

FROM CLASSICAL MANAGEMENT TO URBAN HERITAGE FACILITY MANAGEMENT: MOBILITY AND ACCESSIBILITY IN URBAN HERITAGE AREAS

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ABSTRACT

This study undertakes an academic exploration of the evolution of management theory, examining its progression from Classical Management to the modern principles of Urban Heritage Facility Management (UHFM) in the specific context of mobility and accessibility in urban heritage areas. This paper explores the difficulties presented by urban heritage areas, distinguished by their cultural heritage significance and the varied interests of stakeholders. It examines how management strategies have evolved to tackle these challenges. The findings demonstrated the relevance of inclusive mobility planning, heritage preservation, sustainable urban development, and increased stakeholder engagement as vital foundations for effectively managing mobility and accessibility. This study encompasses a comprehensive literature review exploring the multifaceted realm of mobility and accessibility management. This investigation reveals that the crucial balance between preserving heritage and providing accessibility plays a pivotal role in managing urban heritage areas. Practical strategies that have emerged in this study include innovative solutions such as adaptive reuse of historical buildings, the application of universal design principles, and active community engagement. UHFM has appeared as a potential solution to bridge the gap between the preservation of cultural heritage and the demands of modern accessibility and mobility requirements by incorporating sustainable urban development strategies in the urban heritage areas. Furthermore, it prioritizes implementing inclusive mobility planning strategies and acknowledges the significance of engaging a wide range of stakeholders in decision-making. The article emphasizes the potential of UHFM in maintaining accessibility and mobility concerning the preservation of the distinctive historical importance, outstanding values, authenticity, and visual quality of these areas.

KEYWORDS _ *Facility Management, urban FM, UHFM, conservation, mobility*

INTRODUCTION

Urban heritage areas and World Heritage (WH) sites are renowned for their rich historical significance, cultural value, and remarkable architectural achievements. These artifacts exhibit the marks left by previous generations, serving as vessels for narratives encompassing our collective human legacy. Nevertheless, these urban heritage areas frequently encounter a complex challenge in finding a way to harmonize their significance, value, visual quality, and authenticity with the requirements of modern urban life (Prabowo et al., 2021). In urban-scale settings, one of the rarely addressed challenges revolves around the crucial matters of mobility and accessibility (Ababneh, 2021; Jiménez-Espada et al., 2022; Sepe, 2021).

This article examines the management of mobility and accessibility in urban heritage areas and World Heritage sites, focusing on their evolutionary development. The purpose of this study is to analyze the progression of management practices from Classical Management to the current urban-scale Facility Management (Urban FM), with a specific emphasis on urban heritage areas. The study explores various methods through which these unique urban areas have adjusted to address the requirements of heritage preservation and modern urban living in terms of mobility and accessibility. Furthermore, this study observes the emergence and development of Facility Management (FM) as an established academic discipline. This study investigates the application of FM principles in addressing mobility and accessibility issues in urban-heritage settings. It attempts to clarify the shift from conventional management practices to more comprehensive and integrated approaches in the new domain of urban heritage facility management (UHFM). This study aimed to stimulate increased awareness and recognition of the significant interaction between management strategies and safeguarding urban heritage areas. The statement functions as a persuasive appeal, compelling individuals to acknowledge the importance of mobility and accessibility as integral components of heritage preservation. By comprehending this process of evolution, the stakeholders gain the necessary knowledge to develop urban heritage environments that are sustainable, inclusive, and culturally dynamic.

The primary objective of this study is to address the research inquiry: *“What are the developments in the incorporation of mobility and accessibility considerations in the management of urban heritage areas, specifically with the introduction of Urban Heritage Facility Management (UHFM), and what are the effective strategies and solutions that have been developed to tackle these concerns?”*. This research question facilitates a comprehensive investigation into the historical development of management strategies related to mobility and accessibility in urban heritage areas.

