

D.T.2.2.5 TRANSNATIONAL FREIGHT QUALITY PARTNERSHIP (FQP) MEETINGS REPORT

WRS

Version 4

05 2019





Table of Contents

1. INTRODUCTION	3
2. DEVELOPMENT OF THE FQP MEETINGS IN BOLOGNA	4
2.1. FIRST MEETING	4
2.2. SECOND MEETING	5
2.3. THIRD MEETING	5
2.4. FOURTH MEETING	6
2.5. FIFTH MEETING	7
2.6. OVERVIEW	8
3. DEVELOPMENT OF THE FQP MEETINGS IN BRESCIA	9
3.1. FIRST MEETING	9
3.2. SECOND MEETING	10
3.3. THIRD MEETING	12
3.4. FOURTH MEETING	13
3.5. FIFTH MEETING	15
3.6. OVERVIEW	17
4. DEVELOPMENT OF THE FQP MEETINGS IN BUDAPEST	20
4.1. FIRST MEETING	20
4.2. SECOND MEETING	21
4.3. THIRD MEETING	22
4.4. FOURTH MEETING	22
4.5. FIFTH MEETING	23
4.6. OVERVIEW	24
5. DEVELOPMENT OF THE FQP MEETINGS IN MARIBOR	25
5.1. FIRST MEETING	25
5.2. SECOND MEETING	27
5.3. THIRD MEETING	27
5.4. FOURTH MEETING	28
5.5. FIFTH MEETING	29
5.6. OVERVIEW	30
6. DEVELOPMENT OF THE FQP MEETINGS IN POZNAN	31
6.1. FIRST MEETING	31
6.2. SECOND MEETING	32
6.3. THIRD MEETING	33
6.4. FOURTH MEETING	34
6.5. FIFTH MEETING	34
6.6. OVERVIEW	35
7. DEVELOPMENT OF THE FQP MEETINGS IN RIJEKA	37
7.1. FIRST MEETING	37
7.2. SECOND MEETING	38
7.3. THIRD MEETING	38
7.4. FOURTH MEETING	39
7.5. FIFTH MEETING	40



7.6. OVERVIEW	40
8. DEVELOPMENT OF THE FQP MEETINGS IN STUTTGART	42
8.1. FIRST MEETING	42
8.2. SECOND MEETING	43
8.3. THIRD MEETING	43
8.4. FOURTH MEETING	44
8.5. FIFTH MEETING	45
8.6. OVERVIEW	46
9. JOINT EVALUATION	47
9.1. THE SEQUENCE OF MEETINGS	47
9.1.1. FIRST MEETINGS (“INFORMING”)	47
9.1.2. SECOND MEETINGS (“TRAINING”)	47
9.1.3. THIRD TO FIFTH MEETINGS (“DISCUSSING”)	48
9.2. KEY FINDINGS	49
9.2.1. PARTICIPANTS	49
9.2.2. TOPICS	49
9.2.3. MEETINGS	50
9.2.4. INSTITUTIONALIZATION	50
9.2.5. CLUSTERING	50
9.3. RESULTING RECOMMENDATIONS FOR ESTABLISHING FQPS	52
9.4. WHAT WILL PARTNERS DO DIFFERENTLY IN THE FUTURE?	52



1. Introduction

A key element within the SULPiTER project is the establishment of so-called “Freight Quality Partnerships”, or FQP. This paper sums up the experience of setting up the FQP’s in the seven regions within the SULPiTER project.

This document is written as part of the SULPiTER project. The acronym SULPiTER stands for “Sustainable Urban Logistics Planning to Enhance Regional Freight Transport” - the full name of the project. 14 institutions in seven functional urban areas across Central Europe, plus a number of associated partners have joined for the project, which runs from June 2016 to May 2019. SULPiTER is co-financed by the Interreg Central Europe program of the European Union.

What is an FQP? The “SULPiTER FQP Guidelines”, an earlier established Deliverable D.T2.2.1 by KLOK e.V., first refers to Wikipedia:

“Freight Quality Partnerships or FQPs are groups of transport operators and local authorities that come together to deal with matters of freight access and deliveries in a particular location.” However, that is not very precise. It also seems to be a statement made by the Wikipedia author because of his or her observations, which in the article results in the notorious addendum: “Citation needed”.

Nevertheless, the Wikipedia article is a good starting point. After checking the available literature, and combining it with the targets of the SULPiTER project, in practice we can get beyond that simple statement. Apparently, whatever the local details, the FQPs have all or almost all of the following in common:

- *They are cooperation of stakeholders in logistics.*
- *The cooperation is formalized, i.e. there is an agreement that it will be continuous and deal about specific topics with specific partners.*
- *Among the stakeholders are people from the public as well as from the private sector, and each represents his or her institution.*
- *There may/should be stakeholders from other parts of the society, e.g. research or the broader public.*
- *The stakeholders meet on a regular base.*
- *The stakeholders debate questions of logistics in a structured way.*
- *The target is to make logistics in the area more sustainable. In our case, the area is the “Functional Urban Area”, see next chapter.*
- *The members of the FQP work towards solutions in projects which may include one or more members, and on which the progress is monitored by the FQP.*
- *The members of the FQP also work towards solutions that include the public sector, for example through changes in infrastructure and regulations.*

The chapters 2 to 8 are based upon the reports of the partners in the respective region. In chapter 9, SULPiTER project partner WRS sums up the experiences, with inputs from Lucio Rubini from SULPiTER project partner Unioncamere Veneto.

