

# REPORT ON URBAN FREIGHT PARTNERSHIPS

Why they're needed and  
how to ensure their success

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# REPORT ON URBAN FREIGHT PARTNERSHIPS

Why they're needed and how to ensure their success

## Author

Sandra Rothbard  
Freight Matters

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Dagmar Droogsma and Thorfinn Stainforth (EDF), Marten Bolt and Marson Jesus (Royal HaskoningDHV) and Raffaele Vergnani and Karen Vancluysen (POLIS).

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# TABLE OF CONTENTS

Glossary	4
Foreword	5
Who Should Read This	5
Introduction	6
Why Stakeholder Engagement is Important	8
The Three Phases of Stakeholder Engagement	9
Developing an Urban Freight Partnership (UFP)	10
Create an Urban Freight Strategy	11
Mapping and Identifying Stakeholders	12
Selection and Outreach	13
Preparing in Advance, Setting Goals and Managing Expectations	14
Meeting Schedule and Frequency	14
Urban Freight Partnership Implementation	15
Evaluation	19
Potential Problems and Solutions	20
Key Findings and Conclusions	21
Lessons Learned from Stakeholder Engagement	22
Appendix: City Logistics Initiatives – Additional Details	24
City Logistics Reference: Pilot Projects and Sulp	24
City Logistics Reference: Consolidated Transport with Electric Vehicles (Good Goods)	25
City Logistics Reference: Zero-Emission Zone	26
City Logistics Reference: Micro Logistics Hub and Digital Twin	27
City Logistics Reference: SURF Instant Project	28
City Logistics Reference: Storytelling for Stakeholder Involvement	29
How-To Guide	30



## GLOSSARY

**Different terms for last-mile delivery can include any combination of the following:** urban freight, city logistics, local supply chain, etc.

**EC** – European Commission

**Heavy Goods Vehicle (HGV)** – any truck with a gross combination mass over 3,500 kg.

**Logistics Service Provider (LSP)** (same as **carrier**) – these are delivery companies, construction companies, waste haulers and service providers, such as plumbers, utility companies and others, all of whom travel with commercial vehicles but do not deliver goods.

**Receiver** – anyone receiving deliveries. Can include stores, residents, institutions (hospitals, schools), **HORECA** (hotel, restaurants, catering), etc.

**Shipper** – company that owns or manages the distribution of goods.

**Municipality** – because this document is focused on urban freight, it uses the word ‘municipality’ to describe the local government. However, provincial and national governments also have a stake in improving urban freight and so can easily be referenced in place of this term. But for consistency and conciseness, only ‘municipality’ is used here.

**Sustainable Urban Logistics Plan (SULP)** – different from **Sustainable Urban Mobility Plan (SUMP)**, although it may be included within a SUMP.

**Urban Freight Partnerships** – a Stakeholder Engagement Group (also called **Freight Quality Partnership (FQP)**, Charter, Network, Peer-to-Peer Exchange, Multi-Stakeholder Platform, etc.) – a long-term partnership between freight stakeholders concerned with urban freight that, on a formal or informal basis, meet regularly to discuss (and sometimes find solutions to) problems and issues that occur in the urban area. These are often created and led by local government but can also be initiated and managed by other partners.

**Urban freight** – for the purposes of this report, urban freight is defined as the movement of any type of goods (post, e-commerce, grocery, pharmacy, business-to-business, etc.), waste, construction materials, or services (plumbing, utilities, etc.) that require freight vehicles.

**Zero-emission** – a vehicle (including electric and human powered) or area (zone) of a city where no emissions are generated.

**ZEZ-F** – Zero-emission zone for freight.



Photo credit: Getty Images

# FOREWORD

Not only is urban freight a critical transportation topic, it's one that has a direct impact on society's ability to achieve its sustainability goals and improve our quality of life. Sustainable last-mile delivery is particularly essential to achieving a carbon neutral future.

Recognising the important role sustainable urban logistics plays in tackling the biggest climate and sustainability challenges, Environmental Defense Fund Europe is taking action — action that starts with building consensus amongst the key players.

Inspired by the 2017 European Commission report on the *Engagement of stakeholders when implementing urban freight logistics policies* and the extensive research and projects done on this topic, we've developed this report and accompanying templates. Together, these documents serve as an important tool for creating a stakeholder engagement group

and using this group to develop successful policies.

In the following pages, you will learn why urban freight stakeholder engagement is critical to the success of any effort to improve the sustainability and carbon impact of urban freight. This document also provides guidance on developing an engagement strategy, along with insight into some of the best practices used to develop productive stakeholder partnerships for improving freight movement. You will find information on the latest research, real-world examples of proven processes and a collection of helpful templates you can immediately start using to launch your own stakeholder engagement group.

We are confident that this document and templates will help cities develop key partner relationships and lay the groundwork for successful sustainable freight plans and projects.



**Dagmar Droogsma**  
AVP European Strategy & Engagement  
(Environmental Defense Fund Europe)

# WHO SHOULD READ THIS

This document and accompanying templates are designed to help cities at any stage of their stakeholder engagement process. Thus, they are meant for any municipality, region and national government official interested in improving sustainability and increasing the quality of life for its residents, workers and visitors.

While this document foresees local government as being the convener of freight stakeholders, anyone can develop and manage engagement groups. Therefore, any party interested in improving urban freight management should find value in reading this document.



Photo credit: Adobe Stock

## INTRODUCTION

With a contribution of around 5% to the European Union's gross domestic product, the European transport system clearly has a positive impact on the European economy.<sup>1</sup> For example, it connects people and goods, makes destinations more accessible and reduces travel time.

However, while the system continues to become more efficient and people more mobile, you cannot ignore the growing negative effects transportation has. This includes the fact that transport uses more fossil fuels than any other sector and accounted for 37% of Europe's carbon dioxide emissions from end-use sectors in 2021.<sup>2</sup> Furthermore, while freight transport accounts for only 2% of vehicles on the road, it is responsible for 22% of all road transport CO<sub>2</sub> emissions in the EU.<sup>3</sup>

Heavy goods vehicles have a particularly large impact. In fact, HGVs alone are responsible for €35 bn in congestion costs, 40-50% of nitrogen oxides emissions from

road transport, €15 billion in air pollution costs and 17% of the noise pollution caused by road transport. They are also involved in 14% of fatal road crashes within the European Union.<sup>4,5</sup> As a result, today's freight system has a negative impact on the liveability of European cities and well-being of European citizens.

To mitigate this impact, the European Climate Law mandates a reduction in greenhouse gas emissions by at least 55% by 2030 (compared to 1990 levels).<sup>6</sup> The EU has also set air quality targets to reduce the number of premature deaths caused by air pollution by 55% in the same year.<sup>7</sup> The new European Urban Mobility Framework, published in 2021,<sup>8</sup> aims to make European cities more liveable by working together towards a more accessible, emission-free, safe and efficient transport system capable of providing a sustainable flow of people and goods.

Transport accounts for

**37%**

of Europe's CO<sub>2</sub> emissions from end-use sectors

Freight transport is responsible for

**22%**

of all road transport CO<sub>2</sub> emissions in the EU

HGVs alone are responsible for

**€15 billion**

in air pollution costs

<sup>1</sup> [European Commission - Transport and the Green Deal](#)

<sup>2</sup> [IEA - Transport topic](#)

<sup>3</sup> [Transport Decarbonisation Alliance - Urban Freight](#)

<sup>4</sup> [Transport and Environment - The Role of Road Charging in Improving Transport](#)

<sup>5</sup> [European Road Safety Observatory - Facts and Figures – Buses / coaches / heavy goods vehicles - 2021](#)

<sup>6</sup> [European Commission - European Green Deal](#)

<sup>7</sup> [European Commission - Zero pollution action plan](#)

<sup>8</sup> [European Commission - Questions and Answers: European Urban Mobility Framework](#)

Even though urban freight is often highlighted as a major issue that needs to be addressed, it tends to be neglected in transport and urban planning. In 2021, the European Commission (EC) found that only 13% of its cities have a specific plan for addressing logistics.<sup>9</sup> There are several reasons for this. One is the lack of sufficient freight experts employed by governments. Another is that municipalities tend to incorrectly assume that urban freight is the responsibility of the private sector when in fact the opposite is true. After all, local government is responsible for setting land use and zoning rules, curb regulations, truck routes, time of day loading and unloading restrictions, vehicle requirements and more — all of which play a major role in the sustainable and efficient flow of goods.

Achieving a sustainable and efficient flow of goods is critical for cities to thrive and contributes to implementing the European Green Deal, as well as local climate goals. Many cities are starting to develop sustainable logistics plans and, with this, reduce their emissions and improve liveability and quality of life. To be successful, these plans and their resulting projects must be practical and achievable and need to be based on consensus, trust and mutual understanding by all involved stakeholders.

The best way to do this is through an Urban Freight Partnership.

UFPs lay the groundwork from which all future sustainability plans, projects and policies can be built from. For example, UFPs in Utrecht, Paris and London helped these cities develop an air quality action plan, establish special reserved delivery times for the cleanest delivery vehicles and implement an EV charging point scheme respectively.<sup>10</sup> All these plans, initiatives and projects are customised based on their specific type of city and their own unique context and were successful because of the partnership created between the municipality and freight stakeholders.

This report provides insight into some of the best practices and initiatives used to develop productive UFPs amongst a variety of stakeholders and for the purpose of improving freight movement. It highlights research and real-world examples of the processes being used to create such partnerships.

The report does not provide an exhaustive overview but rather highlights key points and lessons learned. The document further focuses on urban logistics and therefore highlights the role of municipalities, but similar work can be done at the regional, provincial or state and national levels depending on their context.

Only  
**13%**  
of EU cities have a specific  
plan for addressing logistics

Like other parts of freight planning, there is no consistent term for stakeholder engagement groups. Municipalities can use whatever name they prefer to describe this type of organisation. Some examples include multi-stakeholder platform, freight quality partnership, industry advisory committee or freight working group. This report uses the term Urban Freight Partnerships.

<sup>9</sup> European Commission - Fact-finding study on status and future needs regarding low- and zero-emission urban mobility, 2021

<sup>10</sup> Browne M., Lindholm M., TU Delft, 2013. Local Authority Cooperation with Urban Freight Stakeholders: A Comparison of Partnership Approaches.

# WHY STAKEHOLDER ENGAGEMENT IS IMPORTANT



An engagement strategy brings together all voices and perspectives, provides opportunities to stimulate conversations and ideas and facilitates the development of new relationships across various sectors. Other benefits include:<sup>11</sup>

- Helps identify controversial issues and difficulties early
- Improves the quality of decisions and makes the policy-making process more representative
- Enhances the transparency and acceptability of the decision-making process
- Creates a sense of ownership of decisions and measures, increasing their acceptability
- Favours the acquaintance between stakeholders
- Ensures accountability by obliging decision-makers to involve stakeholders in identifying, understanding and responding to sustainability issues and concerns and to report, explain and answer to stakeholders for their decisions, actions and performance
- They are inherently educational — people get involved, learn about relevant topics and, through discussion and debate, hopefully elaborate better ideas and opinions

One of the earliest articles on stakeholder engagement was Sherry Arnstein’s *Ladder of Citizen Participation* in 1969.<sup>12</sup> It lays out the

details for how the public should be included in important projects via different levels of engagement — with ‘manipulation’ at the bottom rung and ‘citizen control’ at the top.

We now understand that engagement should include so many more actors and is much more nuanced. Thus, in the years since Arnstein published her article, many other groups have attempted to build on her work, looking at other ways to design general participation strategies (citizenlab, IAP2, Quality of Life Foundation, The Glass House, etc.).

Even though urban freight directly impacts and is impacted by the public, it is not discussed in any of these initiatives.

A common type of stakeholder engagement relationship in urban freight is a private public partnership. This often includes only two groups (government and a private party) and not a larger group of partners. One of the reasons that problems arise under this structure is that local communities and community organisations are left out of the conversation.<sup>13</sup>

As a result, freight experts and specialists have had to create sector-specific guidance focusing on the goals of reducing distances and trips, utilising zero-emission vehicles, consolidating deliveries and enhancing the resilience of the supply chain.

It is important for municipalities to engage with groups even before a specific plan or project is proposed. There should be a general group that helps develop overall freight goals and plans. Once there is a focused project, such as for a port, road redesign or curb management, a more specific subgroup can be implemented.

