

EXECUTIVE SUMMARY

Recommendations for cultural heritage protection policy and decision makers

REVEAL | The economic and social impacts of cultural heritage

REVEAL / Within the project titled „Exploring the economic and social impacts of cultural heritage” we explored at various levels, from a theoretical and practical perspective, the economic and social impacts of cultural heritage, those of built heritage in particular.

The 5 most urgent measures

1. Collecting statistical data and indicators on built environment at national and local level.
2. Harmonising various policy areas in shaping the policy on heritage protection.
3. Built heritage-related development should not only focus on one particular monument, but should be integrated into the broader context of regional development.
4. Establishing a supportive environment for the owners of historical monuments by means of proper guidance and encouraging private investors.
5. Introducing a heritage protection scheme ensuring the cooperation between professional and non-governmental organisations and involving local communities.

On the background of the economic-social impacts of cultural heritage

Our protected buildings and spaces possess diverse values, contributing to the development of our individual and national identity. For the practitioners of monument protection the value of heritage per se is to be preserved, due to its historical, architectural, aesthetic value or unique character. The social-economic potential of cultural heritage, in the broader sense of the word, is increasingly recognised by international and domestic policy makers alike. In heritage protection emphasis has been shifted from protection to value/asset creation, i.e. heritage is not considered as the object to be

protected but as the tool of creating values, assets. Therefore, it is not only built heritage that is to be identified as a value itself, but also the positive social-economic impacts it has on its environment.

As regards the positive impacts of built heritage, so far mostly assumptions, impressions have prevailed, but in the context of accurate calculations, methodological approaches, empirical research the present project has a groundbreaking role to play. Reshaping the approach to heritage protection, creating a new way of thinking and mostly the recognition of the significant role society and local communities play are time-consuming processes, at the same time decision makers and policy makers also bear great responsibility for the institutional revival of heritage protection and establishing a sustainable model of heritage management. We formulated policy recommendations based on the outcomes of the project and the good practices of the heritage protection system in Norway.

POLICY RECOMMENDATIONS

Built heritage makes a significant contribution to the national economy and job creation

Impacts at national level

Built heritage makes a contribution of 3.64% to the GDP of Hungary¹, and a contribution of 2.23% to employment². Built heritage contributes to the production of national economy in four major areas: tourism, the real estate market, construction industry, cultural and creative industry.

According to estimates in 2012 domestic built heritage made a contribution of HUF 875.73 billion to the production of the national economy broken down as follows:³:

- tourism: HUF 186.36 billion
- real estate market transactions: HUF 407.81 billion⁴
- construction industry through renovation and maintenance: HUF 192.62 billion⁵
- cultural and creative industry: HUF 88.94 billion

In the four impact areas built heritage provided employment for 85.51 thousand people in 2012 broken down as follows:⁶

- tourism: 45.12 thousand people
- real estate market: 5.42 thousand people⁷
- construction: 23.20 thousand people⁸
- in cultural and creative industry jobs for 11.77 thousand people are directly or indirectly created by buildings representing historical and cultural values.

¹Built heritage shall include protected buildings of architectural heritage, and buildings possessing architectural, historical, aesthetic or cultural values in a broader sense. The contribution of protected buildings, including only those under national or local protection, to production is 1.37%, whereas their contribution to employment is 1.53%.

² REVEAL research report (2016) *The social-economic contribution of built heritage to the production of the national economy. Az épített örökség társadalmi-gazdasági hozzájárulása a nemzetgazdasági termeléshez.*

