



Sustainable and Clean Urban Logistics



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All local authorities – whether urban, peri-urban or rural – have to contend with local logistics planning when working in the sustainable transport sector. While this can be a challenge, it also presents an opportunity to implement carefully selected solutions with the potential to make great strides in fostering a more sustainable transport system. FastTrack cities are exchanging knowledge to evaluate the local potential of – and methods of accelerating the implementation of – innovative solutions like new **IT tools**, new **ways of organising** freight and deliveries through the implementation of microhubs, and public procurement strategies to ensure fleets run on clean fuels. Furthermore, this cluster is exploring innovations that tackle **the organisation of last mile delivery** and implement **smart grids**, all to help **extend the reach of clean fuels and vehicles** beyond municipal fleets. With speedy deployment of locally appropriate solutions, cities can improve the sustainability of urban logistics, vehicles and fuels, all while improving local air quality, reducing noise pollution, and boosting resident wellbeing.





Stakeholder engagement

Stakeholder engagement was identified throughout the learning sequences as one of the main challenges facing innovations in urban logistics. Yet engaging and cooperating with the right stakeholders can make a big difference for successfully implementing sustainable logistics projects. **Categorising stakeholders** into different fora such as supply chain, shopkeepers, and experts/system suppliers can help identify who the important players are and understand the power relation and their strategic positioning in the local logistics ecosystem.

Having a **champion for your project** (and strong political support) within the city administration can make a real difference in successfully implementing sustainable logistics. But not only city administrations, the public as well are important stakeholders to engage. With logistics hubs, for example, people need to understand the project. By creating as much **publicity** as possible and investing in strong branding and visual appeal, the local population can understand how they can benefit from such logistics centres and help advocate for their implementation.

What Stockholm has to say:

“Early and comprehensive dialogue with stakeholders is key to successful implementation of sustainable urban logistics. Improving mutual understanding of roles, responsibilities, challenges and opportunities helps co-creation and co-development of innovative solutions to ensure efficient logistics with low impacts in terms of air pollution, noise, vibration, greenhouse gases and more.”

Paul Fenton, Project Manager for Clean Vehicles Group, City of Stockholm

Data Collection

Having data on freight traffic, specifically the right data, is instrumental in implementing sustainable logistics centres. While there is often available data at the national level, the challenge is being able to extract data relevant at the local level. This can be achieved in different ways. In Stockholm, for example, a combination of data from connected vehicles and mobile phone data is used to understand where the highest logistics flows are.

Yet not all data can be collected through “smart” methods. Dialogue with different stakeholders can complement smart collection methods. For example, discussions with cargo bike riders can broaden the understanding of needed infrastructural changes for smoother cycling logistics and a more in-depth view of employment conditions in an emerging sector. Telephone surveys can be employed to understand the supply chain and interviews with drivers complemented by street surveys can inform the number of daily trips.



Illustration: Carlotta Cataldi



Business Models

Choosing the most appropriate business model can depend on the current political climate. But the city needs to create the conditions for a successful business model to be put in place. They can do so by **identifying the driving objectives** for the city such as reduced emissions or electrification and this will set incentives for private partners to be involved.

Creating a successful business model for micro-hubs and consolidation centres also requires **looking ahead**. If, for example, the expectation is that heavy

vehicles, even electric vehicles, will be banned from city centres in the future, a business model for last mile deliveries should keep this in mind. In addition, it is important not only to have a short-term business plan supported by public funds, but a medium and long term as well. Lastly, identify which stakeholders will be **responsible for certain costs**, whether operational costs, implementation costs, or potential revenue streams.

Governance

As governance and political will can change quickly, having a **neutral organiser** can help deal with potentially politically sensitive issues as sustainable logistics operations are implemented. In Antwerp, for example, having a neutral party to liaise between the local authority and private actors while organising their Sustainable Urban Logistics Plan helped to build trust between partners.

One way to help your project succeed is to **think beyond the lifetime** of the project and a given project manager's responsibilities. It is important to create reflective spaces to arrange the knowledge and continuous learning for the institutions involved. The timeline of a project matters as well and it is critical to look beyond the project's lifetime in order to calculate its impacts. Having a long-term vision fixed into a Sustainable Urban Logistics Plan helps align visions, measure progress, and define clear targets.

What Brno has to say:

"The City of Brno is working to find the best and most sustainable concept of supplying the historical city centre and are in the process of creating a microdepot for cargo bikes to do so. Through mobility funds, which generate money from fees from residential parking or from vending machines, the city is able to finance sustainable solutions such as this last-mile delivery system and reduce cars in the city centre."

Kateřina Nedvřdov, Project Manager,
Municipality of Brno

What Munich has to say:

"In our experience it has been vital to get all the stakeholder parties on board and into a productive communicative space. We had a series of five stakeholder workshops, and this helped to get everyone into a more systemic mindset, i.e. understanding their own needs in the context of others, and thus thinking about more collaborative solutions that work for everyone. This is a very valuable basis for our ongoing work."

Christiane Behrisch, Coordinator for Urban Logistics, City of Munich



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Acceleration Factors

- Good internally aligned coordination between teams
- Planning and thinking of Sulp steps well in advance
- Finding the right balance in cooperation with private sectors
- Having “neutral” external partners
- Local political support
- Find key allies
- Aligned local and national electromobility strategy
- Using public procurement to reinforce a shift towards sustainable delivery
- European projects supporting data gathering and stakeholder cooperation

Resources

For more real examples of how to accelerate the implementation of innovation in Sustainable and Urban Logistics, check out case studies from two FastTrack cities, **Stockholm** and **Antwerp** and all of FastTrack’s Deployment Plans [here](#).

For more resources, check out FastTrack’s [State of the Art Cases](#) Database, which showcases how local areas across Europe have sped-up their roll-out of sustainable mobility innovations.

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info@FastTrackMobility.eu

