities connected to the castle and the local community ensure the community's motivation to contribute to the sustainability of these monuments on medium and long term. In other words, if a local community sees its own interest in the existence of a castle or mansion, then it has the motivation to act in the interests of its long-term existence. Also, based on the principle of subsidiarity, the best specific solutions can be found at local level by involving all local stakeholders that may become factors interested in the fate of a castle.

### **Cooperative strategy instead of competition**

Although many issues may exist in competitive situations regarding measures that are generated in such a strategic framework, the scale of the problem creates the poten-

tial common interests of a large number of factors that allow a cooperative approach, even if for determined period. The **Castle in Transylvania Strategy** assumes that by aligning the efforts of stakeholders will lead to results and a more significant impact than competitive, individualistic behaviour.

### **Non-financial transactions completed by financial ones**

The principle of the transfer of resources from some stakeholders to the operators of a network and community as well as to the castles' owners and managers is a key factor in the success of this strategic approach. A particular aspect, however, is putting a significant emphasis on the importance of transactions of non-financial resources, such as material resources, human resources measured in time people voluntarily invest for this initiative, and intellectual resources that make know-how transactions possible. The financial allocations and transactions that serve the objectives of this strategic framework have the role to secure material, human and intellectual resources that cannot be mobilized in other ways.

### **Sustainability and investment in the future**

The resources consumed by this project produce results that enable the attraction and organization of more resources in a more distant future. Each project undertaken within this framework in the future is meant to produce not only short-term effects and results, but also to create the conditions for a medium and long-term impact. Given the scope of the situation of castles and mansions in Transylvania, no single approach will result in an impact that can be felt further the building concerned. However, by summing up the results of each initiative undertaken in the context of this strategic framework, this impact can be created and the results of any step may be continued through new initiatives. A specific component of sustainability can be achieved through the cyclical aspect of implementation in which development initiatives build on one another, and the results are transmitted through several projects.

### **Responsibility in sustainability**

Efforts made in relation to this strategic framework will be implemented by taking into account the perspective of responsible action in terms of economy, social, environment and good governance. These four components ensure transparency and the way by which desiderates of this strategic framework fulfil their objectives in an accountable, transparent, sustainable way in economic and social terms and with a reduced environmental impact.

### **Community: awareness, attraction, retention**

The matter of the castles in Transylvania arouses strong emotional reactions among a part of the population both in the country and abroad. Creating a strategy that addresses the issue of castles in an integrated way at regional level also creates the premises of extending the supporting community. Enhancing this supporting community is built on three major levers, primarily on awareness of the subject and the state of these buildings and on the potential for conservation, restoration and recovery,

secondly the conversion of a conscious but passive public into an active one and thirdly on maintaining and enhancing the community's motivation of staying active and willing in involvement.

**Peer-to-peer promotion (from person to person)**

Given the proposed approach of this strategic framework, the focus in terms of communication and interaction issues is on building direct peer-to-peer relationships. This principle is basically for understanding the need of the target group, finding the circumstances by which the target group can be addressed most easily, minimizing the effort of interaction between the target group and the supporting community through easy and clear communication and constant attention given to impressions and feedbacks of the community to coordinators of various actions. Building such relationships leads to a high level of motivation on the part of all stakeholders, both individuals and organizations. Thus, one of the strongest pillars will be created for supporting this strategy, namely, the community support. The person empowered to act through different measures becomes the most authentic ambassador of the whole endeavour.

## CHAPTER 6

# ANALYSIS OF POTENTIAL RESOURCES FOR THE DEVELOPMENT OF THE CASTLES

## STAKEHOLDER ANALYSIS

Types of stakeholders	The reason why they become stakeholders
Local public authorities	Local authorities can become stakeholders in several respects. On the one hand, by preserving and restoring a castle, the image of the city/village improves. On the other hand, through the socio-economic revaluation of a castle, it becomes part of local development processes: it can have direct effects, such as new sources of income for local authorities in form of local taxes, and it can also have indirect effects, such as the increase in number of tourists, which generates higher local income as well.
Local communities, which have castles or mansions in their neighbouring area	Local communities are interested parties, because through the implementation of the actions included in this strategic framework, we will create the basis for the actions and interactions of locals, which result in better community relations. Such collaborative spirit can generate new initiatives, which will lead to local community development in the short, mid and long term.
Philanthropists	On European and global levels, there are several groups of people with a substantial surplus of resources on the one hand, and with a special affection towards cultural heritage, especially built cultural heritage, on the other hand. These persons can become interested parties, i.e., they can be potential supporters of the conservation, restoration and socio-economic valorisation of monument buildings.

Types of stakeholders	The reason why they become stakeholders
European and global institutions	The rehabilitation of an element of the built cultural heritage in Romania equals the protection of the global cultural heritage too. If this project proves to be a success, then its results and methods can become a source of inspiration for other initiatives and projects to protect the built cultural heritage. The aim of translating this strategy into English is to assure easy access for a wide international audience.
National Governmental institutions	The implementation of this programme and strategy of conservation, restoration and valorisation of castles and mansions in Transylvania can have an impact on national level as well, resulting in the fact that national strategies of protecting Romanian cultural heritage will take inspiration from it. Thus, central national public institutions become interested parties through the implementation of this strategy.
Foreign private investors	Lately, there have been many foreign private investors, groups and companies, who have expressed their interest in buying some of the castles and mansions from Transylvania, and using them for commercial purposes. If besides their business interests and goals, they would also guarantee to invest in the conservation and restoration of these monument buildings, then their sustainable conservation, restoration and valorisation were possible.
Castle owners and administrators	Castle owners and administrators are also interested parties of the Castle in Transylvania project. They constitute a special category of stakeholders, being the end-beneficiaries. Through the implementation of this strategy, besides the community benefits, there will be some direct positive effects on the state of some castles and mansions included in this project.

## GRANTS FOR RESTORING HISTORICAL MONUMENTS

In this chapter we try to present some guidelines about sources and grants for cultural heritage:

- **Regional Operational Programme (ROP) – Axis 5.1**
- **National Rural Development Programme – Sub-measure 7.6**
- **EEA Grants (PAI6 / RO12 Conservation Programme and revitalization of cultural and natural heritage)**
- **László Teleki Foundation (Hu)** – The institution also funded cultural objectives in Transylvania
- **Forster Központ (Hu)** – The institution also funded cultural objectives in Transylvania
- **Ambassadors Fund for Cultural Preservation**
- **King Baudouin Foundation**
- **World Monuments Watch (Int)**

As regards to national programmes, we can mention the Administration of the National Cultural Fund, an autonomous public financing institution that organizes consultations with cultural operators and the representatives of the Ministry of Culture of Romania to establish a financial strategy for culture.

The Administration of the National Cultural Fund promotes a return to culture and provides grants for cultural projects. The available amount for grants in the case of the last bid of projects at the end of 2015 was 5.1 million lei and was divided between different cultural sectors. For the material cultural heritage, it distributed the amount of 7,500,000 lei.

However, comparison with previous years underlines the increase of support provided by the Ministry of Culture. For example, in 2013 the available amount was 2,500,000 lei. In the Fund's activity report from 2013 it appears that in the category of national cultural heritage, from the submitted 248 projects only 28 projects were funded by the Administration of the National Cultural Fund, which is not a significant number.

In the next step we provide a summary of programs and opportunities for projects at European level, the main funding programs with grants being the Regional Operational Programme, Priority 5: *Improving the urban environment and conservation, protection and sustainable use of cultural heritage*.

### **Regional Operational Programme (ROP)**

The Regional Operational Programme (ROP) 2014-2020 succeeds the Regional Operational Programme for 2007-2013. It is a programme through which Romania will be able to access EU structural funds and investments from the European Regional

Development Fund (ERDF) in the current programming period.<sup>47</sup> The programme's aim, as overall objective, is to increase economic competitiveness and to improve the living conditions of local and regional communities by supporting business environment, infrastructure and services for sustainable development of the regions, so that they can effectively manage resources and their potential for innovation and assimilation of technological progress.<sup>48</sup>

These objectives are expressed through 11 priority axes and the one that we are interested in is priority axis no. 5: *Improving the urban environment and conservation, protection and sustainable use of cultural heritage*. For this axis all the development regions in Romania are eligible.

Conservation, protection and sustainable use of cultural heritage is a viable alternative to boost the development in rural and in poor areas, whose economy is based solely on agriculture or exploitation of natural resources, providing ambivalent benefits represented by the increase in jobs and incomes, also promoting traditions and cultural and natural heritage.<sup>49</sup> With this programme the inequality between regions can be compensated, it offers a chance of equalization and gives a chance for the development of less developed regions.

The actions carried out until 1990, by which the target was to create a new urban, depersonalized space, have negatively impacted both economic and social life and the attitude towards cultural heritage. After the fall of communism, Romania has entered a first stage of its long post-revolutionary transition. Structures of political, social, cultural and economic life have been changed drastically several times.

New administrative, political, legal, educational, military, church institutions, etc. have been established. New ways of changes have appeared in the Romanian society in the sense of deepening the process of modernization. The start of the transition was difficult, but in fact, shortly after removing the communist regime Romania has expressed a desire for integration into European structures and left the post-December transition, when it joined permanently the European Union, and began a new stage of country modernization through integration into the Union. From 22 December 1989 to 31 December 2006 Romania took part in a process of institutional, legislative, economic, social, political rebuilding, which had targeted the modernization of the country.

The implementation of this priority in all development regions is justified by a nationally balanced territorial distribution of cultural heritage resources. In all eight regions, these cultural heritage resources are poorly valorised, regardless of the level of the

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47. <http://www.fonduri-ue.ro/por-2014>, last accessed: 15 November 2015

48. *Idem*.

49. Regional Operational Programme 2014-2020, p. 120

region's development.<sup>50</sup> The balanced territorial distribution of the heritage constitutes a great opportunity; cultural heritage could become a pillar of the development strategy but also an effective tool for education, poverty reduction, employment. Also, the investments in urban environment will contribute to the rebuilding of urban areas and to the improvement of their aesthetic appearance.<sup>51</sup>

The specific objective of investment priority 5.1 is preserving, protecting, promoting and developing natural and cultural heritage, the increase of local development through the preservation, protection and exploitation of cultural heritage.