³Contribution of protected buildings to GDP amounts to HUF 328.38 billion

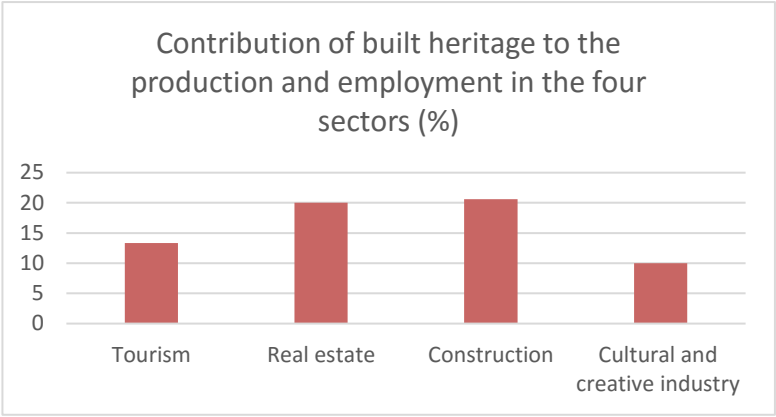
⁴In the case of protected buildings this amounts to HUF 45.67 billion

⁵ In the case of protected buildings this amounts to HUF 7.40 billion

⁶ In the case of protected buildings this amounts to 58.38 thousand people

⁷ In the case of protected buildings this amounts to 610 people

⁸ In the case of protected buildings this amounts to 890 people



■

Impacts at the level of settlements

Financial support provided for built heritage and historical environment has tangible positive impacts on the local economy and the situation of those living there.

- The case study of *Balatonfüred* revealed that due to the amounts spent by the municipality on the renovation of public spaces and public buildings within the integrated urban development strategy, private investment was boosted, new enterprises, services have been established and provided and the number of guest nights and cultural events has increased.⁹
 - The survey conducted among entrepreneurs highlighted that due to the renovation of the historical inner city, primarily because of the increased number of visitors the turnover of local businesses also increased: 34% of all entrepreneurs surveyed and 67% of tourism-related businesses found the revival of the historical downtown beneficial from a business perspective.
 - 77% of the population agree with the statement that due to renovation projects the quality of hospitality establishments has improved.
- The case study of *Fehérvárcsurgó* highlighted that the renovation of the Károlyi Mansion boosted tax revenues from local tourism, and the operation of the mansion significantly contributes to local employment.¹⁰
- The Forster Centre implemented an investment project financed from Norway grants, which is based on the involvement of the local community and the development of small-sized enterprises in the region. As a result of the project the building of the parsonage in Balatoncsicsó, a historical monument, the cooperation between local producers increased and so far three new jobs have been created in the village.¹¹

