



DANUrB – STRATEGY

Report: workshops on the development of
tourism at Szigetzug micro-region



DANUrB

DANube Urban Brand

Interreg – Danube Transnational Programme

Report: workshops on the development of tourism at
Szigetzug micro-region

MUTK

Budapest, April, 2019

Cover photo: Pálfy Viktória

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1. *Introduction*

The goal of “DANUrB (A Regional Network Building through Tourism and Education to Strengthen the “Danube” Cultural Identity and Solidarity)” project is utilising cultural and heritage values of settlements along the Danube, their development, and the enhancement of relations between various regions of the Danube.

Within the framework of the project, 39 governments, universities, development agencies and other organisations worked together to make the tangible or hidden, built or attached intellectual heritage of Danube regions more familiar to visitors and, at the same time, to make them an integral part of the lives of communities concerned. The project’s task was to map and evaluate sites and stories that are both attractive and valuable, as they serve as a means of creating a link between settlements across the Danube on various geographic scales. During the 2.5-year period of cooperation, new solutions – descriptive and evaluative methodology, a knowledge-sharing platform of partners, tourist applications – were introduced. On an experimental basis, values of individual communities were assessed at each settlement, as well as under-utilised but developing heritage elements, and active participants in the lives of communities. In addition, events were organized to bring cultural heritage and community scenes – especially the Danube – closer to residents (and visitors) of the region.

An important pillar of the joint work was the creation of a strategic framework that enables all settlements along the river to implement actions and expand local development strategies based on cultural heritage and a networking of multiple settlements. One partner in the project, Pest County Government undertook the task of focusing on the latter issue, i.e. micro-regional cooperation. During the project, two pilot micro-regions – the northern section of the Danube Bend and Szigetzug, Csepel Island – were researched, plans were made based on community involvement, and a report on the present micro-regional level workshop was prepared.

An important foundation of the project was that options for tourism development and related advancement of settlements based on cultural heritage and local initiatives should be explored with the involvement of stakeholders. In the case of Szigetzug, there were 34 workgroup meetings during the 12 months between January 2018 and January 2019, supplemented by in-depth interviews, construction camps, site visits and other data-collecting methods. The Szigetzug Danube Days programme series provided special opportunities for common thinking and uncovering the local need for resources and external support.

The present project was supported by INTERREG Danube Transnational Cooperation Programme.

2. *The development method of Micro-Region Strategy Planning (MRSP)*

The DANURB project covers the Danube River as a cross-border landscape unit further divided into small areas and micro-regions. The examination and analysis of the Hungarian sections, small regions and micro-regions clearly indicates that the string of the areas related to the Danube are often contact points of interconnected, additional roles as well. In the examined area, we find settlements with distinct images and functions which in past centuries complemented each other well. However, motorization – and also the domineering Budapest-centricity of Pest County – serves as a catalyst in the gradual disappearance of these unique features. This regional development approach focuses on the rediscovery of unique regional characteristics and builds its basic strategy on those.

Among Szigetzug settlements we can find a particularly strong unit, the network of the small town Ráckeve and smaller villages closely linked to it in economic, administrative and cultural terms. Specifically: Ráckeve, Szigetszentmárton, Szigetújfalu, Szigetbecse, Makád and Lórév. The area is the southernmost part (“zug”) of Csepel Island.

It is important to emphasize that regional development requires a distinct approach to micro-regions, i.e. areas made up of smaller settlements. In the field of tourism, the “visibility” of medium-sized towns is low compared to that of cities, if we only think about the settlements and less about the sights and attractive themes in their catchment areas. Most sections of the Danube River outside the capital are currently difficult to interpret independently as inspirational destinations for visitors. There are exceptions, of course, like Szentendre, Visegrád and Esztergom, and to a certain extent, Vác. In smaller settlements, it is a further disadvantage that local businesses and governments have limited resources, not only in terms of the scale of investments required, but also of the tasks which need to be implemented for the organisation and facilitation of cooperation. One drawback in Szigetzug is the fact that it falls out of the routes of ongoing and scheduled development of main transport corridors. As a consequence, local, community-based, networking initiatives, the mobilisation of local resources and the unique theme(s) which might attract potential visitors are of increasing importance.

One objective of micro-regional strategy is finding the overlapping identities of settlements in contact with each other and facing the same challenges and renewing the appearance and utilisation of common heritage values in line with current possibilities and expectations. It is worth adjusting plans to future visions which highlight and preserve those common values, and find resources which might support this approach at the level of settlements and institutions, with special emphasis on the fact that these tasks must include local bottom-up initiatives and top-down proposals from businesses and institutions, and also the coordination of these two models.

The range of possible focus areas:



Figure 1: Focus areas of micro-regional development

Source: authors

Within the DANUrB project, those projects should be at the forefront which emphasize and support initiatives starting up and evolving from local sources and are able to provide sustainable and renewable advancement in the tourism of the region.

Goals:	Tools:
The extensive and complex involvement of actors in the settlement.	Tools of economic development and incentive: regulators and support of stimuli.
Finding, communicating and emphasising possible interests and stakes, and constantly keeping them at a sufficient level.	Workshops with extensive social participation, aiming at the formulation of distinct action plans, with the wider objective of developing tourism value supply.
Identifying themes which might create and strengthen communities and interpreting them in relation to individual settlements.	Providing training and information, enhancing capacity.
Defining tasks and units of realisation, connecting them to interests/stakes.	Support and advice in tendering and application writing.
Sharing responsibilities in the successful implementation of tasks.	Providing quality insurance.
Joint assessment, highlighting results, rethinking, maintaining continuity and institutionalising certain tasks.	Aptness to receive volunteers, organisational competence, providing experts.
Organising and supporting regional and territorial marketing tasks.	Building a communications network, creating and providing platforms.

Table 1: Aims and tools of micro-regional development; Source: authors

3. *Specifics and characteristics of the circles involved*

It is important to determine the circle of those directly or indirectly affected by the project, because the key features of on-site initiatives are the following:

- bottom-up implementation,
- the presence of a strong civil background, and
- the participation of responsible, supportive people open to new alternatives.

Local governments and professional regional development organisations need to show an attitude of contribution, a willingness and ability to be inclusive, and in addition, should operate

in an adequately flexible mode, with local regulation and the occasional financial support. One of the key assumptions of the DANUrB project is that from among the values – inherited and contemporary, physically appearing and intellectual – only those have real potential for development which can be maintained by a group of stakeholders on a long-term basis. Due to difficulties in coordination and cooperation at a micro-regional level, this engagement is not only an important requirement but also a necessary condition.

The practical implementers of the background to projects and programmes will be local entrepreneurs and service providers who are willing to take the ultimate, individual and greatest risks, thus it is indispensable for them to be embedded in the communities and have the support of communities for their activity. The areas and tools of this are:

- a predictable legal and technical environment provided by settlement planners and the urban development concept,
- developments in prospect, a supportive attitude and cooperation on the side of administrative units in the launching and the operating of ventures,
- ensuring mutual attention, and
- striving for partnership.

The integrators and intellectual leaders of the project and devised programmes might come from governments, governmental institutions and civil organisations. The mode of realisation is quite complex, since well-organised and structured functional units must be linked to the – volunteer-based and thus inherently loose – fabrics of the civil sphere which only get structured for activities serving well-defined goals with a supportive background structure.

The motivation of the two areas is also different: while one is driven by duties specified in contracts, the other one's motivation evolves from volunteering, and this unsolicited willingness needs sustainment and "cultivation". At the same time, the involvement of volunteers might be a key element in the accomplishment of projects. In all cases, we need to find an interest factor that ensures their presence in the long term. For this reason it is important to get to know actors who created and own already functioning services, programmes and other initiatives, and also their motivation – why they started, what obstacles they faced in their settlements, what they missed, what their conclusions are, and what positive and negative experiences they collected during their work.