The programme supports the objectives included in UNESCO heritage, national cultural heritage and local cultural heritage. Heritage objects that are included in the World Heritage List, Annex A according to the GD no. 493/2004 and the List of Historical Monuments, updated by the Minister of Culture and National Heritage no. 2361/2010. Can be funded through this mechanism.<sup>52</sup>

The following interventions will be financed through this measure: restoration, protection, conservation, and sustainable use of UNESCO heritage, national cultural heritage and local cultural heritage in urban areas<sup>53</sup> (the National Rural Development Fund will finance cultural heritage in rural areas).

*Actions supported under this intervention are:*

1. Restoration, consolidation, protection and preservation of historical monuments
2. Interior fittings (installations, equipment and facilities to ensure climate conditions, fire safety etc.)
3. Facilities for exposure and protection of cultural heritage
4. Marketing and touristic promotion of the restored objective

The rate of funding from the European Union is 85% of the eligible expenses. The maximum value of a project is 5 million euro and the minimum is 100,000 euro.

*Eligible applicants are:*

- Territorial administrative units
- Central government authorities
- Cult units
- NGOs
- Partnerships between these entities.

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50. Regional Operational Programme 2014-2020, p. 120.

51. Idem.

52. Applicant Guide for the Regional Operational Programme, measure 5.1, p. 7.

53. Idem p. 4.

The rate of support is 85% from the European Union (apart from Bucharest-Ilfov area), to which the financial support from the State Budget will be added value is not defined at this time.<sup>54</sup> The maximum project value is 5 million euro.

In the case of heritage inscribed on UNESCO list, the maximum value of the project is 10 million euro. Minimum project value – 100,000 euro regardless of classification of the historical monument.

**Eligibility criteria** – The eligible applicant must meet the criteria listed below:

1. **Administrative Territorial units:** as defined in the Local Public Administration Law no. 215/2001, as amended and supplemented;
  2. **Central Public Government Authorities:** in accordance with applicable law.
  3. **Cult Units** as defined in Law no. 489/2006 on religious freedom and the general regime of denominations, as amended and supplemented.
  4. **Nongovernmental Organizations** (Non-profit private legal persons) Associations and Foundations formed under Government Ordinance no. 26/2000 on associations and foundations as amended and supplemented, including subsidiaries of international associations and foundations recognized under the laws in force in Romania.
  5. **Administrative-Territorial Unit, leader of a partnership with:**
    - Administrative-Territorial units
    - Central Government Authority
    - Cult units
    - NGOs (legal entities of private non-profit)
- or
- **Central Government Authority, leader of a partnership with:**
    - Administrative-Territorial units
    - Cult units
    - NGOs (legal entities of private non-profit)

Eligible expenses:

- Expenses for on site preparation and preservation of cultural heritage
- Expenses for restoring, enhancing, supporting cultural heritage
- Expenses for general utilities (sewer, electricity etc.)
- Expenses for installations, equipment and facilities to ensure climate conditions, fire safety etc.
- Expenditure on site organization

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54. The final Guide for the Regional Operational Programme was published on 9 December 2012, however, the co-financing percentage from the national budget wasn't specified. (During 2007-2013 this co-financing rate was of 13 per cent, which meant a total co-financing amount of 98 per cent received by the final beneficiary.)

- Expenditure on cultural heritage protection
- Expenses for the furniture necessary for achieving the investment
- Expenses for land organization (at the beginning)
- Expenditure incurred for environment protection works
- Expenses necessary for endowments
- Consultancy services (within the limit of 7%)
- Expenses for advertising and information.<sup>55</sup>

### **National Rural Development Programme (NRDP) 2014–2020**

National Rural Development Programme (NRDP) 2014–2020 focuses on a smaller number of measures to address the needs identified on the basis of socio-economic and environmental analysis and SWOT analysis of Romanian rural area and reflects courses of action to develop agriculture and Romanian village while complying with the provisions of Regulation no. 1305/2013 on the support for rural development by the European Agricultural Fund for Rural Development and the European Commission draft documents (COM).

We mention that the new NRDP was officially submitted to the European Commission (COM) in July 2014. The benefits of NRDP for 2014–2020 are 8.128 billion EUR, EAFRD financial allocation.

### **National Rural Development Programme Sub-measure 7.6**

Sub-measure 7.6 “Investments related to cultural heritage protection” is a funding possibility for the Rural Development (EAFRD – FEADR) from the European Agricultural Fund implemented by the National Rural Development Programme (NRDP – PNDR) 2014–2020 that contributes to protect historical monuments.

Grants are provided for the protection, through maintenance, restoration and upgrade of the cultural patrimony of local interest, monasteries including cultural institutions, cultural centres. The investments will have a positive impact on tourism and help local development and preservation of cultural heritage.<sup>56</sup>

The total public contribution corresponding to 2015 session is 97 million EUR, of which:

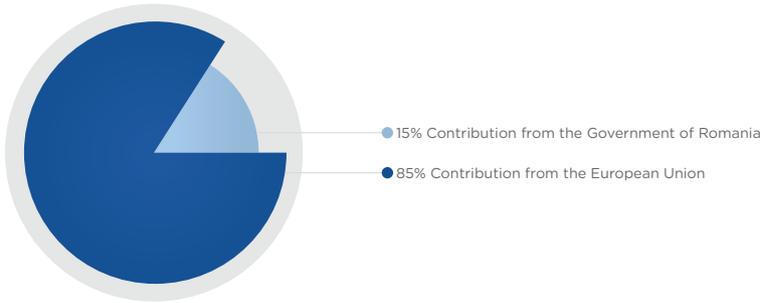
- For mountain areas: 24.250.000 euro
- For the rest of the territory: 72.750.000 euro

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55. Applicant Guide for the Regional Operational Programme, measure 5.1, p. 9.

56. [www.afir.info](http://www.afir.info)

The total public contribution is EUR 194,688,825 of which:



The mountainous area is covered by a total of 658 localities, totalling 2,089,399 hectares of agricultural area.<sup>57</sup>

UATs classified as mountain area are shown in the figure below:

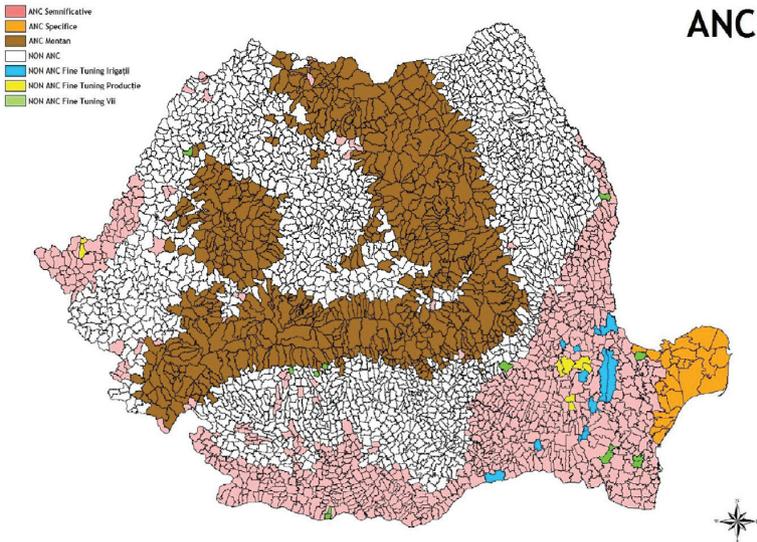


Figure 4. Administrative-territorial units included in the mountain area – Source: National Qualifications Authority (NCA)

57. Study on the delimitation of areas facing natural or other specific constraints and areas adjustment

The objectives of sub-measure 7.6:

- Supporting investments for restoration, preservation and accessibility of immovable cultural heritage of local interest, the monastic establishments including cultural establishments;
- Enhancement of local cultural heritage, to promote rural tourism, thereby raising living standards in rural areas;
- Local sustainable development.<sup>58</sup>

Objectives of sub-measure 7.6 correspond to specific (SMART) objectives from above:

- Adopting measures for social, family and personal stimulation;
- Ensuring a constant optimal level of human, material and financial resources;
- Creating new jobs in the area of research, restoration, conservation;
- Priority support of conservation of A category heritage buildings on central level and conservation of B category monuments by local authorities.

Grant Intensity:

- **100%** of total eligible costs for projects of public interest, not generating revenue, but it will not exceed **500,000 euro**;
- **80%** of the total eligible costs for projects of public interest, income generating, but it will not exceed **200.000 euro**.

The following are the eligibility rules of the expenses<sup>59</sup>:

- Should be made after signing the Financing Contract and should be connected to the objectives of the investment;
- Should be effectuated for the achievement of the investment by respecting the reasonableness of the costs;
- Should be conducted in compliance with grant agreement conclude with AFIR;
- Should be recorded in the accounting records of the beneficiary, should be identifiable, verifiable and be supported by original supporting documents, according to law.

All eligible projects will be evaluated according to the selection criteria, that are presented in the Applicant Guide for sub-measure 7.6. The maximum score that can be obtained is 100 points. Projects with equal scores will be delimited by the beneficiaries' number of cultural activities that from the last 12 months preceding the date of submission of the Financing Application Form.

Beneficiaries eligible for support are:

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58. [www.afir.info](http://www.afir.info), last accessed: 27 November 2015

59. Applicant Guide for sub-measure 7.6

- **Communes:** According to the Romanian language dictionary, commune is derived from the French name commune and it is a common and basic administrative-economic unit in Romania, composed of one or more villages and led by the commune Council managed by a mayor.<sup>60</sup> Generally, the commune bears the name of the village where its residence is located, but sometimes, the commune bears the name of another village included in it. For example, Acățari commune bears the name of Acățari village and its residence is in Acățari village.
- **NGOs:** An NGO is an institution working independently, apart from the government, although some NGOs are partially or fully funded by the state.
- **Cult units:** cults recognized by law are legal persons of public utility. They are organized and operate under the law and under the Constitution, autonomously (religious groups).<sup>61</sup>
- **Authorized individuals/companies that manage cultural heritage of public utility, class B (monuments of local interest).**
- **The ownership of monuments is very important in terms of conservation and restoration.** Monuments with private property regime have a complicated situation because state intervention is limited. Monuments with state property regime can become the main beneficiaries of such a strategy.<sup>62</sup>

In conclusion, sub-measure 7.6 is a good choice for municipalities, NGOs, religious establishments or authorized individuals/companies that manage cultural heritage of public utility, class B. It is also important to note that in this programme, 2 weeks before the deadline for submitting projects for 2015, funds were available, over 90% of funds allocated to this measure for 2015 – meaning that well prepared projects chances of winning were particularly high.

