

Interreg
CENTRAL EUROPE



SULPiTER

European Union
European Regional
Development Fund

TAKING
COOPERATION
FORWARD

 Webinar: Freight Quality Partnerships - 28 November 2017

 Sustainable Urban Logistics Planning To Enhance
Regional freight transport



Freight Quality Partnerships

An international perspective on stakeholder engagement for sustainable urban freight initiatives

Prof. Michael Browne
University of Gothenburg



UNIVERSITY OF GOTHENBURG
SCHOOL OF BUSINESS, ECONOMICS AND LAW



VREF'S CENTER OF EXCELLENCE FOR
**SUSTAINABLE URBAN
FREIGHT SYSTEMS**

Acknowledgements

Maria Lindholm - CLOSER, Gothenburg
Julian Allen - University of Westminster
Alena Brettmo - University of Gothenburg

Colleagues I have worked with on the importance of
Freight Networks and Freight Quality Partnerships.



UNIVERSITY OF GOTHENBURG
SCHOOL OF BUSINESS, ECONOMICS AND LAW



VREF'S CENTER OF EXCELLENCE FOR
**SUSTAINABLE URBAN
FREIGHT SYSTEMS**

■ Background

- The growing importance of stakeholder engagement

■ Freight partnerships

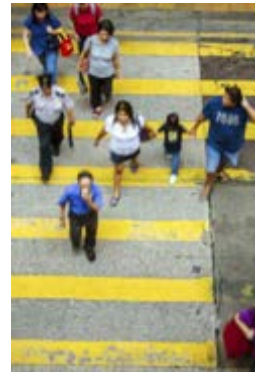
- Survey of existing freight partnerships
- Some lessons learned
- Engagement with other networks and partnerships

■ Personal reflections

■ Summing up - conclusions



URBANISATION AND CITY GROWTH



- More people
- More goods movement
- More problems
- Need to focus on:
 - the urban system
 - urban design
 - freight and logistics alongside personal mobility

... and more opportunities?



