Webinar: Freight Quality Partnerships - 28 November 2017

Sustainable Urban Logistics Planning To Enhance Regional freight transport
Freight Quality Partnerships
An international perspective on stakeholder engagement for sustainable urban freight initiatives

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Acknowledgements

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Julian Allen - University of Westminster
Alena Brettmo - University of Gothenburg

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

- Background
  - The growing importance of stakeholder engagement

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

- Personal reflections

- Summing up - conclusions
Urbanisation and city growth

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

... and more opportunities?
VREF Urban Freight Initiative

Strong increase in international research
WHY GOODS MOVEMENT MATTERS:
STRATEGIES FOR MOVING GOODS IN METROPOLITAN AREAS

Regional Plan Association

VOLVO RESEARCH & EDUCATIONAL FOUNDATIONS
WHERE GOODS GO: METROPOLITAN AREAS

Not only the city centre that matters

Source: Why Goods Movement Matters - by the RPA in collaboration with VREF (2016)
FINDING WAYS TO SHARE THE SPACE: CHALLENGES & SOLUTIONS

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

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

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

- Understanding freight activity and commerce
- Engaging the private sector
- Educating decision makers on urban logistics
- Disseminating best practices
- Defining an implementation path considering concerns of all stakeholders involved
**Different Types of Stakeholder Engagement**

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

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

Private Sector
- Shippers
- Carriers
- Receivers
- 3rd Party Logistics Providers (3PLs)
- Property owners
Freight partnerships
WHAT IS A FREIGHT PARTNERSHIP?

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

- Most frequently in an urban context but scale of partnerships varies a lot
Survey carried out with Maria Lindholm and the support of other researchers.

Research Approach

- Based on previous research on Freight Partnerships

Objectives

- compare the approach and outcome of partnerships in different parts of the world
- assess similarities and differences
- try to identify approaches that work

International small scale survey

Participants:

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

Formation

- Objectives – who sets them?
- Variety of stakeholders to involve?
- Political involvement?

Management

- An action plan?
- A vision?
- Number of participants?
- Regular attendance by the same participants – desirable or essential?
- Project management?

Outcomes

- Qualitative and quantitative?
- Achieve consensus?
THE SURVEY

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

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

- Property owners
- Carrier associations
- Trade associations
- Local authorities (different parts of...)
- Retailers
- Transport operators
- Freight forwarder associations
- Universities

...
TOPICS ON THE AGENDA

Policy
Invited guest speakers
Interaction with other modes of transport
Consolidation centres
Infrastructure projects
Major events
Regulations
Congestion charges
Electric vehicle initiative
City micro terminal
Cycle lanes
Information from other cities/initiatives
WHAT DO THEY DO?

Physical outputs

Soft outputs

Picture: @gavinkeech, Flickr
WHAT DO THEY DO? EXAMPLES

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

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

Soft outputs
THINGS THAT WORK

- Input to policy development
- Networking and Industry insight
- Focus on pragmatic solutions to real freight issues
- Cooperation, Dialogue, Technical studies
...AND MAY NOT WORK

- Slow to reach agreement
- Lack of technical knowledge
- Lack of participation from some industry sectors
- Lack of resources to dedicate more time to the FQP
## CONCLUSIONS: GOOD BUT COULD DO BETTER!

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<tr>
<th>The FQP is working well because</th>
<th>The drawbacks/things that could be better</th>
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<td>A genuine interest from participants to improve the situation</td>
<td>Same people every time tend to give less variation to the discussions</td>
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<td>A continuity and engagement amongst participants</td>
<td>Members who do not attend on a regular basis</td>
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<td>Focusing on long-term possibilities</td>
<td>Members from police and citizen groups are sometimes missing</td>
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<td>Good organisation/management (a driving spirit is almost always essential)</td>
<td>Politicians and senior management from industry are needed</td>
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<td>An interesting and common agenda for the participants</td>
<td>Tends to become a talking shop</td>
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<td>Lack of dissemination</td>
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Organising and Managing Urban Freight Partnerships

**TakIng CoOperAtion ForWard**

**ORGANISING AND MANAGING URBAN FREIGHT PARTNERSHIPS**

Authors: Mark Linchcolm & Michael Brown

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

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

**In the Greater Lynn it has been observed that it is difficult for private operators to understand the structure of multi-tiered administrative organisations. Public-private partnerships provide an opportunity to transport operators to identify who to contact when a problem occurs. Partnerships also help the public authority to stay informed of the new practices, organisations, laws, and constraints of private transport operators.**

Establishing a freight partnership can lead to a better understanding of freight problems and also a change in the nature and usefulness of interactions between public and private-sector stakeholders. Beyond the traditional focus of such interactions on infrastructure improvements, other areas (e.g., freight knowledge) can be highlighted as among the most important for such partnerships. Freight partnerships are developing more rapidly. In a recent survey we identified over 20 (as 2016) regions around the world. In another survey, 94 percent of the respondents found that freight partnerships had improved public-private cooperation.