The lessons learned in the four completed workshops of the DANUrB Szigetzug pilot programme show that the first and biggest task is broadening and maintaining the level of participation on a volunteer basis, creating interest and stake in participants, and establishing dialogues. The number of stakeholders present at workshops alternated, and occasionally, the number of invited experts exceeded that of local representatives. However, general feedback suggested that common thinking began in the region, in-depth interviews and workshops effectively launched a dialogue, and brainstorming started in smaller groups. The workshop held in January 2019 had a higher attendance rate, and dialogue started promptly. Attendees eagerly undertook tasks, gave supportive and forward-thinking feedback, and a common platform was created for ideas on the

implementation of certain programmes. It remains inevitable to structure coordinating work in order to achieve success and long-term functioning.

In December 2018 it was agreed, with the involvement of several settlements, that the Szigetzug Danube Days would be organised again in 2019. This event was first held in 2018, and local residents and the DANURB project both played significant roles in its creation.

Since the mapping of stakeholders was one of the core tasks of the project, it made a separate data collection about the possible stakeholders by BME- KÉK- Pest County and ECRS, 2018-2018). The results of this datasheets were carried out to identify their circle – a wide range of professionals, municipal and civil society representatives and local entrepreneurs with a greater role were contacted and invited into the workgroups. As is typical in small settlements, this micro-region was also characterised by individuals representing more organisations and circles involved and fulfilling multiple roles. The leader of an institution or an entrepreneur is often a government representative as well, or might be a leading member of a civil organisation. This might mean a serious challenge in the collaborations of stakeholders, when it comes to defining roles and tasks, because the individuals in more functions often must coordinate and harmonise conflicting interests and goals.

A further challenge regarding stakeholders is the fact that this is a target area of rural development, and this might bring about a significant overlap with the activities of already existing cooperations and supporting organizations (LEADER, HACCS). The utilisation of the cultural heritage and the content and form of targeted regional cooperation organised around it might be different, with some overlapping, narrowed interpretation or coverage. At the same time, professional tourist organisations, tourism sector management and local tourist organisations put more emphasis on the regional embeddedness of the micro-region. Either way, parallel goals and opportunities deserve high attention.

Motivated, proactive stakeholders and the circle of potential partners can and should be determined by their activities rather than by their situation. The best initiatives are generally well-known by the wider community; such as the renovation and operation of the Ship-Mill in Ráckeve, or the Open Gates Street in Szigetújfalu. At the same time, small-scale or early-stage initiatives have a relatively low public or even professional visibility, and uncertainty factors may occur as early as the assessment stage. An example of this is the difficult and complicated evaluation of under-utilised heritage buildings. Therefore, one of the explicit goals of DANURB is to prove that a one-time, experimentally organised programme is not enough to showcase the modes of deployment of a particular site or building.

This challenge is continuous, which greatly contributes to the uncertainty. A good example of this is when a new community site or programme is created by a non-local initiative. However, when a programme or service comes from an external source to the small-settlement environment, the – from an organisational point of view, seemingly external – initiative might catalyse more direct and serious engagement of locals, even the organisation of a micro-region level programme. This might be the "common cause" that brings settlements together. An external source of an idea or catalyst can also be a "professional" participant, the existence of which is, for example, a prerequisite for creating a nationally visible festival, and this is an opportunity worthy of attention not only on one occasion.



Figure 2: Second regional development workshop, Ráckeve, 30.01.2019, Source: authors

At Szigetzug region the following groups, organisations and individuals were present at workshops:

- *Mayors of settlements, deputy mayors and representatives, and the representatives of nationality self-governments:* Ráckeve, Szigetbecse, Szigetújfalu, Szigetszentmárton
- *Governmental institutions:* Ács Károly Community Centre, Árpád Museum, Marketplace, Tourinform Office (Ráckeve), Kertész André Memorial House (Szigetbecse), Szigetszentmárton Cultural Centre, primary and secondary schools, libraries
- *Civil organisations:* Ráckeve Millers' Guild, Monarchia Music Association, Hungarian Accordionists' Association, the Veteran Machine Collection of Ráckeve, Public Foundation for Szigetbecse Village, Association of Cultural Heritage Shelter Club, Danube Friends' Circle of Ráckeve, Ganz Fishing Association – and other sports and angling groups
- *Entrepreneurs:* Sophia Travel Agency, the owner of KORAX Gépgyár Ltd. and horse farm, Erdős Winery, wellness hotels, Szigetszentmárton Pension –further accommodation owners and operators, caterers, shipping entrepreneurs and small-entrepreneur artisans and craftsmen are to be addressed in the future
- *Organisations which are active in the micro-region, but count as external experts from an institutional point of view –* Upper Homokhátság Rural Development Association, Winery School, Abacus Education Arrangement Non-Profit Ltd., camp-organisers, experts of DINP.

The creation and operation of the popular Ship-Mill can be considered a sample project in the Szigetzug micro-region, as it truly represents the basic principles and approach of the DANUrB project. This demonstrative project launched to preserve a heritage element was established by the Ráckeve Millers' Guild, which has been responsible for the daily maintenance and operation of the mill.

The mill is a prime example of the tradition-based renovation of an artefact chosen from the historical traditions of the settlement, and also a project which gave rise to wide-ranging cooperation, established long-term organic relations, and created a tourist attraction, with a community actively participating in its everyday maintenance. The project is all the more worthy of highlighting, because it represents the physical and spiritual appearance of the heritage, not only as a reconstructed object, but also as restored activity. It brought along strong positive feedback for the community, thus justified the amount of work invested.

Similar results were achieved by the nationality governments of settlements, the Monarchia Music Association of Szigetszentmárton, and the Accordionists' Association, which all play major roles in organising and enriching local



Figure 3: Ship-Mill at Ráckeve; Source: utazzitthon.hu

events. Significant professional guidance is provided by the experts of the cultural centre and museum of Ráckeve, who are deeply familiar with local conditions and history, and have a vast amount of research to back up their suggestions and ideas.

Szigetzug region is correspondingly well organised in developing materials and brochures of tourist destinations with a joint effort. The Ráckeve Value Association compiled studies and documents which can be used effectively in tenders and applications with an objective to support the micro-region's interests.

The tangible results of the pilot program include:

1. Dialogue between parties and settlements started and intensified.
2. First, as an external party, then increasingly as a motor of the process, a regional programme organiser with members actively participating in the establishment of the 2018 Szigetzug Danube Days, has become a major organiser by 2019, closely linked to governments. Its appearance might help create beneficial connection between the local resident and holiday population.
3. The presence and efforts of the Winery School represent a different scale in the region. Their model farm on the outskirts of Szigetszentmiklós is making ambitious plans to showcase viticulture and winery of Csepel Island, primarily through events at Ráckeve and Szigetzug. In this case further negotiation and coordination is necessary.

It can be concluded that the relationship between governments and the micro-region's institutions are good and getting stronger, but the lack of methodological elaboration of coordinated organisational work and means of communication poses difficulties. In this area rapid progress is necessary, presumably even resorting to external support.

4. Strength and weaknesses of the region, opinions of participants

Population

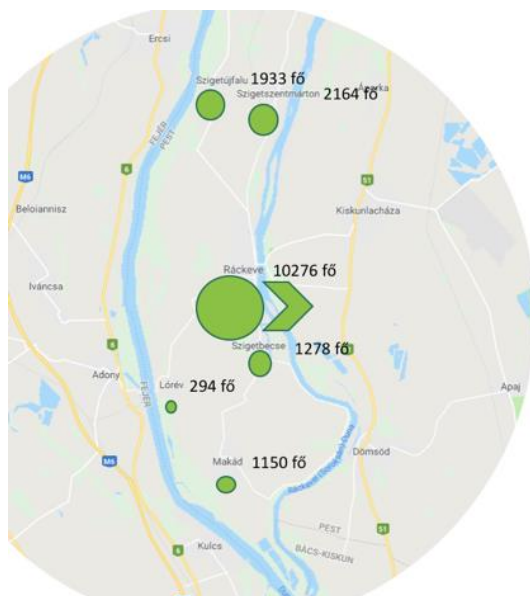
Ráckeve has a municipal rank of town and the largest population in the region (10,446). Lórév is the most sparsely populated (294). Szigetszentmárton and Szigetújfalu are inhabited by 2000 people, Szigetbecse and Makád by around 1200. The total population of the micro-region is cca. 17,814 (Jan., 2018), almost stagnant. The number of holidaymakers is estimated around 10,000.