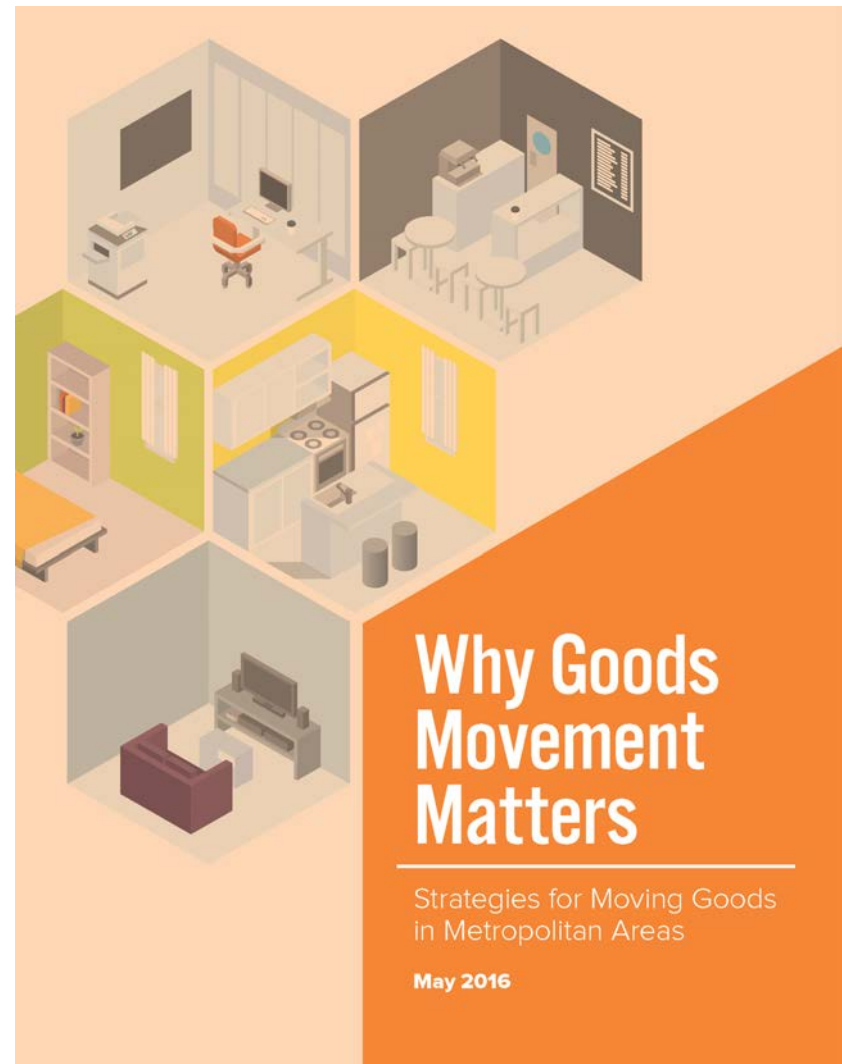
VREF URBAN FREIGHT INITIATIVE



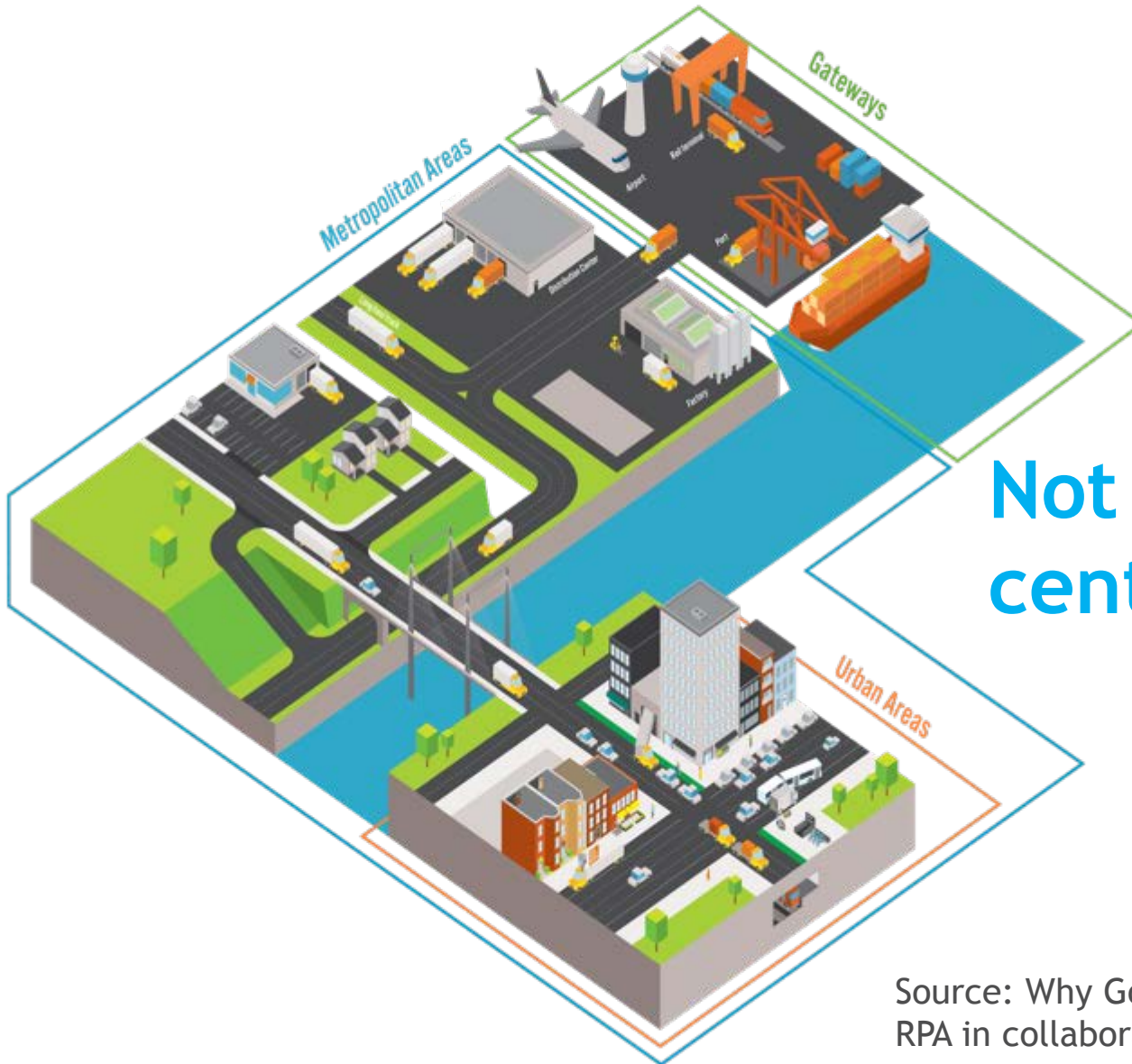
Strong increase in international research

WHY GOODS MOVEMENT MATTERS:

STRATEGIES FOR MOVING
GOODS IN METROPOLITAN
AREAS



WHERE GOODS GO: METROPOLITAN AREAS



Not only the city
centre that matters

Source: Why Goods Movement Matters - by the
RPA in collaboration with VREF (2016)



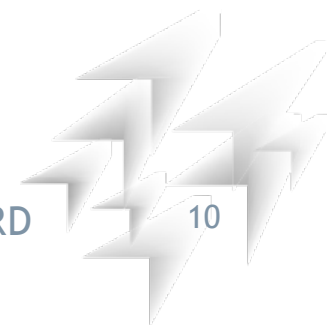
Deliveries in Cities:

FINDING WAYS TO SHARE
THE SPACE:
CHALLENGES &
SOLUTIONS

Source: Why Goods Movement Matters - by the RPA in collaboration with VREF (2016)

SOME CHALLENGES

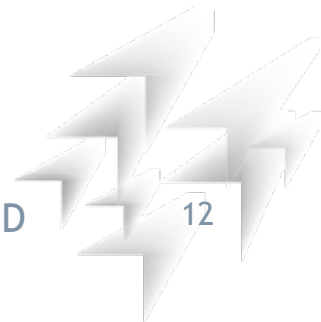
- Technological and social trends affecting how we manage and plan in cities
- Innovation in the use of urban space will be a priority for policy-makers and city planners
- Goods movement and mobility are becoming more and more closely linked
- Essential to find new ways to work together
- Wider participation needed



- What do we mean when we say that and why is it interesting?
- Public authorities tend to regulate goods movement
 - Time
 - Vehicles
- Risk of sub-optimization, disagreement and confrontation
- Increased knowledge and awareness of urban logistics is important in creating improved public/private understanding

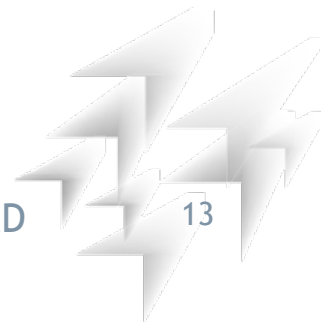


- Successful implementation of initiatives to improve urban logistics requires:
 - Understanding freight activity and commerce
 - Engaging the private sector
 - Educating decision makers on urban logistics
 - Disseminating best practices
 - Defining an implementation path considering concerns of all stakeholders involved



DIFFERENT TYPES OF STAKEHOLDER ENGAGEMENT

- Public Private Partnerships (PPPs) for specific measures
- Peer-to-peer exchange
- Freight Quality Partnerships (FQPs)
- Local freight networks
- Business Improvement Districts (BIDs)
- Freight charters
- ...

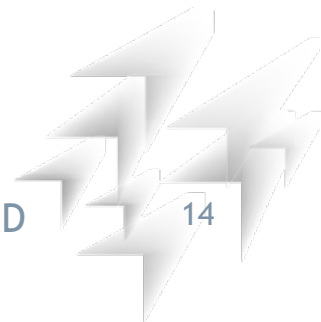


■ Public Sector

- City and district authorities
- City transport and traffic departments
- Planning authorities and regulators

■ Private Sector

- Shippers
- Carriers
- Receivers
- 3rd Party Logistics Providers (3PLs)
- Property owners