BACKGROUND THEORY: EVOLUTION OF MANAGEMENT THEORIES IN MOBILITY AND ACCESSIBILITY

The historical context of Classical Management Theory in the urban heritage area

Within the context of urban-scale heritage conservation, it is necessary to examine the historical origins of Classical Management Theory to understand the development of accessibility and mobility. This theory laid the foundation for the fundamental principles that underpin modern management practices. (Dahlggaard-Park et al., 2018; Pindur et al., 1995). The existing approach exhibited a lack of comprehensive attention to issues of accessibility and mobility, particularly in the context of urban-scale heritage preservation and WH sites.

The Classical Management Theory, as demonstrated through the contributions of Frederick Taylor and Henri Fayol, emphasized principles concerning efficiency, hierarchical structures, and formal organizational frameworks (Kitana, 2016; Mahmood et al., 2012). These early management pioneers' primary focus revolved around optimizing industrial processes and labor productivity. The concepts they proposed centered on optimizing tasks, uniformizing work methodologies, and the establishment

of straightforward hierarchies (Kitana, 2016; Mahmood et al., 2012; Pindur et al., 1995). Although these principles were revolutionary in industrial settings, their implementation in preserving urban-scale heritage was mainly lacking.

The emergence of urbanization and its subsequent impact on heritage conservation gained significant prominence in the late 19th and early 20th centuries. A substantial and swift progression towards urbanization and industrialization increased pressure on historic urban areas during this period. The conservation of cultural heritage sites has faced obstacles due to the intrusion of urban development within these regions (Ripp & Rodwell, 2016; Sonkoly, 2023). The Classical Management Theory during that period was found inadequate in addressing the considerations associated with preserving heritage values and accommodating accessibility needs.

Classical Management Theory's central focus was primarily on enhancing efficiency and productivity within organizational contexts (Dahlggaard-Park et al., 2018; Kitana, 2016; Mahmood et al., 2012; Pindur et al., 1995). However, this theoretical framework provided relatively little attention to issues related to accessibility and mobility. While revolutionary in their time, the concepts of scientific management and bureaucracy had limited applicability in managing urban-scale heritage conservation due to their complex nature. The theory's apparent lack of emphasis on accessibility and mobility has resulted in an inadequate number of comprehensive strategies for conserving historic urban areas that can effectively address diverse user groups.

One significant drawback of Classical Management Theory was its deficiency in incorporating inclusive planning, evident due to its reliance on a top-down decision-making approach and hierarchical structures, which were not conducive to fostering inclusive planning processes (Kitana, 2016). The viewpoints of local communities, heritage conservationists, and supporters of accessibility were frequently marginalized. The rigidity and bureaucratic characteristics of the theory presented difficulties in incorporating the participatory and community-oriented approaches required for conserving heritage at an urban scale.

Throughout the 20th century, there was an essential evolution in management theories. The Human Relations Theory, for example, introduced the concept of incorporating the human element within organizations, facilitating a more comprehensive approach to the decision-making process (Takahashi, 2022). Nevertheless, it was not until the latter part of the 20th century that modern management principles, such as Total Quality Management (TQM) and Sustainability Management, started to tackle the issues of accessibility and mobility within the realm of heritage preservation (Murugan, 2007).

The Classical Management Theory fundamentally shaped modern management practices (Dahlggaard-Park et al., 2018; Pindur et al., 1995). However, its applicability to issues of accessibility and mobility within the context of urban-scale heritage conservation is somewhat constrained (Ababneh, 2021; Sepe, 2021). The theory's central emphasis on efficiency and hierarchy was incongruent with the complex challenges associated with preserving heritage values and accommodating diverse mobility and accessibility requirements. These critical considerations were integrated into management approaches in subsequent decades, signifying a notable transformation in heritage conservation and urban development.