### **EAA GRANTS (grants of the Financial Mechanism of European Economic Area – Norway, Iceland and Liechtenstein)**

In this case, the funding programme dedicated to the period 2009-2014 is nearing completion without remaining public calls. It is estimated that, based on the new financial year, EEA Grants will support projects related to cultural and natural heritage.

In this case, we estimate a possible period for new calls of funding in the years 2017-2018. Below you can find information on the funding programme implemented in the previous period.

60. Explanatory Dictionary of the Romanian Language (DEX), [www.dexonline.ro](http://www.dexonline.ro), last accessed: 3 December 2015.

61. Law no. 489/2006 on religious freedom and the general regime of cults, M.Of. no. 11/08.01.2007.

62. Culture Sector Strategy of Romania 2014-2020, p. 60

## **PA16/RO12 Conservation Programme and revitalization of cultural and natural heritage**

The Fund is conferred by the following states: Norway, Iceland and Liechtenstein through the Financial Mechanism of the European Economic Area. The following types of investments are financed:

- conservation, restoration and protection of cultural heritage
- restoration, preservation and enhancement of historical monuments;
- restoration/preservation of movable cultural heritage;
- digitization of heritage assets and/or archives, catalogues, inventories and creating databases;
- creation and development of museums and cultural spaces.

Supported beneficiaries:

- public institutions: public authorities, cultural institutions and state archives;
- NGOs, including subsidiaries of international associations and foundations recognized under the laws in force in Romania, active in the programme (e.g. cultural heritage, ethnic minorities);
- cults and religious associations recognized by legislation in force in Romania;
- higher education institutions and research institutes;
- other non-profit entities active in the programme (e.g. cultural heritage, ethnic minorities).

The applicant must prove ownership/administrator quality or that it has the right to use free of charge or holds the concession of the building and/or land subject to investment.

**The minimum amount of non-refundable support is 200,000 euro per project and the maximum amount per project is 2,000,000 euro.**

Grant rate:

- For projects implemented by public organizations – funding rate will be up to 100% of the total eligible project costs;
- For projects implemented by private organizations – funding rate will be up to 90% of total eligible project costs.
- For example the restoration of the Roman Catholic Archdiocese of Alba Iulia was financed from this fund.

### **“László Teleki” Foundation**

The purpose of this Foundation is the study and protection of Hungarian culture, through study of the social phenomenon of Central and Eastern Europe. In the years 1999-2007 the real estate cultural heritage of some confessions, municipalities, NGOs, foundations were supported. Of these funds several historic monuments, icons, mu-

als, furniture, etc. have been partially or fully restored. Without this support, most probably all of these heritage objectives would have been destroyed.

Among others support was received for:

- „Szent Péter” Church from Cluj-Napoca
- The Calvinist Reformed Church of the Lower Town
- The Franciscan Church in Cluj-Napoca

### **“Forster Központ” Centre**

The mission of the centre is: archaeology, protection of works of arts and cultural heritage, scientific research, documentation, keeping records of castles, fortresses and palaces in the state property, inventory, development, presentation and operation of historical parks and other related tasks.

Among the beneficiaries the following can be named:

- The Franciscan Church in Dej
- The Evangelical Church in Hălmeag.

### **World Monuments Watch**

World Monuments Watch is a record of the 100 most endangered historic monuments. Its role is the warning of competent bodies regarding the advanced dangers that need immediate intervention. The above – mentioned programme collects financial support for the listed historical sites. Nominations can be made by anyone and sites can be included every two years, based on experts' analyses.

Main criteria for inclusion:

- Relevance of the site
- Urgency of the situation or potential changes
- The viability of the implementation plan.

40% of the objectives on the list received support since 1996 and their total value reaching 90 million dollars.

Au fost înregistrate pe listă:

- The Bánffy Castle in Bonțida
- The wooden churches of Southern Transylvania and Northern Oltenia
- The Synagogue in Iași
- The fortress of Oradea
- The city of Bucharest (was included on the list for 2016)

### **King Baudouin Foundation in Belgium**

The mission of this foundation is very broad and clear: to help improve circumstances for the population. According to the statute it is an independent structure that supports original ideas and realizes new projects. It supports projects and citizens who are committed to create better circumstances for society.

Concrete themes: democracy, health, poverty, inheritance etc. It also provides grants outside Belgium and Europe.

The following received grants through this source:

- Horta Museum from France – restoration Works (50,000 EUR)
- The painting Flute, of Jacob Jordaens (93,000 EUR).

### **The Getty – Los Angeles**

Support is given for conservation of monumental buildings. Between 1988-2008 it supported the conservation of several main and important constructions. The Foundation focuses on projection and previous historical research.

Support was received by:

- Reformed Church from Ulița Lupilor in Cluj-Napoca – restoration plan (274,000 USD).

As of 2009 it no longer supports the restoration of historical monuments, its new priorities being preserving and testing important constructions of the twentieth century and processing of sustainable plans and management.

### **Ambassadors Fund for Cultural Preservation**

The programme supports:

- cultural spaces, such as historical constructions or archaeological excavations;
- cultural objects, museological collections, ethnographic and archaeological objects not exclusively, paintings, statues, manuscripts;
- traditional music, languages and archaic crafts.

The following are entitled for support through this fund:

- Reputable economic objectives, NGOs, museums, cultural ministries in some cases, or other similar institutions;
- Organizations that have the ability to prove that they have the necessary experience and capacity to manage the cultural heritage preservation projects.

## **COMMUNITY FUNDING**

In the last couple of years, we experienced due to the Castle in Transylvania project, that there is a general interest for the topic of castles and mansions. This interest can easily be transformed into action motivation and interference as well. A good example for this is constituted by the webCastle competition, which we organized in 2011-2012, where local people formed groups to 'adopt' a castle for the period of the competition. These groups of people undertook research and documentation work

voluntarily, and they organized actions on a voluntary basis. Another good example is given by the fact that in 2012 at the Peninsula Festival from Târgu-Mureş, as part of an awareness campaign, we managed to raise 3500 lei from the participants. This fundraising activity took the form of a game: participants had to throw tennis balls at the most important 'problems' castles were facing back then.

Due to people's general interest for the castles in Transylvania, and due to the fact that this interest can easily be transformed into action, one of the financial sources to protect castles can be crowdfunding and the different support groups.

### **What is crowdfunding?**

Crowdfunding is a fundraising technique usually for a social cause or for a business idea, where a large number of people give their financial support. It usually implies the use of an online platform, however, it can take the form of real-life charity events, or it can use postal transfers or other methods of financial transactions.<sup>63</sup>

## Strengths and weaknesses of crowdfunding activities

### **Strengths**

**It does not require much effort.** In contrast to other funding methods, crowdfunding does not require much effort. One needs only a good eye and a good idea to raise decent amounts of money. It depends, of course, on the project and on its initiator. However, there are plenty of possibilities, and the first step always counts most. The potential of crowdfunding should not be underestimated. In such cases, when the potential sponsors interact directly with the project, one needs to have a well-designed strategy how to catch their attention. Thus, it does not require tough physical effort, but the intellectual work behind has to be the utmost.

**The power of social media.** 2010 was a decisive year for both Facebook and Twitter, because that year they became leaders on their market segments, and they have increased intensively ever since. This fact enables to develop a crowdfunding system based on these two platforms relatively easily and cheap, as one does not need to build his/her own platform from own resources. Moreover, there are already formed communities for different causes and topics on social media, most probably for the topic we are interested in as well, so we can rely on these communities. Furthermore, social media means globalization and access to large international audiences as well.

**Distribution and guaranteed promotion.** Generally, when the necessary money is raised, and the final product is ready, the product launch on the market is usually done with a marketing strategy starting from 0. However, in case of crowdfunding, it is

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63. Source: <https://ro.wikipedia.org/wiki/Crowdfunding>, last accessed on January 19, 2016.

a different scenario, because there is already a community formed around the product due to social media and through the big number of investors who already gave their support to the product. Thus, each investor will promote and recommend the product personally, as he/she is interested personally in its success.

## Weaknesses

**The 'power' of the created social network.** If the created community around the new product is not strong enough, then it is quite improbable that the necessary amount of money can be raised through crowdfunding. Therefore, it is highly important how we define our main target groups, and how we specialize our contents for the different target groups. This is the only way possible to create a strong community around our product, where members of the community can communicate and interact easily and efficiently with each other. Defining the target group can be a risk – it often requires a plan B – but it can be a success as well. The relevance of the power of social media increases parallel to the progress of the project. If things fall apart close to the end of the project, then financial and legal risks are higher.

**The amount of money needed.** The technique of crowdfunding loses its efficiency in correlation with the needed amount of money – the bigger the amount, the weaker this method is. Regardless of the financial potentials of the target groups, this fund raising technique is risky when it comes to big amounts of money. Ideally, one chooses to finance his/her project only partially through this technique, and calculates with receiving complementary funding from other sources as well. The amount of money possible to raise is, of course, in correlation with the size of the social media community and with the niche target group. Therefore, first one needs to create the network/community, and then define the amount to be raised. However, a project with a small budget can be financed 100% through crowdfunding.

**The final product.** The more trustworthy the final product is, the easier to raise funds for it. When people trust a product, they are more willing to invest in it. Therefore, PR is highly essential even in the first phases of the project. Communication with the target groups becomes thus a vital element, and it needs to be treated accordingly. Furthermore, for the product to become viable, it is essential how the initial idea and the initial action plan are created.