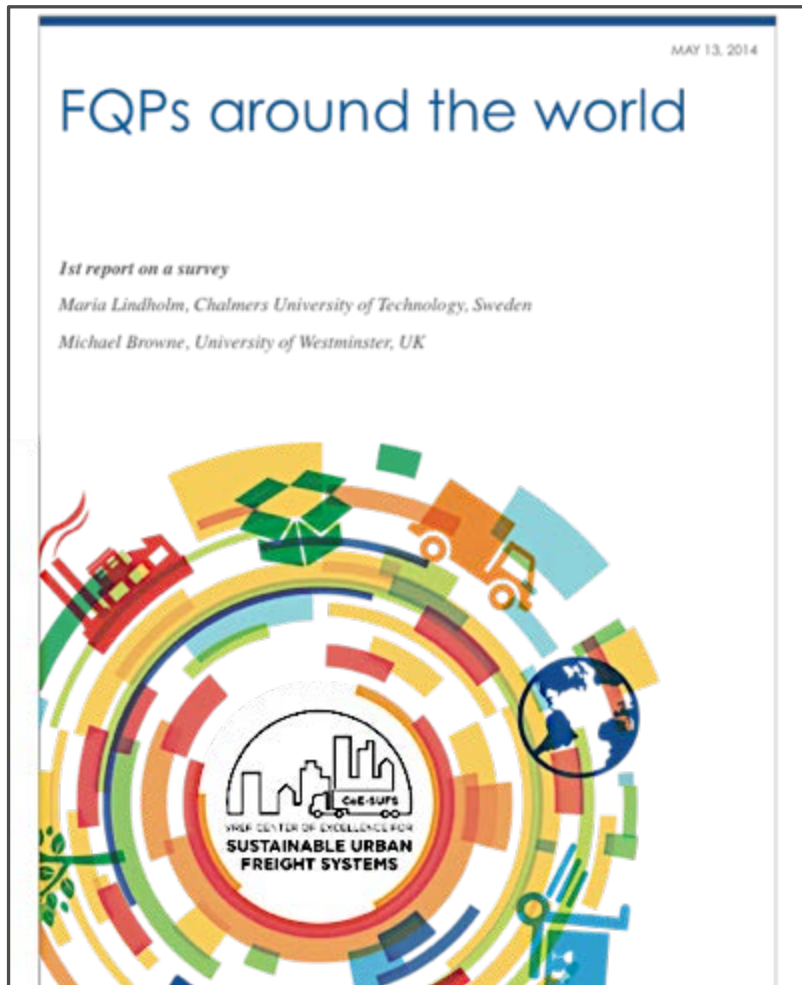
Freight partnerships

WHAT IS A FREIGHT PARTNERSHIP?

A long-term partnership between freight stakeholders concerned with freight and logistics planning, that on a formal or informal basis meet regularly to discuss (and sometimes find solutions to) problems and issues that occur.

- Most frequently in an urban context but scale of partnerships varies a lot



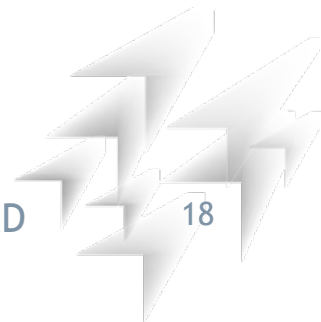


Survey carried out with Maria Lindholm and the support of other researchers.

https://coe-sufs.org/wordpress/wp-content/uploads/2015/02/Lindholm-Browne_CoE-SUFS_FQP-report-2014_Final_.pdf



- Based on previous research on Freight Partnerships
- Objectives
 - compare the approach and outcome of partnerships in different parts of the world
 - assess similarities and differences
 - try to identify approaches that work
- International small scale survey
- Participants:
 - Members of VREF Network
 - Members of WCTRS
 - ICL participants

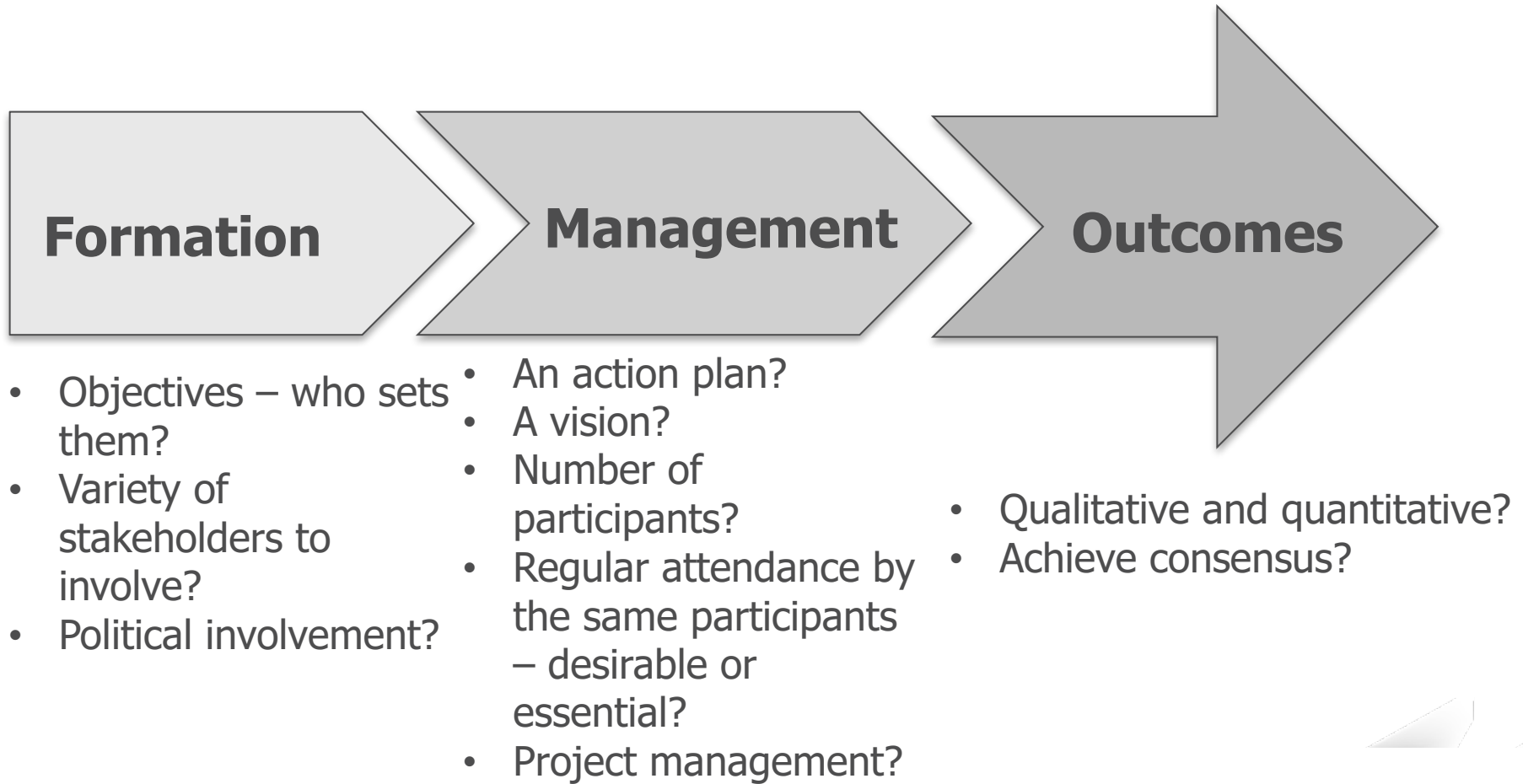


EXAMPLES

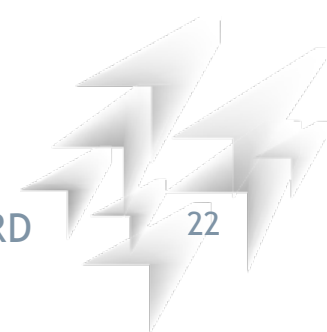


LIST...