Classical Management Theories: Mobility and accessibility in urban heritage areas

The Classical Management Theories, which emerged during the late 19th and early 20th centuries, have significantly influenced modern management practices. These theories, specifically Frederick Taylor's Scientific Management and Henri Fayol's Administrative Theory, have established the fundamental principles of modern management (Mahmood et al., 2012; Pindur et al., 1995). In 1881, Frederick Taylor authored a scholarly article that revolutionized the field of metal cutting by introducing a

scientific approach. The individual's contributions to the field of industrial engineering, specifically in the areas of time and motion studies, resulted in significant enhancements in productivity. Henri Fayol, commonly referred to as the "Father of Modern Operational Management Theory," published his notable version of management principles, which have significantly impacted the management field. He elucidated the principles by which managers ought to arrange and engage with their personnel (Mahmood et al., 2012). Nevertheless, the focus of these theories was predominantly on the optimization of industrial processes and the enhancement of labor efficiency. Within the specific framework being discussed, the factors pertaining to mobility and accessibility in urban heritage areas were frequently marginalized, often given lesser importance, or disregarded entirely. The primary goal was to increase productivity and optimize organizational structures (Dahlggaard-Park et al., 2018).

Over time, it became apparent that Classical Management Theories have certain limitations in effectively addressing the issues of mobility and accessibility in urban heritage areas. The classical theories exhibited a notable absence of emphasis on preserving cultural heritage. The encroachment of urbanization upon historic sites often resulted in prioritizing efficiency considerations over the necessity of accessibility and mobility. Furthermore, these theories advocated for a hierarchical decision-making process that was not aligned with the inclusive planning required to tackle issues related to mobility and accessibility effectively. The marginalized position of local communities and heritage conservationists within this hierarchical structure is frequently observed.

The theory of management proposed by Max Weber in 1922, commonly referred to as bureaucratic management theory, draws upon principles delineated by Frederick Taylor in his scientific management theory. Weber and Taylor both emphasized the significance of efficiency (Dahlggaard-Park et al., 2018; Mahmood et al., 2012; Pindur et al., 1995). However, Weber additionally cautioned against the potential negative consequences of prioritizing technology over emotional considerations. Furthermore, the rigid bureaucratic procedures promoted by Classical theories hindered the ability to adapt to the complex challenges presented by urban heritage areas. The demand for mobility and accessibility solutions necessitated a greater emphasis on flexibility and community engagement (Senior et al., 2023), which are frequently absent in traditional Classical Management approaches.

Transition to Modern Management Theories

The shift from Classical to Modern Management Theories significantly changed the perspective on mobility and accessibility in urban heritage areas. The Human Relations Theory, proposed by Elton Mayo, emerged during the 1930s and 1940s and presented a paradigm shift towards a more people-oriented perspective, which aligned with the facility management (FM) principle as a people-centric discipline. This theory acknowledged the substantial impact of individuals' needs and motivations on their level of productivity (Smith, 2013). In the context of urban heritage areas, this transition entailed the recognition of the significance of addressing accessibility requirements and fostering community involvement as key components of management approaches, which later in the future was acknowledged by UNESCO Recommendation on the Historic Urban Landscape in 2011 (Prabowo, Bintang Noor; Salaj, 2023).

The emergence of Total Quality Management (TQM) in the 1950s and 1960s firmly focused on continuous improvement, customer satisfaction, and the provision of services of superior quality. The concept of TQM emerged during the 1950s and has since become predominantly associated with Japan. This can be understood as a corporate quality management system, enterprise quality management system, or integrated quality management system comparable to similar systems implemented by other countries or organizations (Dahlggaard-Park et al., 2018). In the realm of heritage conservation, this particular approach can facilitate inclusive mobility solutions by prioritizing enhancing visitor experiences and providing accommodations for diverse user groups.