2. Development of the FQP meetings in Bologna



Work in progress at FQP meeting in Bologna, 17 April 2018

2.1. First meeting

Date and participants

The first meeting was held on 16th of January 2018. The 14 participants were from municipality of Bologna, metropolitan City of Bologna, Emilia-Romagna Region, SRM (Agency for mobility and public transport at metropolitan level), ITL (lead partner), CTL-TPS (consultants and experts on logistics).

Topics

- Bologna FQP establishment.
- The actual policy for logistics in the city and metropolitan level.
- Definition of the Sulp objectives (in relationship with the Sump ones).
- First outlines of the local scenario.
- The stakeholders' interview results.
- Next steps.

Aims / outcomes

- Bologna FQP established (authorities).
- Agreement on the framework, objectives, expected outputs, methodology and preliminary description of the state of the art.
- Stakeholders interview results analysed and discussed.
- As a potential issue, the results of the analysis presented so far has probably focussed too much on the city level: the participants agreed to increase the focus at the metropolitan level in next steps.

The meeting gave the opportunity to share between participants the information and the policy already in charge for logistic in the city and the wider metropolitan area. The next steps in the Sulp development were discussed and agreed.



Which coherence was reached?

A good level of coherence was reached, even if the focus was mostly on Bologna City.

2.2. Second meeting

Date and participants

The second meeting was held on 17th of April 2018. The 17 participants were from municipality of Bologna, metropolitan City of Bologna, SRM (Agency for mobility and public transport at metropolitan level), ITL (lead partner), CTL-TPS-AIRIS-TEMA (consultants and experts on logistics).

Topics

- Reminder of the methodological approach.
- Illustration of the local state of the art and criticalities emerged.
- Report on qualitative survey of supply chains and companies: prerogatives for rail transport, results and policies in progress.
- Proposed lines of intervention, actions and criteria.
- The “Technical Proposal”: discussion on Table of Contents.
- Next steps.

Aims / outcomes

The state of the art of logistic in Bologna has been deepened, both, at city and metropolitan level. A fruitful discussion has started between authorities about the actions and measures to be examined in depth and proposed to next discussion with the stakeholders

Which coherence was reached?

Coherence and attention has been drawn on potential problems coming by the zoning methodology originally assumed: a prompt recovery plan has been agreed, and a new zoning will be achieved to better represent the real condition of the FUA of Bologna, and of logistic relations within.

2.3. Third meeting

Date and participants

The third meeting was held on 31st of May 2018. The 15 participants were from municipality of Bologna, metropolitan City of Bologna, SRM (Agency for mobility and public transport at metropolitan level), ITL (lead partner), CTL (consultants and experts on logistics).



Topics

The “Technical Proposal”: discussions on lines of intervention, actions and their motivations, local adaptation

Aims / outcomes

Discussion on each measure proposed, considering the areas for possible implementation, the reasons and potential benefits, the expected roles to be played by the public administration, requirements needed and possible roadmap toward measure activation, examples and best practices at international level.

The discussion between participants was conducted with a real solution-driven approach, and all the participants (having their own point of view) deeply evaluated the proposed measures considering possible barriers and opportunities.

Which coherence was reached?

Some measures were already rejected, but many others were agreed by participants, and they will be presented to the discussion both at political and public/private stakeholders level.

2.4. Fourth meeting

Date and participants

The fourth meeting was held on 16th of July 2018. The 15 participants were from metropolitan City of Bologna, Emilia-Romagna Region, INTERPORTO (Bologna inland terminal), SRM (Agency for mobility and public transport at metropolitan level), ITL (lead partner), CTL-TPS (consultants and experts on logistics).

Topics

- The “Technical Proposal”: discussions on metropolitan lines of intervention, actions and their motivations, state of art and development for railways freight transport and intermodality.
- Possible next steps to involve inland terminal operators.

Aims / outcomes

- Discussion about real technical needs and necessary resources to get a good level for intermodal freight transport in Bologna inland terminal and definition of the actors involved in this process (terminal operators, RFI, Region, State,..).
- Presentation and discussion about the metropolitan lines of intervention and measures involving inland terminal.

The discussion between participants was conducted with a real solution-driven approach, and all the participants considered possible barriers and opportunities.



Which coherence was reached?

Some measures should be more evaluated and discussed at different levels, first with terminal operators to be coherent with specific objectives. That is why a plan to involve specific Bologna inland terminal's main operators supposed to be met in September in order to discuss about intermodality for freight transport.

2.5. Fifth meeting

Date and participants

The fifth meeting was held on 9th of October, 2018. The 16 participants were from municipality of Bologna, metropolitan City of Bologna, mayor political decision makers on mobility, SRM (Agency for mobility and public transport at metropolitan level), ITL (lead partner), CTL-TPS-GOMOBILITY (consultants and experts on logistics).

Topics

- Main output from the state of the art analysis in Bologna FUA.
- Technical Proposal: presentation and discussion about lines of intervention, strategies and actions at urban and metropolitan level.