The region – especially Ráckeve – is a desirable place of residence with young married couples, but after their children grow up, they often leave the area and move to the capital. The trend of the aging of the population is the same as the national average. There is a significant real property ratio of holiday houses at each settlement, almost equal in number to that of residents' houses, but they are clearly separated in the settlement pattern. (Figure 5: the resident population of settlements, and the illustration of change in the population based on census data of 2016.)



Szigetbecse, Szigetszentmárton, Szigetújlak, Lórév, Makád;

Source: authors



Network of settlements, connections

Figure 5: The distribution and change of population at Szigetzug; Source: authors

However, people having a “second home” and staying temporarily in Szigetzug settlements represent a potential demand for services and products based on heritage, and they prefer not having to communicate from their permanent homes to acquire these. The “only” goal is to make them feel that the services of the region are valuable and attractive. As sort of indirect ambassadors, they might be able to reach further potential demand which otherwise could not be attained by regional service providers, individual settlements or cooperating partners.

The networking system of settlements is incomplete. No conscious, mutually supportive and interconnected business and service sectors have evolved, either concerning the management and administration of settlements, or population and economy.

The role of Ráckeve as a regional centre is significant both from an administrative and a cultural point of view. Unique settlement images are pronounced, especially related to nationalities and characteristic natural landscape. The Danube could be a link between settlements, since villages and towns almost blend together on its banks.

The connection of the settlements to the Danube is also special:

- Szigetújfalu and Lórév are located on the Great Danube side, but there is no direct water connection from any of the urban areas of the settlements.
- Szigetszentmárton is connected to the Ráckeve Danube branch with its new residential areas, while
- Ráckeve is directly on the shore, and its new residential areas occupy the rest of the coast.
- The position of Szigetbecse is special because with its land location it is connected to the Danube only by a backwater, and its holiday residential area is on the banks of the Danube, while
- Makád is only connected to the Danube by its far-reaching weekend house areas.

All these features of geographic and settlement structure entail opportunities and difficulties at the same time. The latter derives from urban management, while the former is created from a thematic and programme organisational point of view.

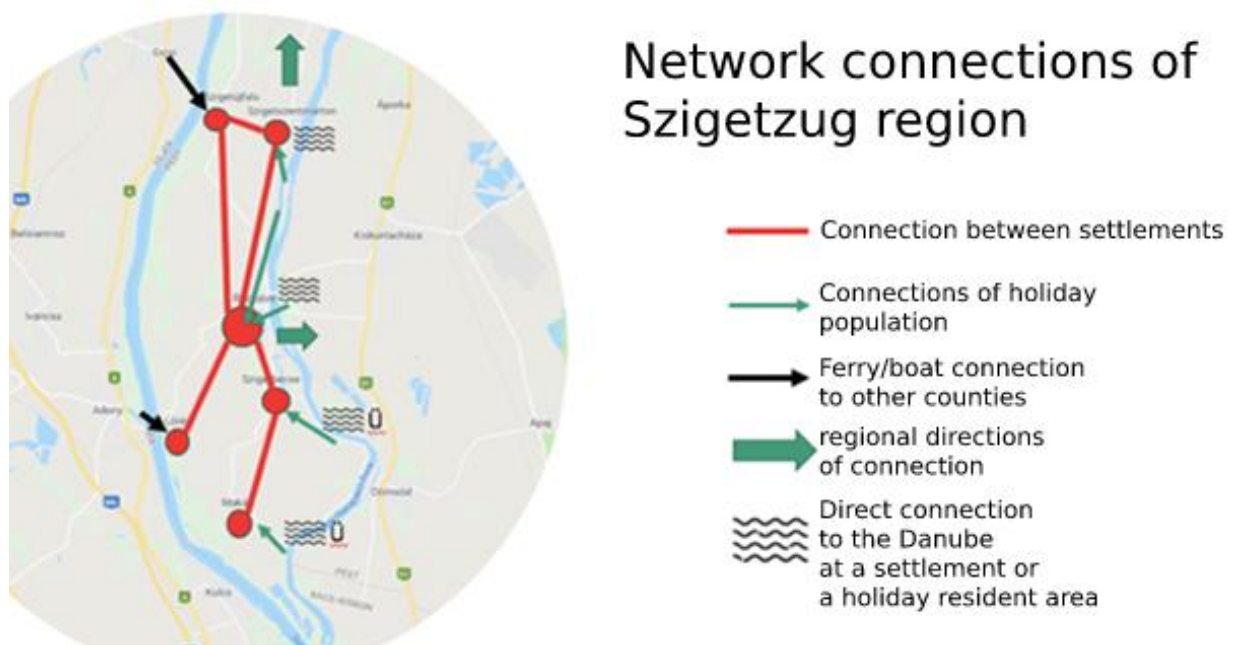


Figure 6. Network connections of Szigetzug region. Source: authors



Figure 7: Szigetbecse in the picture of a drone;
Source: www.rackevetersege.hu



Figure 8: Szigetszentmárton, Danube bank
Source: authors

Transport

The transport infrastructure of the region is outdated, not adapted to today's needs and requirements. Its road network is incomplete and has low capacity, heavy traffic transport connections are inadequate, its permeability is insufficient and slow. Public transport services are also unfavourable, as the suburban railway line (HÉV) might be theoretically suitable for providing an independent and fast connection, but its current technological parameters are outdated, its stops are too far from settlements, and its condition does not meet current requirements. There are no bicycle paths in the area. Ferries only operate on the Great Danube side, on the Small Danube branch there is no scheduled shipping service between settlements. In addition, some settlements – Szigetbecse, Makád, Lórév – and the Danube banks can only be reached through local bus lines, thus the duration of travel increases greatly, and scheduled buses operate at an uncertain frequency.

There have been no bicycle paths built to connect settlements to tourist attractions or the main sending area. Ferries operate only on the side of the Great Danube, along the Small Danube branch there are no regular services between settlements. The boat service for tourists can only be used after preliminary application, in the form of an island-rounding trip or a cruise ship line from Ráckeve.

In general, it can be concluded that the existing transport services, although modest, serve the mobility needs of inhabitants of the region, but do not facilitate development and can be considered as a restrictive condition in tourism.

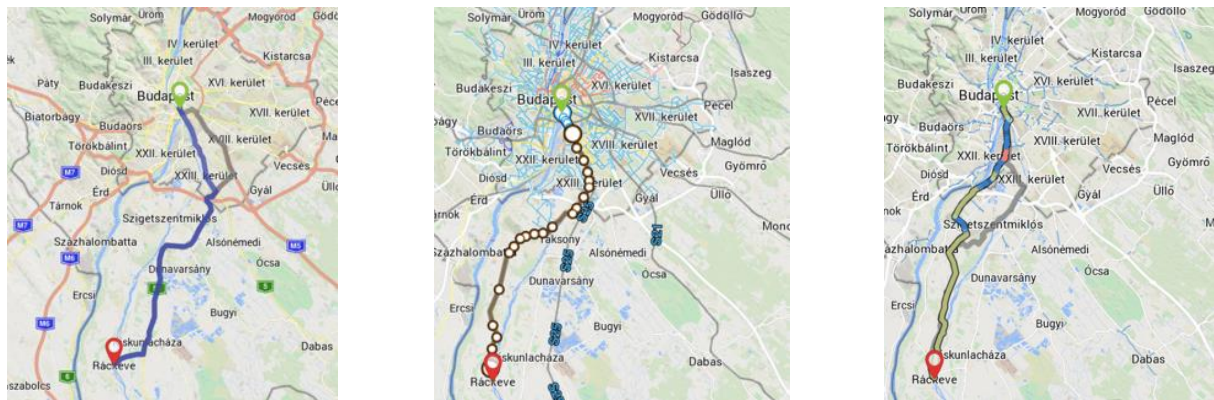


Figure 9: Budapest, Boráros Square – the shortest car route to Ráckeve (1), HÉV connection (2) and a route plan for cyclers (3). (the blue section is the bicycle path built); Source: www.utvonaltervezo.hu

Economical, tourist, local management, entrepreneurship processes and possibilities

A significant proportion of the working-age population commute to their workplaces in Budapest, and many have a backyard garden or farm. Local farming means large-scale production – especially of fruit, vines and grain fields –, and some smaller farms (horticulture, vegetable production).

