CITYLAB project: successfully transfer innovative urban freight transport solutions to follower cities

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What is Polis?

Network

Exchange of experiences globally

65 cities & regions

European Initiatives

Innovation

European Institutions

Sustainable urban mobility

- environment & health
- mobility & traffic efficiency
- safety & security
- economic & social aspects
• Horizon 2020, Mobility for Growth
• Topic MG-5.2-2014 Reducing impacts and costs of freight and service trips in urban areas
• Budget 4 Mill Euro
• 1 May 2015 – 30 Apr 2018
• 25 partners, 7 countries
<table>
<thead>
<tr>
<th>Axes for intervention</th>
<th>Implementation</th>
<th>City</th>
<th>Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly fragmented last-mile deliveries in city centres</td>
<td>Growth of consolidation and electric vehicle use</td>
<td>London</td>
<td>TNT and Gnewt Cargo</td>
</tr>
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<td></td>
<td>City centre micro-hubs and clean vehicles</td>
<td>Amsterdam</td>
<td>PostNL</td>
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<td></td>
<td>Increasing load factors by utilising spare van capacity</td>
<td>Brussels</td>
<td>Procter &amp; Gamble</td>
</tr>
<tr>
<td>Inefficient deliveries to large freight attractors and public administrations</td>
<td>Joint procurement and consolidation</td>
<td>Southampton</td>
<td>Meachers Global Logistics</td>
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<tr>
<td></td>
<td>Common logistics functions for shopping centres</td>
<td>Oslo</td>
<td>Steen &amp; Strøm</td>
</tr>
<tr>
<td>Urban waste, return trips and recycling</td>
<td>Integration of direct and reverse logistics</td>
<td>Rome</td>
<td>Poste Italiane, Meware</td>
</tr>
<tr>
<td>Logistics sprawl</td>
<td>Logistics hotels</td>
<td>Paris</td>
<td>SOGARIS</td>
</tr>
</tbody>
</table>
Reducing the risk when starting something new

- Financial
- Political
- Effectiveness
- Implementation
CITYLAB stage 2: replication
Up-scaling and transferability

Source: Dziekan et al, 2013
TRANSFERABILITY

I DON'T THINK THIS IS THE IDEAL SOLUTION FOR OUR CITY

Source: Dziekan et al, 2013
Need to understand the context conditions for innovation

But...how?
## The CITYLAB Transfer Cities

<table>
<thead>
<tr>
<th>City / Region</th>
<th>Country</th>
<th>1st choice</th>
<th>Industrial partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budapest</td>
<td>HU</td>
<td>London</td>
<td>Kantaa (cargo-bike based bicycle messenger cooperative)</td>
</tr>
<tr>
<td>Delft</td>
<td>NL</td>
<td>Oslo</td>
<td>Stadslogistiek Delft (PostNL)</td>
</tr>
<tr>
<td>Flanders Region</td>
<td>BE</td>
<td>Paris</td>
<td>VIL (Flemish Institute for Logistics)</td>
</tr>
<tr>
<td>Madrid</td>
<td>ES</td>
<td>London</td>
<td>SEUR</td>
</tr>
<tr>
<td>Manchester</td>
<td>UK</td>
<td>London</td>
<td>Esprit Warehousing &amp; Docks Trafford Park</td>
</tr>
<tr>
<td>Prague</td>
<td>CH</td>
<td>Paris</td>
<td>Messenger</td>
</tr>
<tr>
<td>Rogaland Region</td>
<td>NO</td>
<td>Rome</td>
<td>International Research Institute of Stavanger, IRIS</td>
</tr>
<tr>
<td>Turin</td>
<td>IT</td>
<td>Rome</td>
<td>Ponyzero</td>
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<tr>
<td>Pisa</td>
<td>IT</td>
<td>London</td>
<td>Various local stakeholders – on-field visit</td>
</tr>
</tbody>
</table>
The 7 CITYLAB cities + The 9 Transfer Cities
CITYLAB Transferability Plan

A. Adoption of the CITYLAB Living Lab approach

B. Replication of the CITYLAB implementations
   1. Transferability analysis
   2. MAMCA workshop
   3. Site visit
CITYLAB Transferability Plan

A. Adoption of the CITYLAB Living Lab approach

Output: “A City Logistics Living Lab for [Transfer city]”