Aims / outcomes

- Summary of the state of the art analysis both at urban and metropolitan scale and results of the survey on freight transport throughout the territory of the FUA.
- Focus on actual freight access to the city centre of Bologna.
- Explanation of the plan vision within its main objectives supporting an integrated approach between mobility of goods and mobility of people (collective or private) and a carbon free for urban logistics view.
- Presentation of the plan strategies starting from the metropolitan level dealing with industrial logistic and to the urban one for freight distribution.

Which coherence was reached?

The discussion deeply evaluated the proposed measures considering possible barriers and opportunities, in particular on:

- Electric LTZ and access regulation in the city centre.
- Proximity Logistics Spaces considering cargo bikes' diffusion.
- Specialised logistics settlements (and their possible locations).
- Green Logistics certification (and its possible application).



2.6. Overview

Will there be topics for discussion in the future?

Certainly there will be, dealing with the activation of Sulp measures and their experimentation in order to share the results and their real benefits.

Will FQP meetings have permanent participants?

Yes because permanent FQP is one of the actions included in Bologna Sulp. In fact, the Sulp of Metropolitan City of Bologna is characterized by the participation activity of stakeholders, authorities and freight operator at all levels.

At what frequency will they meet?

Permanent Bologna FQP should meet once/twice a year, but frequency must be improved if the activation of the main measures needs a constant monitoring approach.

Institutionalization

The institutionalization of Bologna permanent FQP is characterized by the following different elements or tasks:

- permanent group equipped with tools for monitoring, guidance and expert support.
- CMBO (City of Bologna) chairs the FQP and provides technical expertise; scientific expertise by the university and consultation provided by representatives of sector operators.
- working program in compliance with the actions of the Sulp (to assess and propose logistics projects to foster sustainability, intermodality, and so on).
- improvement of CMBO role as «logistics developer».
- relationship with Municipalities involved in private logistics initiatives, in strict collaboration with Bologna Municipality.
- relationship with leading supply chain operators in the FUA, e.g. RFI, Bologna Inland Terminal, Bologna Airport, forwarders (DHL, DB Schenker), Mercitalia Rail,....

What remains to be done?

Metropolitan Council must approve Sulp together with Sump and then it will be possible to implement its measures and actions, according to the scenarios already setting up. During this phase, Bologna FUA's FQP will be involved in monitoring results and benefits.

Problems encountered / expected solutions / expected deficits

The main problems encountered were and should still be related to resources and to enhance sustainable change of behaviour in freight transport actors.

The main solutions derives from international best practise and are already included in Bologna Sulp but the development of measures will evidence if they really work and fit on Bologna FUA reality.

3. Development of the FQP meetings in Brescia



Working on the FQP in Brescia on 3 October 2018

3.1. First meeting

Date and participants

Tuesday December 5 2017, from 10.00 until 13.00.

The **22 participants** represented the following **institutions**: Municipality of Brescia, Lombardy Region, Province of Brescia, Municipality of Rezzato, Municipality of Castelmella, Municipality of Cellatica, Municipality of San Zeno Naviglio, Municipality of Botticino, Municipality of Lonato del Garda, Municipality of Iseo, Municipality of Montichiari, Municipality of Poncarale, Brescia Mobilità, Brescia Mobilità - Ecologis - sustainable mobility unit, ALOT s.r.l.

Topics

During the 1st FQP Meeting the main topics were: SULPiTER project presentation with the focus on established FQP, existing/ implemented freight transport policies and the Eco-Logis service currently running in Brescia (platform for goods distribution in the city centre with ecological vehicles). Furthermore, SUMP (Sustainable Urban Mobility Plan) was presented, even though some issues related to freight transport and logistics are listed in SUMP, it does leave out many fundamental aspects, to be analysed and regulated with the SULP. Afterwards, all Public Administrations quickly presented the characteristics of their territory in relation to the activities of the project and highlighted some points that must be examined in further FQP meetings, such as:

- Relations with private logistics platforms (linked to the large-scale retail trade and to the Montichiari airport) present in the FUA.
- Clarifications on how to make effective a policy tool that is adopted by a municipality (Brescia), but at the same time affects all municipalities of the FUA.
- Possible impacts on the external road network and the historical centres of each municipality of the FUA.
- Relation with Montichiari airport.
- Importance of intermodal terminal “La Piccola Velocità”.



- List of problems/ needs that came out during the analysis of freight transport and logistics in FUA Brescia.

Aims / outcomes

The aim was to officially start with the working table in the FUA of Brescia, introduce the participants, and present the project and FQP process in Brescia FUA. The FQP Meeting was closed inviting each participant (especially private operators/ representatives of associations) to collect main problems/ issues they/ their members face in urban logistics and transport, and to collect their desiderata in order to discuss during 2nd FQP meeting, directly with Public Administration.

Which coherence was reached?

Participants agreed on the fact that FQP was a valuable occasion to discuss jointly on issues/ measure to improve freight distribution in FUA Brescia.

3.2. Second meeting

Date and participants

Wednesday October 3 2018, from 14.30 until 16.30.