“  
The successful implementation of urban freight plans depends on the understanding and acceptance of the users involved in the implementation processes.”<sup>14</sup>

## THE THREE PHASES OF STAKEHOLDER ENGAGEMENT

1. Development

2. Implementation

3. Evaluation

<sup>11</sup> Final Report: Use of information and communication technologies. Non-binding guidance documents on urban logistics. 2017

<sup>12</sup> Sherry R. Arnstein (1969) A Ladder of Citizen Participation, *Journal of the American Institute of Planners*, 35:4, 216-224

<sup>13</sup> Dobrzynski, M., Dziekonski, K., Jurczuk, A. 2015. Stakeholders mapping – A case of international logistics project. *Polish Journal of Management Studies* 11(2): 17-26

<sup>14</sup> Bjorgen, A., Fosshem, K., Macharis, C., 2021. How to build stakeholder participation in collaborative urban freight planning. *Cities: The international journal of urban policy and planning* 112, 103149

# DEVELOPING AN URBAN FREIGHT PARTNERSHIP



# CREATE AN URBAN FREIGHT STRATEGY

A municipality should create its own overarching economic, societal and sustainability expectations for urban freight. The development of a Sustainable Urban Logistics Plan can be done concurrently with the development, implementation and management of a UFP, utilising participant input to develop shared goals. The SULP Guidelines offer specifics on how to engage stakeholders during the plan development process.<sup>15</sup>

## What happens if cities don't properly engage with critical partners?

### The Public

The public has eyes on the street in the neighbourhoods where they live, work and play. As such, they can provide detailed information about freight issues that the municipality may not be aware of. They can point to areas related to safety, congestion and air quality in specific locations, as well as more broad problems like environmental justice and health concerns that may be related to freight.

Although they might not realise it, with the rise in home deliveries, the public is also a receiver of goods (much like a local business). In this regard, they are intricately linked to the last-mile and can be a partner in changing behaviour (such as accepting deliveries at a locker or micro-hub versus directly at home).

If you leave the public out of stakeholder engagement, you lose an ongoing local partner that both impacts and is impacted by the last-mile.

### Industry

Industry knows what measures are realistic. If you don't involve industry, then you may develop a rule or regulation that logistics service providers might not follow.

For example, a fine for using a bike or bus lane for loading and unloading may not deter a logistics service provider from

parking there if there are no alternatives — regardless of whether this is illegal and unsafe for all road users, including the delivery vehicle drivers themselves. Without including industry, the local government may not necessarily have this insight. Fines may not be the solution, as LSPs include them as part of the cost of doing business. Instead, cities should focus on creating more loading and unloading areas so there are places for truck and vans to safely and legally park.

Even within industry, it is important to include multiple groups, including associations, LSP management (and drivers themselves), along with receivers and other businesses, as each has a different perspective relevant to the development of a successful plan.

### Researchers

Academics provide resources that can be used to support the development of effective rules and regulations. In addition, they often have a clear idea about what is happening in other cities they might be working with or studying. Without partnering with these stakeholders, municipalities could be missing out on this important information.

Researchers can also help conduct the studies during pilots and other projects needed to test new regulations, etc., providing data that can be used to move efforts forward or end those that are unsuccessful.

[See Checklist Template 1 in the How-To Guide for Details](#)

To begin with, municipalities should review this template, which provides a list for developing, implementing and evaluating an UFP. It is supported by Templates 3 -10.



Photo credit: Getty Images

<sup>15</sup> ENCLOSE - Guidelines. [Developing and implementing a sustainable urban logistics plan, 2015](#) and [European Platform on Sustainable Urban Mobility Plans - Topic guide. Sustainable Urban Logistics Planning, 2019](#)

# MAPPING AND IDENTIFYING STAKEHOLDERS

Urban freight stakeholder engagement can be defined as the effort to bring together all players that are impacted by last-mile delivery. Because freight is a broad topic, there are many groups that can be included. It is up to the local municipality (or region) to identify who should be involved.

Stakeholders are any group that is related to urban freight. This can be much more comprehensive than for any other type of transportation as it can include anyone who impacts or are impacted by the supply chain system either directly or indirectly.

Stakeholder engagement is critical for the development of any project, plan or policy. As highlighted in the Sulp Guidelines, most European cities do not have a structure in place for managing urban freight planning. Those that do tend to have only one or two people involved. It is critical that a municipality dedicate a team to work solely in this area, just as it would with any other area of transportation planning.

Urban freight is crucial to our daily lives, regardless of where an individual lives or how they themselves are transported. It is also critical to the economy and impacts the

environment and the safety and health of communities and thus deserves a significant amount of attention from the government, who should be responsible for managing a UFP.

Using the list represented in the stakeholder mapping template and adjusting it for local needs, municipalities must identify the specific organisations and representatives that should be included. Next, they should customise their UFP to take into consideration such factors as the type of stakeholder group that is being created. For example, if this is a general UFP for ongoing freight conversations, then all organisations and businesses should be considered. If, however, a group is coming together to discuss a specific project or plan, such as the expansion of a local port or a new plan for a zero-emission zone, then a narrower list of participants should be identified.

To make it easier, once a list is created, specify the differences between groups and their goals (e.g., where there is competition and conflict and where collaboration can lead to efficiencies for everyone). The



Photo credit: Getty Images

municipality can organise stakeholders into different areas based on needs and challenges. Remember, this is an opportunity to help manage different groups and allows for an easy division of stakeholders for smaller, more specific workshops or committees.

It is critical to ensure that the concerns of participants are understood. Be sure to include multiple voices from within each stakeholder area.

[See Mapping Template 2 in the How-To Guide for Details](#)

This template provides guidance on mapping stakeholders.

### Examples of different stakeholders and some of the roles they play:

First, do not forget to include the correct people from within government. It is not sufficient to only bring someone from a transport department. There should be representation from any office that touches on freight, including sustainability, planning, waste collection, economic development, emergency services and elected officials.

## SELECTION AND OUTREACH

Once stakeholders have been mapped, the municipality will decide who should be invited to join the UFP. It might not be appropriate to invite every potential stakeholder.

A survey of existing groups showed that some freight partnerships had as many as 80 participants and some as few as five. Many seemed to find a balance with 15-25 participants.<sup>16</sup>

Cities must decide what is best for them, knowing that more participants can be included over time and some might even leave the group. What is important is keeping a good balance of partners from multiple sectors.

The Sustainable Urban Logistics Plan Guidelines recommends building a partnership group around three specific areas: supply chain stakeholders, public authorities and others (industry, consumers, research).

However, this structure is limiting and prevents gaining a more detailed understanding of the key players involved. Thus, we've created a longer list of stakeholders that a municipality can learn from as they design a stakeholder engagement strategy. They can choose to combine different partners or focus on individual groups depending on the situation (more details and examples can be found in the Mapping Template). These include but are not limited to:



FIGURE 01  
Urban Freight Stakeholders

A general recommendation is that the breakdown of participants be roughly equal amongst three overall categories:<sup>17</sup> **industry, government, other (associations, researchers, etc.)**. However, at the end of the day, it is up to the municipality to determine the percentage of partners representing each sector. Much will also depend on the stakeholder mapping exercise and who accepts the invitation to participate.

[See Outreach/Invitation Template 3 in the How-To Guide for Details](#)

<sup>16</sup> Browne M., Lindholm M. - Freight Quality Partnerships around the world, 2014, page 5

<sup>17</sup> ENCLOSE - Guidelines. Developing and implementing a sustainable urban logistics plan, 2015 and European Platform on Sustainable Urban Mobility Plans - Topic guide. Sustainable Urban Logistics Planning, 2019

## PREPARING IN ADVANCE, SETTING GOALS AND MANAGING EXPECTATIONS

Municipalities need to answer internal questions about their own goals for the UFP before the first meeting. It is critical to ensure that the concerns of participants are understood and taken seriously.

Municipalities can begin the process by outlining the biggest issues faced by each participant and what can or should be done to address them.

This can be revised during the meeting with stakeholder input.

[See Goals and Mission Template 4 in the How-To Guide for Details](#)

A survey of partnerships found that while most are informal, some have had participants sign some sort of charter. This is certainly something to consider if a charter, memorandum of understanding, etc. could help confirm goals and ensure transparency, leading to increased trust amongst participants. Regardless of whether or not such a document is developed, it is important to set goals and develop a mission for the group.



Photo credit: Getty Images

## MEETING SCHEDULE AND FREQUENCY

The larger, broader UFP stakeholder group meetings should take place two to four times a year. Any smaller, subgroup working on a specific issue, project, etc. can meet more frequently depending on the availability of

the partners and timeline of the project. The information above and Template 5 will help fill in the agenda and meeting format.

[See Meeting Format Template 5 in the How-To Guide for Details](#)

# URBAN FREIGHT PARTNERSHIPS IMPLEMENTATION



Once cities have committed to establishing an Urban Freight Partnership and completed the development phase, it is time for implementation.

Six cities were interviewed to provide examples of instances where an Urban

Freight Partnership was implemented or not and the resulting lessons learned.

[More details can be found in the Appendix: City Logistics Initiatives](#)

### Aknowledgement

Thank you to Royal HaskoningDHV for their interviews and the following synopses and conclusions.

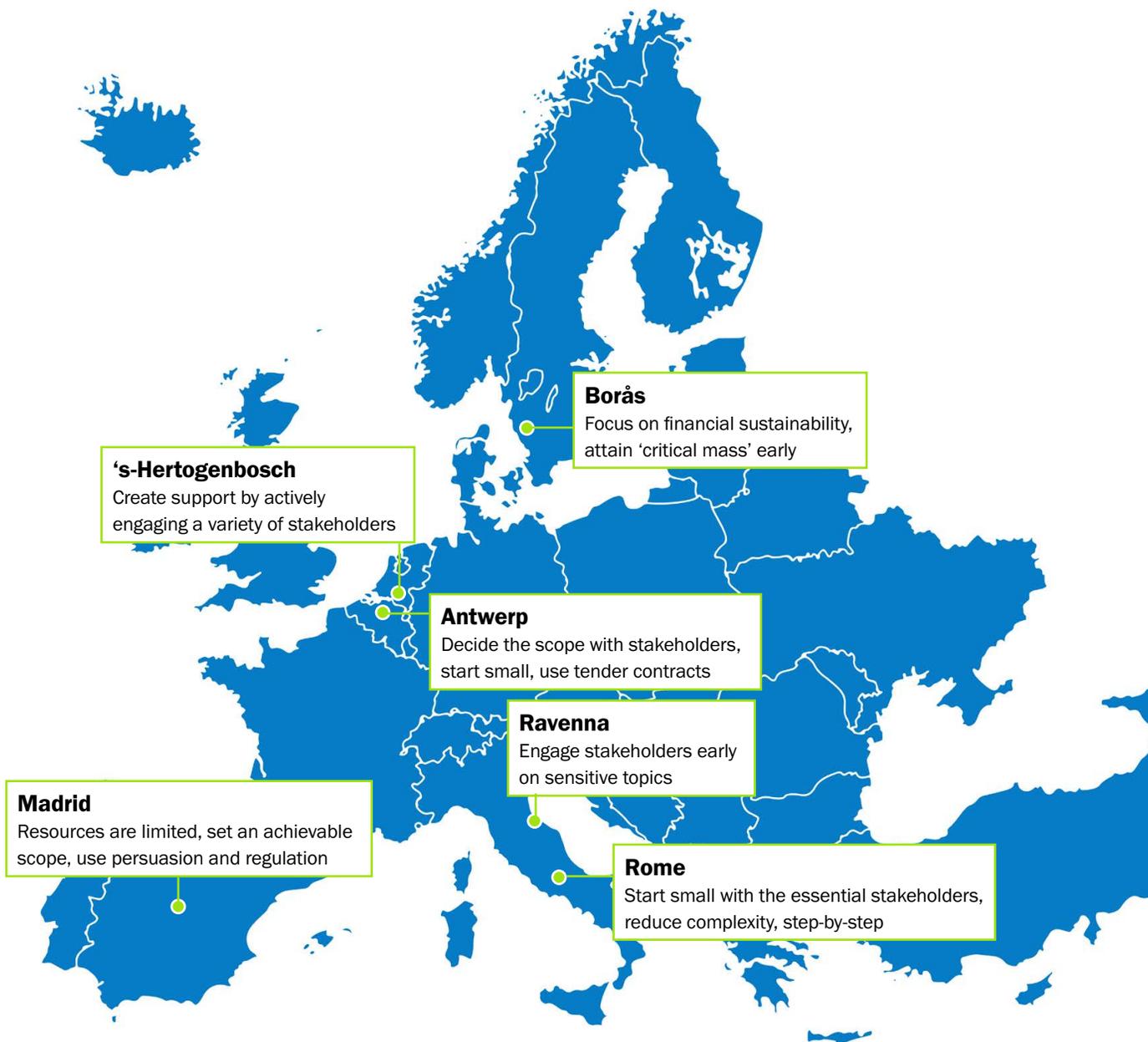


FIGURE 02

Examples of initiatives, projects and cases from different European cities

## Antwerp, BE – Diverse City Logistic Initiatives (Pop. 530,000)

The City of Antwerp aims to release a Sustainable Urban Logistics Plan in early 2024. The document allows the City to coordinate existing efforts for logistics at the European, national and local levels. A key feature of the SULP is that all stakeholders are to be engaged. City logistics projects in Antwerp are in the early stages, but initial lessons learned include reducing the complexity of a 'call to action', increasing the intensity of stakeholder engagement and deciding the scope together with stakeholders (as opposed to top-down beforehand). Financing for business partners is key and should always be linked to KPI's and not be used as an investment budget.