- Tyne and Wear Freight partnership (UK)
- Greater Lyon (France/GLA)
- Belo Horizonte(Brazil/BHTRANS)
- New York (USA/NYCDOT)
- Metrolinx (Toronto/Canada)
- Rome (Italy)
- Oslo (Norway)
- Paris Charter (France)
- East Osaka (Japan)
- Toulouse Delivery Charter (France)
- West Australia regional partnership (Australia) Gothenburg local freight network (Sweden)
- Central London Freight Quality Partnership (UK)
- Utrecht (The Netherlands)
- Montpellier (France)
- Nantes (France)
- G93 La Seine-Saint-Denis: regional partnership (France)
- City of Leiden (The Netherlands)
- Lidköping (Sweden)



- When was the partnership initiated?
- By whom was the partnership initiated?
- Why was the partnership initiated?
- What kind of partner/organisation manages the partnership?
- In which way is the partnership funded?
- How many participants are usually attending meetings?
- How many meetings does the partnership have?
- What kind of governance status has the partnership (formal/non-formal)?
- Outcomes from the partnership?
- Strengths & weaknesses of the partnership?

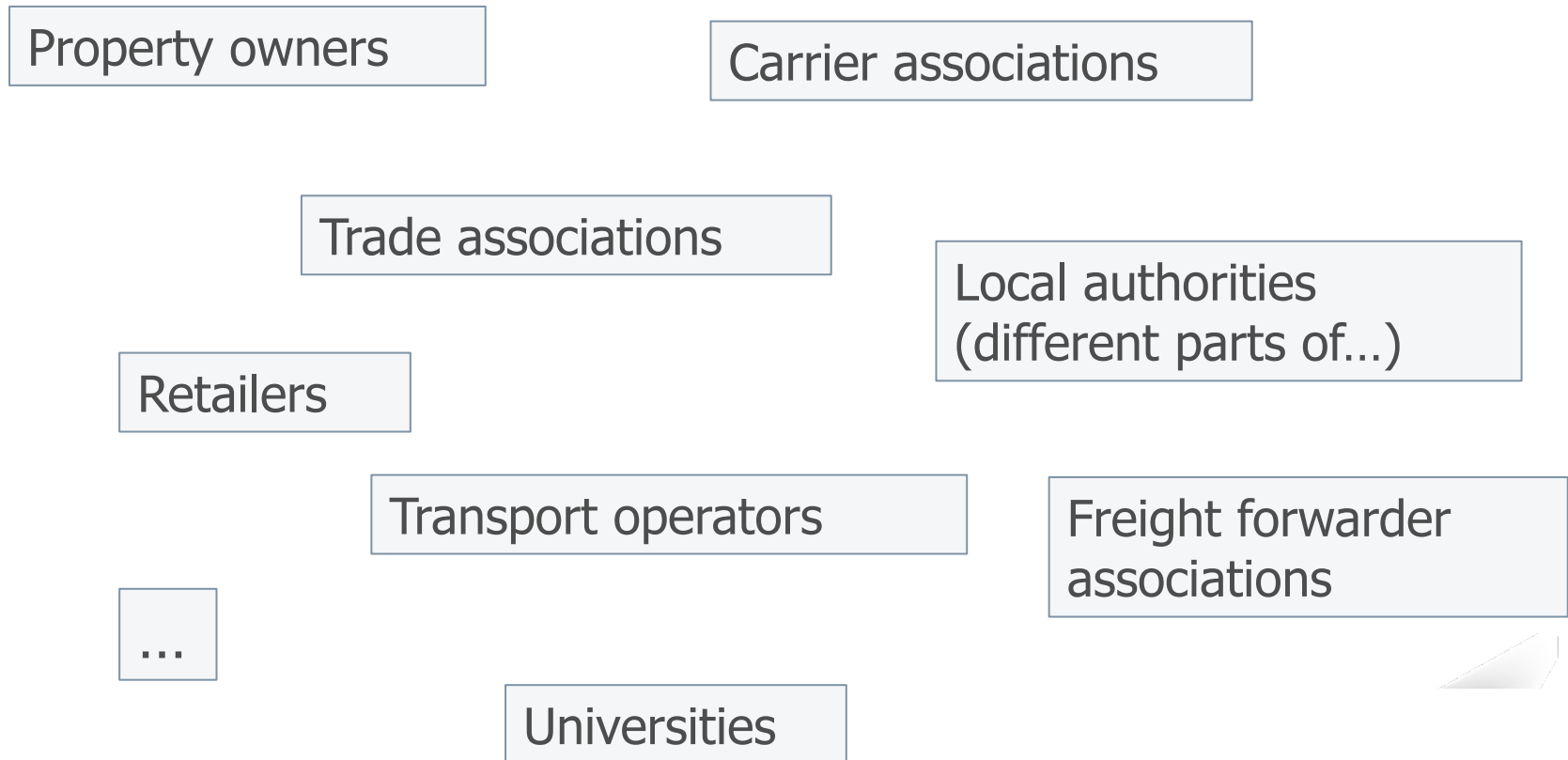


WHY PARTNERSHIPS?

- Because it is a good way to interact with stakeholders...
 - Local authorities interacting with private industry: PPP
 - Long-term perspectives
 - Discussion and two-way information exchange on urban freight problems and possibilities
 - Accepting that there is a complex situation and aiming at getting a common view on urban freight transport



WHO ARE INVOLVED IN THE PARTNERSHIP?



TOPICS ON THE AGENDA

Policy

Invited guest speakers

Interaction with other
modes of transport

Consolidation centres

Infrastructure projects

Major events

Regulations

Congestion charges

Electric vehicle initiative

Cycle lanes

City micro terminal

Information from other
cities/initiatives

WHAT DO THEY DO?

Physical outputs



Soft outputs

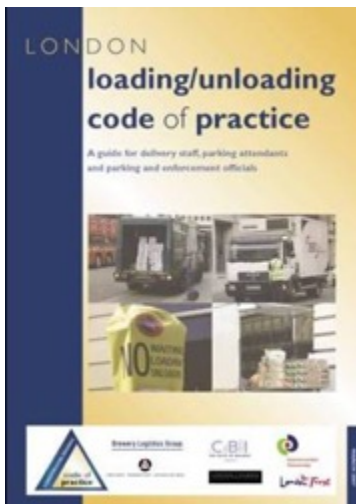


Picture: @gavinkeech, Flickr

WHAT DO THEY DO? EXAMPLES

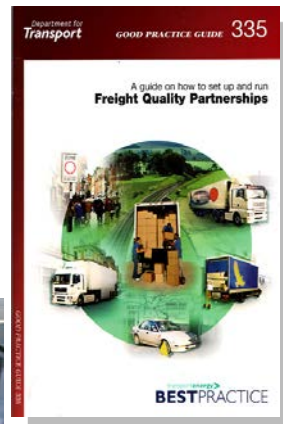
- New pilot projects in urban freight
- Multilingual delivery and information points for truck drivers
- Interactive roadmaps for drivers
- Plan of priority sectors for re-design of loading bays/spaces
- Regulation for deliveries