There are no large production units in the region, but smaller industrial or service enterprises provide some local employment. In this field there are no concerted activities, programmes or networks on the part of employers and service providers.

The heritages and utilization of these are the key part of the territorial attractiveness. The datasheets contain information about the tangible and intangible heritages. (BME, KÉK, Pest County and ECRS, 2017-2018). These will be available on DANUrB Platform.

From a touristic point of view, Ráckeve is the only settlement worth assessing, as it has heritages of mostly national and, to a small extent, international importance and also accommodations of prime quality (wellness hotels). All settlements try to create accommodations on their own levels, smaller pensions and boarding houses opened in the past few years, and private facilities are slowly spreading. However, in general, dwelling capacities lag behind demands and the criteria for the level of significant appreciation. The same is true for related tourism services like catering, sports boat renting, beaches etc.

Nevertheless, it is important to point out that the current economic supply does not reflect the temporarily appearing potential needs of the holiday population.

Current tourist and leisure services at Szigetzug

There is an abundance of tourist attractions in Szigetzug, and the mapping of these was one of the first tasks of the project. The figure below shows the significant number of tourist services.

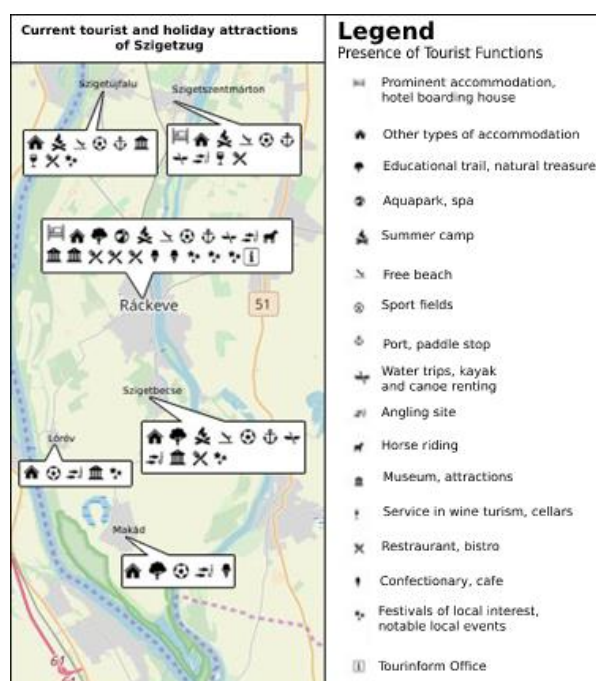


Figure 10: Current tourist and holiday attractions of Szigetzug

Source: own editing

In addition to the service capacity of tourism in settlements, other values were also enumerated. The table below summarizes on the one hand the values of the micro-region, and on the one hand, the limiting factors that hinder the valorisation of these values.

Values enumerated	Existing limiting factors
Settlement characteristics, regional roles	The Danube is absent from the local population's mental map; "island-attitude".
• <i>Ráckeve</i> – centre of the area, the "TOWN" of the micro-region, culture, spirituality, education, management, trade, services, historic monuments, connection to the Danube, water sports, beach	There are various programmes and attempts, but there is no adequate collaboration and coordination.
• <i>Szigetbecse</i> – Swabian traditions, arts and crafts, photography, farming, nature, angling, educational trail, Danube	The traditional rural life style of the locals has no connection to the expectations of holidaymakers and tourists, and for the time being there is no common field of interest, no real motivation and no receptivity towards each other.
• <i>Szigetújfalu</i> – Swabian traditions, artisanship, dance, farming, connection to the Great Danube, ferry service	Local communities in settlements are strong, but small, mainly comprised of nationalities and community life.
• <i>Szigetszentmárton</i> – Swabian traditions, music, catering, angling, Danube Bank, beach	There is no proper communal infrastructure either on land or on the Danube.
• <i>Makád</i> – artisanship, farming, sports, angling, holiday making	The local historic, architectural and landscape heritage does not provide a sufficiently big and important tourist destination in itself,
• <i>Lórév</i> – Serbian Orthodox traditions, farming, tourism near the ferry service, historic traditions, connection to the Great Danube, ferry	Accommodation supply is poor in composition and quality.
<i>The main strength of the region is the significant number of volunteers and the ability to collaborate, both at community/settlement and regional level, as has already been demonstrated.</i>	<i>There is a general lack of resources, money from tenders is unpredictable</i>

Figure 11: Values enumerated and existing limiting factors in Szigetzug

Source: authors

During the workshops and interviews of the project, a list of upgradeable heritage elements and contemporary values and initiatives was compiled to represent the current and targeted development bases for tourist attraction:

1. The history of John the Valiant (János vitéz) – location, festival – Ráckeve
2. Street of Open Gates – streets of artisans – expanding the programme to more settlements (lacemaker at Ráckeve, weaver at Makád, woodcarver at Újfalu, carpet weaver, winemakers, Yart Creative House, etc.)
3. The utilisation of the former Folk Art House / Gábor Áron str., Ráckeve
4. Folk dance festival, accordionists, folk traditions, introduction of nationalities – Szigetújfalu, Szigetszentmárton, Ráckeve
5. "Szigetbecse Tree of Life" as a site, village house, egg run, taste preservers – Szigetbecse
6. Water festival, raft procession, boat rides with lanterns, ferries, ships, Balabán – Ráckeve, Szigetszentmárton, Szigetbecse
7. "Dereglye" model ship, plan and implementation, water playground – Szigetbecse
8. Sports, nature, water, adventure – canoe, small boats, camps, islands, experience – Szigetszentmárton, Ráckeve, Szigetbecse, Makád
9. Communal pier and beaches – Szigetszentmárton, Ráckeve, Szigetbecse, Makád
10. Ászok Festival (fishing, angling, bird-catching, hunting, winemaking) – Ráckeve
11. Friday Night Promenade, Boat Market, Ship-Mill, Toll-House – Ráckeve
12. Schramel music party – Ráckeve
13. André Kertész Memorial House, 2019/125 years, landart house, creative house, photo competition – Szigetbecse
14. Eurojazz Festival – Ráckeve
15. Márton Horse Farm – Ráckeve
16. Serbian House – Ráckeve
17. Savoyai Castle – Ráckeve
18. The building of MHSZ – canoe house – Ráckeve
19. History under water, research, treasure – Szigetújfalu, Ráckeve
20. Islands on the Danube, the still part of the river ("hókony") – Szigetbecse, Ráckeve, Szigetszentmárton, Makád
21. Tőzike Educational Trail – Szigetbecse
22. Memories of the Becsey family – Ráckeve
23. Black Raven House – Ráckeve
24. Grape harvest – winemakers of the region – Szigetújfalu, Szigetszentmárton

The above shortlist of heritages mainly includes possible project ideas suggested by the DANUrB programme based on its approach, as fields of regional development by the cooperation of regional communities. After numerous discussions with the participants, certain interfaces evolved which outline the routes for common strategy building.