The concept of Sustainability Management emerged during the latter part of the 20th century, and

its importance grew due to the growing acknowledgment of the significance of environmental and social sustainability. The field of sustainability management has been influenced by the concept of incorporating environmental, social, and economic viewpoints. As a result, the integration of sustainability management has emerged as an essential element within contemporary management theories (Pásková & Zelenka, 2018). The 17 Goals were officially embraced by all United Nations Member States in 2015 as an integral component of the 2030 Agenda for Sustainable Development. This agenda delineated a comprehensive strategy spanning 15 years to achieve the Sustainable Development Goals. This approach also integrated accessibility and mobility as important components of sustainable development within urban heritage areas. The primary goal was to ensure the conservation of heritage values while also addressing the needs and requirements of the modern era (Guccio & Mignosa, n.d.; Jiménez-Espada et al., 2022; Pásková & Zelenka, 2018). While it is true that Modern Management Theories have helped bring beneficial improvements in mobility and accessibility, it is necessary to recognize that practical challenges have remained unresolved.

The transition from Classical to Modern Management Theories represented a progressive shift towards more comprehensive strategies to improve mobility and accessibility in urban heritage areas. While each theory addressed these concerns to varying degrees, practical challenges persisted. The integration of accessibility and mobility with heritage preservation is driven by recognizing their inherent importance in advancing the sustainability and inclusivity of urban heritage areas. This evolutionary process highlights the significance of implementing comprehensive management strategies that uphold tradition while simultaneously addressing contemporary needs, intending to create environments that hold importance in both historical and modern frameworks. The subsequent table (Table 1) briefly summarizes the chronological development of management theories and their corresponding effects on mobility and accessibility within urban heritage sites.

Table 1: Key points regarding the transition from Classical Management Theories to Modern Management Theories regarding mobility and accessibility in urban heritage areas

Aspects	Classical Management	Transition to Modern Management
Mobility & accessibility	Secondary consideration	Gradual recognition of the importance
Heritage preservation	Often lacking	Emphasis on heritage preservation
Decision-making approach	Top-down hierarchy	Transition to more inclusive planning
Bureaucratic rigidity	Promoted rigidity	Shift towards flexibility
Emphasis on people	N/A	Human-centric approach introduced
TQM	N/A	Enhanced visitor experiences
Sustainability	N/A	Accessibility & mobility integration

Emergence of Facility Management and Urban FM

During the 1970s, FM emerged as a service primarily focused on janitorial and caretaker responsibilities, encompassing building maintenance and cleaning tasks. However, during the mid-1970s and late 1980s, the business landscape experienced increased dynamism and competitiveness (Bartosova Viera & Valaskova Katarina, 2018; Mohammed, 2014). The organization initiated a cost reduction strategy that delegated non-essential services, such as lighting, heating, and plumbing, to FM companies. Nowadays, FM is a multifaceted field that involves the strategic administration of physical assets, infrastructure, and services within constructed environments to attain operational efficiency and sustainability and enhance user experiences. The discipline of FM has emerged and developed due to various factors, with the key influences of accessibility and mobility shaping its evolution. FM is a comprehensive field encompassing multiple aspects, including strategic planning, architectural design, operational management, and ongoing maintenance of diverse facilities. These facilities can range from individual buildings to entire urban areas (urban FM) (A. Salaj et al., 2018; A.

T. Salaj & Lindkvist, 2020), including heritage sites (UHFM) (Prabowo, 2022). FM entails harmonizing human resources, operational procedures, and technological advancements to ensure these facilities' optimal functioning, cost-effectiveness, and environmental sustainability.

Multiple factors contribute to the establishment of FM as a recognized discipline. The complexity of the built environment has experienced a significant increase due to urbanization and technological advancements, thereby demanding a systematic approach to the management of facilities (Wilson, 2018). The significance of urban-scale facility management is highlighted by the necessity to effectively manage various infrastructure components in urban areas, such as transportation networks and historical sites. The subsequent factor pertains to the significant role that economic considerations have played in shaping the evolution of FM. The effective allocation and utilization of resources, encompassing energy, space, and maintenance, plays a pivotal role in attaining financial savings and maximizing the utilization of facilities, particularly in heritage sites that operate within limited financial means. In addition, the increasing awareness of environmental issues has emphasized sustainability in facility management. Incorporating sustainable measures, such as the implementation of energy-efficient lighting and the adoption of mobility solutions that minimize carbon emissions, is crucial in facility management, particularly in areas dedicated to heritage conservation. These regions place significant importance on safeguarding cultural and environmental resources. The acknowledgment that facilities should accommodate the varied requirements of users has had a substantial impact on the field of facility management. The inclusion of accessibility and mobility is crucial in guaranteeing favorable user experiences, particularly in urban heritage areas where historical and cultural sites must be accessible to individuals of all physical abilities.