The **17 participants** represented the following **institutions**: Comune di Iseo, Comune di Nave, Comune di Poncarale, Comune di Brescia, Confcommercio, API - Associazione Piccole e Medie Industrie, AIB Associazione Industriale Bresciana, ASCAB - Associazione Spedizionieri Corrieri Autotrasportatori Bresciani, Associazione Artigiani, FAI Brescia - Federazione Autotrasportatori Italiani, FEDEX, TNT Express, Brescia Mobilità, ALOT

Topics

The topics discussed during the 2nd FQP Meetings were: the Sulp in Brescia FUA, to be finalized at the beginning of 2019 (February), with reference to freight transport and logistics in Municipality of Brescia together with 15 other Municipalities, and strictly connected to existing Sustainable Urban Mobility Plan SUMP.

During the meeting, the results from WPT1 activities, such as interviews with commercial activities, logistics and transport operators, implementation of SULPiTER tool and traffic count were presented outlining both positive and negative elements of the current freight transport and logistics in Brescia FUA. The overall logistics in FUA is evaluated positively, but there are several problems and opportunities to improve.

After the main facts reported in DT1.2.5 FUA report including SULPiTER Tool Feeding & calibration in Brescia were presented to the participants, several City Logistics measures adopted by other Cities, which could be linked to current transport and logistics problems/ issues and seen as opportunities, were introduced. Among others, Paris, Wien, Barcelona's measures for the loading/ unloading areas, Torino, Ghent, Reggio Emilia, Friuli Venezia Giulia Region, Lucca, Padova's measures for the City centre distribution, last mile distribution with alternative fuelled vehicles, were presented.

The results in the report DT1.1.3 Expert survey - DELPHI analysis on trends and scenarios in FUAs in CE, were also presented, with focus on main drivers for the development of freight distribution. Measures and drivers were used to stimulate the discussion with the participants.



A round table presentation followed, where all participants presented main problems according to their own/ their associates' views, commented on measures presented and suggested possible measures to be discussed on and taken into consideration for the SULP.

Aims / outcomes

The main aims were to provide a general framework of the current logistics system in Brescia FUA, through analysis of data directly collected from operators/commercial activities, and to underline the main problems that came out during both interviews and meeting itself. Furthermore, based on the problems collected in more than 300 interviews, possible solution adopted in other cities were given to the participants, as input in finding solutions for Brescia FUA.

The meeting built on the previous because the participants, as requested after the first FQP meeting, took part to the second and expressed their/their members' needs and problems in distribution of goods. Thus, the second FQP meeting discussed on anticipated topics in the first one, and carried out discussing also on problems outlined during the investigation phase of current goods distribution in Brescia FUA.

Participants selected main problems/needs on which FQP should focus on, shared and agreed on them. It was also decided that in the 3rd FQP Meeting they would further discuss on objectives and possible solutions.

Furthermore, participants agreed on the main findings emerged during the meeting. The problems linked to the transport and logistics in Brescia FUA were grouped as follows:

- Loading/ unloading areas.
- Freight distribution model and investments currently driven only by the cost.
- Traffic congestion in several areas/ roads networks.
- Short term Planning of the access to Limited Traffic Zone.
- Conflict between freight transport and people mobility.
- Fragmentation of current transport and freight regulation.

The sectors that should be discussed with private operators:

- e-commerce.
- LTZ planning /access and restrictions.

Measures to be discussed and evaluated:

Medium term LTZ access planning;

- Distribution& micro distribution platforms.
- Use of ICT solution for loading/ unloading areas management.
- Measures for the environment sustainability of freight transport& logistics.
- E-vehicles/ alternative fuelled vehicles distribution and related incentives.
- Regulation and measures implemented not at local, but at least at regional level.

Opportunities:

- Development of the SULP with detailed measures on railway terminal La Piccola Velocità and City Centre distribution, currently only mentioned in Brescia SUMP.
- Evaluation of railway passenger transport among the FUA Municipalities to be used also for the goods transport.



Which coherence was reached?

The 2nd FQP Meeting was very useful for the contribution received by the participants, allowing to continue with FQP schedule and develop a concrete and effective Sustainable Urban Logistics Plan for Brescia FUA, shared with satisfying number of stakeholders.

Participants agreed on problems outlined and on the fact to fix common objectives and jointly develop possible measures to be included in Sulp. Moreover, 3 main topics introduced in Brescia Sump were outlined with intention to keep them and elaborate with higher degree of details in discussions and upcoming Sulp:

- Heavy traffic in the urban primary network.
- Freight distribution in city centre.
- Development of the railway terminal La Piccola Velocità.

In the Sump, Brescia Municipality reports that its primary role is regulatory, and the Sulp, with the participatory roles of primary stakeholders, is the opportunity to further elaborate measures and improve the transport and logistics in Brescia FUA.

3.3. Third meeting

Date and participants

Tuesday October 30 2018, from 14.30 until 16.00

The **16 participants** represented the following **institutions**: Comune di Brescia, Comune di Botticino, Comune di Concesio, Confcooperative, AIB Associazione Industriale Bresciana, ASCAB - Associazione Spedizionieri Corrieri Autotrasportatori Bresciani, Associazione Artigiani, FAI Brescia - Federazione Autotrasportatori Italiani, TNT Express, Brescia Mobilità, A LOT.