5. Defining, comparing and assessing the goals of participating groups

Two levels of a goal system crystallised during the project, aligned to implicit timeliness. First, one objective in the near future may be the **partnership of settlements in communication**, which basically means networking in:

- programme management,
- enhancement of accommodation supply,
- the presentation of already existing accommodations in smaller settlements,
- the establishment of attached services,
- the seasonal organisation of local transport,
- the maintenance of relationships, marketing communication and common brand management

In the first period, the main goal is to launch programmes which predominantly serve the needs of local – inhabitant and holiday – populations' needs and meet the requirements of guests arriving from the region at higher and higher standards. *The workgroups outlined three such festival programme packages.* The experiences collected during the management of such a local festival, procedures, service chains, volunteer activities and trade profits evolving during the process might prepare the ground for the **second level of the goal system which leads to the creation of a programme series – a festival – of national relevance.**

The definition of festival: unique, exceptional events in a concentrated form, determined by a coherent and distinct concept, held on a few consecutive days, offering several programmes each day, usually at multiple venues, intended for a wide audience. (Melinda Klausz, 2011, Pannon University, Faculty of Economic Science)

Finding characteristics in settlements – adequately embedded festival programme

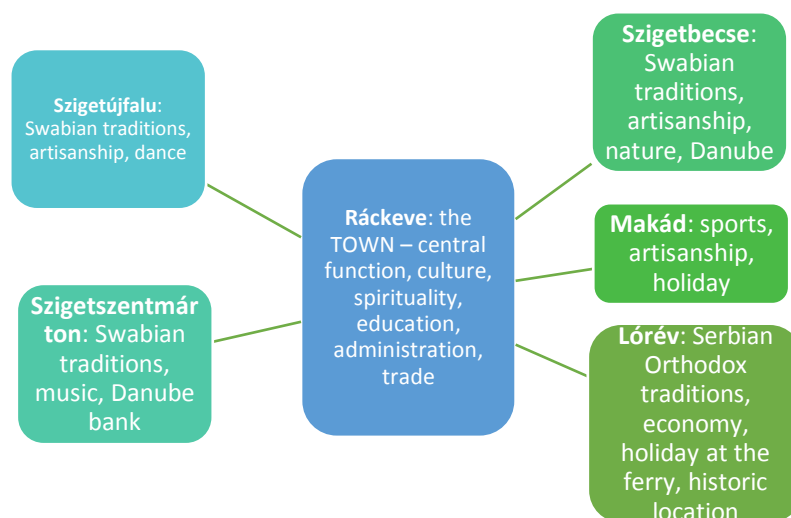


Figure 12: Enumeration of possibilities according to topics; Source: authors

1. "Dereglye" – model ship programme at Szigetbecse

The plan of the model ship is complete, its creators are trying to get resources from the Leader tender. Significant municipal cooperation is needed for its implementation and operation, and it is primarily provided by the nationality self-government backing up the project. Many plans have been devised for the integration of the Dereglye into the life of the settlement at all seasons of the year. There have been talks about the creation of a water playground as an addition to the project. The programme shows similarities to the Ship-Mill project of the Ráckeve Millers' Guild, further emphasising its model role. Minimizing the effects of seasonality and creating the grounds for financing the operation will key tasks. There are similar plans at Ráckeve, with preparations for the building of a Roman galley related to the Ripa Pannonica "limes" route by the Danube.

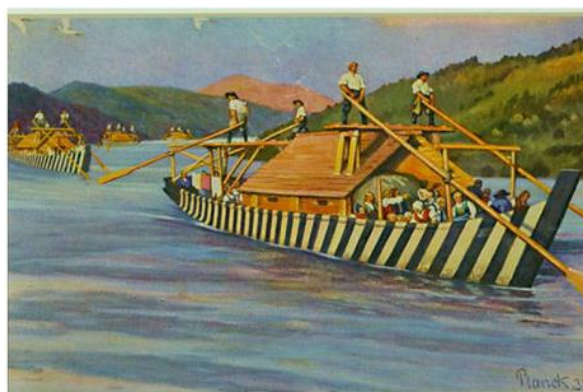


Figure 13: Ulmer Schachtel - Aquarel Von Hans Planck, Source: www.banater-schwaben.org

2. Water festival, boat trips with lanterns at Ráckeve involving nearby settlements ⇒ SUMMER FESTIVAL

This festival has existed for years. Participants of workshops talked at great lengths about the possibilities of involving more settlements, the difficulties of organisation, the chances of the extension of the event, the possibilities of attracting more partners and assistants for the enhancement of the experience and augmenting the number of visitors. It was stated that the capacity for professional programme organisation and management is not enough yet. This programme was previously connected to the summer event of the Summerfest, which later moved away from Ráckeve. This decision should be revised, and in this case a change of scale is an obvious goal, i.e. the transformation and expansion of supply based on local demand. The region seems to be a suitable festival location chosen with suitable profiles, but in this regard, external partners have to be involved for the following tasks: the management of accommodation supply, the attachment of programmes, marketing and brand establishment, and the expansion of professional connections.

During workshops it was defined that the establishment of at least three festivals would be desirable (or possible) in the region in the long run. Such a programme series in view could provide a good basis for extensive thinking on both sides: on one hand it would strengthen the local patriotism of the holiday population, and on the other hand it could boost local inhabitants' entrepreneurship for the broadening of services, and the identification and utilisation of possibilities. Successful programmes might expand the range of participants and can also appear as offers in tourism.

Themes for festivals and events might be the following:

- World music, jazz
- Folk traditions, nationalities – dance, music, artisanship, gastronomy
- Amateur acting
- Tale festival – John the Valiant
- Academic conferences – literature /legend of John the Valiant, historic themes/ Great figures of the Reformation, stud farms of kings, the function of the islands in the Middle Ages, new life on the island – immigrants etc.
- Wines of Csepel Island
- Water sports, Danube, angling

However, it should be considered which theme of events is eligible for offering a commercially viable or at least a break-even alternative. A majority of events with cultural themes bring about a constant need of funding, and are usually financed by tenders or local governments. The use of funds from tenders is risky, because the application processes do not necessarily follow the logic of event organisation, thus both the application process and the (post-) funding poses many risks. Within such frameworks, it is not possible to launch and/or organise events which might be operational and successful in the long run.

3. *Utilisation of river banks – camps, water tourism, sports*

Although this theme might involve the biggest perspective, there is no adequate service infrastructure, there is no accommodation available in sufficient quantity and quality, there are no catering systems attached, and the transport background is insufficient as well. However, demands are getting stronger and the need for sport camps and other types of camps connected to water (angling, canoe, nature camps) has significantly increased, even if temporarily. Information flow is obstructed, and the usage of the area runs into difficulties. In this respect, continuous dialogue between settlements and a facilitation of a networking attitude are indispensable.

A main feature of this touristic product is high seasonality, as it is basically concentrated to the summer school break, but might be supplemented by long weekends in the season from May to October. The assumed level of demand for mass sport events is relatively moderate, but flexible, so pop-up solutions might also be suitable to satisfy the demand (building on the romantic feeling of nature nearby and the lack of services).



Figure 14: Boat procession at Ráckeve
Source: www.utazzitthon.hu

4. Stimulating shipping and other attractions like horse riding

Due to laws protecting the environment, public shipping cannot be launched on the Small Danube branch, and there is also a speed limit in effect. However, the renting of cruise ships and sports ships is getting more and more popular, and small boat charters are launched with in-advance registration, offering various programmes. To encourage the expansion of these services is definitely a desirable goal, and it requires demand analysis and product improvement, especially towards holiday home owners.



Figure 15: ambience at the Small Danube
Source: www.kisdunahajokolcsonzo.hu

There has been little talk about horse tourism, although the area has excellent facilities for horse farming and riding, originating from a distant past. This area is highly dependent upon the investments of individual entrepreneurs, but horse riding can be well connected to other programmes, the boosting of tourism and the broadening of the range of services. At the same time, this type of tourism is specific to the high-spending and demanding segment of society, and is basically influenced by the services of big horse riding centres, because the range of related non-riding services is relatively narrow.

These elements might be organized into a so-called experience chain, i.e. several smaller blocks forming a programme which can last even for several days. This might include sports facilities, land and water tours, virtual and real treasure hunt (geocaching), adventure programmes, etc.