Photo credit: Antwerp, Getty Images

## Borås, SE – Consolidated Transport with Electric Vehicles (Good Goods) (Pop. 65,000)

The Good Goods project provides consolidated goods delivery as well as the collection of waste via electric vehicles. The concept is one part of Borås' strategy to create a sustainable city centre. However, at the start of the pilot programmes, the project did not focus on consolidating a formal agreement between stakeholders. Lessons learned include focusing on financial sustainability from the very beginning, trying to obtain 'critical mass' as soon as possible and finding 'common ground' regarding the perceived problems, challenges and potential benefits among the involved stakeholder groups. It is important to organise a roundtable or subgroup for open dialogue regarding operational and practical issues, as well as future planning. It is also important to become familiar with the stakeholders' network and stakeholder groups upfront (even before designing pilots) and to understand what they look like.



Photo credit: Borås, Getty Images

## 's-Hertogenbosch (Den Bosch), NL – Covenant Zero Emission City Logistics (Pop. 155,000)

The Bossche Green Deal is a covenant between various parties working in the 's-Hertogenbosch city centre, where a zero-emission zone will be established in 2025. Through this covenant, the parties commit themselves to clean and smart provisioning. Some 35 parties have now joined the Bossche Green Deal Covenant, including interest groups; local and national entrepreneurs such as beer brewers, construction companies, logistics service providers and catering supply companies; and the municipality. Lessons learned include the need to create a business case for improving city logistics to allow for better acceptance by stakeholders. In Den Bosch, it was made explicit that the City Council considers clean and smart logistics to be an important topic, as logistics impacts the quality of life in the city. It is important to have timely involvement of stakeholders to ensure acceptance of measures. In the Bossche Green Deal, relevant stakeholders and their commitments are explicitly named and stakeholders were requested to sign the covenant to improve buy-in. The Bossche Green Deal was signed by public and private organisations.



Photo credit: 's-Hertogenbosch, Getty Images

## Madrid, ES – Micro Logistics Hub & Digital Twin (Pop. 3.2 million)

Along with the Sustainability Strategy Madrid360 and the new SUMP Madrid360, the city of Madrid includes the deployment of micro-hubs as a tool to help achieve more sustainable logistics. The projects from Madrid promote the sustainable distribution of goods to end consumers using electric vehicles and micro logistic hubs located in parking garages. Some operations are supported and improved using data analysis based on a digital twin of the city. A key lesson is to set a realistic scope, especially because resources are always limited. It is also important to realise that the first step may not always be taken only by public organisations but also by private parties. Aim for a win-win approach and include financing in the stakeholder engagement approach.



Photo credit: Madrid, Getty Images

## Ravenna, IT – Roadmap Towards a Zero-Emission Zone (Pop. 160,000)

The city of Ravenna aims to define a roadmap for the implementation of a zero-emission zone for freight specific to road freight to optimise urban freight transport and decarbonise the freight sector. Part of this work will include the introduction of a freight quality partnership as a permanent participatory process tool. This process began as part of the Sustainable Urban Freight project.<sup>17</sup> Ravenna started to implement the actions of their SUMP by revising access regulations to define a new urban distribution system. An important lesson learned is to engage with stakeholders on time, especially for sensitive topics such as zero-emission zones. Well structured communication and understanding the high transferability of stakeholder engagement projects are also critical in this engagement phase.



Photo credit: Ravenna, Getty Images

## Rome, IT - Storytelling for Stakeholder Involvement (Pop. 2.9 million)

A public private partnership was signed between the City, several associations (such as the Freight Leaders Council) and companies like Amazon and DHL. A Logistics Living Lab was also created to support many areas of city logistics in Rome. One project called *L-3D a new dimension of participation* was administered by TRELab of Roma Tre University to improve stakeholder engagement.<sup>18</sup> It utilised innovative communication techniques to make questionnaires more appealing to stakeholders when asked to participate in the decision-making process. Digital storytelling was used to help visualise the results, highlighting the best policy mix and the degree of satisfaction of all participants (transport providers vs. receivers, etc.). Key lessons learned included the importance of starting small and engaging a few important stakeholders at the beginning. It is critical to show the broader local authorities, beyond just a transport office, why a specific project, policy or plan is useful for them. Urban Freight Partnerships should not have meetings for the sake of it, but should focus on a specific freight goal (e.g. autonomous vehicles). Ask each sector if they are interested in the specific topic and how they feel about it and then identify the next steps and follow through.



Photo credit: Rome, Getty Images

<sup>17</sup> POLIS, SURF Final Report gives insights on sustainable urban freight, 2022

<sup>18</sup> Transport Research Lab (TRElab)

# EVALUATION



It is critical for cities to take the time to thoroughly measure the outputs of their engagement compared to the goals set in the larger urban freight strategy or Sulp, along with the UFP's own goals and mission. This is important not only for the general UFP plan, but also for specific freight projects and policies, especially if they result in smaller, more specialised UFPs.

From the very beginning and before the first stakeholder engagement meeting, it is important to develop an internal and external evaluation plan. This will enable you to monitor success throughout the process, using it as a guide to help direct your actions throughout the process. If needed, you can change the plan over time.

**Internal evaluation plan** – determine what success means for you and your stakeholder engagement process. Ensure that everyone is heard and make sure that stakeholders are accurately representing

their industry. Ask yourself the following: Is every sector represented? Are those stakeholders truly representative of that sector or are they the most vocal or largest? Should we rotate members? Are you just checking the box?

**External evaluation plan** – let stakeholders know you will be asking for their feedback to determine if the stakeholder outreach is successful. Ask for feedback from UFP participants throughout the stakeholder engagement process to see different perspectives. It is possible that what was a success for one stakeholder was a failure for another.

Review the potential problems and solutions below, along with the feedback template, to help develop your own evaluation plan.

[See Survey Templates 7-9 in the How-To Guide for Details](#)

## POTENTIAL PROBLEMS AND SOLUTIONS<sup>19</sup>

### From the Freight Quality Partnerships Guide

**Problem:** FQP appears to start slowly

**Solution:** This is not necessarily a problem if you are making progress towards identifying and implementing solutions. It can take a year to agree on specific actions.

**Problem:** Too many arguments

**Solution:** Initial meetings are likely to be lively. Allow time for people to let off steam at the beginning, then start to lay down some rules.

**Problem:** Not enough participants

**Solution:** Promote the benefits of being involved. Involve as many businesses as possible in surveys, but ensure the stakeholder engagement group doesn't become too large or meetings will be more difficult to manage and decisions and actions less likely to be reached.

**Problem:** Slow delivery of initiatives

**Solution:** Create an action plan with a timetable and identification of resources. Revisit the plan regularly.

**Problem:** Members lose interest and/or leave

**Solution:** Manage expectations and keep highlighting benefits of what has been achieved. Compromise is essential to success. Make sure each meeting covers new ground and focuses on achieving objectives. Encourage open and honest debate.

[See Feedback Survey in Template 6 in the How-To Guide for Details](#)

<sup>19</sup> UK Guide on how to set up an FQP pg 15-16

# KEY FINDINGS AND CONCLUSIONS



# LESSONS LEARNED FROM STAKEHOLDER ENGAGEMENT

Urban logistics initiatives happening in cities across Europe have resulted in different lessons learned about stakeholder engagement. This section focuses on some of these lessons, which you may want to consider when implementing sustainable urban logistics initiatives and when realising Urban Freight Partnerships. The following lessons learned were derived from practical case studies, projects and initiatives in six different European cities. See figure 01.

## 1. Engage on-time with stakeholders

Developing relationships with stakeholders at an early stage is crucial. This can even be done before a specific project is proposed. When implementing sustainable urban logistics initiatives, it is important to engage with the different stakeholders on time and to get familiar with their organisation and the network they belong to, as well as their interests. 'On time' means during the problem definition phase (before designing or creating the initiative).

*These lessons are derived from interviews with Ravenna (Roadmap towards Zero Emission Zone), Borås (Consolidated Transport with Electric Vehicles Good Goods) and Rome (Storytelling for Stakeholder Engagement).*

## 2. Engage properly with stakeholders

Stakeholders should not only be informed on time, but should also be involved throughout the process and in a manner appropriate to their interests. You can increase the intensity of stakeholder engagement before, during and after logistics initiatives, pilots and projects. This way, reaching a consensus within an Urban Freight Partnership will be more effective. Creating support for such a partnership can be done by actively engaging with a wide variety of stakeholders. A practical example of properly engaging with a wide variety of

stakeholders can be seen in the organisation of roundtables for open dialogue regarding operational and practical issues and future planning.

*These lessons are derived from Antwerp (Diverse City Logistic Initiatives), Borås (Consolidated Transport with Electric Vehicles Good Goods) and 's-Hertogenbosch (Bossche Green Deal Covenant).*

## 3. Define (and scope) the problems with stakeholders

Considering that resources are not endless, you should take time to define the scope of freight initiatives, projects and ideas. It is important to set a realistic scope so as to reduce complexity. Defining and scoping the problem should be done together with stakeholders — not only with public organisations, but also with private parties. Start small and engage with a few (the most important) stakeholders at the very beginning. Scale up when the problem is clear and, at the very least, when the most important stakeholders in the public and private sectors are aligned and see the usefulness of the approach or solution.

*These lessons are derived from Antwerp (Diverse City Logistic Initiatives), Madrid (Micro Logistics Hub & Digital Twin) and Rome (Storytelling for Stakeholder Involvement).*

## 4. Do not forget the business case

In addition to the social elements, such as stakeholder engagement and the technical aspects of the urban freight plans and initiatives, it is also important to have a good business case. Financial sustainability should also be included in the stakeholder engagement approach at an early stage. What will funding look like for a specific project? What is the business model for the private parties? Are there any incentives or funding that is needed to implement initiatives and reach goals? How will you cope with extra or unexpected costs



Photo credit: Getty Images

throughout the project? There is always a price that is paid by a stakeholder. Remember, private stakeholders also have limited resources.

*These lessons are derived from Madrid (Micro Logistics Hub & Digital Twin) and Borås (Consolidated Transport with Electric Vehicles Good Goods).*

## 5. Government service contracts (carrots and sticks)

Sometimes a significant amount of freight movement comes from (sub)contractors or executors of government services. Therefore, these tender contracts can be a cheap instrument to achieve policy goals. For example, use the creativity of businesses to reduce unnecessary freight movements and increase efficiency. It may be wise to discuss these wishes with associations or representatives early in the process, giving them an opportunity to advise on how to achieve the optimal results with ‘carrots’ (persuasion) and ‘sticks’ (regulation).

*These lessons are derived from Antwerp (Diverse City Logistic Initiatives) and Madrid (Micro Logistics Hub & Digital Twin).*

To summarise, through good stakeholder engagement, authorities are more likely to develop plans and programmes that are realistic, beneficial to the public and others and which are more likely to succeed. Key takeaways include:

- To implement sustainable urban logistics initiatives and Urban Freight Partnerships, a wide variety of (relevant) stakeholders should be properly considered and mapped

## CONCLUSION

It has become more obvious to local governments that freight is a critical part of the planning and transportation process and that in order to meet sustainability goals, more attention must be given to city logistics projects and policies.