Topics

During the 3rd FQP Meeting discussion was focused on several issues and possible measures to be taken into consideration for the improvement of freight transport& logistics in Brescia FUA:

- The necessity to have shared regulations in at least all FUA's municipalities, but preferably at regional level, the perspective from which work on the freight transport and logistics should be widened and go outside the municipal boundaries. As in fact proposed by SULPiTER, in order to have a positive impact, a harmonization of the rules related to the access to LTZ, loading/ unloading areas and other limitations to the circulation of more polluting vehicles should be shared/ implemented at least at FUA level.
- More attention to be put on the requests of commercial activities/ traditional shops, which are affected by structural problems related to location, traffic, difficulties in having warehouses and large spaces that reduce the frequency of travel/ transport for supplies. These commercial activities need to have the certainty of delivery times and flexibility (for example different rules of access in different areas of the city, area and lanes with dynamic functionality, etc.).
- The reduction of the environmental impact, with reference to the recent EU air quality reports in the Padana valley, as essential element for a common agreement, provided that not only are guaranteed private investments with certain rules, but also more rigid controls according to what is already foreseen regarding minimum environmental criteria in the Procurement Code.



- The need for information to be shared, and initiatives such as the FQP are good starting point in FUA Brescia, to communicate and discuss publicly/ openly on transport& logistics/ city logistics topics.
- The importance of having more private operators in the freight transport/ logistics and other supply chains present at FQP meetings.
- All measures to be adopted should be largely discussed and shared among PAs and SHs.
- Useful could be a mapping of possible financing tools for city logistics and adoption of “green” fleets both for private operators and public administrations’ fleets.
- The adoption of a model of sharing "green" vehicles.

Aims / outcomes

The specific aim was to continue discussing on main problems, outline, and agreement on the measures for the SULP. Based on problems and need analysed in past meetings, FQP followed with measures and solutions evaluation and agreement.

The main elements participants agreed should be included in the SULP, considering their strategic importance:

- The development of the Intermodal terminal La Piccola Velocità, which will move traffic on a higher scale outside the peri-urban area.
- The presence of important industrial settlements at the entrance of the city, steelworks that handle heavy vehicles with impacts on the environment and citizens.
- The goods distribution in the city.

All the measures that will be included in SULP, will be shared and discussed with main Stakeholders, and will not be only a top-down process.

Which coherence was reached?

Continuous participation and stable number of participants prove a rather high level of cohesion.

3.4. Fourth meeting

Date and participants

Tuesday December 18 2018, from 14.30 until 16.30.

The **17 participants** represented the following **institutions**: Comune di Brescia, Provincia di Brescia, Confcommercio, AIB Associazione Industriale Bresciana, ASCAB - Associazione Spedizionieri Corrieri Autotrasportatori Bresciani, Associazione Artigiani, A2A Spa, ITL, TIL, Brescia Mobilità, ALOT.

Topics

The fourth FQP, considering the participation of new operators/ PAs started with the description of SULPiTER project and BreMob participation and the implementation of the activities in Brescia FUA. The agreement on the harmonization of the rules for LTZ access of freight on a regional scale in Emilia-Romagna Region



followed and afterwards an ICT model system for booking the loading and unloading areas, and possible related services was presented. Among the topics, the experience of renting electric vehicles in Reggio Emilia city from 2000 was included.

In details the topics discussed were:

1. Emilia-Romagna Region is actively working on the city logistics, an activity entrusted to the city, in an organized and shared modality with several PAs due to the worsening of environmental pollution. ER Region in order to improve the sustainability of city logistics started with urban logistics projects in a soft way, sharing methodologies with the Municipalities through a direct interaction and involvement at regional level, the interaction that did not exist before. As for urban logistics, several steps have been highlighted: 2017 PAER, Air Quality Plan of ER Region, from 2016 working/ coordination sessions/ tables, Single Portal for the issue of permits for freight transport in LTZ, characterized by different methods and rules to obtain permissions. ITL outlined the use of a web platform as a shared tool to request permits for the LTZ in the Municipalities, resulting in greater digitization, less costs both for cities (thanks to the harmonized system) and for transporters (less margin of error, fines, greater understanding of the functioning of a city). Metropolitan City of Bologna officially adopted SUMP and Sulp for the metropolitan area on 27/11/2018, identifying strategies on two levels: the level of the city and the level of the metropolitan city, with a single objective: sustainability. Among the measures following can be highlighted:

- Facilitation of cargo bike operations within the LTZ, with delivery points (areas where it is possible to do the transshipment between the van and the cargo bikes).
- Evaluation of location of containers inside the delivery points, for storage of goods.
- Electric mobility and areas where only e-vehicles have the access.
- Pedestrian zones only, with access to freight only at night.
- Zones with time slots based on supply chains' needs.

2. An ICT system for booking of loading and unloading area: a step forward, not a substitute to what already exists, not only for the LTZ but also for loading/ unloading areas reservations. A concrete model, which matches the needs of users and cities of Brescia FUA. Software development must take into account the elements that emerged during the analysis phase:

- Areas allocated within the ZTL.
- Reservation / certainty of having the area available.
- Spot for loading / unloading / transshipment (e.g. cargo bike).
- Routes for goods delivery.

Combine these elements in a single APP, with the modular system and interface between the user and the Public Administration, through which useful data can be obtained in real time and support the planning of Public Administrations. The system should contain core functions (certification, authorizations) and accessories (information), based on current and future needs and on different levels (FUA).