Quasi counter-factual impact assessment

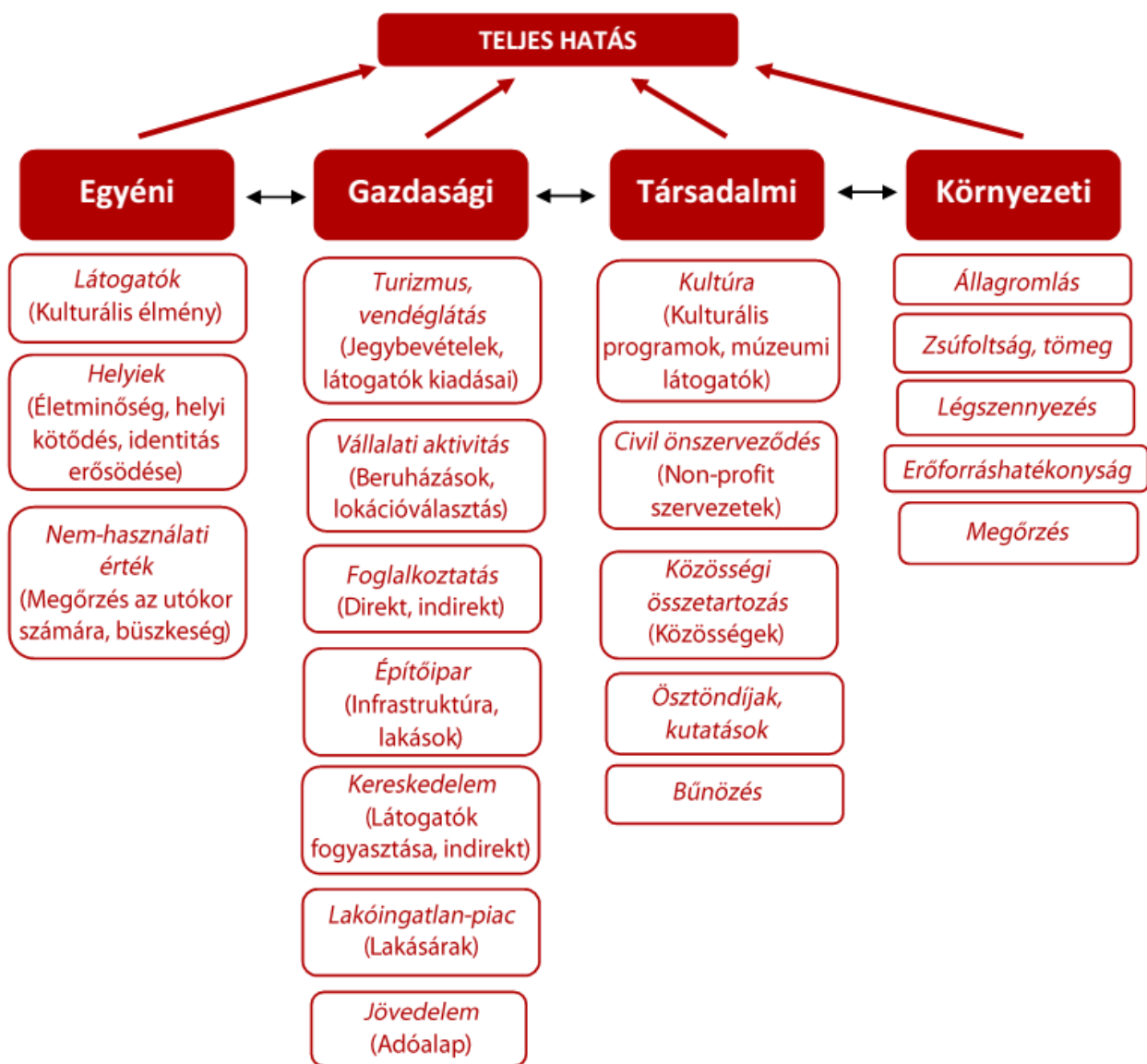
In addition to the case studies, the project also examined more extensively the impacts of cultural heritage investments supported by the European Union and the Norway Grants. However, on the basis of the statistical data available, these impacts cannot be proved in terms of settlement-level economic and social data. In the course of elaborating the study, the shortcomings of available data limited our opportunities. Generally, the absence of "finer" indicators was a problem, these are indicators which might change over a relatively shorter period of time as a result of an investment (e.g. the number of guest nights, the income of accommodation establishments). Another reason might be that only a few years have passed since the completion of investments, and impacts might unfold only in the course of a longer period of time. (The majority of projects were implemented after 2009, available data showed only the dates when the decisions on the projects were made but not the time of implementation.) On this basis we suggest that the impact assessment should be repeated

⁹ REVEAL research report (2016) *Case studies...*

¹⁰ Ibid.

¹¹ REVEAL research report (2016) *The case study of the Nivegy-valley pilot project ...*

within a few years' time on the basis of the given methodology, when the long-term impacts will also have unfolded. To this end, further statistical data need to be collected. However, the most likely reason is the way projects were prepared and implemented. The investment projects examined, nearly with no exception at all, were decided upon and implemented independently from the local social-economic environment, with a very limited involvement of local communities. Therefore, when interpreting the outcomes, factors not necessarily reflected in figures should also be taken into account; our case studies highlight the fact that expected impacts largely depend on the objectives of the projects, the activities and the way of implementation. The impact areas examined and the related indicators are summarised in the following figure:¹²



¹² Budapest Institute (2015) Impact assessment of cultural heritage investment.

The Figure is based on McLoughlin, Sodagar, and Kaminski (1999); Bowitz – Ibenholt (2009); Throsby (2012) and Ecorys (2013).