**The reward system.** If the crowdfunding technique is not planned and used properly, the risk of not raising enough money – or of raising no money at all – will increase substantially. Therefore, a system of personalized and well-distinguished rewards is recommended. This system is based on a hierarchical structure. The secret is in the way one attracts investors and in rewarding them in the most suitable way, without losing any money in the meantime. For 10 euro donated, one could receive a 1 euro T-shirt if this gives the impression, that it was designed specifically for that person. For a 1000 euro donation, a reward in form of a promotional product is out of question,

as promotional materials are generally associated with souvenirs, and such an investment has to be rewarded with something more worthy than just a souvenir. Thus, a value-system based on equivalence is needed. The more complex this system is, the higher the number of likely investments.

### **Crowdfunding platforms in Romania**

Crowdfunding has become popular in Romania too – in the last couple of years, more and more such platforms and initiatives have been born. Some of these platforms and initiatives are the following:

- CRESTEMIDEI.RO is an independent platform created by a volunteer group from Cluj-Napoca. They have financed already a couple of tens of initiatives through this technique.
- MULTIFINANTARE.RO is another initiative from Cluj-Napoca, but this one concentrates on business investments as well. Several initiatives have been financed entirely through this platform; however, there have been other projects, which haven't raised the minimum amount needed, in these latter cases the raised amount of money was not transferred to the owners of the projects.
- BURSABINELUI.RO is a platform created by the Romanian Bank of Commerce for NGOs to raise money through this technique. Besides the platform itself, the bank invests in mobilization campaigns too, such as the Championship of Goodness to mobilize both NGOs and other informal groups.

### **Suggested methods for crowdfunding in case of the Castle in Transylvania project**

The main steps of creating The Castle in Transylvania Fund are the following:

- creating an operational fund, which can be used to finance quick interventions through the permanent mobilization of resources and through allocating them in cases of emergency.
- mobilizing financial resources from the community for specific defined goals and causes, including cases where a specified amount of money is needed for a certain goal.
- creating a savings fund and collecting money in this fund, in order to use the accumulated interests for financing some of the actions in this project.

Community Funding can be implemented by:

- creating an online platform for fundraising, and being present on other existing platforms as well.
- organizing Castle in Transylvania charity events and mobilizing actions.
- participating at important events and conducting information and awareness campaigns at these events.
- making direct contact with different interest groups, who are willing to invest in this project.

## CHAPTER 7

# STRATEGY IMPLEMENTATION PROCESS MANAGEMENT AND EXPECTED RESULTS

## THE RELATIONSHIP BETWEEN THE VISION, STRATEGIC PLANS AND OPERATIONAL PLANS

<b>Strategic element</b>	<b>Time horizon</b>	<b>Description</b>
LONG-TERM VISION	2016–2055	Castle in Transylvania imagines its future as a community- and organizational support network for castles and mansion-houses in Transylvania, which pursues to turn to good account their economic, cultural, community and tourism potentials. Castle in Transylvania wants to build on the principles of additionality, sustainability, complementarity, and on the direct relationships between one person and another resulting in a network and a movement based on trust and common values and a vision which takes with the present as it is and puts it in the service of the future.
4TH MEDIUM-TERM STRATEGY	2046–2055	It is based on the intermediate evaluation of the 3rd Medium-term Strategy and on the Annual Action Plans, which were already implemented during the third strategic period. Planning: 2043-2045. Implementation 2046-2055. Evaluation: 2056
3RD MEDIUM-TERM STRATEGY	2036–2045	It is based on the intermediate evaluation of the 2nd Medium-term Strategy and on the Annual Action Plans, which were already implemented during the second strategic period. Planning: 2033-2035. Implementation 2036-2045. Evaluation: 2046
2ND MEDIUM-TERM STRATEGY	2026–2035	It is based on the intermediate evaluation of the 1st Medium-term Strategy and on the Annual Action Plans, which were already implemented during the first strategic period. Planning: 2023-2025. Implementation 2026-2035. Evaluation: 2036

IST  
MEDIUM-TERM  
STRATEGY

2016–2025

Realized within the frame of the **Castle in Transylvania – Strategy and Development Models Project**.

General objective: in addition to preserving their cultural heritage value, the goal of the CASTLE IN TRANSYLVANIA PROGRAMME AND FUNDS is to strengthen the economic and social roles of specific castles and peasant houses of Transylvania, contributing thus to the sustainable development of the region.

Thematic priorities: Developing castles as economic units – Developing castles as units of local attractiveness – Developing castles as cultural units – Developing castles as community units

Horizontal priorities: Accessibility (A+) – Data (D+) – Partnership (P+) – Community (C+) – Value Streams (VS+) – Representation (R+)

Planning: 2015-2026.

Implementation 2016-2025. Evaluation: 2026

ANNUAL  
ACTION PLANS

2016–2025

The operational plans are executed from year to year: the specific objectives are set and a portfolio of the concrete projects is made. A financial planning is also performed on an annual basis. The action plans are prepared during October-December of the year n-1, they are implemented during the year and evaluated in January-March of the year n+1.

GANTT chart of planning, implementation and evaluation of the medium-term strategies

Trimester of the decade	1x /3	1x /4	2x /1	2x /2	2x /3	2x /4	3x /1	3x /2	3x /3	3x /4	4x /1	4x /2	4x /3	4x /4	5x /1	5x /2	5x /3
1 <sup>st</sup> Strategy	P/I	I	I/IE	I	E												
2 <sup>nd</sup> Strategy				P	I	I/IE	I	I	E								
3 <sup>rd</sup> Strategy								P	I	I/IE	I	I	E				
4 <sup>th</sup> Strategy												P	I	I/IE	I	I	E

Where:

P – Planning

I – Implementation

IE – Intermediate evaluation

E – Final evaluation

### The Annual Action Plans

The Annual Action Plans are the representations the medium-term strategy put into practice through a structured planning and implementation mechanism. Annual Action Plans concretize the implementation of the strategy through projects and activities undertaken in the context of the general and the specific objectives and the thematic and horizontal priorities.

The planning and implementation of an Annual Action Plan is carried out on the following time horizon:

Year		N-1	N				N+1	
Trimester	III	IV	I	II	III	IV	I	II
Annual Action Plan Year N	P	P	I	I	I	I	E	E

The Annual Action Plan is prepared by the Castle in Transylvania Office and adopted by the Castle in Transylvania Council Board. The Evaluation-report of an Annual Action Plan is also adopted by the Castle in Transylvania Council Board.

## ORGANIZATIONAL MODEL FOR IMPLEMENTING THE CASTLE IN TRANSYLVANIA INITIATIVE

The organizational model serves as a starting point for planning certain actions and concrete intermissions in the annual action plans developed in the context of this strategy. In a general sense, the organizational model below serves as a simplified guide for putting into the context of all the intermissions initiated under the aegis of the Castle in Transylvania Strategy.

- **Customer segment:** Owners and managers of Transylvanian castles and mansion-houses \* Individuals willing to support the conservation, restitution and socio-economic valorisation of castles and mansions in Transylvania \* Experts who are related to the subject area of castles and mansions of Transylvania \* Decision factors with influence on the built cultural heritage in Romania.
- **Value proposition:** The capitalisation of Transylvanian castles and mansions and their introduction into the socioeconomic circuits \* Transformation of the subject of castles and mansions in Transylvania into a more present- and future oriented one with the preservation of cultural values and authentic history.
- **Channels:** Professional support \* Tools for the mobilization of the supporting community \* Support network, interaction \* Tools and models for directing certain financial and non-financial resources.
- **Customer relations:** Partnerships \* Community \* Representation \* Support received by allocating certain material-, human-, intellectual- and financial resources for the cause.

- **Revenue streams:** Funding programs dedicated to regional development, to the protection of the built cultural heritage and to cultural education \* Financial and non-financial resources raised from the community \* Private investments
- **Key resources:** Professional knowledge in the fields that affect the subject area of Castles in Transylvania \* Data management systems and communication networks \* The Castle in Transylvania brand
- **Key activities:** Supporting community \* On-spot actions \* Think tank \* Data management\* Editorial activity
- **Key partners:** Castle owners and managers \* Organizations with similar objectives to this strategy \* Private investors and funders from the public sector \* Communication and community mobilization experts
- **Costs:** Planning, management, monitoring, evaluating \* Communication networks \* Editorial activity \* Professional expertise \* Event management

This Organizational Model is going to be adapted specifically to the first Annual Action Plan and then it is going to be the starting point for each one of the annual plans in the future, defining and redefining the nine components that are the basis for developing specific measures and actions within one calendar year.

## MEASURES FOR IMPLEMENTING THE ANNUAL ACTION

Horizontal priorities are complementing the thematic priorities through a set of measures which do not relate to a certain priority but serve the entire strategic framework giving results on the level of the whole system. These measures are set up in six specific horizontal domains: Accessibility (A+) – Data (D+) – Partnership (P+) – Community (C+) – Value streams (V+) – Representation (R+).

Both the six specific horizontal priorities and the 20 concrete horizontal measures aim to strengthen the holistic approach regarding the intersessions through which we can accomplish our vision about the castles and mansions of Transylvania on a long-term scale. These measures provide a practical application of the principles that are the basis in the creation and implementation of this strategy.

### ACCESSIBILITY (A+)

Accessibility helps us to become conscious about the situation and the physical condition of the castles and mansions in Transylvania and it helps in raising awareness the interest of certain categories of the community which have no direct connection with this issue and with these buildings.

**A+ AWARENESS, AUDIENCE DEVELOPMENT** is addressed primarily to a target group which is passive towards the main topic of this strategy. Within the frame of this target group, the measure is addressed on one hand to the people who are already interested in this subject and want to have more information about the situation of castles

and measures already taken in this context. On the other hand, it is addressed to the type of person who was not interested in the subject until now. Special attention will be given to young people by the means of educational actions.

**A+ ACTIONS** sums up the events happening in their physical space and assures direct access for the interested people and communities to the castles and mansions of Transylvania. These actions can be singular or implemented in more places simultaneously, they can combine the physical access with the virtual one connecting thus groups of people and the entire support community.