3. The experience of renting electric vehicles in the city of Reggio Emilia, where currently 400 e-vehicles circulate in an area of 170 thousand inhabitants. Positive effects of this e-vehicle renting service in a city: zero emissions at local level, reduced fuel costs for operators (traders, industries with their own fleets), access to LTZ, free parking in the paying areas, free access under controlled passages. Operators and PAs still prefer to rent an e-vehicle than to buy it, due to quite high costs, not everyone can buy an electric vehicle, while the rental is more affordable for everyone, the batteries, which have a significant cost, are included in the rental, and the electric replacement vehicle is included. In 2003 the Municipality proposed the closure of the centre/ restricted access to LTZ and encouraged the use of the electric car, in synergy with the Chamber of Commerce, sponsors, Confcommercio, Province, and TIL, which reduced the rental



price (€ 250 per month for the first 6 months, then € 200 and € 150 eventually). In this way, about 70 electric vehicles have access to the historic centre of Reggio Emilia.

Aims / outcomes

To present specific/ implemented measures to the participants/ check implementation steps of successful cases.

Which coherence was reached?

Participants agreed Brescia Mobilità would continue to work on the update of the Sulp, working with the Municipality of Brescia in order to finalize document, taking into account all the inputs provided during the FQPs. Results of the FQP process and the final Sulp will be presented in April 2019.

3.5. Fifth meeting

Date and participants

Monday April 8 2019, from 12:00 until 13:00.

The **18 participants** represented the following **institutions**: Comune di Brescia, Comune di Montichiari, Confcommercio, AIB Associazione Industriale Bresciana, ASCAB - Associazione Spedizionieri Corrieri Autotrasportatori Bresciani, F.A.I Brescia, TNT Brescia, Brescia Mobilità, ALOT.

Topics

During the 5th FQP meeting, the Sulp proposal for the FUA of Brescia was presented. The document was presented to the FQP group as a summary of main elements highlighted in previous meetings and gathered in the previous SulpIteR project's phases. Here the main elements presented:

- The vision contained in the present Sulp guarantees the achievement of the objective of "Urban distribution of goods with zero direct emissions of carbon dioxide (CO₂)" in 2030, indicated inside European Commission's White Paper on Transport. It safeguards the EC's objective by developing a system of goods transport and urban logistics in the FUA of Brescia that takes into account the needs of all stakeholders and the rapid changes dictated by the evolution of the market and technologies.

Specific objectives of the Sulp:

- Specific objective 1 - Reduce road congestion by increasing the accessibility of the freight transport to the city, through a better integration between industrial and commercial areas and freight terminal/ redeveloped interchange points. To achieve this first objective, it will be important to coordinate and harmonize at city/ functional area levels, a series of transport measures that ensure the reduction of the existing traffic congestion and handle the increasing traffic in the upcoming years due to the development of La Piccola Velocità freight terminal. Besides the infrastructural interventions of the road network already planned in support of future development of the terminal, measures capable to support the intermodality and the use of the terminal by the operators, should be also implemented.
- Specific objective 2 - Improve the competitiveness of the freight transport system in Brescia FUA, with a higher load factor of freight vehicles and a greater efficiency in logistics. One of the problems on which public authority should work, highlighted by the operators interviewed during the first



phase, is the difficulty to partially or fully load the vehicles used for deliveries, thus the impossibility to reach the necessary optimization. The current load factor negatively affects the number of trips operators must take and the numbers of vehicles used, based on the characteristics of the commercial activities' distribution and - in the case of the historic centre - the limited access time windows for deliveries.

- Specific objective 3 - Improve the citizens' quality of life by reducing pollution in Brescia FUA, favouring a gradual transition from polluting to reduced (or zero) environmental impacts vehicles used in the goods delivery in the city centre. The transition to a carbon free logistics must necessarily be done gradually but constantly, shifting from polluting vehicles to vehicles with low or no impacts, with an introduction of carbon-free solutions such as electric vehicles, cargo bikes or last mile delivery on foot with carts. The challenge is to implement a series of measures and incentives that maintain the efficiency of the logistics system linked to deliveries in FUA's central areas reducing congestion and pollution.

The strategies contained inside the Sulp of the FUA of Brescia are based on information collected during the initial analysis phase of the SULPiTER project and are transversal for the achievement of the specific objectives listed above. They can be summarized in the following three macro-areas of intervention:

- An increasingly marked promotion of intermodality, mainly regarding the industrial flows and development progress of intermodal terminal La Piccola Velocità, through indications on possible organizational and management procedures and supporting policies for scenarios of the area development as a stimulus for the terminal area growth.
- A gradual but constant shift over time towards sustainable urban distribution with the use of low/ non-impact transport vehicles for the delivery of goods.
- A redevelopment of Brescia FUA historic centre, thanks to shared measures that guarantee a gradual but steady reduction of negative impacts of the goods delivery over time, until the total cancellation of emissions caused by logistics sector in the city centre by 2030. The measures that guarantee a gradual access closure to the city centre of polluting vehicles should be harmonized and shared with the operators, to have them respected by everyone.

In order to achieve all the specific objectives through the implementation of the indicated strategies, a constant dialogue with stakeholders is needed, not only to make everyone understand and respect the rules, but also to encourage new initiatives shared among public and private sector actors.