5. Open Gates and Houses Programme

This initiative, having started at Szigetújfalu, should be further elaborated, and other settlements should join, as there are individual potentials inherently involved. Many artisans and craftsmen live in Szigetújfalu, Makád, Szigetbecse and Ráckeve, whose homes are suitable for laying the quality foundations to the programme and attracting further masters of tradition and individuality. Perhaps the easiest way to accomplish this is to join the Cultural Heritage Days in the first round



Figure 16: Open Gates - Houses,
Szigetújfalu, Source:
www.szigetujfalu.hu

(<http://www.oroksegnapok.hu/helyszinek>), and then, based on this experience, to launch a special local initiative.

6. Wine Days at Csepel Island

One suggestion was to create the Wine Days at Csepel programme (in cooperation with the Winery School), which could be connected to the specialties of the region, the Danube, the historical past, and traditions. The programme might be further extended with the proper musical and theatrical experiences, thus an inviting event could be created for a demand beyond current interest, but further enhancement of the event and the related services is essential.



Figure 17: Gál Vineyard and Wine Cellars, Szigetcsép
Source: www.borespiac.hu

Potentials – valorisation tasks

Currently, the highlighted elements of heritage chosen by the principles established in the first phase of the DANUrB project provide the main points for development and give a guideline for valorisation work, that is, as opposed to the previously presented themes, the involvement and utilisation of these values is still at an initial phase.



Figure 18: Serbian Orthodox Church at Ráckeve
Source: authors

Highlighted heritage elements identified by the valorisation (assessment) framework applied in the DANUrB project:

- ⇒ elements with a clearly distinct connection to the Danube (physical/territorial or mental/spiritual), underrated at present
- ⇒ might have an effect on the development of areas around the Danube, or the proximity of the Danube means an advantage in their enhancement
- ⇒ a possibility of networking (at a project level, the most relevant and interesting ones are those which appear at more venues and can be thematically related)

- | | |
|--|---|
| 1. Ráckeve Serbian Church and House | complex development of the buildings |
| 2. Ship-Mill, Ráckeve | traditions of millers' guild, protection |
| 3. Toll-house, Ráckeve | utilisation, proper function |
| 4. Patay László Art Gallery, Ráckeve | terrace, garden, cellar, Danube bank |
| 5. Savoyai Castle and Garden, Ráckeve | utilisation, property rights, Danube bank |
| 6. Old Town House with fire tower, Ráckeve | utilisation, property rights |
| 7. Boat Market, Danube Promenade | tidying of Ráckeve, functionality |
| 8. MHSZ building, Ráckeve | utilisation, property rights, Danube bank |
| 9. Keve Art Gallery, Ráckeve | cellar utilisation, property rights |

10. Culture Centre, Ráckeve	utilisation of unused part of building
11. Underwater treasures, Ráckeve	diving archaeology, projects
12. "János Vitéz" story and memorial, Ráckeve	
13. Islands of Szigetszentmárton, Ráckeve, Szigetbecse	– trip, presentation, water educational trails
14. André Kertész Memorial House, Szigetbecse	programs, courses, local values
15. RSD beach, Szigetbecse	expansion, EuroVelo stopping point
16. Tőzike Educational Trail, Szigetbecse	expansion, development, Piknik park, protection, property rights
17. Egg run, folk traditions, Szigetbecse	advertising the programme, presentation
18. Serb community, traditions, Lórév	presentation
19. Zichy Chapel, Lórév	presentation, protection
20. Memorial of Ship Dock, Great Danube Szigetújfalu	– development
21. Peasant House, Ráckeve	expansion of utilisation
22. Balabán Cruise Ship, Ráckeve	advertisement
23. The Lost Treasure, legend, Szigetújfalu	underwater archaeology, presentation
24. Black Raven House, Ráckeve	utilisation
25. Wild Duck Beach, Ráckeve	development
26. Swabian traditions, Ráckeve, Szigetújfalu, Szigetszentmárton, Szigetbecse	– presentation, Open Gates programme
27. Gastronomy, Ráckeve and its region	presentation, Open Gates programme

The above list is not exhaustive, it might and perhaps should be supplemented. These heritage elements carry actual potential, and most of them are applicable to become emblematic and attractive elements in the region due to local communities' activity.

During the valorisation process it is important to keep in mind that it is not enough to create an event based on a heritage element, as the event itself is a tool for experimenting with methods to facilitate the cultural values of communities, and an opportunity to cultivate unused or underused places. Valorisation which takes into account heritage aspects is only one form of scrutiny. The attractive force assessing methodology presented in the DANURB Strategic Document also has to be applied to make it clear:

- at which level (local, micro-regional or regional) the heritage-related valorisation of assessed values defines the value, and another necessary parallel aspect is,
- the tourism-related assessment examining the existing or predicted future scope of the heritage value.

In addition, it is possible to examine, in parallel with possible development trends, what changes will/might occur in the attracting capacity of the heritage as a result of improvements. Whether it is content extension, facade renovation, a new event or any other kind of enhancement, it can bring about a result that the heritage element might step up a category in attractive power, even more levels, and will be able to attract visitors from distant areas as well. This analysis has not been completed in this current sample project.

Some values extend local possibilities – such as the renovation of the Savoyai Castle, the worthy presentation and utilisation of the Serbian House – which involve a joint task of emphasising the micro-regional presence, the improvement of local services, and the justification for the need of destination development, which, however, cannot be expected solely from the private sector.

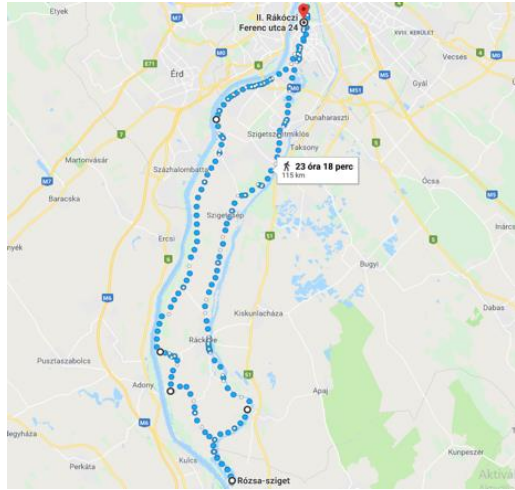


Figure 20: Treasures of Csepel Island on two wheels
Source: Hungarian Bicycle Club, 2016



Figure 19: „Guardian Tree” at Szigetfő.
Source: <https://kerekarosklub.hu/osszetekerunk/csepel-sziget>

There are additional opportunities in some network-type initiatives:

1. The idea of planning and later developing (in partnership with the South-Pest Regional Organisation of the Hungarian Bicycle Club) a bicycle path was brought up, encircling Csepel Island. Szigetzug might be a prominent section of this route. In an ideal situation, such a product improvement requires and generates further enhancements, e.g. that of catering services, accommodations and facilities for rest and service would be necessary. The definition of the proposed route plan is based on communities’ initiatives.

2. The stronger connection between local farmers and local consumption as a development area is not directly related to tourism, but a good example of this is the enhancement of the so-called “short supply chains” (SSCs). The support of SSCs is one of the primary objectives of the Rural Development Programme.

SSC is not the only factor from regional development which might help heritage-based tourism and urban development and boost a multi-legged, diverse production and service background. Beyond food economy, it can be applied in cultural and community programs, craft industry and, in general, small businesses, decentralised energy production, and energy efficiency. From the point of view of this programme, it is important to emphasize that the sustainability of initiatives related to cultural values and heritage also depends on the return on capital invested in venture opportunities and outcomes – even if in an indirect manner.