- Stakeholders should not only be considered and informed on time, they should also be actively involved throughout the process
- Municipalities should be familiar with relevant organisations, networks and interests and actively engage with them, as this is crucial to the success of Urban Freight Partnerships
- You should define (and scope) logistics problems and systems with the stakeholders. This includes the social elements (such as stakeholder engagement), the technical aspects of the urban logistic plan and initiatives and the financial and governmental aspects. A (financial) business model, for instance, is crucial to successfully sustain an urban logistics initiative, while governmental regulations (and exemptions) set up part of the framework in which an urban freight partnership needs to successfully function

These key lessons and findings were derived from the practical case studies, projects and initiatives in six different European cities located in five different countries: Borås, ‘s-Hertogenbosch, Antwerp, Madrid, Ravenna and Rome. Note that all these cities are different in nature, type and size, both in population and area and have their own contextual situation. Policies that work in one city will not necessarily work in another. Therefore, cities should always consider their own circumstances and implement policies, initiatives, projects and lessons learned that best suit their specific contextual situations.

This Report and How-To guide provide detailed guidance to municipalities and regions to help them develop, implement and evaluate an urban freight partnership. Officials can take this information and customise it to the specific circumstances of their municipality.

# APPENDIX: CITY LOGISTICS INITIATIVES - FURTHER DETAILS

## City Logistics Reference: Pilot Projects and Sulp

<b>City</b>	Antwerp, Belgium (Pop. 530,000)
<b>Goal</b>	<p>The City of Antwerp aims to instate a Sulp in early 2024. This document allows the City to coordinate existing efforts for logistics at the European, national and local levels. The City has cited three overarching goals for this plan:</p> <ol style="list-style-type: none"> <li>1. Create a long-term vision on logistics</li> <li>2. Create a framework for logistics policy</li> <li>3. Implement pilot projects for logistics</li> </ol>
<b>Freight goal</b>	<p>The City of Antwerp has specified five guiding principles that act as a framework within which the Sulp will be developed. The goal is to coordinate existing efforts for city logistics in a broad scope. Following this, several pilot projects are mentioned to provide a better understanding of freight goals.</p> <ol style="list-style-type: none"> <li>1. Taking on diversified roles:             <ol style="list-style-type: none"> <li>a. Stakeholder connector</li> <li>b. Framework creator</li> <li>c. Pioneer</li> </ol> </li> <li>2. Collaborating with stakeholders</li> <li>3. Creating an ecosystem</li> <li>4. Using an area-based approach</li> <li>5. Managing sustainable city logistics in five ways:             <ol style="list-style-type: none"> <li>a. Avoiding unnecessary transport flows</li> <li>b. Shifting to more sustainable modes</li> <li>c. Changing the remaining fleet</li> <li>d. (Smart) connecting flows and stakeholders</li> <li>e. Safety</li> </ol> </li> </ol> <p>‘Slim naar Antwerpen’ (Smart Ways to Antwerp) is a broad programme for reaching the city safely and more easily via ‘smart ways’. Within this programme are ongoing project calls to support innovative and sustainable mobility projects. One of these calls was focussed on more sustainable city logistics. The selected projects require concrete results that can be measured within six months. The total project time is set at 18 months and the selected organisation needs to be self-sufficient afterwards. Therefore, it does not attract start-ups that need more time. Currently, there are 20 logistics partners involved in Smart Ways to Antwerp.</p>
<b>Type of partnership</b>	The City of Antwerp aims to create a Sulp by early 2024. A feature of the Sulp is that all stakeholders are engaged. This process is important to create a level playing field for all stakeholders.
<b>Result</b>	Antwerp has evaluated and improved their collaboration with the private sector, focusing on carrots to attract businesses and keeping new project calls simple. Because some freight is a result of (sub)contractors or executors of government services, there is a focus on sustainability in government tender contracts.
<b>Success</b>	City logistics projects in Antwerp are in the early stages. While preliminary results look promising, much remains unclear or to be decided.
<b>Lessons learned</b>	<p>There is a focus on making these movements more sustainable through the tender contracts. This project, which aims to make logistics derived from government tenders more sustainable, started from the intention to set a good example as a city.</p> <p>Start small and establish good contacts with all relevant stakeholders. Create a level playing field through quick pilot projects, regulations, harmonisation and tender contracts. Conduct quality evaluations.</p>

## City Logistics Reference: Consolidated Transport with Electric Vehicles (Good Goods)

<b>City</b>	Borås, Sweden (Pop. 65,000)
<b>Goal</b>	The Good Goods project provides consolidated goods delivery as well as the collection of waste via electric vehicles. The concept is one part of Borås' strategy to create a sustainable city centre. The business model, at least from the perspective of urban freight logistics, can best be described as a micro-hub, where deliveries are consolidated over the last-mile. Another improvement goal was to obtain a solution for waste collection that was less intrusive in the street environment than conventional refuse trucks. Here, Good Goods has been running an extensive pilot test with a small, custom-built electric vehicle for waste transport.
<b>Freight goal</b>	Good Goods supports the need to create solutions for consolidating the delivery of goods to the central part of the city, as well as the aim of achieving zero-emissions for the distribution of goods and collection of waste.
<b>Type of partnership</b>	No formal agreement (FQP, action plan, covenant, etc.) has been signed between stakeholders.
<b>Result</b>	<p>Consolidated deliveries:</p> <ul style="list-style-type: none"><li>• Reduction of approximately 5 tons of CO<sub>2</sub> annually compared to a conventional diesel van</li><li>• Approximately 20,000 parcels delivered annually</li><li>• An established service for the consolidation of smaller deliveries to the city centre</li><li>• An operational network for city logistics in Borås and a platform for additional development steps</li></ul> <p>Results of the Good Goods concept: consolidation within waste management</p> <ul style="list-style-type: none"><li>• Vehicle and custom-designed trailer successfully used in all designated tasks in the city centre</li><li>• Seven customers with different volumes and prerequisites served since the start of the project</li><li>• Completely replaced conventional refuse trucks for waste collection in the central area of Stadsparken</li><li>• A suitable alternative to heavy vehicles for waste collection in park environments with quieter, safer and more sustainable collections</li></ul>
<b>Success</b>	<p>The consolidated delivery pilot with electric vehicles looks quite promising. The extra cost for operating this consolidated city route is not high. The transport operator intends to continue and is looking to integrate this route into their other transport operations. Also, the marginal cost for electric vehicles is quite small. However, it also takes time to establish strategic cooperation – it can be a long process to get the pilot fully operational.</p> <p>For the consolidation pilot within waste management, this is a bit different. The pilot has been tested on a small scale, which has resulted in higher costs per unit. There will need to be serious discussion on whether (or at what scale) this should be expanded in order for the business case to make sense.</p> <p>For both pilots, the challenge is to consolidate the flow of small goods. This will influence the business case of the pilot projects.</p>
<b>Lessons learned</b>	<ul style="list-style-type: none"><li>• Focus on financial sustainability from the very beginning and try to obtain critical mass as soon as possible</li><li>• Try to find common ground regarding the perceived problems, challenges and potential benefits among the involved stakeholder groups</li><li>• Organise a roundtable for open dialogue regarding operational and practical issues as well as future planning</li><li>• Get familiar with the stakeholders' networks and stakeholder groups upfront (even before designing pilots) and get to know what they look like</li><li>• Assume that the implementation and uptake of the solution will probably take more time than initially projected</li><li>• Identify the user cases where the custom service generates the most value and prioritise those from the start</li><li>• Be transparent with possible extra costs compared to business as usual and discuss the value of the qualitative improvements with the stakeholders involved</li><li>• Continuously develop the operation and make the service as flexible and adaptive as possible</li><li>• There should be an effort in consolidating and formalising agreements for the longer run with stakeholders</li></ul>

## City Logistics Reference: Zero-Emission Zone

<b>City</b>	's-Hertogenbosch (Den Bosch), The Netherlands (Pop. 155,000)
<b>Goal</b>	Through the Sustainable Mobility Action Plan, the city of 's-Hertogenbosch has set a target for the theme of clean and smart movement. This includes zero-emission goods movement with minimal noise pollution, consolidation so that there is as little disruption as possible from trucks and delivery vans in the public space. There is a covenant known as the Bossche Green Deal between various parties working in the city centre where a zero-emission zone will be established in 2025. Through this covenant, the parties commit themselves to clean and smart provisioning. This will be done with various types of goods movement including: catering supply, tank beer, single drop deliveries, e-commerce, facility supply and construction logistics.
<b>Freight goal</b>	Reduce and change logistics flows in the city centre. Some examples include reducing and electrifying vehicles for catering supplies and larger beer tanks at catering establishments so fewer supplies are needed. Other goals include using electric tanker trucks and EVs for parcel delivery, along with launching a communication campaign for use of parcel points, etc.
<b>Type of partnership</b>	Drafting a covenant with an event at signing.
<b>Result</b>	Some 35 parties have now joined the Bossche Green Deal covenant. These are: interest groups, local and national entrepreneurs (beer brewers, construction companies, logistics service providers, catering supply companies) and the municipality.
<b>Success</b>	<p>The Bossche Green Deal: Zero Emission City Logistics has led to a platform that is still growing. In 2023, there will be a 'topping up event'.</p> <p>The platform is used to actively communicate about zero-emission city logistics and the zero-emission zone.</p> <p>The HORECA supplier Sligro transports goods downtown daily with the Trens Solar Train,<sup>19</sup> essentially an electric 'locomotive' that can tow multiple trailers.</p> <p>Small building materials are delivered downtown by bicycle couriers to a construction company.</p>
<b>Lessons learned</b>	<ul style="list-style-type: none"> <li>• It is critical to engage with stakeholders early and provide a reason for them to participate throughout the process</li> <li>• Be clear about each stakeholder's responsibilities and how they will help get to the sustainability/resilience goals set forth by the Urban Freight Partnership as well as the City</li> </ul>

<sup>19</sup> TRENs Solar City Train

## City Logistics Reference: Micro Logistics Hub and Digital Twin

<b>City</b>	Madrid, Spain (Pop. 3.2 million)
<b>Goal</b>	In September 2019, the city council approved/launched the Madrid 360 sustainable mobility strategy. Included in the strategy is the use of micro logistic hubs to promote sustainable last-mile delivery. In July 2022, a new SUMP called Madrid 360 was launched to promote micro-hubs across the city and allow sustainable last-mile delivery. Last August, the City and the municipal transport company (EMT) launched a new mobility hub called Canalejas. The area has been renewed and the underground parking was also upgraded to include car sharing, e-scooter sharing, safe parking for bikes and charging infrastructure.
<b>Freight goal</b>	<ul style="list-style-type: none"><li>• Replace traditional vehicle movements with consolidation transport using hybrid and fully electric vans and three wheelers</li><li>• Enable more sustainable logistics by applying tools that allow policymakers to make data and innovation driven decisions</li><li>• Promote the sustainable distribution of goods using electric vehicles and micro-hubs located in parking garages.</li><li>• Support and improve operations using data analysis based on a digital twin of the city</li></ul>
<b>Type of partnership</b>	Project organisers have classified this project as a public-private partnership scheme and want to be clear that this is not a procurement by contract. Operators can use these spaces (about 250 m <sup>2</sup> , four parking lots) for free for three years (courtesy of EMT). In exchange, they must clean up the space and install and pay for charging points.
<b>Result</b>	At first, the business model was not profitable. Now, not only is it profitable, operators are interested in renewing the exchange, even though they have to pay. As a result, the parties are looking at opportunities to scale up. In July 2022, a new SUMP was launched called Madrid 360 to promote micro-hubs across the city and to allow sustainable last-mile delivery.
<b>Success</b>	<ul style="list-style-type: none"><li>• Focusing on parcels, the project reduced driving time by 24% and service time by 30%, resulting in a reduction of 19-30% kilometres traveled</li><li>• The digital twin is used to estimate savings and the use of micro-hubs</li><li>• Although HORECA was not yet optimised, the digital twin can be adjusted to add it</li></ul>
<b>Lessons learned</b>	<ul style="list-style-type: none"><li>• Cities should start with an internal working group: urbanism, built environment, transport, economic departments</li><li>• Promotion is good, but cities should nominate someone to communicate with other stakeholders (e.g., private landowners) that are able to use space for these types of solutions</li><li>• Regarding funding, it is helpful if the city can provide something for free or at a discount. In Madrid, fully electric vehicles have free parking and are exempt from city tax</li><li>• A focus could be a specific measure like noise reduction</li><li>• Combination of carrot and stick measures could help. Start with carrots</li><li>• Looking for EU funding is always good</li><li>• Political support is crucial in making decisions, but the first step is not always taken by authorities, sometimes the private sector takes the initiative</li></ul>