TOTAL IMPACT

INDIVIDUAL

Visitors

(Cultural experience)

Locals

(Quality of life, local ties, stronger identity)

Non-practical value

(Preservation for next generations, pride)

Construction industry

(Infrastructure, apartments)

Commerce

(Consumption of visitors, indirect)

Residential property market

(Property prices)

Income

(Tax base)

SOCIAL

Culture

(Cultural events, museum visitors)

Civil associations

(Non-profit organisations)

Community spirit

(Communities)

ECONOMIC

Tourism, catering

(Revenues from ticket sales, spending of visitors)

Corporate activity

(Investment, choice of location)

Employment

(Direct, Indirect)

Grants, research

Crime

ENVIRONMENTAL

Deterioration

Crowds

Air pollution

Resource efficiency

Preservation

Recommendations

RESTRUCTURING APPLICATIONS AND DEVELOPMENT PROCESSES

- In order to measure the impacts of cultural heritage investment, well-substantiated statistical data need to be collected centrally (Central Statistical Office) and at the level of projects (to be integrated into calls for applications). In the course of our work we encountered the following data that would have largely facilitated our work to give a more accurate picture of the impacts of built heritage. Basically, these could be reasonably collected in central statistics, or partly they are already collected but some minor additions would be necessary:
 - improving the structure of statistics on construction industry activities related to historical monuments
 - integrating built heritage as an option when examining touristic motivations
 - reflecting cultural spending amongst total spending in tourism
 - a more detailed analysis of creative and cultural industry
 - identifying and showing the sale and purchase of historical monuments on the real estate market
 - including the number of visitors of historical monuments in statistics,
 - classifying and collecting historical monuments according to function (this would be the task of the central organisation for heritage protection)
- Encouraging a broader, regional, local attitude in calls for proposals. In order to exploit economic, social impacts it is not sufficient to focus on the given monument and its immediate surroundings when planning investment into heritage protection, it is indispensable to think in terms of a broader regional perspective, establish multiple attractions, recognising and exploiting opportunities for networking and job creation.

INTEGRATED APPROACH

- As in Hungary the sectoral approach prevails and little attention is paid e.g. to the regional coordination of various sectoral development, it would be worth enhancing the integration of special policy areas when shaping heritage protection policy (e.g. culture, economy, rural development, transport, energetics, infrastructure, etc). The Norwegian government's cultural heritage protection policy is drawn up by an intersectoral committee, based on the proposals of the Cultural Heritage Directorate.

People like living and working in a historical environment, and they are willing to pay a higher price for it

Impacts on the real estate market in figures



Historical environment and built heritage have positive impacts on the real estate market. The architectural heritage character represents a price premium even if all the other impacts both on the markets of residential buildings and hotels are filtered out.¹³

- On the market of residential buildings monuments have a price premium of 1.9% and the heritage environment is worth a price premium of 8.2% at national level. In Budapest these indicators are even higher, monuments can be sold at 2.1%, whereas properties in heritage environments at 19.8% higher prices.
- Historical monuments preserve their values better than non-protected buildings: during the crisis e.g. prices of apartments in the Buda Castle or Eger Castle area remained higher than in other parts of the cities: depending on the date of measurements, properties in these heritage sites might have premia of 30-40%.
- Historical downtowns have positive impacts on prices on the market of residential buildings. Price premia vary between 6% and 46% in the historical downtowns of the five large Hungarian cities (Pécs, Szeged, Debrecen, Miskolc, Győr).
- The density of buildings under national or local protection also influences market prices, thus in historical downtowns real estate prices are higher. According to our research, at settlements where the stock of protected buildings is 1% higher compared to the total stock of buildings, real estate prices and unit prices are 3% higher on average.
- On the market of hotels, accommodation facilities located in historical monuments charge 12% higher prices per room, with all the other impacts filtered out.

