Sustainable Urban Logistics Planning
(Topic Guide)

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A **Sustainable Urban Mobility Plan** is a strategic plan designed to satisfy the mobility needs of people and businesses in cities and their surroundings for a better quality of life. It builds on existing planning practices and takes due consideration of integration, participation and evaluation principles.

1st publication: in 2015

- 11 main steps & 32 activities
- Mainly emphasized in passenger mobility
- No concrete guidelines on how to achieve efficient and effective urban freight transport
SULP Guidance - 1st attempt

The NOVELOG project is filling the gap of the current SUMPs approach by suggesting specific guidelines on how a local authority could incorporate UFT measures and policies in their SUMP.

Need for Sustainable Logistics Plans Development Similar to that of SUMPs

1st attempt: SULP as a separate Guide
The steps and activities this Guide will provide recommendations and best practices regarding urban logistics.

SULP’s Topic Guide. **New approach**: Harmonized with the updated SUMP

1. SULP provides a framework for a proper implementation of actions, **in the context of the SUMP**

2. SULP should be **in line with the SUMP’s long term vision** which needs to be customized for freight transportation

3. SULP should **NOT be isolated** from the SUMP Guide and

4. Should be implemented in **PARALLEL with the SUMP**

5. The SULP intends to be a document which **engages the Municipality and the industrial stakeholders in implementing (each one of them) a set of actions**, for which they will be **mutually responsible**.
SULP Guidelines - Steps

1. Set up working structures
2. Define the development process and scope of the plan
3. Analyse the current UFT situation
4. Build the jointly assess scenarios
5. Develop vision and objectives with stakeholders
6. Set targets and indicators
7. Select measure packages with stakeholders
8. Agree actions and responsibilities
Step 1: Set up working structures

✓ Create inter-departmental core team * consider getting external support & Ensure Political and institutional ownership & plan stakeholder and citizen involvement

- Formation of a small team inside the municipality with relevant expertise in the given domain and familiarity with UFT policy and regulation frameworks
- Identify your city’s relevant UFT actors
- Establish a Multi Stakeholder Platform

Recommendations: Perfect Mixture of a Multi-stakeholder platform

<table>
<thead>
<tr>
<th>Stakeholder’s Category</th>
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Turin-Italy

- Express couriers (TNT, SDA, BARTOLINI, DHL, UPS, GLS)
- Industrial Stakeholders (ANFIA, API, Confindustria, Federauto, Unione Industriali, UNRAE)
- Association and logistics operators (AICAI, Apsaci, FEDIT, Federdistribuzione, Confartigianato Trasporti, FITA C.N.A., FAI)
- Retailers associations (ASCOM – Confcommercio, C.N.A., Confartigianato, Confcooperative, Confesercenti)
- Public Authority (Local Chamber of Commerce, Municipality of Turin, Ministry of Infrastructure and Transport, Piedmont Region)
- Technology partners (5T, Viasat, Torino Wireless)
- Freight Villages (Sito Interporto)
Step 1: Set up working structures

✓ Identify the data/information & tools required for identifying the current and future state of city’s UFT

1. Confirm in the MSP meeting the tools and data that available for UFT planning
2. Compare the data proposed in Data Collection Frameworks with your own resources, to identify which further data should be collected.
3. Verify that the working structures and the contribution of each stakeholder involved in the MSP

The SULP Topic Guide includes in Annexes:

1) **List of data** that can be collected for each urban freight transport aspect, as well as a summary of **urban freight survey techniques**
2) **Detailed presentation** of **UFT City Typology**

- RFID gates & passes
- Flow sensors
- Draft SUMP
Step 2: Define the development process and scope of the plan

2.1. Assess planning requirements and define geographic scope (“functional urban area”)

Recommendations:
Use of a poly-parametric city UFT typology & of cities typology in order to describe your city based on six main criteria:

1) Economic activity, Infrastructure, Gross Domestic Product
2) Degree of integration of freight generating activity, such as the presence of a few large employers in a City
3) Political culture
4) Culture
5) Degree of logistics sprawl
6) Legal and regulatory framework.

- Geographic scope defined
- Relevant policy linkages identified (synergies and conflicts)
- Initial options for policy integration assessed.
- Initial prioritisation of integration options decided
- Consensus building activities implemented
- Work plan and time plan agreed on
Step 2: Define the development process and scope of the plan

2.2. Link with other planning processes

The reader can follow the instructions mentioned in the SUMP Guidance.

2.3. Involve the stakeholders in the planning process

**Recommendations:** The web-based Stakeholders Governance Platform which supports stakeholders’ consensus building.

2.4. Agree time plan and work plan

Draft a work plan including objectives, types of procurement, and roles of the single stakeholders, activities and specific stakeholders’ deadlines during the development and implementation of the SULP.
Step 3: Analyse the current UFT situation

✓ Identify information sources and cooperate with data owners

The majority of the data are private and dedicated surveys are not executed regularly. Additionally, cities are wondering which data and with which method they should be collected and analysed for supporting the planning process for sustainable city logistics.

Recommendations:

1. Use the minimum set of data identified by Novelog or any other agreed with the stakeholders
2. Engage the transport and logistics industry actors in a regular data provision through MOU process
3. Conduct expert’s workshops
4. Create or use online databases such as: CityLab Observatory

- City’s minimum UFT dataset formulated
- Data collected
- City’s UFT characteristics & Influencing Factors defined
- UFT problems and opportunities defined
Step 3: Analyse the current UFT situation

✓ Analyze problems and opportunities

- Which are the factors influencing UFT?
- Which are my city's main UFT characteristics?