**A+ EDITORIAL** represents a measure through which authentic editorial content is generated and created, with verified sources on the subject, which has to be actuality, has to have up to date information and has to follow the trends, events, decisions and networking. The editorial activity gives us an important starting point in the efforts made for broadening and strengthening the support communities and also in the identification of new audiences and their attraction.

### **DATA (D+)**

Data provides resources that affect all the domains and actions which are to be realized within this strategic framework. Accurate data and information are still one of the most acute shortages for professional work because their absence is limiting the capacity of analysing, researching and accurate identifying of the problems a lot.

**D+ DOCUMENTATION CENTRE** aims to create a physical and a virtual space which provides access to information both in physical and in virtual format. The measure for creating such a documentation centre will provide a trusted information source for any project or initiative launched within this strategic framework.

**D+ BIG DATA** will enable the management of large amounts of data and information in the form of text, images, videos and other document types. The big data measure will provide the necessary technical conditions for working with large quantities of information, such as data storage and management.

**D+ RESEARCH** includes specific research and analysis measures performed on the basis of collected data, managed and actualized through the complementary measures from the data priority framework. The specific research measures allow us to substantiate certain activities and measures of this strategic framework and to justify certain concrete projects which constitute the basis for attracting non-reimbursable financial sources and community resources too.

### **PARTNERSHIP (P+)**

The partnership represents the institutional component of building cooperative networks in service of castles from Transylvania. The measures taken in partnership offer expertise and assistance in initiating some concrete institutional collaboration in

frame of the Castle in Transylvania platform. It has to be underlined that this strategic frame and the concrete measures that derive at operational level need to ensure a permissive approach regarding the freedom of initiating some concrete co-operations without a too strong centralization, the strength of collaboration having an increased potential.

**P+ GEOGRAPHIC** encourages the partnerships and collaborations formed at the level of geographic units, such as localities, micro-regions, counties, regions, or at national and international level. The role of the Castel in Transylvania initiative is to enlighten these collaborations, to ensure resources for their ongoing, to disseminate the results and the solutions found as a result of these partnerships. These partnerships can cover geographic areas that coincide with areas covered by administrative-territorial units, but in other cases it can suggest a coverage motivated by other characteristics.

**P+ THEMATIC** is a measure that encourages thematic collaborations on some subjects that need contributions coming from different professional areas. The examples of thematic collaborations can address specific cases of a castle or mansion or a particular problem, characteristic for several buildings, where an identical solution can be found, that solves the same problem in all the cases where it appears.

**P+ SECTORIAL** encourages institutional collaborations among entities activating in the same area or areas closely tied to one another. For instance, the collaboration of some mass-media actors in promoting the cause of castles is an existing trump that can be extended in the future. This measure builds on the on the principle of cooperation on the basis of which partnerships can be created (even if they are only temporary) also through involving entities that are otherwise in concurrent or semi-concurrent positions.

**P+ OBJECT ORIENTED** involves the ad-hoc partnerships created for managing specific situations, like emergencies where a short-term coalition of forces is needed for reaching an immediate objective or solving a critical situation.

### **COMMUNITY (C+)**

Community represents the key of transforming the Castle in Transylvania initiative into a community movement, which becomes a self-motivating one and reaches the critical level where it self-generates, self-extends, consolidates itself, creates its own action levels in the framework provided by the existing strategy. This horizontal priority includes all main target groups that are mainly composed of physical persons and especially creates the frame of direct interaction that puts together a whole network of relations and collaborations.

**C+ INFORMATION AND COMMUNICATION NETWORKS** builds and manages the technical architecture that is necessary for the ongoing of the activities that consolidate and enlarge the supporting community as well as the communication instruments with the experts, owners and managers of the castles from Transylvania.

**C+ EXPERTS** gathers together experts from different professional areas, who, through their activity are linked together or help the ongoing process of conservation, restauration and high-lighting. Creating, enlarging, and consolidating the expert network, and the efforts of creating interactions among the experts of the same area as well as generating multidisciplinary interaction constitute the premise of advancing in finding pragmatic solutions that will yield results and impact on medium and long term.

**C+ AMBASSADORSHIP** involves the set of specific measures that will highlight the motivation of the persons who adhere to the Castle in Transylvania community and who are ready to be active agents of promoting this cause, the actions and other measures that aim to conserve, restore and highlight these buildings socio-economically. Ambassadorship from this point of view is a keyword that applies the principle of principle of direct relationship with the most active members of the community.

**C+ OWNERS, ADMINISTRATORS** addresses the relationships with the owners and administrators of the castles from Transylvania. Being a rather coagulated community (except for the cases when these buildings are still administered by some public institutions or, rarely by some NGOs) the direct and personal relationship is a key premise for keeping the interest and at the same time making the way of approach to this strategic frame understandable. But this relationship and practical collaboration, the fact that the operational plans and actions done in the process Castle in Transylvania, may effectively involve and their surrounding areas in actions, events and interventions aimed to them.

### **VALUE STREAMS (V+)**

Value streams represent the horizontal priority that wishes to put into practice a set of mechanisms and initiatives through which, using the instruments and principles of community actions, or that of the type „sharing economy” and „new power” financial and non-financial resources can be mobilized in service of the castles from Transylvania. This is a horizontal priority.

**V+ STOCK EXCHANGE** the mechanism through which material resources from the private sector can be relocated and used in the conservation, restoration and valorisation process of castles and mansions. Through this measure there will be the possibility to attract a significant amount of resources which do not imply a financial transaction themselves, but provide resources which otherwise could be provided only with available funds.

**V+ VOLUNTEERING** includes the relocation of the resource of time available to individuals which they are willing to devote it to voluntary activities within the framework Castle in Transylvania strategy. Voluntary work is constituted from voluntary specific actions but it is also focused on the educational component through which will be certified the experiences and knowledge gained from this activity.

**V+ COMMUNITY FINANCING MECHANISMS** include a range of measures and initiatives by which financial resources are mobilised in making the conservation, resto-

ration and recovery of castles and mansions. Besides a real stock market, this mechanism can ensure a long-term sustainability for our strategic process. This measure is based on three major pillars, namely the rapid intervention fund, the accumulation fund and the fund addressing specific objectives and actions.

**V+ FUND RAISING** represents those measures and efforts that are complementary and harmonized at the partnerships level and adapted to the wide range of available funding programmes for which grant requests can be elaborated. Through these processes, a set of complementary mechanisms can be created ensuring an appropriate technical and financial management for these projects and for the attracted funding. An institutional framework can be also created and reinforces in order to provide a more extended management capacity during the first strategic period.

### **REPRESENTATION (R+)**

The priority of representation ensures the specific component of implementation by which the Castle in Transylvania community is able to promote and recommend some legislative and other type of solutions towards stakeholders and decision-makers on the basis of some analysis, debates and other types of interactions of the individuals and organizations that take part in the Castle in Transylvania community.

**R+ EXPERTISE AND POLICIES** measure identifies problems and creates the foundations of some short, medium and long term solutions by which a favourable framework for implementation of sustainable measures of conservation, restoration and socio-economic valorisation of castles and mansions from Transylvania is performed. The starting point for this measure is represented by the analysis performed within this strategy that highlights a list of external factors which make the process of conservation, restoration and economic, social and cultural valorisation more difficult.

**R+ REPRESENTATION** ensures the transmission of suggested solutions to stakeholders and decision-makers regarding the fate and future of the castles from Transylvania. This is a joint effort of the partners and experts network involved in the implementation of this strategy. This measure is based on strengthening of the summed communication levels of all involved parties. It also helps creating a new set of relationships based on professionalism and trust that may result in decisions that facilitate the efforts of enhancing this important component of the built cultural heritage of Romania.

## **GENERAL COORDINATION FOR THE IMPLEMENTATION OF THE CASTLE IN TRANSYLVANIA STRATEGY**

Regarding the implementation principles of this strategy and of management the operational activities resulting from its implementation, these will be organized following more principles and establishing more management structures.

The complete management structure for implementing the strategy will be based on the following management principles and guidelines:

- **Governing structure** based on the separation of strategic, performance and monitoring-evaluation aspects.
- **Executive management** which is working with well-grounded plans that are binding strategic dimensions to the operational ones.
- **Easy access** of the organisations, groups and individuals to the management process by enabling a wide network of partnerships in the preparation and implementation stages, and which transforms the Castle in Transylvania strategic framework into a broad community movement.

**Strategic decision-making** is the responsibility of the Castle in Transylvania Council. This council will be formed in the shortest period after this strategy will enter into force and will include both experts and owners of castles and mansions. The Council's role is to develop, adopt and evaluate annual action plans and also to finalize the conclusions on the basis of the intermediate and final evaluation of strategy implementation.

**Strategic execution** falls in the responsibility of the Office of Castle in Transylvania, as it is described further in this chapter. The Office represents the main execution element of performing the entire course placed in a strategic framework. Located in Cluj-Napoca, this Office will be headed by a programme director. From the point of view of the internal structure, the Office consists several units, their size depending on capacity of some resources attracting.

The Office will be managed by the PONT Group, the entity that has made the creation of this strategic framework possible. As conditions make it possible, specific units will be created within the Office which will ensure the implementation of the strategy and annual operational plans developed during implementation. These units are not considered as independent departments, but work on specific responsibilities. The programme director is the one to establish responsibilities based on available human, financial and material resources:

- **the Community Unit**, with responsibilities for building the Castle in Transylvania community, including direct interaction with its members, development and implementation of services and solutions which are devoted to the community and mobilise members for community specific causes;
- **the Audience Unit**, with responsibilities in the field of information and awareness regarding the current situation and physical condition of castles and mansions in Transylvania and with the objective to broaden community support for this endeavour, this area involving educational and editorial components too and address specially young people;
- **the Resources Unit**, with responsibilities for financial and non-financial flows that are generated by this programme and strategy, including the attraction of public and private funding sources, and managing human and material resources;
- **the Documentation and Research Unit**, with responsibilities in collecting and managing data and information and providing analyses, studies, position papers

which can substantiate concrete proposals or decisions both under the Castle in Transylvania framework or through other decisions-makers and parties interested in the objectives and results of the programme;

- **the Planning, Monitoring and Evaluation Unit**, with responsibilities for preparing strategic decisions, managing data that arise from the use of measuring tools and the preparation and submission of assessment reports on existing information. This unit provides the technical framework for the implementation of the strategy and operational plans derived from it;
- **the Actions Unit**, with responsibilities regarding the central management of projects initiated under Castle in Transylvania initiative and the coordination of interactions in relationship with any project, activity which aims to be implemented under the programme;
- **the Implementation Unit**, with primary responsibility for ensuring the operational and administrative aspects of ongoing activities and other units of the Technical Coordination Council meetings, the Office Monitoring Group and other groups created under the strategy.