The international commitment to sustainability has witnessed a significant shift with adopting the Rio Convention in 1992, recognizing the Historic Urban Landscape (HUL) approach in 2011, and establishing the Paris Agreement in 2015. The transition has not solely affected the administration of structures and cultural landmarks (Jiménez-Espada et al., 2022). Still, it has also influenced how individuals interact with and approach urban heritage zones. The prevalence of sustainable modes of transportation, such as public transit and non-motorized alternatives, has witnessed a notable rise. Facility management experts have collaborated with urban planners and transportation authorities to establish integrated and ecologically sustainable mobility experiences within heritage areas.

Moreover, the advent of the digital era has ushered in substantial technological progress, leading to the emergence of novel mobility solutions in facility management. Mobile applications and virtual reality technology have provided interactive and readily accessible experiences for heritage sites. The utilization of augmented reality technology facilitates the active involvement of individuals in interacting with historical landmarks, thereby enhancing the accessibility of these sites and ensuring the preservation of their genuine characteristics (Prabowo, Bintang Noor, Salaj, 2023).

Transition to urban FM and UHFM

Urban-scale Facility Management (Urban FM) is the logical extension of facility management practices, expanding from managing individual buildings to encompass entire urban environments. The necessity for comprehensive management of facilities within urban areas becomes increasingly apparent as cities continue to expand and develop. Urban FM adopts a comprehensive approach to managing the constructed environment, including individual buildings, transportation systems, public areas, and urban heritage areas.

Urban Heritage Facility Management (UHFM) represents one specific spectrum of Urban FM (Prabowo, 2022), as it effectively tackles the challenges related to mobility and accessibility within urban heritage zones. The concept of Urban Historic Landscape and Facility Management (UHFM) expands upon the principles of Facility Management (FM) to encompass the effective management

and preservation of historically significant urban landscapes. The timeline in Figure 1. explains the progression from classical management theories to the UHFM. There are numerous advantages associated with adopting UHFM in heritage conservation and promoting enhanced accessibility and mobility (Prabowo et al., 2023), such as inclusive mobility planning, universal design principles, improved visitor experience, community engagement (Senior et al., 2023), and tourism, thus, economic benefit. The UHFM prioritizes heritage conservation as a central aspect of urban development. Preserving historical sites and landmarks is essential to safeguard them from the negative impacts of urbanization and simultaneously improve their accessibility and mobility.