Other impacts related to the real estate market

In addition to quantifiable market price premia, 3 case studies examined the social, satisfaction and quality of life impacts in a qualitative way, through interviews with those concerned.¹⁴

¹³ REVEAL research report, ELTINGA Kft. (2015) *Analysis of cultural heritage on the real estate market. Kulturális örökség ingatlanpiaci hatásának elemzése.*

Wekerle Estate – where time has preserved not only values but a community as well

Properties on the Wekerle Estate under monument protection are also traded at a price premium. At the same time, interestingly, even though residents and newcomers in theory agree with the regulatory framework designed to preserve and to enhance the monument character of this part of the city, in practice this framework has already been violated several times. From the case study on Wekerle it becomes clear that the proper sharing and dissemination of heritage protection-related information largely contributes to the proper practice of heritage protection and use, such as e.g. the renovation of old wooden windows, the preservation of facades, the avoidance of out-of-place extensions. On Wekerle Estate this awareness campaign focusing on heritage has been undertaken by a non-governmental organisation initiated by architects living there, the Wekerlei Társaskör Egyesület (Wekerle Society), creating a heritage-conscious community involving locals.

Gresham Palace – at the right place at the right time

The case study explored the secret of the successful large-volume investment into a monument. First, the renovation was started under favourable circumstances from the perspective of tourism and the real estate market. Furthermore, the investor planned in the long run, and relied on its own resources, therefore he had a flexible budget. During the works the cooperation with the monument protection authority was exemplary, because the contractor itself set the highest quality standards. A further important aspect is that sufficient time was allocated for design, which covered even the minute details, thanks to profound research and design not many surprises came to light unexpectedly, thus as a result of this large-volume investment a building was born whose new function is worthy of its past history and operates with economic efficiency.

Gozsdu Court – A special clientele

The success of the renovation of the Gozsdu Court was undermined by the economic and financial crisis that set in. Besides, the contractor had not had any previous experience with historical monuments, and the monument protection authority also joined in the project with a relative delay. In the course of the sales of the apartments in the Gozsdu Court it became clear that apartments in the monument buildings and newly built ones were also traded at the same price level. Both types of apartments found their own target-customers: those looking for apartments in historical buildings had previously lived in old houses representing architectural values and were especially looking for property in that category.

¹⁴ Ibid.

Recommendations

ENCOURAGING THE OWNERS OF HISTORICAL MONUMENTS

The restructuring of the institutional system of heritage protection, and perhaps legislation is necessary to make the idea of the renovation even more attractive for the owners of monuments and investors. Monument properties appear on the real estate market with a price premium, this itself encourages renovations, as well. Based on the example of the Norwegian system it would also be desirable in Hungary to make research documents on architectural history available for the owners of historical monuments, or make it possible for them to have that made with state subsidy, then the findings of these research, the assets, values explored should be communicated to them in an easy-to-understand manner.

- Authorities and practitioners of monument protection should be provided an opportunity to provide practical guidance and orientation to the owners of historical monuments in order to help them find the most energy efficient way of renovating and operating their properties. In the course of planning the renovation, opportunities for consultation with engineering experts should be provided in the area of heritage protection, furthermore visual guidance, planning assistance should be provided for owners, who should also be informed of solutions that take into account the value of heritage, as well. It would also be important to make people in Hungary aware of the fact that the renovation of an old house could be a more favourable option than demolishing it and building a new one, not only from a historical perspective and in terms of identity, but with all the facts taken into account, from an ecological point of view, as well. To this end, following the Norwegian example, it would be necessary to compile manuals summarising the measures to increase the energy efficiency of old buildings, presenting various types of buildings. Research being done in this context at Hungarian universities (Budapest University of Technology), whose findings and outcome would be important to share with practitioners and laymen alike (e.g. insulation, modernising doors and windows, etc.).

TO INCREASE WELL-BEING

Investment into the renewal of our historical buildings is a worthy cause because according to research the preservation of cultural heritage and its careful management have a considerable impact on improved quality of life, bonding with a locality and the feeling of well-being.