**Cooperation groups** can have a permanent or temporary framework and are created on the basis of an identified issue for which a punctual cooperation is deemed necessary. The object of the group function may be closely related to one of the castles or mansions, a specific area in the activities of conservation, restoration and socioeconomic recovery, or a larger geographical area. The results provided by a cooperation group will be disseminated both within the Castle in Transylvania community and in public through the community's own communication channels and through media partners, if needed.

### **Legal framework for the management of strategy implementation**

The role of the PONT Group will consist in working with partners with the view to create prerequisites for the implementation of the management plan that leads to the creation and management of a Secretariat of all units mentioned in this management plan. As the implementation of the strategy is progressing and more annual action plans are implemented and evaluated in result of which the level of available resources is increased and consolidated, a strategic decision can be taken regarding the creation of one or more legal entities, as appropriate, which aim to manage and to implement clearly defined parts from the strategy and its subsequent action plans.

## **COMMUNICATION AND PUBLIC RELATIONS**

The Management Model serves as a starting point for planning the concrete actions and steps described in the annual action plans, which have been developed as part of this strategy. Generally, the Management Model described below should be taken as a simplified guide for contextualizing each action initiated in accordance with the Castle in Transylvania strategy.

The **central goal** of the Castle in Transylvania Communication Plan is to assure the proper publicity adequate for the project through a professional image and design, which combines the cultural and historical value of castles and mansions with the latest trends in the field of communications and public relations.

**Specific goals** are the following:

- SG1: creating new tools, instruments and specialized contents to build new audiences for the Castle in Transylvania project.
- SG2: preserving the already existing Castle in Transylvania community through increasing and reassuring their motivation and their feelings of belonging to this community.
- SG3: transforming members of the Castle in Transylvania community into ambassadors and exponents of our messages and actions representing this project.

**General actions** to be taken are the following

- A1: to disseminate general information about the Castel in Transylvania project to all audiences.
- A2: to create new audiences through designed methods and actions addressing target groups, who are willing to allocate their resources (such as time, money or intellectual work) to support this project.
- A3: to mobilize communities in regard to specific goals or causes of the Castle in Transylvania project, which will lead to realizing intermediary goals.
- A4: to strengthen loyalty trough different real-life events and online tools, which reinforce the feeling of belonging to this community
- A5: to explain the implementation process in a simple manner to members of the community, so that they can understand the goals and objectives on the strategic level as well.
- A6: to transform the community members into ambassadors of the project through creating and managing the Castle in Transylvania Ambassadors Programme.

**The implementation of the communication plan** is part of, and will take place in line with the actual Annual Action Plan. It will be implemented by the Castle in Transylvania Office's Unit for audiences and community.

## MEASURING RESULTS AND STRATEGY IMPACT

In order to establish the results of this course or the ways and the monitoring instruments of these results, to the next are set a series of indicators of measuring general productivity and effectiveness as well as specific productivity and effectiveness of performance for this strategic framework.

**Indicators of general effectiveness:**

- number of the inheritance objectives type A and B restored and valorised from a socioeconomic point of view in Romania;

- number of tourists at local, regional and national level;
- financial sources allocated for tourism promotion at regional and national level;
- number of the cultural inheritance objectives with new technology facilities;
- number of person who works in field of inheritance;
- number of completed investments.<sup>64</sup>

#### **Indicators of general efficiency:**

- the average amount for renovation of the buildings type A and type B;
- the average amount to establish a monument, like a castle or mansion house;
- the average amount for purchase and for implementation of new technologies;
- the average amount spent for tourism promotion;
- the dynamics of tourism in Transylvania and in Romania.

#### **Indicators of specific effectiveness of this strategic framework:**

- the number of castles and mansion houses which were aimed directly by actions and features initiated according to this strategic framework;
- the number of castles and mansion houses type A and B restored and put into value of those with which this strategic framework has had any kind of interaction;
- the number of people who have got in any kind of interaction with the Castle in Transylvania initiative;
- the number of the members of the Castle in Transylvania community;
- the number of avowed ambassadors of the Castle in Transylvania initiative;
- the number of involved specialists in the cooperation networks;
- the number of projects and feats progressed under the umbrella of this strategic framework;
- the number of legal entities who have been involved in specific collaborations as well as the number of achieved partnerships;
- the number of the public policy decisions taken as a result of recommendations formulated through collaborations and achieved actions within this strategic framework;
- the financial value of attracted and redirected resources by this course in order to preserve, to restore and to valorise on the socio-economic potential of the castles;
- the number of jobs created as a result of the achieved initiatives and actions in the strategic framework's context.

#### **Indicators of specific efficiency of this strategic framework:**

- the ratio between the number of valorised/restored/conserved/highly degraded from the 300 buildings covered by analysis;
- the ratio between financial/non-financial resources mobilized within this initiative;
- the ration between ambassadors/members of the support community;
- average amount of funds needed for programmes and project under the framework of this strategy.

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64. Culture sector strategy 2014-2050, 85 p.

### Monitoring implementation

The Castle in Transylvania Monitoring Group is a group of 3-5 persons named by the Castle in Transylvania Council to supervise and coordinate the activity of monitoring and to prepare the review of this strategy and of the operational plans which arise from this. The group's role is to establish the monitoring methods and instruments at a practical level and to make them available for the Castle in Transylvania Office. The Office has the role to implement the monitoring and to give close information based on indicators set for the Monitoring Group. The Monitoring Group draws its own conclusions for carrying out the evaluation of the Annual Action Plan, as well as the intervening and final evaluation of this strategy.

### Monitoring instruments

Monitoring instruments can be defined through the next main categories:

- **Electronic monitoring instruments**, which provide data and precise information about virtual interaction of the community of supporters as well as the audience level outside of the community, audience which has been addressed by various communication and awareness raising activities. These instruments offer especially quantitative information.
- **Monitoring instruments based on personal observations**, which could come from the people who work at strategic and executive level or participate in the activities of a cooperation groups. Specific feedback coming from an expert or a member of the community is also taken into account by these instruments. Which offer especially qualitative information.
- **Monitoring instruments set for events and initiatives**, which offer information about their range and quality, these data being gathered especially on-spot. These instruments offer both quantitative and qualitative information.
- **Statistic monitoring instruments**, which provide information from different external sources relevant for the addressed subject in the implementation of this strategy, like analyses of a relevant tendencies at national, European and worldwide level. These instruments offer both quantitative and some qualitative information.
- **Monitoring instruments of the transmitted and transacted financial and non-financial values**, which represent perhaps the most important aspect of sustainability of the whole strategy. These instruments offer data about that level of effect, which other feats progressed under the aegis of the strategy produce in regard to some individual and institutional decisions about directing resources towards the courses of the programme Castle in Transylvania.

### Expected impact

**Impact on understanding the role of cultural heritage.** We think that by synchronising the efforts in the context of this strategic framework, we will witness of the level of knowledge and awareness about the objects of cultural heritage. We will also witness an increase in the number of eligible projects which receive grants, the increase of the degree of recovery of investments in financed projects, the development of the teamwork spirit, the growth of the number of the employees (researchers), the improve-

ment of the quality of life, being familiar with and the valorisation of the best practices developed at European level in the field of cultural heritage through advertising materials.

**Impact on tourism.** Another estimated impact is on the increase in the number of the tourists in this area. This aim will materialize through the increase of the number of tourists from within the country and from abroad, the increase of the number of the 'cultural tourists' aged 15-20, the satisfaction of the tourists' information needs and the consolidation of their own identity by culture and heritage. The recommended strategy for putting in practice a marketing plan is the one of development, which provides an increase of the scale of products and services and the discovery of new users for these products and services.

**Impact on attracted resources.** Too few castles and mansion houses are restored just for their beauty and their ideological values. Hence, a widening of their functions is needed in order to attract private investments, grants or community resources. Financial proposals of various initiatives can be the European Union, the Ministry of Culture and different foundations tasked for rehabilitation of the cultural inheritance as well as private investors which have an interest for these buildings, or members of a smaller or bigger communities, who have a sentimental or economic motivation and are ready to allocate their own resources. To avoid the complete destroying of castles, we have to apply for EU funds and for cooperation organizations, with help of which we will save a big part of the historic monuments, which already are ruined.

**Impact on Romania's imagine.** We will have to take into account the short-term as well as the long-term aims. Thus, implemented projects in the context of this strategic framework are going to help in the growth of the number jobs and an increase of income, are going to promote traditions, and the cultural and natural heritage in that particular area. At the same time, they are going to support the development of business environment, of the infrastructure and the services for sustainable development of the area. They are going to help considerably the local, regional and national tourism progress as well, which in the end will lead to the improvement of the country's image.

**Impact on future generations.** Another important factor is to capture the attention and to attract youth and the next generations. Through their involvement one can keep alive these treasures which were given for us by our ancestors as a sign of pride and craftiness skill.

Finally, we want to finish with a quote to reinforce the historical important of the castles from the art historian Biró József<sup>65</sup>:

*"In Transylvania one also builds: road, railway, manufacture, station, bar-rack, palace in the city, church, peasant's house and school, but castle? – not really. The castle is history in itself."*

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65. József Biró: Castel în Transilvania, 1943.

## CHAPTER 8

# DEVELOPMENT MODELS

Several models of development arise in the process of conservation, restoration and socio-economic valorisation of castles in Transylvania. These models are capable of emphasizing both the very special character of each castle and of each situation and the common features that occur in many different cases.