## City Logistics Reference: SURF Instant Project

<b>City</b>	Ravenna, Italy (Pop. 160,000)
<b>Goal</b>	<p>The Instant Project (from September 2021) aimed to define a roadmap for the implementation of ZEZ-Fs to optimise urban freight transport in Ravenna and decarbonise the sector. It is expected that the inputs from the SURF project will set the basis for other impacts: improve air quality, change the behaviour and mindset of businesses, etc. This project will have a cascading effect by reducing the number of vehicles in specific areas and will help increase efficiency in terms of congestion, timing, parking and number of deliveries. The hope is that the direct involvement of different types of stakeholders (municipality departments, trade associations, retailers/shops, logistics operators and even cargo bicyclists) will lead to a shared view on the topic.</p>
<b>Freight goal</b>	<ul style="list-style-type: none"><li>• Part of this work will also include the introduction of a freight quality partnership as a permanent participatory process tool</li><li>• Ravenna has started to implement the actions of the SUMP by revising access regulations to define a new urban distribution system</li><li>• Change behaviour of transport operators and the freight community (including demand)</li></ul>
<b>Type of partnership</b>	<p>The FQP specifically targets transport operators, public authorities, retailers, trade associations, logistic operators and citizens living in the city centre. Other targets include limited traffic zones monitoring, defining KPIs and the alignment of national, regional and city level policies.</p> <p>The participatory process is a central part of the SUMP. It aims to involve local stakeholders in the co-creation process of urban freight. Ravenna aims to activate an FQP similar to that developed by the city of Bologna through the EU-funded SULPITER project.<sup>20</sup> The FQP will be run and coordinated by the Mobility Planning Department. It will include the main actors in logistics and freight transport, along with logistics operators, service providers, public authorities (including neighbouring small cities), receivers, trade associations, shops and local community representatives. The FQP will support the introduction of the ZEZ and the set-up of a cycle-logistics scheme/model.</p>
<b>Result</b>	<p>This preparatory work will lead to ZEZ-Fs and zero-emission urban freight distribution in Ravenna. Started the FQP and hosted several meetings to discuss relevant topics:</p> <ul style="list-style-type: none"><li>• ZEZ: what and why</li><li>• Complexity of introducing zero-emission vehicles</li><li>• Definition of the perimeter of a ZEZ</li><li>• Delivery problems and current regulations<ul style="list-style-type: none"><li>◦ Data collection during the meeting</li><li>◦ Survey of shop owners</li></ul></li></ul> <p>Possible measures and consolidation — shared step-by-step introduction of testing measures</p>
<b>Success</b>	<p>The project has been a success from many points of view: the FQP still works together, the area now includes the whole city centre and a study about urban hub(s) and cargo bikes is in progress.</p> <p>Meeting with stakeholders: the government is satisfied with the meetings. This wasn't the first attempt by the administration to involve trade associations on the topic of the last-mile, the presence of an 'external, European, framework' stimulated them to participate and helped the administration find a different way to manage the meetings. The FQP is still working together after two years.</p>
<b>Lessons learned</b>	<p>In the future, it is very important that policymakers in Ravenna address stakeholders properly using the right approach, as this is a very sensitive matter. The reaction of the stakeholders was quite strong since they then contacted council members to further discuss the ZEZ. A roadmap to discuss problems and solutions is important, but well-structured communication with stakeholders is crucial.</p> <p>The transferability potential of this project is very high as the importance of involving stakeholders in decision-making cannot be understated. This is also in line with, particularly, more meetings and the involvement of the transport sector is a vital part of future FQPs.</p> <ul style="list-style-type: none"><li>• Be more focused on explaining the reasons for the change that you're going to ask for and work on raising stakeholder awareness (and on your openness too)</li><li>• It is important to not only involve stakeholders from the beginning, but also explain the particular goals you have. It is possible that they don't realise there is a problem, especially if things are working fine for them. They may also not see their role in a project if they are not directly involved</li><li>• A wide range of viewpoints are important. The more varied the interactions the more likely stakeholders are to discover the many ways they impact others</li><li>• Listen and don't get too attached to your ideas: it's a learning process for everyone</li></ul>

<sup>20</sup> SULPITER Project - Bologna FQP

## City Logistics Reference: Storytelling for Stakeholder Involvement

<b>City</b>	Rome, Italy (Pop. 2.9 million)
<b>Goal</b>	It is important to increase the involvement of stakeholders in the decision-making processes regarding public policies for urban logistics, using new technologies and innovative communication techniques.
<b>Freight goal</b>	Increase understanding of policies by transport providers, thereby increasing their satisfaction. Through good interaction, the best results should be found. This was a new way of engaging with stakeholders. Before this lab, it was unstructured. Now, it is open to everybody who wants to collaborate (all relevant stakeholders were asked). Ensure that the Sulp is integrated into the Sump.
<b>Type of partnership</b>	A public private partnership between the Transport and Commerce Departments of the City of Rome and other public actors, several associations such as the association for car drivers and the Freight Leaders Council and such companies as Amazon and DHL.
<b>Result</b>	The Metropolitan City of Rome Capital created a Sulp.
<b>Success</b>	The impact assessment shows very positive results. Some were neutral and few were negative. Rome did this at a strategic level, but it is also possible at the operational level. This was successful because new technology and software was used to identify the best policy mix. Combining this with storytelling is important to a successful approach.
<b>Lessons learned</b>	<ul style="list-style-type: none"><li>• Start small and engage a few important stakeholders</li><li>• Include stakeholders from all sectors</li><li>• Once it is clear to authorities that this is useful, establish it further</li><li>• Don't meet for the sake of it but focus on specific freight goals</li><li>• Connect with projects and initiatives that are already in place. Having a real case implemented can be useful for others</li><li>• Upscale various ideas</li><li>• Do not forget to include local police and enforcement services in the process as they often have very valuable information</li></ul>

# HOW-TO GUIDE

Urban Freight Partnerships

NOVEMBER 2023





Photo credit: Getty Images

## ABOUT THE HOW-TO GUIDE

The following templates serve as a compendium to the Report on Urban Freight Partnerships, a document that highlights the importance of stakeholder engagement for urban freight planning.

While some resources on this topic do exist, there are few tools available to help guide local governments with step-by-step support. Meant to serve as a guide, governments are encouraged to customise these templates to the local context.

### TEMPLATES:

#### Overview

1. **Checklist** – covering each step of the process

#### Partnership Development: Mapping, outreach and preparation

2. **Mapping** – identifying who should be involved
3. **Outreach/invitation** – engaging with potential partners
4. **Goals and mission** – identifying the expectations of all stakeholders, not just government

#### Implementation and Evaluation: before, during and after the meeting

5. **Meeting format** – prep, implementation and post-meeting
6. **Feedback survey** – what is working and what is not

**Surveys:** included in this section are multiple surveys to help municipalities (and regions, national government, etc.) better understand the biggest urban freight concerns. While some questions may seem repetitive, it is important to see if there are differences between the answers provided by, for example, management and the drivers. Such differences can provide interesting insights into some of the biggest issues facing this industry.

7. **LSP Management survey** – for delivery driver supervisors
8. **Receiver survey** – for commercial and residential receivers of deliveries
9. **Ride-along instructions, driver survey and observation notes** – for government staff to collect during in person review

# UFP CHECKLIST

## TEMPLATE 1 OVERVIEW

Checklist – covering each step of the process

### Step-by-step guide for developing, implementing and evaluating an Urban Freight Partnership

*(Note: some of these steps can be worked on concurrently)*

#### Before first UFP meeting:

- Read the *Report on Urban Freight Partnerships*
- Identify municipality urban freight goals
- Develop the stakeholder map
- Select UFP partners
- Prepare the initial meeting
  - Goals and mission
  - Agenda format, including activities
- Invite partners (email should request response to proposed dates and times)
- Send pre-meeting email containing agenda and relevant documents (e.g., each sector's concerns/goals)

#### After first UFP meeting:

- Submit minutes to partners (and publicly if agreed upon)
- Follow up on any outstanding agenda items and/or tasks, assigning a lead to each
  - E.g., draft covenant
- Send feedback survey to participants
- Prepare next large meeting and any subgroup meetings for specific projects
- Make adjustments based on first meeting and feedback

# UFP STAKEHOLDER MAPPING

## TEMPLATE 2 PARTNERSHIP DEVELOPMENT

Mapping – identifying who should be involved

### Outreach guidelines

Work internally with other government offices to see what freight related relationships currently exist between stakeholders and the local government. Include representatives from such departments as transport, sustainability, planning, waste collection, economic development, emergency services, elected officials and any other relevant government group.

### Step 1

Create a list of who should be involved. Use the following list as guidance but feel to add others that need to be involved.

### The Municipalities (or regions, etc.)

- Set rules and regulations for e.g., where vehicles can travel, load/unload and park overnight, as well as for costs of tolls and parking for these vehicles
- Identify what types of commercial vehicles are allowed within parts of a city
- Build, maintain and manage infrastructure
- Manage their own fleets including waste vehicles, emergency vehicles and more

### Shippers and Warehouse / Distribution / Consolidation Centre Operators

- Can be traditional brick and mortar stores or dark stores

### Logistic Service Providers (carriers)

- Focus on efficient journeys and business

### Receivers

- Collect deliveries, receive service and produces waste
- Sometimes act as shippers

### Trade Associations / Unions

- Trucking
- Delivery drivers / cyclists
- Chambers of Commerce
- Business improvement districts

### Freight Forwarders

- Match carriers and shippers

### Researchers / Academia

- May have access to data that local government doesn't have access to and can provide evidence for whether projects or plans should move forward
- Study all aspects of freight

### Manufacturers

- Trucks, vans, bikes, etc
- Charging infrastructures
- Technology companies related to freight

## TEMPLATE 2 PARTNERSHIP DEVELOPMENT

Mapping – identifying who should be involved

### Community

- General public, local residents
- Non-profit and Non-governmental organisations such as for the environment, climate justice and for neighbourhoods

*The following table of stakeholders can be customised for local context.*

Company name	Type (carrier, receiver, NGO etc.)	Goods /services type (parcel, construction material etc.) Leave blank if not relevant	Contact name	Contact title	Contact email	Existing relation with municipality (if yes, state contact name, email address and what project)

You can add columns for the different types of engagement, such as: if partners are only invited to the overall freight planning meeting and/or if they are invited to project specific forums, etc. Can also include major concerns of each partner if there are specific issues at play.

### Step 2

Highlight existing partnerships from the exercise in Step 1. Doing so will help eliminate duplicative and unnecessary work.

This list should include not only the connections of the individual making the list, but those of other city employees as well. Who already has a relationship with the local and/or regional government?

Remember, there may be other city offices/departments/ministries already working with businesses and organisations that should be included in the freight stakeholder group.

Reach out to multiple city departments to see who has relationships with the logistics industry. This could be the departments of transport, planning, infrastructure and environment, along with other groups within government. They could have relationships with trucking companies, retailers, warehouse management companies, chambers of commerce, local environmental justice organisations, etc. Remember, it is important to get a full picture of the government's existing relationships regardless of whether you also have a connection.

Copy in the city employee with the relationship in the outreach email or send the email themselves (with the freight office in copy).

### Step 3

Include other city employees in the partnership as well and not just those who already work with the industry. It is important to include other mobility planners that do not have a relationship with the freight industry, especially those working with infrastructure and uses that often come into conflict with freight (e.g., complete streets, surface transit, curb management, bridges, street furniture groups).

Freight planning cannot be a separate effort. Instead, mobility planners of all types should include freight in their projects and freight should include mobility planners in their UFP efforts.

# STAKEHOLDER GENERAL OUTREACH

## TEMPLATE 3 PARTNERSHIP DEVELOPMENT

*Below are some talking points and sample text to use in outreach emails and calls to Urban Freight Partnership participants. It is important to keep the request short and to the point while still ensuring it includes all relevant information.*

Outreach/Invitation – how to engage with potential partners

Dear Logistics Stakeholder,

As part of our work to improve city logistics, \_\_\_\_\_ (insert city name) is creating an Urban Freight Partnership that brings together stakeholders from multiple sectors.

Recognising the critical role you play in city freight, we would like to invite you to participate in the UFP.

If interested, we ask that you provide us with your availability over the next \_\_\_\_\_ (provide multiple options via online poll or equivalent. Explain if the meeting is in person or virtual and choose the time that works best for everyone).

While we are in the process of scheduling the first meeting, please feel free to contact us at \_\_\_\_\_ with any questions.