Physical outputs



...MORE EXAMPLES:

Physical outputs



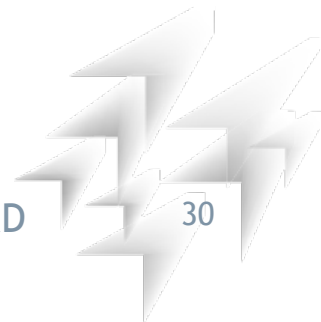
WHAT DO THEY DO? EXAMPLES

- Project collaboration in urban freight research
- Analyse impact of CNG vehicle in urban distribution
- Technical studies to implement urban consolidation centre
- Input on marketing strategies
- Exchange of information and guidance of urban goods movement projects
- A better dialogue for freight and logistics
- Informal networking between meetings

Soft outputs

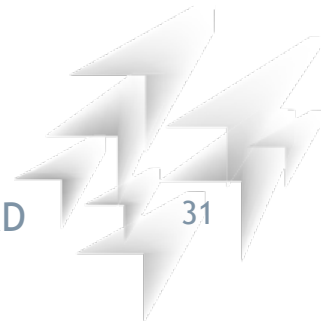
THINGS THAT WORK

- Input to policy development
- Networking and Industry insight
- Focus on pragmatic solutions to real freight issues
- Cooperation, Dialogue, Technical studies



...AND MAY NOT WORK

- Slow to reach agreement
- Lack of technical knowledge
- Lack of participation from some industry sectors
- Lack of resources to dedicate more time to the FQP



CONCLUSIONS: GOOD BUT COULD DO BETTER!

The FQP is working well because

A genuine interest from participants to improve the situation

A continuity and engagement amongst participants
Focusing on long-term possibilities

Good organisation/management (a driving spirit is almost always essential)

An interesting and common agenda for the participants

The drawbacks/things that could be better

Same people every time tend to give less variation to the discussions

Members who do not attend on a regular basis

Members from police and citizen groups are sometimes missing

Politicians and senior management from industry are needed

Tends to become a talking shop

Lack of dissemination





ORGANISING AND MANAGING URBAN FREIGHT PARTNERSHIPS

AUTHORS: Mats Lindholm & Michael Brown

THIS BRIEF TARGETS

- Transport authorities at the city and local (sub-city) levels.
- Urban freight transport stakeholders.
- Researchers, practitioners and consultants interested in urban freight and stakeholder involvement in urban freight transport.

KEY MESSAGES

- Partnerships are valuable for engaging urban freight stakeholders.
- Partnerships require effective management and organisation.
- In addition to achieving objectives, disseminating results is also important.
- Outcomes are not limited to physical objects and projects; relationships and knowledge exchange between participants provide a foundation for further improving urban freight.
- A focus on long-term possibilities is important.

Partnerships can contribute significantly to solving urban freight problems; they provide a good opportunity to consider the various perspectives of stakeholders and thereby identify possible solutions. This policy brief presents a framework for organising and managing urban freight partnerships.

Until recently urban transportation authorities often overlooked freight, concentrating their attention on the movement of people. Even when motivated to tackle urban freight, many city authorities find it difficult to address the complex set of differing views of a large variety of stakeholders. Historically, the role of city authorities or local authorities within cities, has been confined largely to one of regulation. Correspondingly, until recently there has been limited engagement of private companies in the local-authority transport-planning process.

One way to involve stakeholders in urban freight transport planning is to initiate so-called freight partnerships. A freight partnership brings together representatives from the public and private sector to discuss and identify actions to improve freight planning and operations, frequently in an urban context. With the term freight partnership, we refer to a long-term partnership between freight stakeholders concerned with urban freight that involves meeting regularly to discuss and seek solutions to problems and concerns.

In the Greater Lyon it has been observed that it is difficult for private practitioners to understand the structure of multi-layered administrative organisations. Public-private partnership provides an opportunity for transport operators to identify who to contact when a problem occurs. Partnership also helps the public authority to stay informed of the new practices, organisations, aims, and constraints of private transport operators.

- Establishing a freight partnership can lead to a better understanding of freight problems and also a change in the nature and usefulness of interactions between public- and private-sector stakeholders, beyond the traditional focus of such interactions on compliance (time, berth space, etc.). Sharing knowledge can be highlighted as among the most important effects of such partnerships. Freight partnerships are developing constantly. In a recent survey we identified over 20 in 8 countries around the world. In another survey, 94 percent of the respondents found that freight partnerships had improved public-private cooperation.

Framework
To establish a freight partnership it is important to consider configuration, management and outcomes.

Configuration. Identifying relevant stakeholders is important. Different cities have different prerequisites, but it is almost always a good idea to involve many different stakeholders, such as transport operators, retailers, trade associations, property owners, authorities etc. Each city should first consider their specific situation and area of focus, and then identify relevant actors that have a specific interest in that area. This helps to ensure that the objectives of the partnership are relevant to the stakeholders.

Management. When a partnership is established, evidence has shown that effective project management is needed in order to sustain the partnership. An action plan or similar document should be created, in order to structure discussions and maintain a long-term perspective. The participants need to be kept to a manageable number (10 to 20) to keep discussions amongst stakeholders lively. It is equally important that stakeholder representatives have a mandate to impose change within their respective organisations.

Outcomes. Outcomes of partnerships are valuable to all stakeholders involved, and it is likely that concrete achievements will be essential to maintaining the momentum of freight partnerships in the longer term. Measures should be considered as business propositions, and it is necessary to accept that urban

freight transport issues are complex, and seeking single solutions.

Outcomes can be grouped into 'soft' and 'hard' categories. 'Hard' achievements refer to concrete, tangible outputs (which can usually be quantified and measured), while 'soft' achievements include general improvements in working processes and recognition and understanding of the issues involved (which are more qualitative in nature).

Research has shown that the expectations of different partnerships are varied, and interest in shorter- versus longer-term improvements is not necessarily the same in all cities. Experiences from freight partnerships are becoming increasingly available through dissemination activities such as those by the VREF Centres of Excellence.

The Central London Freight Quality Partnership (CLFQP) supported the preparation of guidelines that reduce some of the friction between businesses and public authorities in regulating parking for loading and unloading. These guidelines were subsequently used nationally.

The CLFQP has also provided a forum for exchanging views regarding strategic developments, such as introducing segregated cycle lanes (which impacts loading arrangements).