The involvement of the local community and an integrated approach are key to the long-term success of a heritage-based development

Impacts of local development

Qualitative elements behind the figures are shown by examinations based on local case studies carried out in the framework of the project. Depending on *how* the investment is made, various impacts might be expected, and different impacts might be exploited. Impacts depend among other things on the function of the building, the volume of investment, its regional embeddedness and also on to what extent its owners feel their responsibilities as owners and to what extent they focus on aspects of the building's future functioning. We processed the case studies together with in-depth interviews, questionnaire-based surveys and workshops involving local actors.¹⁵ We elaborated a Methodological toolkit summarising the methodology applied. With the help of this, along the steps described, the economic and social impacts of future heritage investments can be measured with specific indicators.¹⁶



The Sirok Castle

The important lesson to be learnt from case of the Sirok Castle is that a top-down renovation might be exemplary from a scientific and technical perspective and the increased number of visitors might as well work successfully from the point of view of tourism. However, the renovation itself does not generate positive impacts that would spill over to the local economy

and community life. With local actors not involved in the planning of the renovation and the operation of the heritage site, if it is not put into a regional context and is not related to other local and regional development projects, the renovated facility will be isolated from the settlement, local inhabitants and entrepreneurs will not benefit from the results. Thus, fewer opportunities will be available for exploiting synergies generated by a cooperation with local organisations and entrepreneurs. At the same time, the Sirok Castle also shows the potentially strong emotional ties local inhabitants might develop to a historical monument.

¹⁵ REVEAL research report (2016) Case studies...

¹⁶ REVEAL research report (2016) Impact assessment methodological toolkit Hatásmérési módszertani eszköztár...



The historical downtown of Balatonfüred

The renovation of the historical downtown of Balatonfüred is an excellent example of what happens if the urban development concept considers cultural heritage as the most important resource and follows the urban development concept of Barcelona. Considerable investment into historical public buildings (Balaton

Ékköve projects 1-2.) within the integrated urban development concept brought about tangible and quantifiable benefits for local inhabitants and businesses: several businesses providing high-quality services were set up, the number of visitors, accommodation facilities and cultural events increased. Here changes brought about new challenges for the municipality and local inhabitants, such as how the city may remain livable even with the number of visitors increasing, how fairly the benefits of the renovation are distributed locally, to what extent that reaches locals, whether they can and would want to make use of spaces created by renovated buildings.



Fehérvárcsurgó

The renovation of the mansion in Fehérvárcsurgó is a good example of a successful operation of a heritage building in a public-private partnership. A main success factor is the integrated approach, the mixed function and the form of operation, which made it possible to secure funding from various sources. Successful operation is ensured

by the adequate professional management of operational activities, the practitioners' expertise and genuine commitment to the mansion ensures the harmony of different functions. Another key to success is the long-term thinking of operators, expecting a lower rate of return, planning a gradual development in a close cooperation with the municipality, the local community from the outset, which is also reflected by the broad range of impacts identified. The operation of the mansion does not only provide employment for locals, but programs organised especially for the locals and in addition to internationally acknowledged events also serve to involve inhabitants in the life of the mansion.

The outcomes of heritage restoration related to community development



An abandoned public building in a declining state of repair for a long time is a very unfortunate and familiar sight in the Hungarian countryside. The Forster Center provided support for the previously unsuccessful attempts of the small community to apply for funding. In cooperation with locals, and in the framework of community planning we



accompanied by a series of trainings to increase knowledge and capacities, in the course of which local actors were given all the necessary information needed to maintain the building, their livelihoods (eg. village tourism, accommodation, catering, hospitality, wine making, business planning, etc.). Through the capacity building, mobilising and networking workshops, lectures and information events and as part of community development a sustainable entrepreneurial community was to be built which actively participates in the operation and maintenance of the building. The process of planning and implementation is summarised in detail in a case study, and a methodological guide, the so called heritage guide was drawn up.¹⁷ With the help of this, communities, municipalities, owners and operators of monuments in a similar situation may be equipped to preserve the built heritage in their own environment in the long run and use it in a sustainable manner.