Recommendations:
1) **consensus building tools** for understanding the current situation of a city's UFT
2) **Simulation models & freight generation / freight trip generation models** for describing the current and future urban freight transport demand *(Holguín-Veras, et.al., 2014. Freight generation and freight trip generation models. In Modelling freight transport (pp. 43-63). Elsevier.)*
Step 4: Develop scenarios with citizens and stakeholders

4.1. Develop scenarios with citizens and stakeholders

Recommendation:
3 step consensus building process:

- 3 time horizons (current, 2020, 2030),
- three levels of development (minimum, medium, maximum)
- 3 iterations
- Suggested actions: Training actions before implementing the consensus building; personal meetings with the stakeholders; workshops implementation

4.2. Discuss scenarios with citizens and stakeholders

TURN PILOTS TO INTEGRATED SCENARIOS OF INTERVENTION
Step 5: Develop vision and objectives with stakeholders

5.1. Agree a common vision of mobility and beyond
The SULP shall be in line with the overall vision of the SUMP

5.2. Co create objectives for all modes with stakeholders
- Set primary and secondary objectives to achieve the vision

<table>
<thead>
<tr>
<th>Pilot Title</th>
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| City’s primary objectives | Economic:  
  - increase UFT system efficiency  
  Environmental:  
  - reduce CO2 emissions  
  Social:  
  - improve service accessibility  
  - change behaviour towards sustainable UFT  
  - reduce congestion |
| City’s secondary objectives |  
  - increase delivery load factor  
  - increase use of clean technologies/delivery means (EVs, bikes, walk)  
  - introduce Urban Consolidation Centres  
  - adopt new business models  
  - introduce new/adapted regulatory schemes (SULPs, LTZs)  
  - provide evidence/incentives for further adoption  
  - “shared” freight and passengers schemes |
| Expected impacts |  
  - 15% CO2 emissions reduction  
  - 5% deliveries reliability increase  
  - 4% accidents / damages decrease  
  - 8% traffic reduction  
  - Operational costs reduction  
  - stakeholders behaviour improvement towards sustainable UFT |

USE THE VOCABULARY OF INDUSTRY...
Step 7: Set targets and indicators

✓ Create and assess measures with stakeholders & Define integrated measure packages

....LEARN FROM OTHERS...

1) Compare the performance of the last experiences on the implementation of UFT measures based on the city’s typology

2) Use tools that can match measures and interventions with city typologies, as well as city logistics observatories.

3) Discuss outputs with stakeholders

4) Use tools for enabling the simultaneous evaluation of alternative policy measures, technologies i.e. Multi-Actor Multi-Criteria Analysis (MAMCA) Software

5) Finalize the SULP package of measures

- Relevant past experiences considered
- Supporting tools for potential UFT measures identification available and used
- Package of measures defined & agreed on with the MSPs stakeholders
- Suitable set of measure indicators selected
- Monitoring and evaluation arrangements for all indicators developed
Step 8: Agree actions & responsibilities

- **8.1. Describe all actions** to the MSPs participants

- **8.2. Estimate costs and identify funding sources**
  1. Adapt the city logistics **Business Model Canvas** for mapping the value of cooperation for the different stakeholders
  2. **Revise the cooperative business model** for increasing robustness and resilience of cooperation
  3. **Evaluate the Business models**

- **8.3. Agree priorities, responsibilities & timeline**

- **8.4. Ensure wide political and public support**

**PUT EMPHASIS ON DEDICATED BUSINESS MODELS FOR CITY LOGISTICS**
The SULP Topic Guide includes:

1) Guidance about sustainable urban logistics on 8 main SUMP steps

2) Best practices per SULP activity

3) Indicative examples of efficient and effective UFT practices & measures

4) Extensive list of data sources & UFT survey techniques

5) Recommendations on tools such as Evaluation Tools, Simulation Tools, Modelling Tools, Consensus Building Tools e.t.c. that will facilitate the SULP implementation process

6) New & enriched version will be prepared

Find the guide here: [https://www.eltis.org/sites/default/files/sustainable_urban_logistics_planning.pdf](https://www.eltis.org/sites/default/files/sustainable_urban_logistics_planning.pdf)

*PLEASE CONTRIBUTE WITH SUGGESTIONS, BEST PRACTICES, TOOLS ...*
SULP Topic Guide

For more information & contributions please contact us:

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BACK UP slides
Step 1: Set up working structures

1.1. Create inter-departmental core team * consider getting external support

- formation of a small team inside the municipality with relevant expertise in the given domain and familiarity with UFT policy and regulation frameworks

1.2. Ensure political and institutional ownership & plan stakeholder and citizen involvement

- Best practice: Implement a Multi-stakeholder Platform

Recommendations: Perfect Mixture of a Multi-stakeholder platform

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1.3. Evaluate capacities and resources

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3) Verify that the working structures and the contribution of each stakeholder involved in the MSP

The SULP Topic Guide includes:

- An extensive list of data that can be collected for each UFT aspect
- List of urban freight survey techniques that can be used.

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**Pisa-Italy**
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**Copenhagen-Denmark**
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Step 6: Set targets and indicators

6.1. Identify indicators for all objectives and Agree on measurable targets

- Setting achievable targets accompanied by a clear set of assessment indicators
- Use tools such as the Novelog Evaluation Framework

- Measurable targets and assessment indicators defined
- Evaluation Frameworks defined
Step 7: Set targets and indicators

7.1. Create and assess measures with stakeholders & Define integrated measure packages

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