Main considerations

Partnerships cannot solve all of the freight-related problems within a city but should be considered as an important piece of the puzzle. The benefits from the outcomes of partnerships are not only valuable for local authorities, but also for private-sector partners who both receive information early about on-going processes and are invited to take part in discussions about forthcoming policies. Freight partnerships can make a significant contribution to solving urban freight problems. They provide an excellent opportunity to consider the many and varied perspectives of stakeholders and, thereby, identify solutions that can address the needs of different groups.

AUTHORS

Mats Lindholm is the director of Northern LEAD research centre at Chalmers University of Technology and the University of Gothenburg in Sweden. His has a PhD in urban freight transport. His research is focused on how local authorities can better acknowledge freight transport in urban planning.

Michael Brown is a Professor at the University of West London in London, UK, and a Visiting Professor at the University of Gothenburg, where he provides academic leadership in the Urban Freight Platform.

VREF Value Research and Educational Foundation supports, initiates and supports research and educational activities on sustainable transport for equitable access to urban areas. www.vref.se



The relevance of other networks

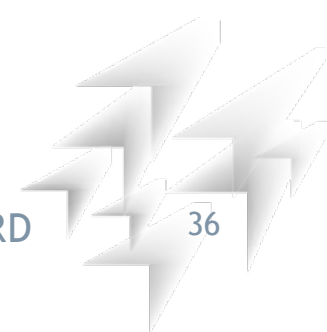
BUSINESS IMPROVEMENT DISTRICTS (BIDs) AND TOWN CENTRE MANAGEMENT ORGANISATIONS

- BIDs in major cities are very influential
- BID directed and funded by businesses to make improvements to the trading environment in their local area
- Town centre management organisations are more diverse but also influential
- Responsibilities include marketing and promotion of their members, capital improvements in the area and beautification - they have a significant influence on how businesses operate
- Great intermediaries between the private and public sectors

BENEFITS FROM THESE NETWORKS

- Invest and support “Place promotion”
- Mediate with Local Councils, City Authorities, the Police and other public bodies
- Common initiative is business cost reduction: e.g. joint procurement

- We have reviewed activities in relation to London, New York and Gothenburg



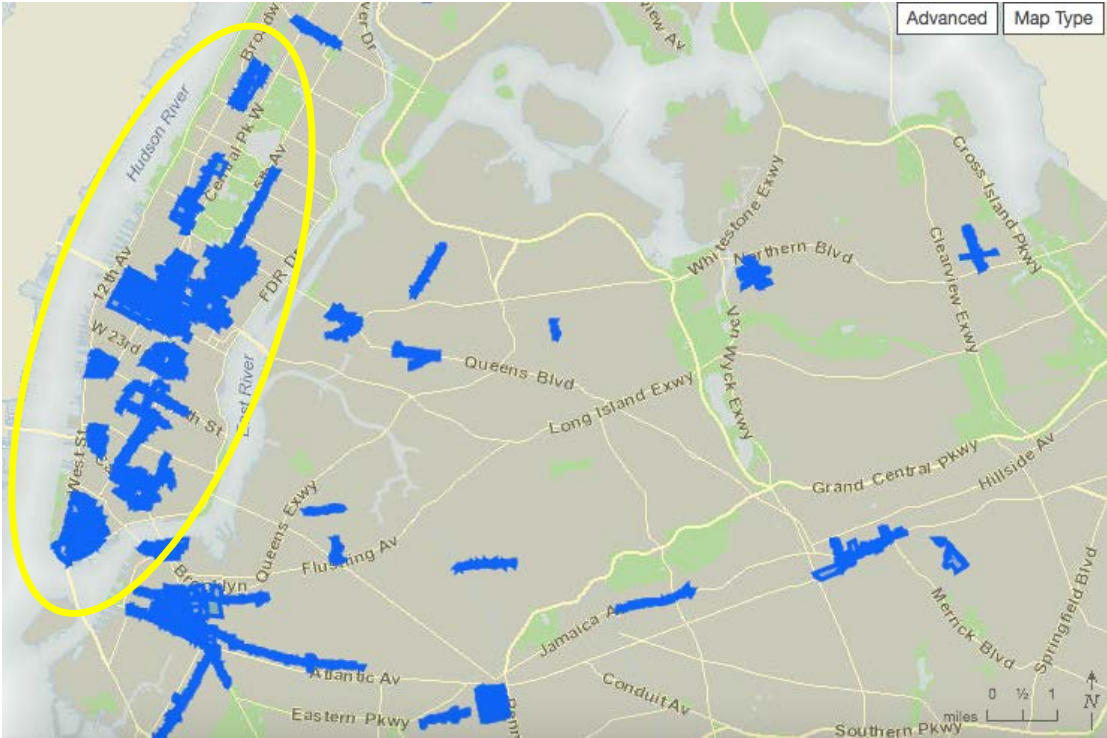
NYC BIDs

- [34th Street Partnership](#)
- [47th Street](#)
- [82nd Street](#)
- [86th Street Bay Ridge](#)
- [125th Street](#)
- [161st Street](#)
- [165th Street](#)
- [180th Street](#)
- [Atlantic Avenue](#)
- [Bay Ridge 5th Avenue](#)
- [Bayside Village](#)
- [Bed-Stuy Gateway](#)
- [Belmont](#)
- [Brighton Beach](#)
- [Bryant Park](#)
- [Chinatown](#)
- [Church Avenue](#)
- [Columbus Avenue](#)
- [Columbus/Amsterdam](#)
- [Court-Livingston-Schermerhorn](#)
- [Downtown Alliance](#)
- [Downtown Flushing Transit Hub](#)
- [DUMBO](#)
- [East Brooklyn](#)
- [East Midtown Association](#)
- [Fashion Center](#)
- [Fifth Avenue](#)
- [Flatbush Avenue](#)
- [Flatbush-Nostrand Junction](#)
- [Flatiron 23rd Street Partnership](#)
- [Fordham Road](#)
- [Forest Avenue](#)
- [Fulton Business Alliance](#)
- [Fulton Street Mall](#)
- [Graham Avenue](#)
- [Grand Central Partnership](#)
- [Grand Street](#)
- [Hub Third Avenue](#)
- [Hudson Square Connection](#)
- [Jamaica Center](#)
- [Jerome-Gun Hill](#)
- [Kings Highway](#)
- [Kingsbridge](#)
- [Lincoln Square](#)
- [Long Island City \(Queens Plaza/Court Square\)](#)
- [Lower East Side](#)
- [Madison Avenue](#)
- [MetroTech](#)
- [Montague Street](#)
- [Myrtle Avenue Brooklyn Partnership](#)
- [Myrtle Avenue \(Ridgewood\)](#)
- [NOHO NY](#)
- [North Flatbush Avenue](#)
- [Park Slope/5th Avenue](#)
- [Plitkin Avenue](#)
- [SOHO Broadway](#)
- [Southern Boulevard](#)
- [Steinway Street](#)
- [Sunnyside Shines](#)
- [Sunset Park](#)
- [Sutphin Boulevard](#)
- [Times Square Alliance](#)
- [Union Square Partnership](#)
- [Village Alliance](#)
- [Washington Heights](#)
- [Westchester Square](#)
- [White Plains Road](#)
- [Woodhaven](#)