**Framework**

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

- Configuration: Identifying relevant stakeholders is important. Different cities have different perceptions, but it is almost always a good idea to involve many different stakeholders, such as transport operators, retailers, trade associations, property owners, authorities, etc. Each city should first consider their specific situation and area of focus, and then identify relevant actors that have a specific interest in that area. This helps to ensure that the objectives of the partnership are relevant to the stakeholders.
- Management: When a partnership is established, evidence has shown that effective project management is essential to maintain the partnership. An action plan or similar document should be created, in order to cover the framework and maintain a long-term perspective. The participants need to be kept in a regular state of communication in order to keep the partnership alive. It is equally important that stakeholders representative have a mandate to improve change within their respective organisations.
- Outcomes: Outcomes of partnerships are valuable to all stakeholders involved, and it is likely that concrete achievements will be essential to maintaining the momentum of freight partnerships in the long-term. Measures should be considered as business propositions, and it is necessary to accept that urban freight transport issues are complex, and seeking single solutions.

Outcomes can be grouped into short- and long-term outcomes. Short-term outcomes refer to concrete, tangible outputs which can usually be quantified and measured, while long-term outcomes include general improvements in working processes and recognition and understanding of the issues involved (which are more qualitative in nature).

Research has shown that the expectations of different partnerships are varied, and interest is shorter-term versus longer-term improvements is not necessarily the case in all cities. Experience from freight partnerships is becoming increasingly available through literature and conferences such as those by the VREF Centre of Ramboll.
The relevance of other networks
Business Improvement Districts (BIDs) and Town Centre Management Organisations

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

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

- We have reviewed activities in relation to London, New York and Gothenburg
Location of NYC BIDs
Some BIDs recognize the importance of freight and how it relates to their BID - to others it is ‘the unattractive monster’.

BIDs that worked with freight influential in reaching out to members - distribution information, arranging sire visits...

Several BIDs actively participated in Industry Advisory Group meetings:

- Arranged focus groups with members to discuss Off Hours Delivery (OHD) with Rensselaer Polytechnic Institute (RPI)
- Supported RPI in other research efforts after the OHD program finished
INDUSTRY ADVISORY GROUP

- Associations
  - Food Industry Alliance of New York State, Inc.
  - NYC Hospitality Alliance
  - Manhattan Chamber of Commerce
  - New York State Restaurant Association
  - New York State Motor Truck Association

- Companies
  - Good things come from Sysco
  - Whole Foods Market
  - Dunkin’ Donuts
  - NEMF
  - Freshdirect
  - Millennium Hilton
  - Duane Reade

- Business Improvement Districts
  - 34th Street Partnership
  - Downtown Alliance
Example: Grand Central Partnership

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

Greater London

Central London
AN EXAMPLE: NEW WEST END COMPANY BID

- New West End Company area focuses on three principal retail streets - Bond Street, Oxford Street and Regent Street together with 22 other streets.

- Aim - drive forward London’s West End as the world’s top shopping destination by:
  - promoting the area
  - delivering street management services
  - funding public realm projects to improve the shopping environment
New West End Company

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

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

TAKING COOPERATION FORWARD
TAKING COOPERATION FORWARD
Based on participation in the Central London Freight Quality Partnership since 2006
Established in partnership with Transport for London (TfL) in 2006

Public and private sector organisations

Includes the Central London boroughs: Camden, City of London, City of Westminster, Islington, Kensington & Chelsea, Lambeth, Southwark

Trade associations and companies
CLFQP MEMBERS

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

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

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

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

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


2) Center of Excellence: Sustainable Urban Freight Systems (supported by VREF) for webinars and other information available see: https://www.coe-sufs.org/

3) METROFREIGHT Center of Excellence (supported by VREF) for more information see: http://priceschool.usc.edu/metrofreight-the-localglobal-challenge-of-urban-transportation-planning/

4) Why Goods Movement Matters - by the RPA in collaboration with the VREF (2016). http://www.vref.se/publications/researchsynthesisreports/researchsynthesisreports/whygoodsmovementmattersbytherpaincollaborationwiththevref.5.1feeef8b156cfde87aa3d60e.html

Interactive website: http://goodsmovementmatters.org