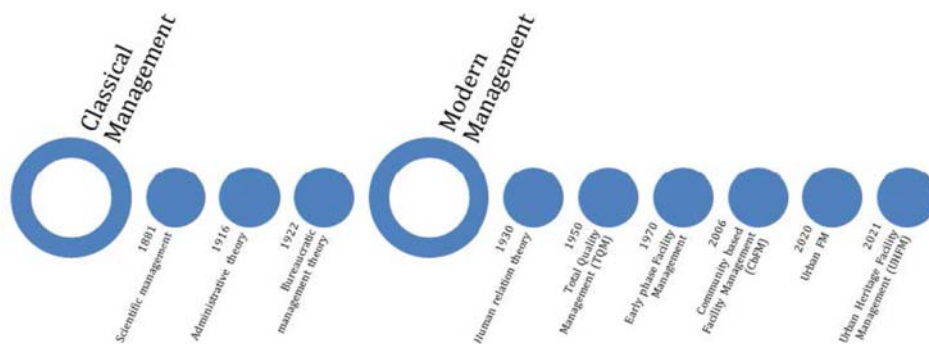


Figure 1: Timeline from Classical Management to Modern Management

METHODOLOGY

A qualitative research approach has been employed by conducting an extensive review of academic literature, historical documents, management theories, and relevant publications related to the evolution of mobility and accessibility considerations in urban heritage management to analyze and synthesize information from scholarly sources to establish a historical context and identify key milestones, challenges, and trends in the field, to achieve a comprehensive understanding of the evolution of mobility and accessibility in urban heritage management. A subset of outcomes from a semi-structured interview conducted for other research on the three Norwegian World Heritage sites, which were selected for a more comprehensive investigation into urban-scale support services within urban heritage areas, were utilized intrinsically to strengthen the argument in this study. Specifically, the sections related to support services and technical departments responsible for urban-scale mobility and accessibility were emphasized.

This qualitative research provides a foundation for understanding the historical evolution of mobility and accessibility considerations within urban heritage management. By triangulating data from literature and parts of an in-depth semi-structured interview, we seek to uncover the strategies and practices that have been developed over time to address these concerns effectively. The results of this research will contribute to a deeper understanding of the role of UHFM in heritage conservation and inform future strategies for managing mobility and accessibility in urban heritage areas and WH sites.

RESULTS AND FINDINGS

The findings of this study provide information on an important shift in the development of management theory, explicitly concerning the concepts of mobility and accessibility within urban heritage areas. There has been a significant transformation from the foundational principles of Classical Management theory to the modern principles of UHFM. This shift demonstrates a dedication

to inclusive mobility planning, preservation of heritage values, sustainable urban development, and improved stakeholder engagement. This study encompasses the complex dynamics that arise from the preservation of cultural heritage, the progress of urbanization, and the multifaceted requirements of different stakeholders involved in urban heritage areas, as shown in Table 2.

Table 2: Key points regarding the transition from Classical Management Theories to Modern Management

Framework	Key Aspects	Objective	Approach
Inclusive mobility planning	Universal design	Integrating universal design principles into urban planning to ensure accessibility	Removal of physical barriers, provision of accessible public transportation
	Pedestrianization	Prioritizing pedestrian zones and creating walkable areas within heritage sites and the mobility experience	Consider the needs of pedestrians with disabilities, including appropriate signage and tactile paths
	Mobility assessment	Continuous enhancement of accessibility	Assessments of mobility infrastructure and pathways
Preservation of Heritage Values	Heritage Conservation	Accessibility modifications should be carried out with sensitivity to the heritage significance of the area	Implementing conservation measures to protect historical buildings, monuments, and cultural landmarks.
	Adaptive Reuse	Adaptive reuse of heritage buildings to make them accessible while maintaining their historical integrity	Installing elevators, ramps, and accessibility features without compromising the building's heritage value
	Heritage Interpretation	Provide context and enrich the visitor experience without disrupting the visual quality	Integrating heritage interpretation features
Sustainable Urban Development	Environmental Considerations	Implementing sustainable mobility solutions, reduces the environmental impact	Electric public transportation, promoting walking and cycling, increasing walkability
	Energy Efficiency	Ensures sustainability while enhancing visitor comfort	Energy-efficient lighting and HVAC system in heritage sites
	Resource Management	CONTRIBUTE TO THE SUSTAINABILITY OF HERITAGE SITES.	Efficient waste management and resource allocation
Enhanced Stakeholder Engagement	Community Involvement	Ensuring that mobility and accessibility solutions align with community needs/values	Involving public-people-private stakeholders in decision-making processes
	Partnerships	Strengthening the impact of UHFM initiatives	Public-private-people partnership in mobility and accessibility
	Visitor Feedback	Fostering continuous improvement of the heritage sites	Actively seeking visitor feedback regarding mobility and accessibility experiences

The results and findings in Table 2. emphasize the urgent requirement for comprehensive approaches to managing mobility and accessibility in urban heritage areas. The complex relationship between the preservation of heritage, the provisions of modern accessibility, and the involvement of stakeholders necessitates the development of creative solutions that effectively reconcile historical significance with contemporary demands.