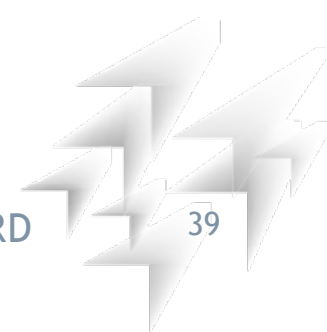
LOCATION OF NYC BIDS



Location of NYC BIDs



- Some BIDs recognize the importance of freight and how it relates to their BID - to others it is ‘the unattractive monster’.
- BIDs that worked with freight influential in reaching out to members - distribution information, arranging site visits...
- Several BIDs actively participated in Industry Advisory Group meetings:
 - Arranged focus groups with members to discuss Off Hours Delivery (OHD) with Rensselaer Polytechnic Institute (RPI)
 - Supported RPI in other research efforts after the OHD program finished



INDUSTRY ADVISORY GROUP

■ Associations



■ Business Improvement Districts

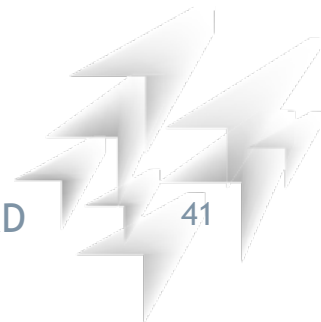


■ Companies



EXAMPLE: GRAND CENTRAL PARTNERSHIP

- The Grand Central Partnership showed there is a great potential and power still to be realized from the BIDs in regard to freight
- Great benefit if the BIDs serve as a liaison to either the public agencies or the academic institutions
- If the other BIDs were to take these efforts it would help reach the receivers (often the most difficult to reach)

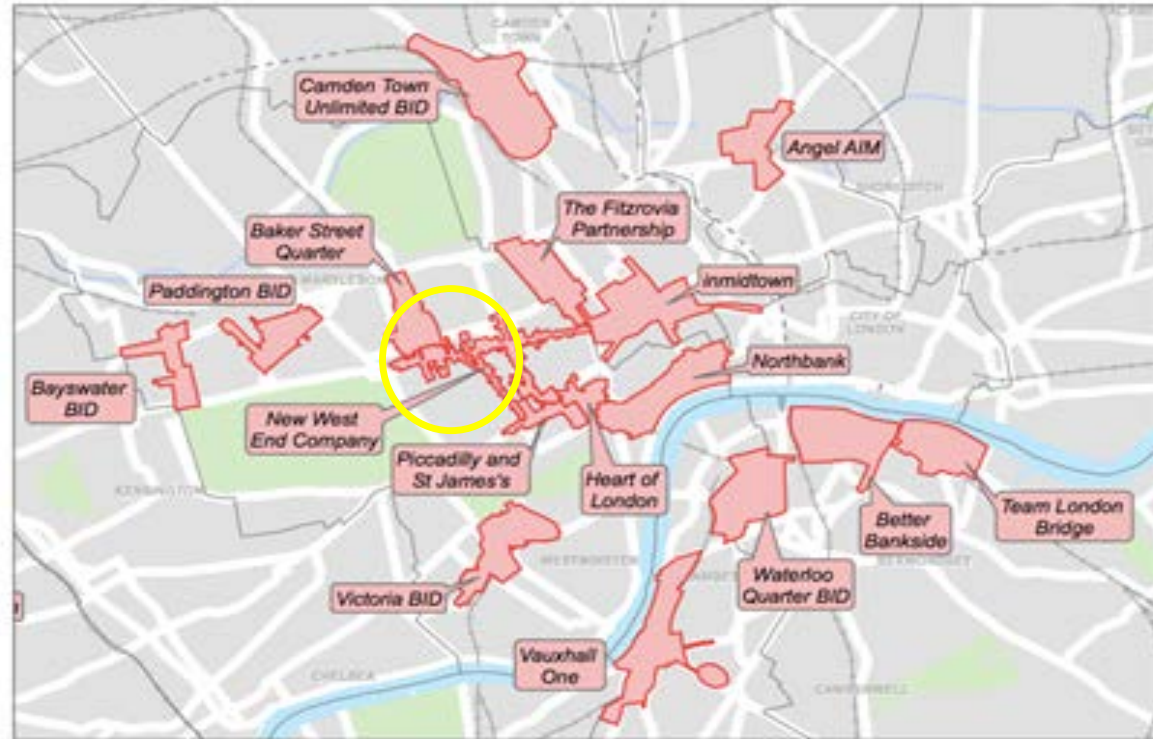


BIDS IN LONDON



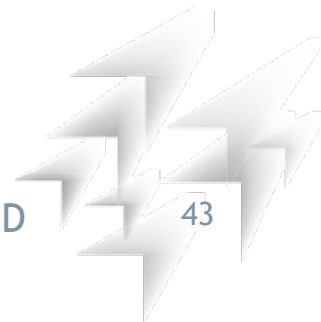
Greater London

Central London



AN EXAMPLE: NEW WEST END COMPANY BID

- New West End Company area focuses on three principal retail streets - Bond Street, Oxford Street and Regent Street together with 22 other streets.
- Aim - drive forward London's West End as the world's top shopping destination by:
 - promoting the area
 - delivering street management services
 - funding public realm projects to improve the shopping environment



NEW WEST END COMPANY

■ Supplier consolidation

- Preferred suppliers for waste collection on Bond Street:
- Reduction in waste vehicles
- 25% of annual waste removal and recycling costs saved on average



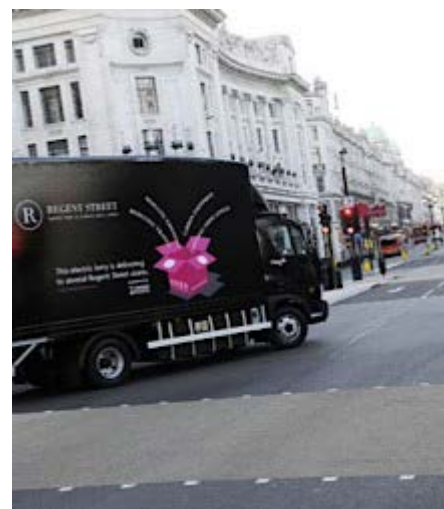
NEW
WEST END
COMPANY



95% reduction in waste
vehicles on Bond Street

■ Delivery consolidation

- Regent Street retailers can use a consolidation service that ensures delivery with electric vehicles
- Plans to extend within central London



