



**European Union**  
European Regional Development Fund

**AT FORT**  
ATELIER EUROPEAN FORTRESSES



**INTERREG IVC**  
INNOVATION & ENVIRONMENT  
REGIONS OF EUROPE SHARING SOLUTIONS

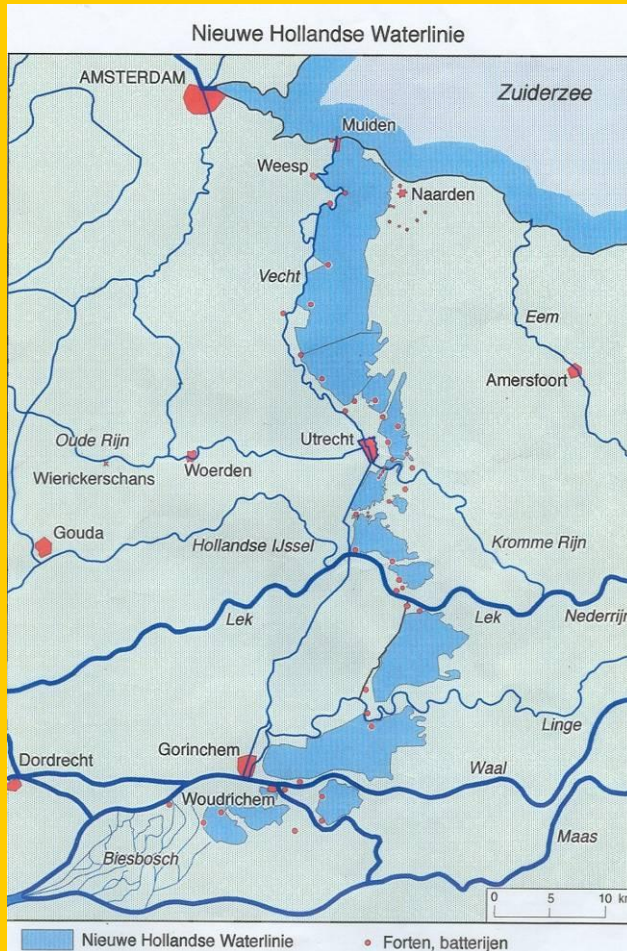
**14 – 15 October 2013 ATELIER ANTWERP**  
**Management models for fortified military heritage**

**The benefits of a bottom up approach**

**Learning by doing in a  
public private partnership**

**Martin Vastenhout,  
former managing director fortress at Vechten  
(coördinator re use in the At Fort project)**

# The New Dutch Waterlinie and the defence line of Utrecht



# The crescents of fortresses around Utrecht: Building periods



## 1 1815 – 1825

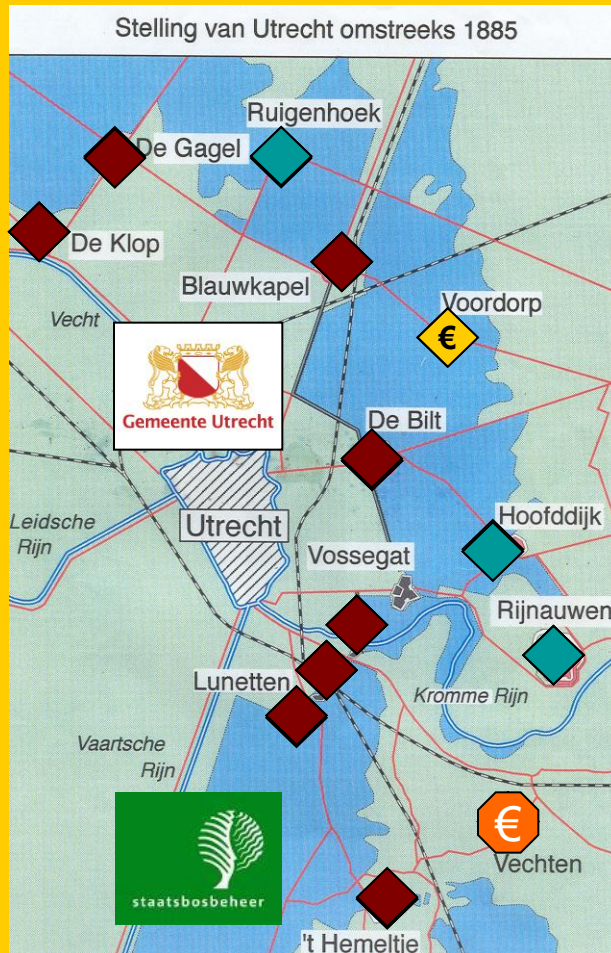
The first crescent of fortresses:  
Fort aan de Klop, De Gagel,  
Blauwkapel, De Bilt, Vossengat  
and the 4 Lunetten.