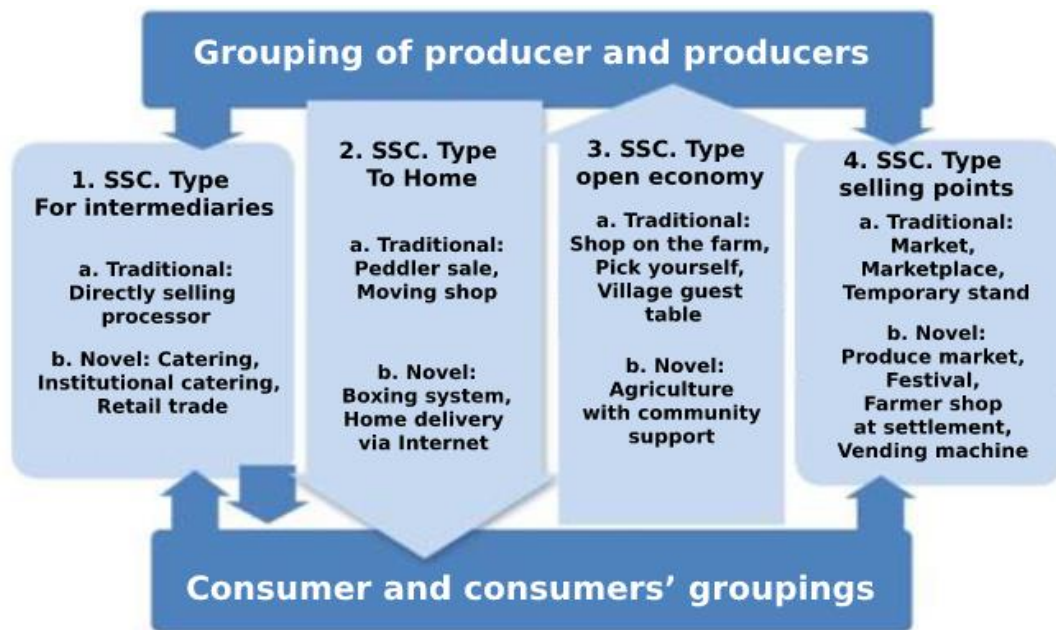


Figure 21: Concepts of SSC in practice
 Source: Short Supply Chain Thematic Sub-Programme, EMVA, Anikó Juhász

3. The involvement in URBACT action planning urban network programmes can help the town and its region to start their own action planning processes for smaller projects by learning good practices and claiming professional guidance. Through partnership, many new items can be included in the methodological tools of implementation.

It can be clearly seen that regional development and territorial valorisation tasks cover a large field and affects many areas. What they have in common is that for effective realisation there is a need for creative thinking, enterprises, the support of the civilian sphere and governments, the networking of these, and also public support. This process can be reinforced by the cooperation of the settlements at a micro-regional level, which can support the orientation of enterprises by allocating tasks and capacity improvement shared by attributes and capabilities. Of course, this cannot be a stone-engraved principle, because the private sector's interest cannot be planned directly, but it can be turned in the right direction by introducing appropriate incentives. The regional rural development task is the definition of orientations corresponding to these divisions of tasks and the related tools, which should be implemented by a coordinated cooperation of the settlements.

To sum up, the organizations and individuals participating in the negotiations agreed in the following: the preparation and implementation of the above-mentioned step represent a diverse and package of tasks involving numerous actors. Above all, it is important to agree on the joint effort in work and regular dialogue, and it is essential to create an effective platform for this purpose.

The characteristics of potential participating actors can be summarised according to the following:

- *Local governments* are not able to undertake and finance all steps, so they have to delegate some of tasks to the appropriate institutions and organisations – e.g. Tourinform Offices, museums, community centres, civil societies.
- *Civil societies and groups* can enforce interest-balancing by maintaining and broadening guided dialogue.
- The invitation of *individual entrepreneurs* into the project should be the aim of local governments and civil societies. There is a need for clearly defined incentives to bring them into position.
- For the sake of success, *external experts should be employed who can support these processes with an international outlook*, professional guidance, impact studies, educational programs.
- The *Upper Homokhátság Rural Development Association* is the host of Leader tenders in the region, and thus has a great deal of insight into the content, strength and capacities of local business and governmental development projects. It is clear that in 2018 Ráckeve and its area submitted the biggest number of applications from the Upper Homokhátság region, and these ventures create active thinking in all settlements in the following three fields: micro-enterprises, improvement of tourist programmes and civil initiatives. A weak point is the actual launching of businesses and the proper evaluation of opportunities – so in the near future the management of regional educational and counselling programmes needs to be planned.

6. *The implementation of micro-region strategic planning (MRSP) at Szigetzug region – valorisation of cultural heritage elements*

In order to reflect project goals and get to know the regions and stakeholders, it was important to take into account some of the history of the area and the background context.

The leaders of MRSP were the professionals of Pest County Government and the Hungarian Urban Knowledge Centre (MUTK), and they relied heavily on former activities carried out by the senior partner of the DANUrB project, the Department of Urban Studies at the Budapest University of Technology and Economics, and in addition, on the previous activities of the Hungarian Contemporary Architecture Centre, the Budapest 100, and ECRS Ltd., i.e. workshop discussions, in-depth interviews, organization and management of Danube Days.

The mode of research is defined in the light of distinct goals spanning over projects:

- Municipal data tables – the collection of descriptive data of settlements –, statistics, local conditions, state of infrastructure, cultural aspects, possibilities in tourism, events, state of communities
- Exploring locations, getting attuned, interviews
- Participation at local events, organising events for communities
- Understanding the research and methodology of DANUrB's partners, negotiation
- Research of earlier documents, overview of literature (Urban Development Concepts and Strategies, Urban Design Guides¹, regional research studies)

Urban Design Guides, are designed to showcase the specific cityscape of settlements, highlighting their values to be protected. The guides are not exclusively for professionals. These are essentially public awareness-raising publications that help to inform the decision-makers of settlements and the population. Instead of a maze of legislation, they briefly and straightforwardly present the expectations of a community about environmental design in a way easy to comprehend. The handbook defines areas of settlements clearly separated with regards to urban design, together with their image characteristics and values, and creates guidelines for contractors and developers for the sophisticated shaping of settlement image with architectural elements and building sketches that fit into the urban design.

¹ Urban Design Guide stands for „Településképi Arculati Kézikönyv”, which is a novel tool of urban planning and has been introduced into the practice in 2016 as a mandatory municipal plan. The Guide is paired with the so-called Urban Image Act, which regulates the rules of building and construction within the municipality. British and Irish Design Guides served as an example for that. (See: Kent Design Guide by Kent County Council or the Meath Rural House Design Guide by the Meath County Council.)

In 2018, with the help and guidance of other partners, several professional materials were prepared which provided the right basis for this current work:

- Cultural heritages and values, exploring areas for improvement (Research of BME, KÉK, Pest County, ECRS, 2017-2018)
- Regional research under the MUTK internship programme
- The compilation of a methodology guide to create tourism strategies at regions connected to the Danube (MUTK 2018)
- Meetings of government leaders, local experts and civilians
- Danube Days at Ráckeve, Szigetzug – participation in the creation and management of programmes (the main organizer are Ráckeve Municipality and their own institutions, BME, KÉK, PCM, ECRS)
- BP 100 in-depth interviews
- Regional development workshops led by MUTK

The script for the organisation and implementation of regional development workshops was the following:

- Compiling a list of invitees – a wide-range exploration of participating groups covering all areas (local governments, government institutions, nationality organisations, NGOs in the field of culture, sports and environment protection, external professional organisations, major local enterprises, companies)
- “Raising the rank” of invitation and participation – patronage of County President
- Sending multiple invitations, at the second time with the attachment of a reminder about the previous event, calling participants on phone, encouragement to attend
- Proper selection of workshop location – central sites, easy access, pleasant and friendly environment, welcoming atmosphere (cakes, soft drinks).
- Giving an introductory presentation with a focus on identity, settlement characters, and trends in the region in population, economy, transport and culture, highlighting local elements of heritage, strengths and weaknesses in the area, and a stimulation of ideas. It was important that participants get the experience of seeing excellent values and opportunities of their settlements in a comprehensive presentation, thus they were inspired for later conversations.
- Moderated discussion to clarify participants’ thoughts and encouraged dialogue. Illustrating values through the elaboration of former surveys, reattachment to them, evaluation, listening to suggestions and confrontation of arguments. Exploring the connectivity of individual elements. Finding compromises and solutions - using the “world cafe” method.