1. Questionnaire
   – mapping the UF status:
     • Strategy & measures
     • Stakeholder cooperation
     • Data collection & monitoring

2. Interviews
   – illustrate CITYLAB LL approach & discuss adoption

Knowledge transfer
CITYLAB Transferability Plan

B. Replication of the CITYLAB implementations
   1. Transferability analysis
   2. MAMCA workshop
   3. Site visit
CITYLAB Transferability Plan

- Aim: potential for a successful roll-out of chosen CITYLAB solution
  1. Questionnaire
     - self-evaluate success factors: constraint or support?
  2. Interviews
     - Discuss tailored adaptation actions

Output: systematic assessment of potential for a successful roll-out of CITYLAB solutions

B. Replication of the CITYLAB implementations
   1. Transferability analysis
   2. MAMCA workshop
   3. Site visit

Initiative: Partnership working in the supply chain operations

Please rate the following statements with regards to your city.

<table>
<thead>
<tr>
<th>Success factors</th>
<th>Strong constraint</th>
<th>Constraint</th>
<th>Neutral</th>
<th>Support</th>
<th>Strong support</th>
<th>No answer</th>
</tr>
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<tbody>
<tr>
<td>We are able to involve a wide range of stakeholders.</td>
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<td>We have the support of public and private senior managers.</td>
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<td>We are able to identify appropriate funding to support administrative tasks and actions.</td>
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<td>There is agreement that softer solutions based on collaboration rather than regulation and restriction are likely to be more acceptable and beneficial.</td>
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<tr>
<td>We are able to find a common ground between disparate stakeholders and views.</td>
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<td>We can find a consensus of the partnership needs regarding focus and direction.</td>
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<td>We are able to manage people’s expectations based on realistic outlooks.</td>
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<td>The partnership should work on a variety of issues.</td>
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<td>We can ensure specific actions and tasks with timescales in order to avoid becoming a talking shop.</td>
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</table>
CITYLAB Transferability Plan

• Aim: verifying the identified roll-out potential of chosen CITYLAB solution ⇒ follows [1]
  ➢ MAMCA is a decision-making model for simultaneous evaluation of alternative policy measures and scenarios
  ➢ Training on how to organise a MAMCA workshop with relevant local actors

B. Replication of the CITYLAB implementations
1. Transferability analysis
2. MAMCA workshop
3. Site visit

Output: consensus building and selection of the best-ranking scenario
CITYLAB Transferability Plan

- Aim: promote a real transfer of “expertise”
  1. Participation in local CITYLAB workshop
  2. List of questions, presentation on their UF context

B. Replication of the CITYLAB implementations
   1. Transferability analysis
   2. MAMCA workshop
   3. Site visit

Output: dedicated bilateral meeting & workshop addressing transferability issues with local implementation partners & experts
1st Transferability meeting (London) - follow-up

3 cities and their industrial partners

• **Madrid** (SEUR SPAIN, DPD Group)
  – Strategy: explore “Consolidation solutions” using EMT (public transport agency) Parking Facilities as micro-logistic hubs

• **Manchester** (Esprit Warehousing & Docks Trafford Park)
  – Starting cooperation among TfGM, Esprit and Gnewt Cargo
  – Considering opportunity of getting MMU and UoM on board

• **Budapest** (Kantaa)
  – Comparative study: public cargobike infrastructure vs. community-oriented sharing systems.

A last-mile locally produced organic food distribution (B2B & B2C) with cargobikes and EVs
Preliminary conclusions

Positive results so far
- Cities very responsive and proactive, despite small budget
- Enhancing cooperation with local stakeholders (hopefully new PPP) & research partners
- Direct participation in all activities (not simply withstand) make city officers more motivated

Warnings
- Solutions based on vision
- Extent and effectiveness of activities depend on:
  • Political willingness
  • City Department involved
  • Type of stakeholders involved and their proactive contribution
- CITYLAB solutions in beta phase: transfer lesson learned rather than solution itself
- Need to identify a viable, systematic model to support cities on transferability after CITYLAB ends.
Thanks for your attention! Questions?

Giacomo Lozzi
POLIS NETWORK
Project manager

Questions for you:
• Transferability plan/programme in place?
• Would this model be useful in your local context?
• Relationship between research & local authorities in UF planning process?

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