Here the main measures proposed and discussed by the stakeholders:

- Measure 1 - The intermodal terminal La Piccola Velocità: infrastructural upgrading and development of innovative services. The development of the intermodal terminal, located in the heart of Brescia Functional Urban Area, will impact the measures to be implemented for the urban distribution and in general for the goods transport in the area in medium/ long-term period.
- Measure 2: Freight routes. The measure avoids the conflicts between goods transport and people mobility; increases the average speed for both categories and reduces emissions due to lower congestion. Promotes road safety and helps transport operators to reach their destinations more easily.
- Measure 3: Spatial planning for logistics. Measure to accompany the development of the terminal La Piccola Velocità. Creation of synergies with what already exists (Eco - Logis service at Consortium Brescia Mercati).
- Measure 4: Use of vehicles with low (or zero) environmental impact for goods transport. The goal of zeroing polluting emissions for urban logistics will have to go through the adoption of less polluting vehicles (up to zero impact) for the transportation and delivery of goods in the city.



- Measure 5: Goods delivery points. The measure proved to be of specific interest during the FQP meetings and can be a good response to changes in logistics system linked to e-commerce.
- Measure 6: Identification of Proximity Logistics Spaces (PLS). The measure turned out to be of interest as it is necessary for the introduction of deliveries with cargo bikes, trolleys or e-vehicles, a less impacting alternatives (for the traffic congestion and order inside city centre).
- Measure 7: Planning for a gradual introduction of access restrictions to the city centre. The measure is of primary importance, not only to decrease pollution from logistics in the urban area, but also for successful implementation of other measures identified in Sulp.
- Measure 8: Reorganization of loading/ unloading areas in the city centre. The measure comes from FQP debate and is important to pursue the redevelopment strategy of the historic centre.
- Measure 9: Permanent Freight Quality Partnership. The measure is essential for solution of many of the problems identified in different SULPiTER phases. In general, FQP instrument seems to be the most useful tool to guarantee a constant dialogue between public and private sector actors.

Participants agreed with what was presented and asked if it is possible to have more details on measures that will be implemented. Two measures among those identified can be considered pivotal:

- Planning for the gradual introduction of restrictions on the access of polluting vehicles to the city center.
- Permanent Freight Quality Partnership.

Aims / Outcomes

Stakeholders shown their interest in possible further development of the Eco-Logis service as a measure to increasing the use of vehicles with low (or zero) environmental impact for the mobility of goods. The Municipality of Brescia actively participated in the debate and indicated that the project linked to the Eco-Logis service is still active but that the involvement of a private operator investing in the logistics of the last “green” mile linked to the service to guarantee its effectiveness, will be needed.

Furthermore, participants highlighted that a stronger involvement of haulers and an agreement with them for the implementation of effective measures is of high importance and would be the key element for the implementation of some of the presented measures. The Municipality of Brescia took notes of what emerged from the debate and indicated that the actions for the development of the Piccola Velocità rail terminal are already underway, while the Brescia municipal administration will certainly evaluate in the coming years the implementation of more stringent regulatory mechanisms for more polluting vehicles.

Finally, given the importance of the participatory process, the Municipality will involve stakeholders in the coming months to continue the path undertaken with the SULPiTER FQP process.

Which coherence was reached?

Participants agreed on the Sulp and on the continuation of the FQP.

3.6. Overview

After a first phase of analysis in the SULPiTER project, the structuring of governance in Brescia FUA, with involvement of the stakeholders through participatory process inside the Freight Quality Partnership FQP was implemented. During the FQP meetings, Brescia Mobilità and Brescia Municipality (SULPiTER associated



partner) with the stakeholders, discussed on main problems encountered in good transport, defined main topics of interest for public and private actors involved in freight transport and logistics in Brescia area, defined objectives to be reached to improve the logistics in Brescia FUA and defined elements for the measures. The overall outcome is the elaboration of Sustainable Urban Logistics Plan (SULP) containing the main elements discussed together with FQP participants.

All the FQP meetings, starting from the very first one, which had the main aim to present SULPiTER project and FQP process to the participants, were used to collect inputs for the elaboration of the SULP.

An institutional framework for the collaboration on freight logistics and transport in Brescia FUA was established. In fact, BreMob shortlisted the stakeholders and clustered them into three categories:

- Public authorities.
- Private FQP signatories.
- Private non-FQP signatories.

The first two categories were selected for continuous participation in all working tables of the FQP with an active role in the elaboration of Sustainable Urban Logistics Plan (SULP). The third - wider - category included a less restricted list of private stakeholders, which were invited to first FQP Meeting and will be invited to the last one, in April 2019, for the presentation of the working process and of the result: the SULP for Brescia FUA. The meetings were organized and will be finalized as follows:

- One preliminary plenary workshop held to present SULPiTER project/ FQP/ SULP. The scope of this event was to present the FQP process to all local Public Administrations involved in the SULP area and FUA, the Province of Brescia and Lombardy Region, and to Private actors.
- Three public-private round tables with the participation of “signatories” only and discussion on the main problems they perceive about goods distribution in FUA area, their objectives and solutions. The round tables were steered by expert consultants and external speakers, which presented “best cases”, and guided the discussion, noting down inputs for the elaboration of the SULP.
- One final workshop to be organized in April, to present the outcome of the work done/ SULP.

All these meetings provided a valuable occasion for BreMob and Municipality of Brescia to gather around one table different stakeholders and different interests, providing them time and space to express their/ on behalf of their members, problems, worries, difficulties, needs; fix common objectives, and discuss on possible shared measures and tools Public Administration should implement.