“World Cafe” is a change management process – where participants share their feelings, thoughts, goals, and ideas with each other. The key to any transformation is commitment to the direction and purpose of change. Factors of commitment are trust and consensus. These two can only come about if stakeholders are able to approach each other's aspects in an informal and flexible space, leaving the organisational framework. Approach happens through understanding – and understanding is formed through dialogue. This also strengthens trust which breaks through the dams – the resistance to change – in people’s minds.

- A summary of results produced at the end of the programme. Compiling a detailed reminder and sending it to participants. Devising and giving out further planning scripts.
- Monitoring the initial steps of the implementation of defined development ideas, providing more possibilities for consultation.

Further planning script:

1. Reviewing elements of the programme/project, and the analysis, typing and coordination of its already functioning mechanisms, providing sustainability (with reference to funding, operation and the protection of the environment). Aspiration for a break-even and efficacy, re-planning if necessary.
2. Business modelling, calculation of business plans. Predictability and overview of income and costs.
3. Development of an organisational order of the programme/project – defining actors, their responsibilities and performance indicators
4. Determining and finding cooperating partners, clarifying spheres of interest and concerns, a review of capacities (concrete invitations by way of volunteering and tendering). Survey of expectations and possibilities.
5. Attachment and reattachment of processes, assessment of results, redefinition of solutions, “not giving up”. Honest, courageous and regular self-evaluation.

7. Evaluation of the planning process, and formulation of conclusions to be drawn

The realisation of Szigetzug Pilot Programme posed a great challenge for organisers. The micro-region in question is theoretically an area with favourable conditions which could fulfil a much more important role in tourism than its current position, since it features multiple heritage elements, and locals have invested a lot of energy and formulated many ideas in recent years in the field of regional development.

- There have been highly significant and successful events such as: Summerfest, Friday Night Promenade, Tiny Spring Festival, Small Danube Marathon, professional conferences etc.
- Some already existing organisations can and try to provide professional guidance for tourist and cultural programmes, including experts of museums, Tourinform, etc.
- Some communication tools and institutions exist, e.g. Ráckevei Újság, website
- A few entrepreneurs and ventures dared to think and step forward with courageous investments, such as Duna Relax Hotel, restaurants, confectionaries, boat rentals, Korax Ltd.
- There are enthusiastic and well-organised civil associations which provide colourful programmes and can mobilise many people, e.g. Ráckeve Value Society, Ráckeve Millers' Guild, Association of Accordionists, Monarchia Orchestra, etc.

In fact, the appearance of tourism the area can be summarised like the following: many components are available, but they are not interconnected efficiently, they do not complement each other well, and spaces, buildings and opportunities are largely underutilised. The main intention was not the compilation of an action plan, but the stimulation of common thinking and contacting, and drawing attention to the possibility of the coordination of different interests and approaches and proving the effectiveness of small-scale local thinking.

Achievements of the pilot project:

- an action area list was created
- a goal-oriented dialogue started between leaders of settlements
- specific programmes were defined which are manageable at regional level
- certain organisational and operational shortcomings came to light and the necessity of their elimination has become clear
- it became evident for participants that they need to enhance their communication tools
- the need was justified for specific developments, funding, awareness programmes, and the Upper Homokhátság Rural Development Association felt addressed in these topics

Conclusions:

- Workshops proved to be useful, they are good methods to bring together regional actors and to start joint work, but the established dialogue is still very fragile, so further professional help is required.

- It is necessary to support the structural set-up of existing information and organising systems, as well as the appropriate adaptation to needs and the dialogue about them between parties. Difficult and serious conflicts can arise in this regard, unnecessary accusations, obstacles in task-assignment and commitment might arise.
- Providing county-level professional support is required to help local, self-supporting regional development.
- To achieve and upgrade the touristic visibility of the micro-region, the involvement of the professionals is required, when the time comes.

We summarized the directions and opportunities in the improvement of coordination, service and supply in the following list:

- creating events which facilitate local identity and community – cultural events and festivals based on the unique characteristics and human resources of the region – e.g. Water Festival, Music Festival, Open Gates Event
- amateur sport events adjusted to the technical and landscape conditions of the region – e.g. Szigetzug Run, rowing competitions on water
- programmes in natural science, environmental studies, local history, art and design, summer camps, city games – e.g. fishing camps, water science camps, etc.
- local business development and support programs, trainings, e.g. business development training, regular consulting, education in tender application writing
- the establishment of cooperative partnerships and associations in the field of accommodation, setting up quality assurance systems, creating a common advertising platform – e.g. for local hosts –, creating a system for the evaluation of rural accommodations and a network for the successful redirection between accommodations
- the support of local primary producers, the creation of a market program, e.g. organising Short Supply Chains (SSCs)
- the approximating and balancing of the interests, habits and land use of holiday and resident population – e.g. cultural events at weekends, local produce markets, presentation and support of service companies, contact with holidaymakers' interest associations
- the improvement of beach usage and connections, life beside the Danube – expansion and enhancement of the experience – improvement of ports, e.g. organising slow contemplative walks, beach programmes, fishing competitions, shared breakfast in the Boat Market
- facilitating communication relations by creating a regional platform, brand building – e.g. branding, common tourism platform, interlinking common programs
- building alternative transport services – e.g. local regular and chartered, target-oriented services, bicycle and small motorcycle rentals, small boat traffic, etc.
- creating interconnected programs and adjusting them to a network – e.g. planning water and land tours and routes, devising a ticket system, etc.

The tasks to be performed in addition to the above are:

- Reconsidering the positioning of the tourist/holiday market of the micro-region. Opinions of local communities and interest groups are valuable in this field, their suggestions could be used as foundations. At the same time, this is a very complex task, since market position should be based on an identity that is acceptable to everyone concerned, and can be interpreted for the potential demand as relevant and attractive at the same time. However, settlements, holiday districts and peripheries which are difficult to access due to their geographical (and transport) conditions, might turn these relative disadvantages into advantages. The following are among the positioning suggestions to be discussed in later stages of the project:
 - Close-to-nature romance and "slow" life: products and areas based on this concept are drawn to "under-developed" regions and this rustic romance provides the framework for attractive force.
 - The touristic positioning of Szigetzug could be characterised by the "meeting of the Danubes" feature, which again builds on real characteristics and represents positive content worth exploring.
 - For residents of Budapest and visitors from Budapest, a message has to be phrased which directly connects Szigetzug to Budapest and thus shortens the mental distance between the capital and the micro-region. This relationship can be represented by messages and associations such as "Szigetzug, the honorary southernmost point of Budapest".
- It will be inevitable to have a second-round evaluation of the valorised elements in terms of tourism, which exceeds current attractive points, and calibrates which developments are able to reach heritage level and what segments of demand they could be attractive for (this is called product/segment matrix). However, it is also important to consider how event-centred the developments should be. Events can transform the lives of locals for a few days, attract attention from tourists and the media, but the maximised infra- and superstructure might not be able to withstand the sudden increase in load. For a few days, it is impossible to increase capacities and make them economically meaningful.
- Lifetime-planning is essential, especially in the case of events/festivals, as most of them have a foreseeable and predictable lifespan and life cycle. A year is to be expected in the life of each event when it becomes "exhausted" from the point of view of content, date or participants, and this experience is relevant to events of any level of attractiveness. That is why it is worth determining at the beginning the timing plans according to which a programme, event, attraction etc. should be regularly renewed, and make decisions according to those about its maintenance.
- All these decisions will of course require data as well, which means that the definition and operation of data-collecting methods and the analysis of monitoring systems which allow the understanding of processes is at least as important as developments.

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The creators of the project would like to thank everyone who assisted their work with information and advice.

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