### **Alternative if the invitation is specific to a particular project or plan**

Dear Logistics Stakeholder,

As part of our work to improve city logistics, \_\_\_\_\_ (insert city name) is creating an Urban Freight Partnership that brings together stakeholders from multiple sectors.

We are currently developing a (project/plan/policy) that focuses on \_\_\_\_\_ (provide some details with a sentence or two). Recognising the importance of the work you do, we would like to invite you to participate.

If interested, we ask that you provide us with your availability over the next \_\_\_\_\_ (provide multiple options via online poll or equivalent. Explain if the meeting is in person or virtual and choose the time that works best for everyone).

While we are in the process of scheduling the first meeting, please feel free to contact us at \_\_\_\_\_ with any questions.

**\*Make sure to follow up with a poll requesting availability**

### **Survey request outreach**

*This can be sent in advance of the first Urban Freight Partnership meeting as a way for the municipality to prepare the goals and mission of the group. It can also help members better understand the types of issues that will be discussed during meetings.*

For the project (plan, partnership, etc.) to be successful, we need to better understand the needs and daily challenges of logistics stakeholders. We are asking you to participate in a short survey that outlines some of the key challenges that the logistics industry currently faces. The results are anonymous, although you do have the option to include your information.

**\*Make sure to follow up with the survey (Templates 8, 9, 10)**

### **Ride-along outreach**

*This can be sent on its own or added to the general outreach email and/or survey request outreach email.*

## TEMPLATE 3

### PARTNERSHIP DEVELOPMENT

Outreach/Invitation – how to engage with potential partners

If available, we would also like to conduct a ride-along and have one of our staff members accompany one of your drivers for a few hours to get a firsthand look at some of the challenges you face. We are particularly interested in understanding your issues with loading and unloading, parking and general traffic concerns. Ride-alongs allow us to see the city from your perspective, allowing us to better recognise and solve the problems you face.

#### First meeting reminder email

Dear \_\_\_\_\_,

We are very excited to have you participate in the first Urban Freight Partnership meeting on \_\_\_\_\_ (date) at \_\_\_\_\_ (time). **Attached (or below) is a copy of the agenda.**

The primary goal for this first meeting is for partners to meet and introduce one another. We will also discuss the UFP's goals, set meeting and partnership ground rules, confirm our mission and discuss some of the key projects, plans and \_\_\_\_\_ the municipality is looking to focus on in the near and far term.

**Also attached are relevant documents** that we will discuss during the meeting in order to recognise each participant's responsibilities, core motivations, concerns and goals.

We want the meeting to be interactive and expect participants to be engaged in the conversation.

We look forward to seeing you at \_\_\_\_\_ (address).

**\*Send out calendar invitation to all participants**

# GOALS AND MISSION

**\*See UFP Admin Template for guidance on using this template to develop the UFP's overarching goals and mission during the first meeting.**

## Things to consider

Prior to the first meeting, the municipality should meet internally to determine what decisions should be made solely by the municipality and what should be discussed with the larger UFP.

## UFP strategy

Determine what success looks like. A certain number of participants? A certain number of ride-alongs that local service providers make available to other stakeholders? A certain number of freight projects per year that involve engaged stakeholders? Hard and soft outputs? Or more specific like a reduction in emissions or reduced number of delivery trips for stakeholders. This may require more technical analysis for before and after.

## Is funding needed? If so, is it readily available?

- What would the budget look like?
- What would it be used for? For staff, publications, other?
- Where could funding come from?

## Rules

- Is the municipality always going to lead? Will a third 'unbiased' group lead meetings?
- Can meetings be recorded?
- Can minutes and video be shared publicly?
- Can meetings be held virtually and/or hybrid?

## Goals for participation in a stakeholder engagement group<sup>1</sup>

1. Ensure the inclusion of all relevant participants
2. Ensure commitment and keeping participants interested
3. Organise management and leadership by defining a suitable vision for the collaboration
4. Define the tasks with a structured invitation and clear agenda
5. Set time restrictions – it is important to have a predictable timeline for each meeting and a schedule for the year
6. Provide an opportunity for of the sharing of knowledge, learning and information
7. Consensus building
8. Reduce power imbalances
9. Aim to implement joint solutions

<sup>1</sup> [Change to Bjorgen, A., Fosshem, K., Macharis, C., 2021. How to build stakeholder participation in collaborative urban freight planning. \*Cities: The international journal of urban policy and planning\* 112, 103149](#)

## TEMPLATE 4 PARTNERSHIP DEVELOPMENT

Goals and mission –  
Identifying the  
expectations of all  
stakeholders, not just  
government

## TEMPLATE 4 PARTNERSHIP DEVELOPMENT

Goals and mission – Identifying the expectations of all stakeholders, not just government

10. Understand the importance of political and planning anchorage (political interest increases participation)

It is important to consider the goals and benefits for each sector specifically (i.e., what they need from others to succeed and what they can bring to the table). Cities should utilise this list of goals and adjust accordingly, taking into consideration their own sustainability and mobility goals.

E.g.,: Carriers – Although they are competitors, when these stakeholders collaborate with each other the result is often consolidation and a reduction of vehicles on the road, more efficient deliveries and reduced cost for all parties involved. May need regulatory or financial support from the municipality.

Each partner places a different emphasis and perspective on people, profit and planet.

**People** – community, health, safety and overall quality of life

**Profit** – economics

**Planet** – sustainability

Below is a table of each stakeholder group's concerns and anticipated goals for joining the UFP. It is not complete and should be further developed by municipality staff, presented at the first UFP meeting and then updated during the meeting with input from participants.

*The following chart provides some examples and is not comprehensive. It serves as guidance for cities to build upon.*

Sector	Concerns	UFP Goals / Potential Benefits
Municipality	<ul style="list-style-type: none"> <li>• Congestion</li> <li>• Emissions</li> <li>• Safety</li> <li>• Noise</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidation</li> <li>• Adherence to rules / regulations</li> <li>• Project supporters</li> <li>• Quantitative and qualitative information</li> <li>• Better understanding of the challenges faced by the industry</li> </ul>
Shippers	<ul style="list-style-type: none"> <li>• Supply chain resilience</li> <li>• Land use / zoning changes</li> <li>• Regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Direct connection to the municipality</li> <li>• Insight into upcoming projects</li> </ul>
Logistics Service Providers/Carriers	<ul style="list-style-type: none"> <li>• Competition</li> <li>• Delivery costs</li> <li>• Curb management</li> <li>• Lack of trust</li> <li>• Vehicle costs</li> <li>• Safety of drivers</li> <li>• Supply chain resilience</li> </ul>	<ul style="list-style-type: none"> <li>• Efficiency</li> <li>• Insight into upcoming projects</li> <li>• Opportunities for input into rules and regulations</li> </ul>
Receivers	<ul style="list-style-type: none"> <li>• Missed deliveries</li> <li>• Costs</li> </ul>	<ul style="list-style-type: none"> <li>• Additional options for deliveries</li> <li>• Direct connection to the municipality</li> </ul>
Associations / Unions	<ul style="list-style-type: none"> <li>• Costs</li> <li>• Safety</li> <li>• Supply chain resilience</li> <li>• Data sharing</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities to connect with members and other freight players</li> </ul>
Freight Forwarders	<ul style="list-style-type: none"> <li>• Regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Single venue to bring together shippers, carriers and receivers</li> </ul>

Researchers / Academia	<ul style="list-style-type: none"> <li>• Data sharing</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities for pilot project development</li> <li>• Place to test theories</li> </ul>
Manufacturers	<ul style="list-style-type: none"> <li>• Costs</li> <li>• Regulations</li> <li>• Supply chain resilience</li> </ul>	<ul style="list-style-type: none"> <li>• Get insight into needs of all stakeholders and not just carriers</li> </ul>
Community / Non-profit / Non-governmental Orgs and the Public	<ul style="list-style-type: none"> <li>• Health</li> <li>• Safety</li> <li>• Noise</li> <li>• Missed deliveries</li> <li>• Resilience</li> </ul>	<ul style="list-style-type: none"> <li>• Hear different perspectives and better understand needs of each participant</li> </ul>

**\*For further insights, please see Table 1 in [ECOLOGISTICS INDICATORS. A guide to measuring the performance of urban logistics in cities.](#)**

Based on the results of this exercise, the municipality can write a draft mission for the UFP, which will officially frame these goals and provide guidance and a purpose for the partnership. This can serve as a covenant signed by all participants.

## TEMPLATE 4 PARTNERSHIP DEVELOPMENT

Goals and mission –  
Identifying the expectations of all stakeholders, not just government

# MEETING FORMAT

## TEMPLATE 5 IMPLEMENTATION AND EVALUATION

Meeting format – prep,  
implementation and  
post-meeting

### Meeting prep

Review UFP Goals and Mission Template 4 while preparing the format for the first UFP meeting.

Before the first UFP meeting, the municipality should set expectations by sending partners a copy of the agenda. Additional documents, such as the exercises that will take place during the meeting (see *below*), can also be provided in advance as a means of encouraging preparation and ensuring high engagement.

The meeting should be long enough to cover a great deal of information yet short enough to retain the attention of the partners. The first meeting should be no longer than two hours.

### Internal agenda

*(An outline to be tailored to the local context)*

- Meeting and UFP goals
  - Acknowledge that this will be an interactive meeting. Explain that all stakeholder are important, each has valid concerns and everyone must play a role in achieving success
  - Identify the municipality's goals and the mission and format of the UFP. Add any specific items from the Goals and Mission Template 4 that are necessary
  - Define additional goals as a group
- Partner introductions
  - What they hope to get out of the UFP (their goals for participating)
- Rules (develop together)
  - Can use existing municipality goals to start
  - Has the municipality decided if they or a third party will lead? If using a third party, the third party should also take minutes. If not, assign a city employee to take minutes
  - Can the meeting be recorded?
  - Can minutes be shared publicly?
- Partner freight concerns/needs
- Outstanding questions/discussion (depending on time available)
  - Can ask if partners are interested in signing a covenant, etc
- Closing
  - Mission will be written by municipality based on rules and other issues decided on during the meeting. Will be included in minutes

### Minutes

- Minutes should be taken and shared with participants
  - Can decide what is public and what is only provided to UFP partners)
- Record virtual meetings (if all partners agree)
  - This should also be shared with the minutes

## TEMPLATE 5

### IMPLEMENTATION AND EVALUATION

Meeting format – prep, implementation and post-meeting

- Ongoing  
→ A good practice is for a municipality to have a newsletter or email and social media presence with updates on freight activities, (For an example of what this could look like, see **The NYC Department of Transportation Office of Freight Mobility**)

Subgroup meetings on specific projects will have different formats based on what is needed by the municipality. Again, start by outlining the goals of the meeting to the group and stay on topic, working to hit the desired outcomes during that time period.

The following is an example of an activity that could take place during the first meeting to address partner concerns/needs or even UFP mission and goals.

During this portion of the meeting, partners will be asked to identify their biggest general freight concerns/needs and also where they need to be held accountable. This might be the first time many of these groups are meeting one another and possibly the first time they are hearing a different perspective on this issue.

This activity will be an interactive mapping exercise where partners express their greatest most important issues, why and how the other sectors can help address these issues and their priorities in terms of people, planet and profit.

\*It is critical that this is not only where partners talk about what they need from others but, more importantly, what they can do for other partners. This can be done in various ways, including:

- Anonymously writing down on sticky notes and then placing on white board or large sheets of paper. Organise by sector, such as an area for 'concerns/needs', 'goals' and where they need to be held accountable.
- Can utilise the Goals and Mission Template 4 (*including Table 1: Ecologistics reference*). Fill out some of the template in advance and then present it to the partners, asking them to add what is missing and what they think is incorrect.
- Can list common myths by sector. Partners can place their answers to what they assume other sectors think of them and what they think of others. What is most misunderstood?

After 10 minutes, the meeting host (municipality or third party) should organise answers and highlight common themes. Answers should be read aloud and with a brief discussion. If not anonymous and clarification is needed, ask the writer to explain further.

This is just an example. If there is a lack of engagement, the meeting host should be prepared in case the activity does not run smoothly. Have backup prompts and additional talking points to ask participants.

# FEEDBACK SURVEY

## TEMPLATE 6 IMPLEMENTATION AND EVALUATION

Feedback survey

Requesting feedback from partners should happen throughout the UFP's existence. However, it is important to not ask too frequently or too infrequently. The goal is to get timely feedback that allows the municipality to make any necessary adjustments to improve.