**14 sites** - 10 forts and 4 lunetten

## 2 1860 – 1870

The second crescent of fortresses:  
Fort Ruigenhoek, Fort Voordorp,  
Fort Hoofddijk, Fort Rijnauwen,  
Fort Vechten en Fort 't Hemeltje

# The crescents of fortresses around Utrecht: Ownership and governancemodels



## Ownership

- ◆ Public owner
- ◆ Pr Private owner *conference centre*

## Public bodies

- ◆ Municipality of Utrecht *8 sites*
- ◆ State Forestry Service *4 sites*
- ◆ u University of Utrecht *botanical gardens*

## Governance models

- ◆ Public *3 sites*
- ◆ € Public private *10 sites*
- ◆ € Private *1 site*

# The Fortress at Vechten



# Conditions and goals

## Conditions of use given by Staatsbosbeheer

- Maintenance of the grounds and natural values
- Conservation and Restoration of the buildings
- Organise the public access to the fort



## Goals of the foundation “Werk aan de Linie”

- Preservation, recovery, development of objects in the Waterline with projects for the unemployed.
- Contribute to the:
  - military-historical,
  - environmental,
  - recreational and
  - culturalvalue of these objects



# The fortress at Vechten



## Building period:

From 1867 until 1870, in 1880  
the soldiers barracks were added

## Statistics:

17 hectares Forte Maghera 40 hectares  
23 ground covered buildings 7.000m<sup>2</sup>  
16 million bricks,  
High historical and natural values

## Public owner:

Staatsbosbeheer *since 1997*

## Private partner:

stichting 'Werk aan de Linie' *since 1998*

20 employees

40.000 visitors

1.400.000 € turn over *and ...*

100.000 € yearly for maintenance



# Funding the maintenance with a revolving fund – “Friends of the fortress”

## Public task for Fort Vechten (the conditions of use)

Preserving natural values and maintaining the site  
Conservation and restoration of the buildings  
Access for all