The project also tried to find the answer to the question how heritage renovation can have the most positive impact on the local economic and social environment, find a real owner and become sustainable in the long run. As a pilot project element, we renovated the nearly 300-year-old Roman-Catholic parsonage in Balatoncsicsó with the joint efforts of five settlements in the Nivegy-valley in the northern side of Balaton.¹⁷



elaborated the concept of how to reuse the building. The planning of the new community functions and the social enterprise related to the building were carried out with a broad cooperation between experts, local entrepreneurs living there, non-governmental organisations, municipalities, locals in the framework of community design workshops. This was

¹⁷ REVEAL research report (2016) *Case study of the Nivegy-valley pilot project. A Nivegy-völgyi pilot projekt esettanulmánya...*

¹⁸ REVEAL research report (2016) *Heritage guide. Örökségkalauz...*

Recommendations

ENCOURAGING COMMUNITY PLANNING

- Aspects of community planning would be important to integrate into calls for proposals official procedures and public procurement. Attention must be paid to the longer time necessary for community planning and to ensure that the new planning methodology is applied. In renovation projects community planning experience should be included in the description of tasks and the evaluation criteria of applications (primarily when choosing general contractors).

TRAINING, EDUCATION, SKILLS DEVELOPMENT

With targeted support or within a public program (eg. based on the Norwegian asset creation program) training opportunities should be provided to train craftsmen by specialised restorers/conservators and masons, joiners, carpenters, familiar with traditional techniques in the renovation methods of historical buildings.

- From the primary school up to higher education greater emphasis should be placed on heritage related sensitisation, visual culture and the ability to recognise values.
- Support should be provided to help practitioners (architects, landscape architects, official experts, project managers) develop their facilitation skills in order to engage non-governmental organisations and locals, to develop communication skills and the ability to conduct dialogues. As communication between equal partners can only be based on understanding the values cherished by the other party, practitioners must be able to establish a consensus and accommodate various interests.

Recommendations

PROMOTING PARTNERSHIPS

- The establishment of heritage communities need to be supported: the recognition and raising awareness of heritage assets is a time-consuming process, it requires a permanent dialogue between affected inhabitants, the owners of monuments, heritage-experts, authorities and developers. Identifying multiple actors, understanding their interests and values is one of the fundamentals of the planning process and the guarantee of long-term sustainability. Furthermore, there is a need to place a greater emphasis on informing civil society. Awareness raising and sensitising locals to local values, assets require the application of marketing tools, such as e.g. appearance on media surfaces, regular publications, lectures, consultations with owners, and the organisation of other related events. This would be the responsibility of the central organisation for heritage protection.
- The relationship and communication between the licensing authority and investors need to be strengthened, which can largely determine the success of the renovation process: the sooner consultations and the search for compromised solutions to preserve values begin, the more spillover effects the renovations might have and the investment itself can also be more successful. This is less dependent on legislation, essentially a change of mindset is necessary, the establishment of the culture of cooperation on the side of the authority, and the provision of the conditions that are indispensable to this end.
- In order to facilitate efficient administration and partnerships, the heritage-related tasks are worth delegating to the local level, which makes built heritage an important part of regional development processes and regional development concepts. Furthermore, by doing this, heritage protection related decisions will be made by local practitioners, who have a more in-depth knowledge and understanding of local traditions, relationships, specificities, and have personal relationships.
- To achieve the above, it would be timely to launch a program funded from Hungarian resources, state subsidy (e.g. based on the model of the Norwegian Asset Creation Program) which aims to revive and renovate historical monuments and historical sites used by the public or potentially suitable for public use in a way that handles them as an important fundament, a resource of sustainable social, economic, cultural, environmental development. At the same time, in parallel to renovation, it promotes the establishment of partnerships, networks (of and between owners, entrepreneurs, authorities, municipalities, museums and non-governmental organisations). Moreover, it creates employment, and permanently develops, evaluates, and disseminates the knowledge necessary for the protection and management of heritage (project management, business planning, the organisation of business and civil communities, development of heritage-communities, the methodology of community planning of heritage renovation) among development practitioners (e.g. regional, rural and community developers), non-governmental and professional organisations and local inhabitants. (A good example of this in Hungary is the development of the heritage community related to the renovation of the parsonage in Balatoncsicsó implemented within this project of ours. This project treats the historical monument building as a regional development resource, and focuses on the generation and dissemination of the new knowledge related to its sustainable operation).