How often a request for feedback should be sent depends on the frequency of the meetings. An initial feedback survey would be helpful after the first UFP meeting. After that, they should be sent following at least two, if not more, meetings. This can even be an annual exercise, but is best left to the discretion of the municipality.

Feedback surveys can be made anonymous, or municipalities can choose to ask for respondent information.

### Survey after first meeting:

Thank you for participating in the first Urban Freight Partnership meeting. We would like to ask you for some general feedback based on your experience:

1. On a scale of 1 – 5, with 1 being poor and 5 being excellent, how would you rate the following (*circle one*):

Initial outreach to stakeholders	1	2	3	4	5
Learning about what other stakeholders are doing/their perspective	1	2	3	4	5
Teaching other stakeholders my concerns/goals	1	2	3	4	5

2. Did the agenda cover the correct topics?
3. Was the meeting well run? If not, what can be improved for next time? \_\_\_\_\_
  - a. Did you like the format of the meeting and interactive portions? \_\_\_\_\_
4. Did the meeting meet your expectations? Y/N Why/Why not? \_\_\_\_\_
5. Do you feel that the municipality accurately understands your concerns and goals? Y/N Why/Why not? \_\_\_\_\_
6. Do you feel confident that the UFP will provide benefits to you and your company/organisation? Y/N Why/Why not? \_\_\_\_\_
7. Any other feedback you would like to provide: \_\_\_\_\_

### Sample annual survey:

1. How many UFP meetings did you attend this year? (*municipalities should provide a short list of what meetings took place*) \_\_\_\_\_
2. What benefits did you gain from participating (*select all that apply*)?
  - Learning about what the municipality is doing
  - Learning about what other stakeholders are doing/their perspective
  - Sharing my perspective with other stakeholders

## TEMPLATE 6 IMPLEMENTATION AND EVALUATION

Feedback survey

- New collaboration outside the meeting:
- Private sector
  - Public sector
  - Non-profit sector
  - Other \_\_\_\_\_
3. Please list any direct benefits you achieved.
4. Has your participation in the UFP meetings led to you making any internal changes? Y/N
- a. If yes, please provide details \_\_\_\_\_
5. What is/isn't working?
- Format of meetings
  - Balance of participants from different sectors
  - Frequency of meetings
  - Convenience of meetings
  - Ability to have voice heard
- If you chose 'not working' for any of the above, please provide specifics: \_\_\_\_\_
- \_\_\_\_\_
6. What specifically (if anything) should be changed to improve the UFP? \_\_\_\_\_
- \_\_\_\_\_

Future surveys should be designed by the municipality, but can be based on the outline of the survey provided above.

# LOGISTICS SERVICE PROVIDER MANAGER SURVEY

## TEMPLATE 7 SURVEYS

LSP management survey

**The goal of this survey is to improve the conditions for the driving, loading/unloading and parking of logistics vehicles.**

Please choose/fill in the best answer(s) for each question:

1. Describe your position
  - Executive
  - Manager/supervisor of delivery drivers
  - Other \_\_\_\_\_
2. What type(s) of goods does your company transport? *(check all that apply)*
  - Parcels (e-commerce, post)
  - Construction materials
  - Waste
  - HORECA (hospitality, restaurant, catering)
  - Grocery/pharmacy
  - Service (plumber, electrician, etc.)
  - Other \_\_\_\_\_
3. What type(s) of delivery vehicles does your company use? *(check all that apply)*
  - Trucks (what size(s)?)
  - Van (what size(s)?)
  - Cargocycle (what style/size?)
  - Moped/scooter/motorcycle (what style/size?)
  - Other \_\_\_\_\_
4. How large is your fleet?
  - 1-10 vehicles
  - 10-50
  - 50+
5. Are any of your vehicles electric? Y/N
  - If yes, what percentage?
  - If no, do you plan on converting your fleet to electric in the future? Y/N
  - If no and no future plans, why not?
  - Other \_\_\_\_\_
6. How many cities do you work in? \_\_\_\_\_
7. How many regions do you work in? \_\_\_\_\_

## TEMPLATE 7 SURVEYS

LSP management survey

8. How many countries do you work in? \_\_\_\_\_
9. When does your company deliver to customers?
- Weekdays only
  - Weekends only
  - Every day of the week
  - Every day except Sunday
  - Other \_\_\_\_\_
10. What time of day do your drivers typically deliver?
- All day.
  - Mornings (6 am – 12 pm)
  - Afternoons (12 pm – 6 pm)
  - Evenings (6 pm – 10 pm)
  - Overnight (10 pm – 6 am)
  - Other \_\_\_\_\_
11. How do you determine your drivers' travel routes?
- Manual maps
  - Google Maps
  - Another GPS system like Tom Tom
  - GPS system specifically for logistics vehicles (name: \_\_\_\_\_)
  - Custom GPS system developed for the company
  - The driver is responsible for determining their own route
  - Other \_\_\_\_\_
12. Do you provide your drivers with a map or list of loading/unloading spaces near their delivery stops? Y/N
13. Are drivers allowed to manoeuvre to fit into a parking space? Y/N, why/why not?
14. Where are your drivers told to park if they cannot find a convenient parking space?
- Middle of the street (travel lane)
  - Tram/bus lane
  - Bicycle lane
  - Sidewalk
  - Other \_\_\_\_\_
15. How do your drivers pay for parking if the loading zones costs money?
- Company credit card
  - App on company phone
  - App on drivers' personal phones
  - Other \_\_\_\_\_
16. How many times per month are vehicles given a fine for illegal loading/unloading?
- 1
  - 2-5
  - 5+
  - Other \_\_\_\_\_

17. Why are vehicles receiving fines?
- Staying too long
  - Incorrect permit
  - Did not move all the way into the space (blocking traffic)
  - Other \_\_\_\_\_
18. When vehicles receive fines, are they a fair price? Y/N
19. What are the biggest issues your drivers face when parking?
- Amount of general parking in a given area (not enough)
  - Amount of parking specific for delivery vehicles (not enough)
  - Size of each space (too much manoeuvring to fit)
  - Design of space (angles vs. parallel to curb) and too difficult to manoeuvre
  - Time limits (too long and therefore low turnover)
  - Time limits (too short and therefore fines)
  - Illegal use of space by other vehicles (enforcement)
  - Other \_\_\_\_\_
20. Please provide any examples of good regulations, loading zones, etc. you can think of:
- 
- 
21. What are the biggest issues you face with overnight vehicle storage (if within a city)?
- a. Locations
  - b. Availability
  - c. Safety
22. Where do you store your vehicles overnight?
- 
23. What are the biggest issues you face while driving to destinations?
- Road restrictions (where vehicles are allowed to drive) (circle all that apply)
    - Routes
    - Weight
    - Length
    - Clearances (heights of overpasses limiting size of vehicle)
  - Specific intersections are difficult to manoeuvre
  - Vehicle requirements (provide specifics): \_\_\_\_\_
  - Not enough electric charging stations for trucks or bikes (circle all that apply)
  - and/or inconvenient locations
  - Not enough petrol stations for trucks/vans (circle all that apply)
    - and/or inconvenient locations
  - Vehicle maintenance costs
  - Not enough bicycle lanes (for cargo bikes)
  - Bicycle lanes (for cargo bikes) aren't safe

- Time of day limits (deliveries only allowed on certain days of the week at certain times, etc.)
- Truck rest areas (along major roads outside of cities) (circle all that apply)
  - Safety
  - Availability
  - Locations
- Conflicts with other road users (circle all that apply)
  - Pedestrians
  - Cyclists
  - Stand up e-scooters
  - Sit down scooters
  - Cars
  - Trucks/vans
  - Transit

Provide any specific information for the choices above \_\_\_\_\_

24. Write any additional information you would like to share:

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In order for the city to better understand the issues your drivers face, we would like to have staff from the municipality participate in ride-alongs where they sit in a delivery vehicle with a driver during their shift. Drivers will be able to highlight their concerns and specific areas where improvements must be made.

If you are interested in hosting a ride-along, please provide your contact information:

Name \_\_\_\_\_

Title \_\_\_\_\_

Company \_\_\_\_\_

Phone \_\_\_\_\_

Email \_\_\_\_\_

# RECEIVER SURVEY

## TEMPLATE 8 SURVEYS

Receiver survey

**The goal of this survey is to improve the conditions for the driving, loading/unloading and parking of logistics vehicles.**

Please choose/fill in the best answer(s) for each question

1. Describe your position

- Store Manager/Owner
- Store Associate
- Other \_\_\_\_\_

2. Does your company sell goods or services?

3. What type(s) of goods does your company sell? *(check all that apply)*

- None
- Retail
- HORECA (hospitality, restaurant, catering)
- Grocery/pharmacy
- Other \_\_\_\_\_

4. What type(s) of services does your company provide?

---

5. Describe the location of your business

- On street
- Retail park
- Indoor mall
- Outdoor pedestrianised area
- Other \_\_\_\_\_

6. Do you have dedicated delivery loading/unloading bays on site? Y/N

7. Are there official loading/unloading zones on the street near your business? Y/N

8. Regardless of where loading/unloading zones are located, where do your vendors load/unload and why?

---

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9. Please fill in the following table with the number of deliveries you receive per day per time period

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
04:00 - 06:00							
06:00 - 09:00							
09:00 - 16:00							
16:00 - 18:00							
18:00 - 21:00							
21:00 - 04:00							

10. What type(s) of vehicles make these deliveries?

- Truck
- Van
- Cargocycle
- Moped
- Scooter
- Motorcycle

11. Do you receive major deliveries critical to your business (beyond typical post) from your national postal service? On average, how many of these deliveries are made by your local postal services per week?

12. Do you coordinate delivery times with your vendors (inbound)? Y/N and why/why not?

\_\_\_\_\_

13. What are the biggest issues your delivery vendors face when parking at your business?

- Amount of general parking in a given area (not enough)
- Amount of parking specific for delivery vehicles (not enough)
- Size of each space (too much manoeuvring to fit)
- Design of space (angles vs. parallel to curb) and too difficult to manoeuvre
- Time limits (too long and therefore low turnover)
- Time limits (too short and therefore fines)
- Illegal use of space by other vehicles (enforcement)
- Other \_\_\_\_\_

14. How frequently are the below commercial vehicles visiting for services?

- a. Cleaning/pest control \_\_\_\_\_
- b. Utilities \_\_\_\_\_
- c. Waste collection (only select if this is done by private hauler and not municipality)  
\_\_\_\_\_
- d. Other \_\_\_\_\_

15. Does your company make any outbound deliveries itself (vs. only using a third party): Y/N
16. Do you deliver to other businesses? Y/N
17. Do you deliver direct to customers? Y/N
18. If yes to any of the above, what type of delivery vehicles does your company use? (check all that apply)
- Trucks (what size(s)?)
  - Van (what size(s)?)
  - Cargocycle (what style/size?)
  - Moped/scooter/motorcycle (what style/size?)
  - Other \_\_\_\_\_
19. How large is your fleet?
- 1-10 vehicles
  - 10-50
  - 50+
20. Are any of your vehicles electric? Y/N
- If yes, what percentage?
  - If no, do you plan on converting your fleet to electric in the future? Y/N
  - If no and no future plans, why not?
  - Other \_\_\_\_\_
21. How many cities do you work in? \_\_\_\_\_
22. How many regions do you work in? \_\_\_\_\_
23. How many countries do you work in? \_\_\_\_\_
24. When does your company deliver to customers?
- Weekdays only
  - Weekends only
  - Every day of the week
  - Every day except Sunday
  - Other \_\_\_\_\_
25. What time of day do your drivers typically deliver?
- All day.
  - Mornings (6 am – 12 pm)
  - Afternoons (12 pm – 6 pm)
  - Evenings (6 pm – 10 pm)
  - Overnight (10 pm – 6 am)
  - Other \_\_\_\_\_
26. How do you determine your drivers' travel routes?
- Manual maps
  - Google Maps
  - Another GPS system like Tom Tom

- GPS system specifically for logistics vehicles (name: \_\_\_\_\_)
  - Custom GPS system developed for the company
  - The driver is responsible for determining their own route
  - Other \_\_\_\_\_
27. Do you provide your drivers with a map or list of loading/unloading spaces near their delivery stops? Y/N
28. Are drivers allowed to manoeuvre to fit into a parking space? Y/N, why/why not?
29. Where are your drivers told to park if they cannot find a convenient parking space?
- Middle of the street (travel lane)
  - Tram/bus lane
  - Bicycle lane
  - Sidewalk
  - Other \_\_\_\_\_
30. How do your drivers pay for parking if the loading zones costs money?
- Company credit card
  - App on company phone
  - App on drivers' personal phones
  - Other \_\_\_\_\_
31. How many times per month are vehicles given a fine for illegal loading/unloading?
- 1
  - 2-5
  - 5+
  - Other \_\_\_\_\_
32. Why are vehicles receiving fines?
- Staying too long
  - Incorrect permit
  - Did not move all the way into the space (blocking traffic)
  - Other \_\_\_\_\_
33. When vehicles receive fines, are they a fair price? Y/N
34. What are the biggest issues your drivers face when parking?
- Amount of general parking in a given area (not enough)
  - Amount of parking specific for delivery vehicles (not enough)
  - Size of each space (too much manoeuvring to fit)
  - Design of space (angles vs. parallel to curb) and too difficult to manoeuvre
  - Time limits (too long and therefore low turnover)
  - Time limits (too short and therefore fines)
  - Illegal use of space by other vehicles (enforcement)
  - Other \_\_\_\_\_

35. Please provide any examples of good regulations, loading zones, etc. you can think of:

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36. Where do you store your vehicles overnight?