**Commercial  
activities**

**Foundation  
'Werk aan de Linie'**

*1.400.000 € turn over* 

**Exploitation  
of the real estate**

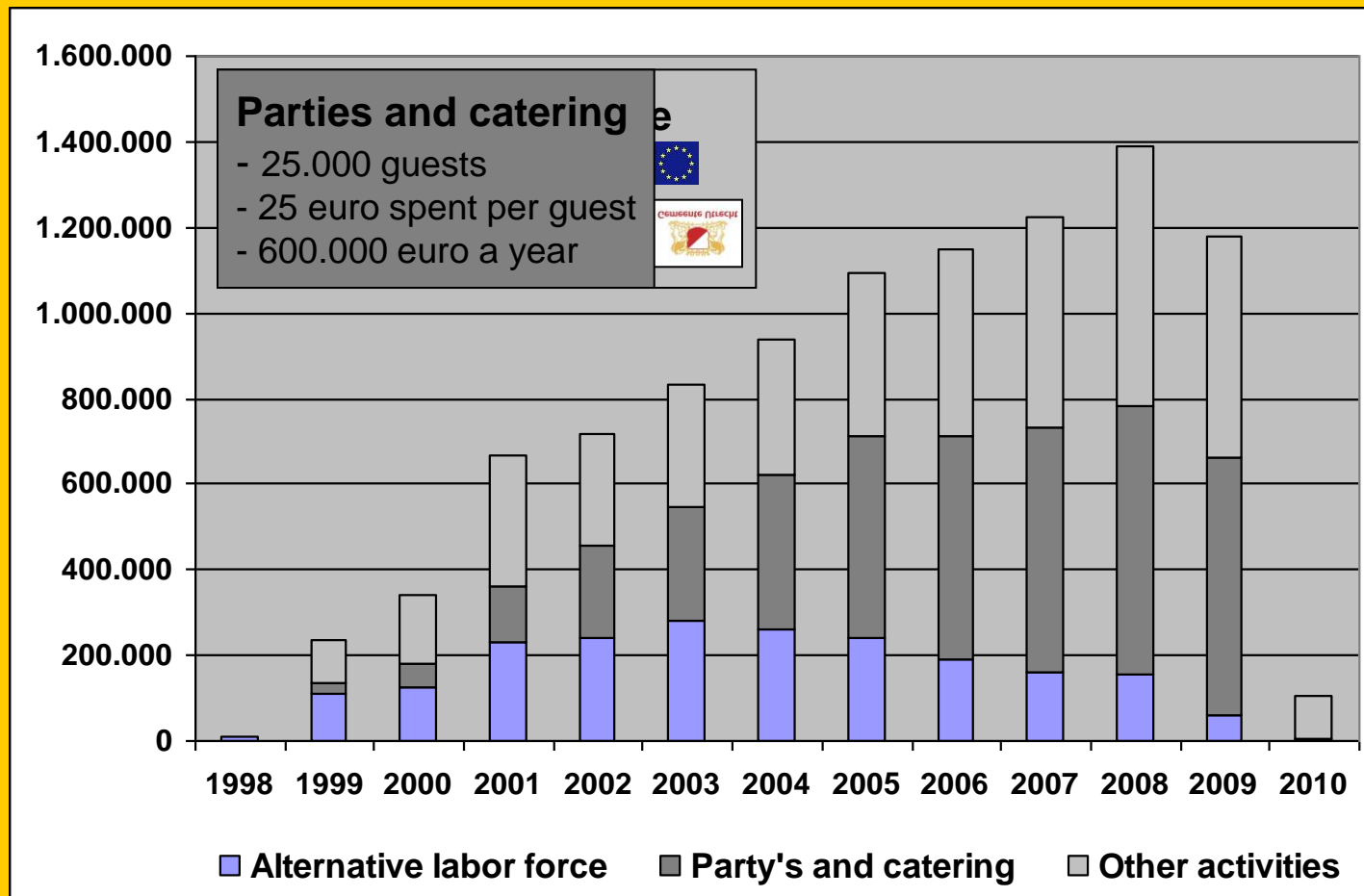
**Fund 'Friends of the  
fortress at Vechten'**