DISCUSSIONS

The preservation of authenticity presents a significant challenge in the context of historic urban landscapes (Table 3). Urban heritage areas serve as tangible remnants of certain historical periods, sometimes characterized by their narrow cobblestone pathways, uneven topography, and significant

architectural structures that evoke a distinct past events era. Nevertheless, the process of modifying these areas to be compliant with current accessibility and mobility standards while at the same time preserving their historical values requires a sophisticated approach. Within the unique realm of historic urban landscapes, the narrative of mobility and accessibility intersects seamlessly with the broader contexts of heritage preservation and urban development. This intersection is not merely a convergence of concepts but a complex interplay that demands careful consideration and innovative solutions, as shown in Table 3.

Table 3: Challenges and possible solutions for accessibility and mobility in urban heritage areas

Challenges	Descriptions	Possible Solutions
Preservation of Authenticity	Preserving the heritage significance, outstanding values, and authenticity	Ensuring compliance with technical and preservation standards
Heritage Conservation	Accessibility improvements often compromise historical visual quality	Careful planning and execution
Infrastructure Constraints	Limited physical space, making the installation of accessibility features challenging and not easy	Creative engineering solutions that comply with the heritage regulation
Diverse Stakeholder Interests	Balancing stakeholder interests while ensuring accessibility/mobility and authenticity	Necessitates negotiation and inclusive decision-making
Regulatory Compliance	Contradictory regulatory compliance	Harmonizing two often divergent sets of requirements
Tourism Pressures	The tourism sector necessitates the provision of comfort and convenience to sustain the interest of tourists	Enhancing accessibility and mobility while preserving heritage values and visitor experience
Funding and Resources	Retrofitting historic urban areas to meet accessibility requirements is capital-intensive	Reconciling the budget among local governing bodies, funders, and heritage preservation entities
Community Engagement	The contradiction between the desires of stakeholders and the need for accessibility and mobility requirements	Inclusive engagement, collaborative decisions

UHFM encompasses a comprehensive approach to effectively manage historic urban landscapes and culturally significant areas situated within urban settings. The main goal of UHFM is to preserve heritage values while addressing contemporary challenges, with a specific focus, in this study, on prioritizing mobility and accessibility. The UHFM recognizes the significance of guaranteeing equitable accessibility to historical urban areas for individuals with varying physical abilities. UHFM also highlights the importance of ensuring an efficient and inclusive mobility experience within these areas.

CONCLUSIONS

The emergence of UHFM as an alternative catalyst for transformation has supported the urban heritage management field. UHFM has redefined the approach to preserving cultural heritage in urban areas by considering the needs of contemporary mobility and accessibility. This article examined the heritage conservation domain, progressing from classical management theories to current methodologies. The examination has also encompassed the shift from FM at the individual building level to the more expansive field of Urban FM. This study addressed the necessity of integrating mobility and accessibility considerations into UHFM. The previously stated requirement serves as one of the foundations for the implementation of sustainable heritage management.

The development of UHFM has contributed to the establishment of Urban FM as an emerging field, particularly in its role of preserving and protecting cultural heritage in urban settings. The framework outlined in this presentation encompasses a comprehensive set of measures designed to address both the preservation of cultural legacies and the challenges associated with mobility and accessibility

in urban heritage areas. The UHFMs place considerable importance on inclusive mobility planning, which includes universal design principles, pedestrianization, and accessible public transportation. These measures are implemented to ensure that heritage areas are easily accessible to individuals with diverse physical abilities, thereby promoting inclusivity and fostering a sense of belonging. The UHFMs connect the tangible cultural heritage's multifaceted and complex tapestry with contemporary requirements and future aspirations. The UHFMs offer a comprehensive approach to efficiently and sustainably managing urban heritage areas. It focuses on providing support services at the urban scale while ensuring the preservation of these urban heritage areas.

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