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37. What are the biggest issues you face with overnight vehicle storage (if within a city)?

- Locations
- Availability
- Safety

38. What are the biggest issues you face while driving to destinations?

- Road restrictions (where trucks are allowed to drive)
  - Routes
  - Weight
  - Length
  - Clearances (heights of overpasses limiting size of vehicle)
- Specific intersections are difficult to manoeuvre
- Vehicle requirements (provide specifics): \_\_\_\_\_
- Not enough electric charging stations for trucks/vans or bikes
  - and/or inconvenient locations (circle all that apply)
- Not enough petrol stations
  - and/or inconvenient locations (circle all that apply)
- Vehicle maintenance costs
- Not enough bicycle lanes (for cargo bikes)
- Bicycle lanes (for cargo bikes) aren't safe
- Time of day limits (deliveries only allowed on certain days of the week at certain times, etc.)
- Truck rest areas (along major roads outside of cities) (circle all that apply)
  - Safety
  - Availability
  - Locations
- Conflicts with other road users
  - Pedestrians
  - Cyclists
  - Stand up e-scooter
  - Sit down scooter
  - Cars
  - Trucks/vans
  - Transit

Provide any specific information for the choices above \_\_\_\_\_

## TEMPLATE 8 SURVEYS

Receiver survey

39. Write any additional information you would like to share:

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Contact (Optional):

Name \_\_\_\_\_

Title \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

Phone \_\_\_\_\_

Email \_\_\_\_\_

**[\\*Additional questions can be found in A guide on how to set up and run Freight Quality Partnerships](#)**

# RIDE-ALONG INSTRUCTIONS, DRIVER SURVEY QUESTIONS AND OBSERVATION NOTES

## TEMPLATE 9 SURVEYS

Ride-along instructions,  
driver survey and  
observation notes

*Ride-alongs are experiences where city employees actually ride in the delivery vehicle with the Logistics Service Provider and observe and survey the challenges they experience during a shift. The survey and items below are a guide to help capture important information to support changes to rules, regulations and other policies or infrastructure. While this is typically done by a city employee, consideration should be made to allow for other UFP partners to ride-along as well. While they will not be conducting as thorough of a survey/observation, it will give them a first-hand look at the biggest concerns faced by LSPs. This would be particularly helpful for receivers, community organisations and other non-profits.*

**\*There may be some insurance issues if city employees are riding inside the delivery vehicle. Check with the companies if this is a concern. You should also check internally to make sure this is ok.**

If a logistics provider also uses a cargo cycle, it would be beneficial for the city (and other stakeholders) to travel the same route as the delivery person by bicycle (can be done on your own time) and also make stops at the receiving locations. The person would need to meet the delivery driver at their destination to see the challenges they face while riding on the street, in a cycle lane and with loading/unloading and access to the receiver for hand off of the delivery.

The goal of this survey is to improve the conditions for the driving, loading/unloading and parking of logistics vehicles.

### **For city staff during the ride-along:**

During the driver's shift, staff should capture basic background information, as well as ask questions. Cities can add any additional information they'd like to gather.

City: \_\_\_\_\_

Staff member's name: \_\_\_\_\_

Date: \_\_\_\_\_

Time shift begins: \_\_\_\_\_

Time shift ends: \_\_\_\_\_

## TEMPLATE 9 SURVEYS

Ride-along instructions,  
driver survey and  
observation notes

### Basic background information (can be completed before or after the ride-along):

#### This section is required

- Size/type of vehicle: \_\_\_\_\_
- Type of goods carried: \_\_\_\_\_
- Day of week: \_\_\_\_\_
- Weather: \_\_\_\_\_
- Number of delivery stops scheduled during the shift: \_\_\_\_\_
- Does the driver use a mobile phone for any part of the delivery (routing, parking payment, search for spaces, etc.)? \_\_\_\_\_
  - If they use apps, what apps? \_\_\_\_\_
  - Is the mobile phone owned by the driver or the company? \_\_\_\_\_
  - What is the company's policy on using mobile phones (if there is any)? \_\_\_\_\_

Take photos of anything that might be helpful for you and/or the team, such as an illegal vehicle parked in a truck loading/unloading zone (e.g., passenger vehicle).

Next is a series of questions the city employee should ask the driver throughout the ride along. After that is a list of specific things to measure/observe during each individual delivery stop.

### Driver questions (to be asked at any point during the ride-along)

#### This section is required

1. How long have you been a truck/delivery driver? \_\_\_\_\_
2. How long have you worked for this company? \_\_\_\_\_
3. Do you have the same daily or weekly route?
  - Yes, every day is almost the same
  - Yes, every week is almost the same
  - No, every day/week is different
  - Other \_\_\_\_\_
4. How is the travel route determined?
  - Manual map reading
  - Google Maps
  - Another GPS system like TomTom
  - GPS system specifically for logistics vehicles
  - Custom GPS system developed for the company
  - Other \_\_\_\_\_
5. Is the route planned by the driver or the company?

## TEMPLATE 9 SURVEYS

Ride-along instructions,  
driver survey and  
observation notes

6. What part of the week are deliveries made?

- Weekdays only
- Weekends only
- Every day of the week
- Every day except Sunday
- Other \_\_\_\_\_

7. What time of day are deliveries made?

- All day
- Mornings (6 am – 12 pm)
- Afternoons (12 pm – 6 pm)
- Evenings (6 pm – 10 pm)
- Overnight (10 pm – 6 am)
- Other \_\_\_\_\_

### Driving

8. Where do you store your vehicles overnight? \_\_\_\_\_  
\_\_\_\_\_

9. What are the biggest issues you face with overnight vehicle storage (if within a city)?

- Locations
- Availability
- Safety

10. What are the biggest issues you face while driving to destinations?

- Road restrictions (where trucks are allowed to drive) (circle all that apply)
  - Routes
  - Weight
  - Length
  - Clearances (heights of overpasses limiting size of vehicle)
- Specific intersections are difficult to manoeuvre
- Vehicle requirements (provide specifics): \_\_\_\_\_
- Not enough electric charging stations for trucks or bikes (circle all that apply)
  - and/or inconvenient locations
- Not enough gas stations for trucks (circle all that apply)
  - and/or inconvenient locations
- Vehicle maintenance costs
- Not enough bicycle lanes (for cargo bikes)
- Bicycle lanes (for cargo bikes) aren't safe
- Time of day limits (deliveries only allowed on certain days of the week at certain times, etc.)
- Truck rest areas (along major roads outside of cities) (circle all that apply)
  - Safety
  - Availability
  - Locations

## TEMPLATE 9 SURVEYS

Ride-along instructions,  
driver survey and  
observation notes

- Conflicts with other road users (circle all that apply)
  - Pedestrians
  - Cyclists
  - Stand up e-scooters
  - Sit down scooters
  - Cars
  - Trucks/vans
  - Transit

Provide any specific information for the choices above \_\_\_\_\_

### Parking

11. Are parking regulations generally easy to understand?
12. How often are other vehicles parked in a loading zone when the driver needs to park there? \_\_\_\_\_
  - a. How often is that vehicle illegally parked there (either stayed too long or it's a car, etc.)? \_\_\_\_\_
13. How does the driver feel about enforcement of loading zones? \_\_\_\_\_
14. What do drivers think about being able to reserve a space in advance? \_\_\_\_\_
15. Before arriving at a delivery destination, does the driver have a parking space in mind?
  - Yes, but only for locations they are already familiar with
  - Yes, they look at a map in advance
  - No, they hope to find something when they arrive
  - No, it doesn't matter - it is a quick delivery so they will just park in the travel lane, bus lane, etc
16. Is it easy to find available loading/unloading zones near the customer? (spaces exist and are available when you arrive)
  - Yes, always
  - Yes, sometimes
  - No, because there aren't enough dedicated spaces for deliveries
  - No, because dedicated spaces are almost always occupied
  - Other \_\_\_\_\_
17. Where do you typically park?
  - Off-street parking/private or in-building loading zone
  - On street truck loading zones
  - General on street parking not reserved specifically for deliveries
  - In the middle of the street (travel lane, bus lane, bike lane)
  - On sidewalk
  - Other \_\_\_\_\_
18. If no loading zone is available, do you drive and search for parking? Y/N. If you are still unable to find parking, where would you park? (check all that apply)

## TEMPLATE 9 SURVEYS

Ride-along instructions,  
driver survey and  
observation notes

- Bicycle lane
  - Travel/traffic lane
  - Bus/tram lane
  - Sidewalk
  - Other \_\_\_\_\_
19. Have you ever received a fine for illegal loading/unloading? Y/N If yes, what was the reason?
- Staying too long
  - Incorrect permit
  - Did not pull all the way to the parking space (blocking some traffic)
  - Other \_\_\_\_\_
20. What are the biggest issues you face with loading/unloading zones?
- Number of zones in a given area
  - Size of each space (too small or too big)
  - Design of space (angled vs. parallel to curb)
  - Time limits (too long and therefore low turnover)
  - Time limits (too short and therefore fines)
  - Illegal use of space (enforcement)
  - Vehicle type restrictions
  - Other \_\_\_\_\_
21. Do you have any safety concerns with loading/unloading? \_\_\_\_\_
22. Please provide any examples of good regulations, loading zones, etc. you can think of:
- \_\_\_\_\_
- \_\_\_\_\_
23. Any additional information the driver would like to share
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

## TEMPLATE 9 SURVEYS

Ride-along instructions,  
driver survey and  
observation notes

Delivery stop location	
How did the driver navigate to this customer (what routing software/knowledge did they use?)	
Time truck arrives to area – NOT the time they park	
Is this an existing customer/location the driver is familiar with?	
Easy to find parking?	
Is the driver familiar with what parking spaces are available at this location?	
Easy to manoeuvre into parking space? (is it the correct size)	
Time delivery at this location began (truck is parked)	
Scheduled delivery time for this location	
Where did the truck park (in regular parking space, delivery parking space, on street, bike lane, transit lane, etc.)?	
If the parking space requires payment, was it easy for the driver to pay?	
Does the space have an electric charging station? If yes (and if truck is electric), did the driver charge the vehicle here? For how long?	
How close to the customer did the truck park? (a few metres, a block away, etc.)	
Was there enough space next to the vehicle to safely unload goods?	
What equipment was used to move goods from truck to customer?	
Did the driver have to cross a transit or bike lane to get from truck to customer?	
What type of surface was the parking space/ road/sidewalk (pavement, brick, cobblestone, etc.) and did that make delivery difficult?	
How noisy were the deliveries (closing of the vehicle doors, movement of the goods from vehicle to ground, etc.)?	
Was the vehicle idling while the delivery was being made?	
Any safety concerns about this delivery stop?	
Anything the driver had to say about this particular stop?	
Time delivery at this location ended (truck leaves)	
Did the weather play a factor in travel time or other parts of the delivery?	

## TEMPLATE 9 SURVEYS

Ride-along instructions,  
driver survey and  
observation notes

### Data at the delivery stop:

Answers to this section are **not required but are listed as areas to observe.**

Are there any locations in the city that are difficult for the driver to manoeuvre with their vehicle? Specific intersections, high pedestrian locations, etc.?

What are areas of concern/locations that are very congested? What time were you there?

### General thoughts/observations by staff member:

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# REPORT ON URBAN FREIGHT PARTNERSHIPS

Why they're needed and how to ensure their success

## HOW-TO GUIDE

Urban Freight Partnerships

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Environmental Defense Fund  
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