*100.000 early for maintenance* 

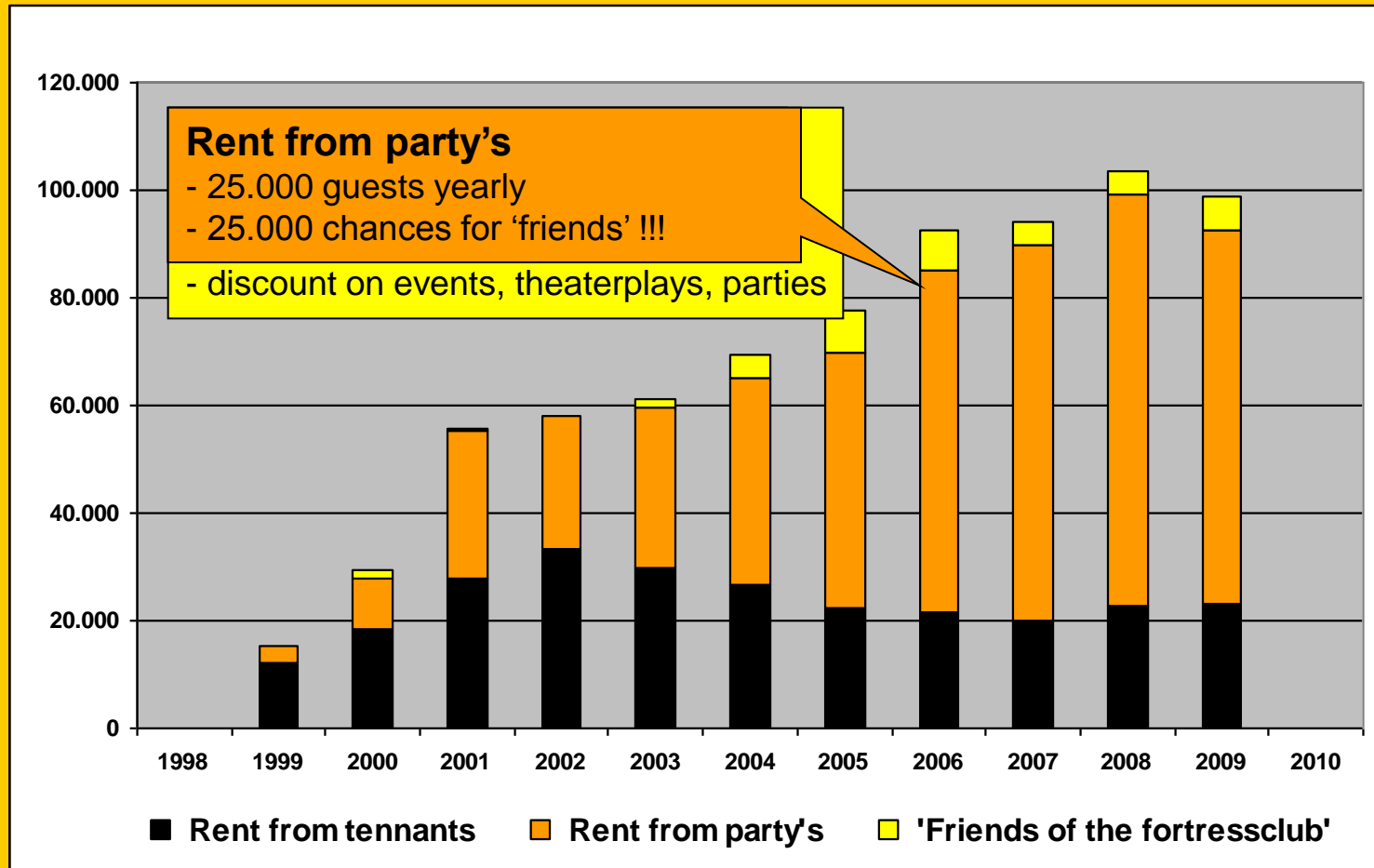
*the revolving fund*



# € Commercial activities: How does the private partner earn a living?



# € Funding the maintenance with a revolving fund: 'Friends of the fortress'



# **Creative with fort: With what is a private partner confronted with?**

## **1 With the given situation**

- **The buildings are cold and clammy.**
- **Utilities are not there or out of date.**
- **The buildings have poor maintenance.**
- **Terrain and buildings have monumental and biological value and are preserved.**
- **There is no planological legitimation for activities.**

## **2 With the demands of the public owner**

- **Maintain and preserve the terrain and its natural values**
- **Maintain and restore the buildings**
- **Give the public (safe) access to the site**

# **Creative with fort: What is expected from the private partner?**

- **Take the conditions of use seriously.**
- **Get acquainted with your site's history.**
- **Involve your 'neighbours'.**
- **Make local networks.**
- **Make strategic alliances**
- **You only can receive when you give**

**Be aware that your enterprise is being 'used'  
to achieve a governmental goal  
= the preservation of heritage**

**The enterprise is in the eyes of the public owner  
a means not a goal.**

# **‘Frustrations’**

**Public owners and governemental organisations don’t really ‘understand’ entrepreneurs.**

**Legislation forms an obstacle and is sometimes conflicting (or maddening).**

# **Final remark**

**Fortresses are places of fire and earth...**

**Entrepreneurs are like that:  
They have the fire of passion  
and the pragmatism of earth.**

**Public private partnership and the  
bottom up approach have there benefits.  
You just have to use it wisely.**