The ten cases presented below are good examples for finding sustainable solutions - or which are in the process of trying to find sustainable solutions - to revitalizing castles parallel to their rehabilitation. Such processes can last from a few years up to several decades depending on many different factors, such as: the size and condition of the edifice, the nature of financial resources and the existence of a clear short term, mid-term and long term vision about the new function of the edifice.

We present below a few examples for successful castle revitalizations in Transylvania. Some of these solutions have already become sustainable through their defined and accomplished socio-economic roles.

## 1. BÂNFFY CASTLE, BONȚIDA



**General information:** National Heritage Number: CJ-II-a-A-07534 \* Address: Bonțida Commune no. 152-154, Cluj County, \* Dated to: 1652, reconstructed between 1750-1850 \* Style: Renaissance, Austrian Baroque \* Type of ownership: private property \* Owner: the Bánffy family \* Administrator: Transylvania Trust Foundation (concession contract for 49 years) \* Open for visitors. **Description of the current state of the building and its surroundings:** this is the

largest castle in Transylvania. The Transylvania Trust Foundation undertakes its rehabilitation and its socio-economic revaluation. The rehabilitation process started in 1999, the same year the building was included to the list of the hundred most exposed to risk buildings in the country. The first rehabilitation activities were carried out from state funding in the period 1999-2001 due to an interstate agreement between Romania and Hungary. The rehabilitation process has been continuing ever since through professional workshops financed by several international institutions. In 2007 more than 2000 students from 27 different countries have participated at the training programme addressing the professional rehabilitation of national heritage buildings. That year the training programme won the "Europa Nostra" award by the European Commission. Some parts of the castle were added a roof, thus these buildings were saved from total de-

cay. The former kitchen building has been saved up to 90%, the building called “Miklós” up to 60% and the main building up to 10%. The very first interventions have been made on the mill building as well. However, the castle park is still unmaintained. **The current function of the building and its surroundings:** the buildings of the castle have several functions today. The gate building hosts a lapidary and an exhibition hall. The “Miklós” building hosts offices, a conference room and private rooms. The former chapel functions as a community space. Parts of the attic of the main building have been reequipped, and thus, they have become suitable for hosting different new activities. The former stable is used as an event venue for different events. The “Culture Café” is located at the ground floor of the former kitchen building, where on the first floor there is also an exhibition hall and there are private rooms used for accommodation for own and hosted events as well. **Development plans for the following 5 years:** the central principle of the Transylvania Trust is that the rehabilitation process has to be completed with the socio-economic reevaluation of the castle, meaning that the castle has to be revitalized. This is the only way to assure its mid-term and long-term sustainability. The biggest issue is that the Bánffy family is not as wealthy as it used to be. The main target of the concession agreement is to create a Culture and Education Centre in the castle. The Transylvania Trust Foundation was a pioneer

when they decided to take action 20 years ago. They were the only entity to take such responsibility at the time. The Arts and Crafts Centre was established this year, and they also plan to create a Contemporary Arts Centre in the courtyard soon. The aim with this new centre focusing on contemporary arts is to redirect attention from the past to the present. Besides the cultural and educational functions of the castle, they intend to create and consolidate its economic functions as well, which are vital for achieving the financial sustainability of the castle. **Financial support received for maintaining the status quo and for development, and funding plans:** the most important financing institution has been the European Union especially via the “Cultura 2007-2013” programme. There have been several other institutions and funds that gave financial support to the foundation such as: the EEA Grants, Norway Grants, the Headley Trust, the World Monuments Fund, the Getty Grant Programme, government grants from Romania and Hungary, the Communitas Foundation and several private sponsors from Cluj County contributed with small amounts as well. As the castle is private property, government grants cannot be allocated for its rehabilitation, however there is a possibility and a developed plan to apply for intervention funds at the European Regional Development Fund’s via the Regional Operational Programme, section 5.1.

## 2. CASTELUL BETHLEN, CRIȘ



**General information:** National Heritage Number: MS-II-a-A-15639 \* Address: Criș Village, no. 188-190, Mureș County \* Dated to: 16-18th century \* Style: Renaissance \* Type of ownership: private property \* Owner: The Bethlen family \* Administrator: Dévai Szent Ferenc Foundation (concession contract for 49 years) \* Open for visitors. **Description of the current state of the building and its sur-**

**roundings:** the castle has been restituted to the Bethlen family, and the Dévai Szent Ferenc Foundation administers it today. The central clause of the concession agreement is that the foundation rehabilitates and revitalizes the castle. The feasibility study for the complete rehabilitation of the castle has been financed through several small government funds from Romania and Hungary, and from funds allocated by Mureş County. The castle's condition is consolidated; its decay has been stopped. Last year the rehabilitation process of the castle park started as well, thus the existing trees will be preserved, but the new park will be designed to meet current needs and expectations as well. **The current function of the building and its surroundings:** the castle has no economic function today, but it can be visited by tourists. The Dévai Szent Ferenc Foundation, who administers the castle, is planning to establish a community and education centre

here, and it is willing to invest in the rehabilitation of the building and its surroundings and it plans to use the castle for the previously mentioned purposes in the future. **Development plans for the following 5 years:** Starting from July 2014 the castle has been administered and used by the Dévai Szent Ferenc Foundation. The foundation is planning to invest in the creation of exhibition halls and in designing new, more varied programs for tourists. They will establish accommodations, a restaurant and educational facilities. **Financial support received for maintaining the status quo and for development, and funding plans:** Before July 2014, the Pro Castrum Bethlen Association, which was created by the owners, had received financial support from several governmental sources from Romania and Hungary (e.g. from the The Administration of the National Cultural Fund, the Bethlen Gábor Fund), but also from Mureş County.

### 3. DANIEL CASTLE, TĂLIŞOARA



**General information:** National Heritage Number: CV-II-m-A-13271\* Address: Tălişoara village no. 215 \* Dated to: 1669 \* Style: Late Renaissance, Classic \* Type of ownership: private property \* Owner: Attila Rácz \* Administrator: Rácz G. Attila I.I. \*Open for visitors. **Description of the current state of the building and its surroundings:** In the period of 2009-2014 the edifice was rehabilitated completely. In this process a special attention was given to the

restoration of important architectural and historical elements, such as the stone carved blazon or the Renaissance-styled wall paintings. At the moment, the castle functions as a hotel. Its interior is designed in compliance with its new function, but at the same time it also manages to preserve the original atmosphere of the building through using old construction materials and combining these with organic, local materials. **The current function of the building and its surroundings:** The castle functions as a hotel, it has eight rooms and lobbies available for guests. In parallel, the castle hosts several cultural activities, such as art workshops and summer camps, exhibitions, old music festival, and other community activities for the locals. **Development plans for the following 5 years:** In the following years they plan to renovate a side building in order to expand and diversify touristic activities. Furthermore, they plan to continue the current cultural programs, such as the

summer camps, exhibitions, and the old music festival. **Financial support received for maintaining the status quo and for development, and funding plans:** The main financial support for the renovation and revitalization of the castle was received from the European Union through the European Agricultural Fund

for Rural Development. Moreover, they have applied twice successfully to the EEA Grants through the Daniel Castle Association. In 2009 they received funds for research and for restoration of the stone carved elements. In 2015 they received funds for organizing cultural and scientific events.

#### 4. RÁKÓCZI-BÁNFFY CASTLE, GILĂU



**General information:** National Heritage Number: CJ-II-a-B-07673 \* Address: Gilău Commune, Principală street no. 719, Cluj County \* Dated to: 15-17th century, modified in the 19th century \* Style: Gothic (with Renaissance elements after the modifications) \* Type of ownership: private property \* Owner: a private company \* Administrator: Traditio Transylvania Foundation (concession for 49 years) \* Open for visitors on request. **Description of the current state of the building and its surroundings:** The impressive, large castle is located at the centre of Gilău, in the middle of a dendrology park, on top of a hill at the left side of the Cluj-Napoca– Oradea road. In the 1970s during an archaeological excavation, at the western and north-western part of the park there were found the ruins of a Roman castrum. In 1911 the countess Ecaterina Bánffy, wife of Toma Barcsay regained the castle, and it remained in the possession of the family until 1948. Between 1972 and 2002, the castle functioned as a school for handicapped children. In

2002 the castle was restituted to Thomas Barcsay, the heir of the family. Later, he sold the castle to private investors. The latter made a concession agreement with the Traditio Transylvania Foundation for 49 years. **The current function of the building and its surroundings:** Starting from 2002, the building itself has no function, however its garden has been hosting several small and medium size cultural events. In 2015 the administrators launched a new festival - its first edition took place the same year in October. **Development plans for the following 5 years:** the development plans are based on two key elements. The first element focuses on the renovation of the castle's main building and its transformation into a unique culture centre in the Cluj metropolitan area. In this respect, the feasibility study necessary to apply for significant European funds is ready. The second key element concentrates on including the castle into the region's cultural tourism network. This second element does not require large financial investments as the first one; instead it builds on key partnerships, which are essential for the medium and long-term socio-economic sustainability of castle. **Financial support received for maintaining the status quo and for development, and funding plans:** the financial resources necessary for some minor rehabilitation works, and for the feasibility study based on preliminary analyses were assured by private investors. The future funding plans are in line with the development plans, and they are based on two key

elements as well. The first part of the plan is to apply for substantial funds to renovate the castle from the European Regional Development Fund through the Regional Operational Programme. The second part of the plan is to assign various

small scaled resources to organizing events and programs for the inclusion of the castle into the local and regional touristic networks, and for reinforcing the castle's role as the meeting point of different cultures, traditions and communities.

## 5. KERESZTES-EPERJESI MANSION HOUSE, MICA



**General information:** National Heritage Number: MS-II-m-B-15719 \* Address: Mica Commune no. 56, Mureş County \* Dated to: end of the 18th century \* Style: historicist-romantic \* Type of ownership: public property \* Owner: Mica Commune \* Administrator: Mica Commune \* Open for visitors. **Description of the current state of the building and its surroundings:** after the nationalization, when the building became public property, its condi-

tion has declined substantially. As after the revolution the heirs haven't reclaimed the estate, it remained in the administration of the local authorities. Along the years all furniture were destroyed or stolen, except for one fireplace, which is still in good condition. **The current function of the building and its surroundings:** today it hosts the Town Hall and the Local Council's Offices. **Development plans for the following 5 years:** there are no consistent development plans regarding the building at the moment, only a few minor plans considering its surroundings. **Financial support received for maintaining the status quo and for development, and funding plans:** The mansion house was renovated from government funds allocated by the Ministry of Culture of Romania. At the moment there are no plans to apply for additional financial support. Its current functioning as the headquarters of the local public administration assures the sustainability of the building.