INNERSTADEN GOTHENBURG

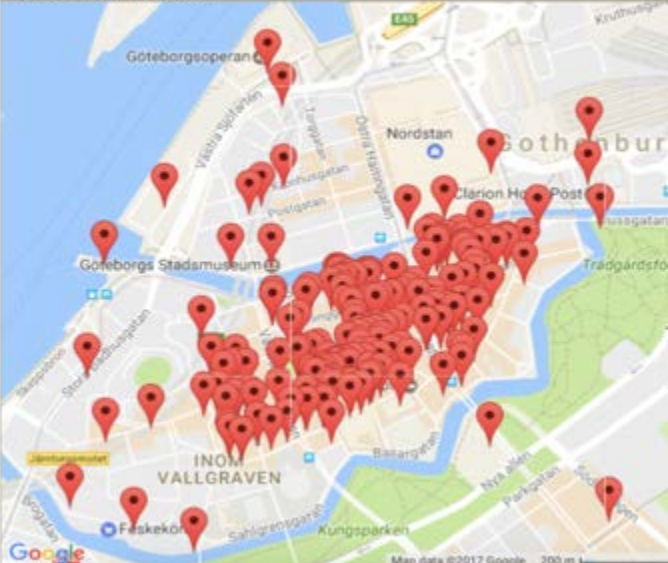




INNERSTADEN GÖTEBORG



KARTA: SHOPPING & NÖJE



Fäll in menyn

- Här gäller Presentkortet
- Mat & Dryck
- Service
- Shopping & Nöje

- ◀ Accessoarier (36)
- ◀ Blommor (6)
- ◀ Böcker & Tidningar (11)
- ◀ Event (1)
- ◀ Hälsa & Skönhet (43)
- ◀ Hemelektronik & Foto (8)
- ◀ Hotell (14)
- ◀ Inredning (28)
- ◀ Kläder (90)
- ◀ Lek & Hobby (18)
- ◀ Museum (2)
- ◀ Musik & Nöjen (29)
- ◀ Resor (5)
- ◀ Skor (19)



PERSONAL REFLECTION ON FREIGHT QUALITY PARTNERSHIPS

Based on participation in the Central London
Freight Quality Partnership since 2006



BACKGROUND

- Established in partnership with Transport for London (TfL) in 2006
- Public and private sector organisations
- Includes the Central London boroughs: *Camden, City of London, City of Westminster, Islington, Kensington & Chelsea, Lambeth, Southwark*
- Trade associations and companies



- Boroughs of: Westminster, Camden, City of London, Kensington & Chelsea, Islington, Southwark, Lambeth
- Transport for London
- Cross River Partnership
- Freight Transport Association
- DHL, TNT, Martin Brower
- John Lewis Partnership, Travis Perkins...
- Chartered Institute of Logistics & Transport
- Federation of Small Businesses
- Brewery Logistics Group
- Plus other organisations



A FORUM TO DEVELOP...

- a vision for freight and logistics in central London
- an understanding of freight and logistics issues in central London
- sustainable solutions for freight and services
- greater sharing of best practice
- responses to proposed initiatives affecting freight and logistics
- networking opportunities for all partners



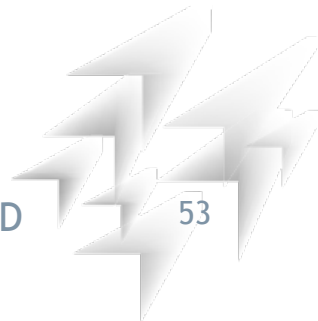
PERSONAL REFLECTIONS ON FREIGHT QUALITY PARTNERSHIPS

- Significant strengths in partnership approaches
- Structure of the partnership is important - there should be a balance between public and private sector actors
- Achieving change requires both ‘top down’ and ‘bottom up’ actions
- Make sure freight and logistics gets into strategic plans
- Do not pick the most difficult problem first
- But do not be afraid of difficult discussions and disagreements
- Timing matters - look for opportunities
- Finding ways to widen the participation
- Engagement needs practice

CONCLUSIONS

- Freight Quality Partnerships can play a strong role to encourage uptake of freight and logistics initiatives
- There are many existing networks and it is important to recognise this and build links
- Formal decision-making practices vary considerably among Freight Quality Partnerships
- In the past there has been too much reliance on engagement with carriers (transport operators and 3PLs) engagement needs to involve the receivers and other important actors that can influence change
- Providing freight and logistics experience is a very helpful feature of the Freight Quality Partnerships and Networks
- Possible to combine various initiatives and engage with a much larger group of stakeholders
- More efforts needed to identify lessons learned and encourage transferability and develop scale
- SULPiTER guidance and important element in widening the engagement, uptake and implementation of these ideas

THANK YOU



ACKNOWLEDGEMENTS

With acknowledgements to colleagues from the Urban Freight Platform, CoE Sustainable Urban Freight Systems and CoE MetroFreight.

Specific thanks to Prof. José Holguin-Veras and Jeffrey Wojtowicz, Rensselaer Polytechnic Institute for the links to BIDs in New York City. Also to colleagues from the Central London Freight Quality Partnership and the Gothenburg Godsnätverket.

However, any views and comments expressed in the presentation are those of the presenter - Michael Browne.

Michael Browne
Professor of Logistics and Urban Freight Transport
University of Gothenburg
Department of Business Administration
School of Business, Economics and Law
Box 610, SE-405 30 Gothenburg, Sweden

email: michael.browne@gu.se
tel: +46 31 786 6798



Links and further information

- 1) Urban Freight Platform an initiative at University of Gothenburg and Chalmers supported by the Volvo Research & Educational Foundations (VREF):
<http://www.chalmers.se/en/centres/lead/urbanfreightplatform/Pages/default.aspx>

VREF Urban Freight Conference, Gothenburg (17-19 October 2016) Information and presentations at:
<http://www.chalmers.se/en/centres/lead/urbanfreightplatform/vrefconf16/Pages/default.aspx>
- 2) Center of Excellence: Sustainable Urban Freight Systems (supported by VREF) for webinars and other information available see: <https://www.coe-sufs.org/>
- 3) METROFREIGHT Center of Excellence (supported by VREF) for more information see: <http://priceschool.usc.edu/metrofreight-the-localglobal-challenge-of-urban-transportation-planning/>
- 4) Why Goods Movement Matters - by the RPA in collaboration with the VREF (2016).
<http://www.vref.se/publications/researchsynthesisreports/researchsynthesisreports/whygoodsmovementmattersbytherpaincollaborationwithhevref.5.1feef8b156cfde87aa3d60e.html>

Interactive website: <http://goodsmovementmatters.org>