TO ENSURE SUSTAINABILITY

- The process of monument renovation does not end when it has been completed. The central organisation for heritage protection could provide guidance as to how sufficient attention could be paid to the future operation, business planning and taking into account who and how can operate the renovated building in an economical and sustainable manner. They should look for opportunities for cooperation where local organisations and entrepreneurs can be engaged in the operation of the historical monument. In the process of operation local capacities and the necessity to engage external resources need to be considered. The exploitation of synergies resulting from cooperation need to be aimed at.
- Local communities should be involved already in planning the development of monuments and their environment recognising that local knowledge and the opinions, demands of local communities might supplement practitioners' work and thus solutions generally acceptable can be arrived at. It is important to recognise that people might develop strong emotional ties to their buildings for which they are also willing to do something. If local people have a greater say in decision making, they will have a feeling of ownership and responsibility for our shared properties and values, ensuring thereby that the renovated building has a genuine owner. Therefore, it is important to make a dialogue possible focusing on shared objectives of heritage protection, identifying the problems (jointly by practitioners and locals/local NGOs) and specific practical solutions tailored to specific needs.
- For the purpose of long-term sustainability not only the building but also the surrounding community needs to be taken care of. Heritage-management cannot exist without heritage communities. Joint planning is only the beginning, the maintenance and operation of monument and heritage communities require a permanent participation from all actors. In the case of state-owned historical monuments this should be coordinated by the central organisation for heritage protection.

PROTECTION SYSTEM, MONITORING

- In the Norwegian system of protection non-protected historical buildings also receive attention and support, in addition to protected historical monuments. In Hungary, it would be useful to draw up a complex value inventory, which would supplement the already available categories of protection with local protected assets and non-protected buildings, areas that represent architectural, historical, aesthetic, scientific, cultural, social, economic, environmental, intellectual, etc. values. Such a system differentiating between levels of values might be helpful in selection and prioritising. In the case of outstanding values, a more stringent regulation could be applicable.
- The exemplary Norwegian monitoring program serves three purposes: to mitigate the disappearance of valuable historical heritage; identifying the causes inducing changes, damage (e.g. climate change); setting up incentives and regulations. Field-work, whose important part is the surveying of the current state, is done by external collaborators. Beyond observations and photodocumentation the examinations also include consultations with locals and interviews. Findings are used to initiate dialogues with politicians and public at large, the establishment of policy measures, information and support systems. It would be timely for the central organisation for heritage protection in Hungary to work out a similar monitoring program.

The background and points of departure of the project

The point of departure of the REVEAL project implemented between 2014 and 2016 funded by the Norway Grants and the Hungarian State and managed by Gyula Forster National Centre for Cultural Heritage Management is that cultural heritage has significant social and economic impacts. One of the basic assumptions is that built heritage and the related renovations, development have positive and measurable impacts at national and local level. These impacts can only be proved partly and with little supporting evidence because no such comprehensive survey has been conducted so far in Hungary. Within the REVEAL project we made an attempt to reveal and numerically quantify these impacts if possible at several levels and areas. The other assumption of the project is that with proper heritage management practices these impacts can also be enhanced. It does make a difference how we renovate a historical monument and who we involve in the process. If people living in the vicinity of a given heritage building and various professionals together find the new functions ways of use, usage of a building and operate it jointly, then the built heritage can be managed in the long run and in a sustainable manner. The local economy, society, the environment and cultural life should all benefit from the development, and this aspect should be turned into an important requirement.

The project was implemented in partnership with the Directorate of the Norwegian Cultural Heritage Protection (Riksantikvaren). Part of the present policy recommendations were drawn up on the basis of the analysis of the Norwegian institutional system, its good practices and the proposals of the Riksantikvaren. Furthermore, we were assisted by the Hungarian project partners, the expert opinions of the Ministry of the National Economy and the remarks, comments made by Hungarian and international experts in the field of heritage protection policy and policy research.