## 6. KÁLNOKY CASTLE, MICLOȘOARA



**General information:** National Heritage Number: CV-II-m-A-13241 \* Address: Micloșoara Village, Baraolt City, Covasna County \* Dated to: 16-17th century, modified in the 18, 19 and 20th centuries \* Style: Late Renaissance \* Type of ownership: private property \* Owner: The Kálnoky family \* Administrator: The Kálnoky Foundation \* It is under construction, but soon it will become open for visitors. **Description of the current state of the building and its surroundings:** At the moment the

castle is being restored due to a significant fund received for restoration purposes. The plan is to create the Transylvanian Lifestyle Museum, a cultural-touristic project that will contribute to a better life quality among locals from the Baraolt region. This project will offer professional training for 40 locals, it will develop and diversify the local economy, and it will also improve the life quality of the local Romany community. **The current function of the building and its surroundings:** the castle is being restored at the moment, and it will host the Transylvanian Lifestyle Museum when the restoration process ends. **Development plans for the following 5 years:** when the restoration process ends, and all the appropriate transformations have been made, the Transylvanian Lifestyle Museum will start its functioning. The main target groups of

this project are: members of the local communities, members of scientific communities (especially professionals in the domains of cultural heritage and cultural tourism), frequent visitors and transit tourists, businessmen and NGOs. **Financial support received for maintaining the status quo and for development, and funding plans:** The most important financial support received was from the Financial Mechanism of the European Economic Area through the EEA Grants programme PA16/RO12 "Conservation and revitalization of the cultural and natural heritage". This programme is coordinated by the Project Management Unit of the Ministry of Culture of Romania. In the future, depending on the museum's programs and activities, the organizing groups will mobilize different other financial resources as well.

## 7. KÁROLYI CASTLE, CAREI



**General information:** National Heritage Number: SM-II-a-A-05280 \* Address: 25 Oc-tombrie Square no. 1., Carei City, Satu Mare County \* Dated to: 1794, rebuilt in 1894 \* Style: Historicist and Secessionist \* Type of ownership: private property of a public institution \* Owner: Carei City \* Administrator: Carei City \* Open for visitors. **Description of the current state of the building and its surroundings:** The Károlyi Castle was rehabilitated from European funds, the total amount exciding 4 million Euros. At the moment, more than 90%

of the castle's venues are hosting permanent or temporary exhibitions. The building is in good condition and it needs only maintenance work. The castle is surrounded by a dendrology park, which covers an area of 10 hectares. The park was rehabilitated as well with the help of different financing programs. In the park there is a rehabilitated manage, a sports area, a concert area and a greenhouse. The former servant's houses – located in the park as well – are in an advanced state of decay, but they will be rehabilitated; there are plans to establish an Ethnography Museum in them. **The current function of the building and its surroundings:** The castle functions as a tourist attraction, it hosts four permanent exhibitions entitled The Castle of Yesteryear, Antique Furniture, Hunting trophies from Africa and a Waxwork exhibition. The Knights Chamber hosts concerts and festivals, and besides, there are three other venues, which host permanent fine arts exhibitions. **Development plans for the following 5 years:** The main objectives for the following 10 years

are to promote the castle as a tourist attraction, to promote cultural tourism and to increase the number of tourists. The city's development strategy, which includes this edifice as well, can be found online on the official website of the Town Hall. **Financial support received for maintaining the status quo and for development, and funding plans:** At the moment,

the status quo of the building is maintained from the city budget, as in the first five years the castle is not allowed to generate revenue. In the future they will generate revenue from selling tickets to visitors, from concert tickets, through organizing events, selling promotional products, organizing photo shootings and from the local budget.

## 8. TELEKI CASTLE, GORNEȘTI



**General information:** National Heritage Number: MS-II-a-A-15689 \* Address: Gornești Commune no. 479, Mureș County \* Dated to: the 18th century \* Style: Grassalkovich \* Type of ownership: private property \* Owner: The Teleki family \* Administrator: The Teleki family \* Open for visitors. **Description of the current state of the building and its surroundings:** The castle is in relatively good condition. Its structure is stable; its roof requires permanent repairs. Part of the furniture – such as many fireplaces and doors – has remained intact. Part of the castle park is uncultivated.

However, there are still many valuable old trees living in the park, their rescue is in progress. In the castle park there are many Baroque statues, which are partially ruined. Furthermore, the bridge in front of the castle needs a more substantial restoration as well. **The current function of the building and its surroundings:** Starting from 2012 the Teleki Castle and its park has been open for the public permanently. Moreover, the castle hosts many events, like the Teleki Ball in May (a crowd-funding event to raise money for the castle) and the Teleki Castle's Day, which includes many cultural and leisure activities. Furthermore, along the years the castle has hosted several scout camps, workshops for artists, conferences and exhibitions. **Development plans for the following 5 years:** The owners and the support association created by a group of young people from Tîrgu Mureș are working on defining a precise socio-economic role for the castle in the local, communal and regional ecosystems. Furthermore, they are about to finish an extensive restoration plan addressing the castle. This plan has to be based on several professional studies in order to be eligible to apply for grants. **Financial support received for maintaining the status quo and for development, and funding plans:** Until now, financial support was mainly raised for events and projects carried out in the castle or in its surroundings. They have received funds from the Communitas Foundation, The Union of Architects from Romania, The General Sec-

retariat of the Government – The Department for Interethnic Relations, Cluj County Council and the Bethlen Gábor Foundation from Hungary. Future objectives include: creating a sup-

port group based on philanthropy and applying for excessive European grants (or Norwegian grants if there will be a new bilateral agreement) for the castle's restoration.

## 9. MIKÓ CASTLE, OLTENI



**General information:** National Heritage Number: MS-II-A-13242 \* Address: Olteni village, Bodoc Commune no. 95, Covasna County \* Dated to: 1827 \* Style: Renaissance style \* Ownership: public property \* Owner: Covasna County Council and the Municipality of Bodoc \* Administrator: Bodoc Commune \* Open to the public. **Description of the current state of the building and its surroundings:** being a valuable edifice of the neoclassical period, it has many frescoes that require restoration. The castle is in poor condition, but several conservational interventions have been made, and there had been interventions on strengthening and even rebuilding the roof for several times. The building and the cellar were cleared, and in the castle garden a horse farm was established with stables and tracks, at the same time 150 trees were planted in the garden. Modernization activities are in line with the allocated resources, however they want to completely modernize the edifice from national or foreign grants. **The current function of the building and its surroundings:** The Mikó estate from Olteni currently hosts the Placement Centre No. 6.

managed by the Covasna County Centre for Social Assistance and Child Protection, here there are living over 100 children in boarding houses and in family houses. There is also a school for children with special needs in an adjacent building. The castle itself has not been used for over 4 years; it stands empty. **Development plans for the following 5 years:** The administrators want to create an equestrian Szekler museum together with a restaurant and a wine cellar, while in the newest part of the building high-quality accommodation facilities are going to be arranged. They intend to create the followings in the courtyard and in the adjacent buildings: riding stables, souvenir shop, workshops, smithy, café and additional venues. In the future, on the opposite riverbank of the Olt River, there could be arranged territories suitable for horse riding activities. These activities will be complemented by several events, such as riding days, cavalry parades or chariot races. **Financial support received for maintaining the status quo and for development, and funding plans:** the work that has been already undertaken was funded by Covasna County Council and by Bodoc Commune Hall. For the above-mentioned development plans several funding sources are to be exploited. There is a good chance that the necessary funds will be raised from multiple sources based on several project plans for each sub-segment of the restoration, the improvement and the development plans. The next application is to be sent to the call for increasing biodiversity in economic activities at the Environment Fund in Romania.

## 10. CASTELUL STUBENBERG, SĂCUIENI



**General information:** National Heritage Number: BH-II-m-B-01195 \* Address: Muncii street no. 1, Săcuieni City, Bihor County \* Dated to: 15-19th centuries \* Style: Renaissance style \* Ownership: public property \* Owner: Săcuieni City \* Administrator: Dévai Szent Ferenc Foundation \* Open to the public. **Description of the current state of the building and its surroundings:** Castle Stubenberg of Săcuieni is in the fortunate position of being already after the stage of restitution. From this point of view, the castle has a strong form of public ownership, therefore there can be made long-term plans for the integration of this building into the economic, social and community activities, thus contributing to strengthening the role of this building in the medium and long term development of the local community and the micro-region. Until now, the castle was not in the physical state required for putting together a good plan in order to generate revenue for self-support. However, it should be added that in order to successfully

fulfil these conditions, an extensive restoration and interventions are required, so that after this stage it could be possible to create the conditions for long-term economic sustainability. Part of the castle was given in concession to the Dévai Szent Ferenc Foundation. **The current function of the building and its surroundings:** The building was leased to the Dévai Szent Ferenc Foundation to create a community centre for children. The surroundings of the building currently do not serve any economic or community roles. **Development plans for the following 5 years:** Besides maintaining the community centre, the objective of the Municipality is to implement a comprehensive restoration project and to include the project into the regional and cross-border touristic network, as Săcuieni is very close to a thermal bath area in Hungary centred around Hajdúszoboszló. **Financial support received for maintaining the status quo and for development, and funding plans:** The Dévai Szent Ferenc Foundation allocates its own resources to preserve the current state of the castle. Restoration plans are made in order to gain significant funding from funds allocated to Romania from the European Regional Development Fund 2014-2020 for the complete restoration of the building and for including it into the regional and national tourist networks. In this regards, a feasibility study for restoration and a marketing plan are being prepared for the inclusion of the castle into the tourist networks.

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