Will there be topics for discussion in the future?

A permanent FQP in Brescia, with at least twice a year meetings, even after the closure of the SULPiTER project, will allow:

- To verify the most suitable modalities for the experimentation of the measures identified in the SULP.
- To monitor the implementation of the measures, verify any deviations and identify possible correction with respect to what was defined in the initial phase.
- To jointly monitor selected KPI parameters/ values defined in the planning phase.
- To take into account new elements that were unknown at the time of SULP drafting.
- To organize meetings on specific topics identified as essential to respond to the evolutions of the transport and delivery systems of goods (e.g. e-commerce).
- To promptly communicate the results achieved through the implementation of the measures.



- To jointly tackle some points - for example the dynamics linked to the development of the terminal La Piccola Velocità - still not defined with certainty at the time of Sulp drafting.
- To check and analyse cases similar to ones in Brescia FUA, to define shared solutions for possible problems, understanding how other companies/ cities have faced and resolved them.
- To update, if necessary, the Sulp.

Will FQP meetings have permanent participants?

In the Sustainable Urban Logistics Plan (Sulp), BreMob strongly recommended the continuation of the working tables with the participants of SulpITER Freight Quality Partnership's members, as one of the measures. It will be discussed with Brescia Municipality and participants during the last FQP meeting.

In case Municipality of Brescia together with the FQP participants decide to continue with the working tables (at least twice per year), the SulpITER structure of the FQP should be maintained, with permanent (signatory) participants.

At what frequency will they meet?

The meetings should be twice per year.

Institutionalization

The FQP in Brescia FUA was institutionalized for the duration of the SulpITER project and will continue. As stated above, FQP is present as one of the measures to be adopted in Sulp.

The FQP in Brescia is a local forum that aims to promote cooperation between private operators and public authorities, where stakeholders discuss jointly about possible interventions to be implemented in the urban distribution of goods. The FQP measure is indeed seen as a tool that can guarantee a constant dialogue between different actors involved in the decision-making process, and in the implementation of solutions for the improvement of logistics system in Brescia FUA.

What remains to be done?

All FQP meetings within the SulpITER project have been held.

Problems encountered / expected solutions / expected deficits

A problem was encountered at the very beginning of FQP, soon after 1st meeting, related to the local elections. The original schedule of encounters had to undergo some changes, and quite important postponement. In fact, Brescia Mobilità, in agreement with the municipality of Brescia, considering the elections in spring 2018 that affected Brescia Municipality council, decided to postpone the meetings after June 2018.

The problem was solved together with LP and WP2 Leader postponing the FQP Meetings. No deficits are expected.

4. Development of the FQP meetings in Budapest



Working at the FQP in Budapest on 27 February 2018

4.1. First meeting

Date and participants

The first meeting was held on 27.02.2018 with 17 participants, representing the following institutions:

Budapest Airport, Budapest Government Transport Dept., Gyál Industry Association, Institute for Transport Sciences Non Profit Ltd, Mobilissimus Ltd., Municipality of BP18, Municipality of Vecsés, Pest County Assembly, Vecsés City Centre Development Nonprofit Ltd., Vecsés Industry Association.

Topics

Information event, raising awareness of participants about SULPiTER project and the FQP involvement, networking and building relationships with stakeholders.

Aims / outcomes

The aim of the meeting was to raise awareness for the SULPiTER project and the concept of the sustainable logistics plan and to engage interested parties in the process (forming the FQP). The reactions to the presentations from representatives of the Vecsés Industry Association, Gyál Industry Association (both representing logistics companies and independent shop owners among its members), Pest County Assembly, Üllő Municipality and the comments from District 18, Budapest Transport Centre confirmed the need for a freight quality partnership and regular consultations among the stakeholders.

Which coherence was reached?

Most of the comments emphasized the negative consequences of failed infrastructure provision and lack of coherent planning. Key infrastructure capacities are lacking - for example the need to connect the city, the wider region and the international airport by railways or to upgrade the obsolete road connection between Budapest and the Liszt Ferenc International Airport. There are a number of junctions that were planned for decades, but never got built (e.g. the junction where Üllői road meets the airport feeder road crossing the busy railway line no. 100 at the same level). It has been agreed that a general integral vision is required at



the Budapest FUA level similar to the vision already drafted for the Budapest Airport Region where most of the developments and development directions are known (e.g. the planned expansion of the airport logistics and passenger facilities, the new logistics parks around the airport and the supporting infrastructures).

4.2. Second meeting

Date and participants

The second meeting was held on 04.07.2018 with 30 participants, representing the following institutions: Budapest Airport, Budapest Government Transport Dept., Gyál Industry Association, Institute for Transport Sciences Non Profit Ltd, Mobilissimus Ltd., Municipality of BP18, Municipality of Vecsés, Pest County Assembly, Vecsés City Centre Development Nonprofit Ltd., Vecsés Industry Association.

Topics

Information event on best practices, Sulp methodology and understanding of freight transport issues in the Budapest FUA.

Aims / outcomes

The key points of the meeting were:

- Promoting SULPiTER project and the Sustainable Urban Logistics Plan.
- Providing an opportunity for stakeholders to comment and raise issues about the Sulp planning process and its thematic content.

Based on the feedback of the previous meeting it was important to provide an update on planning issues and transport infrastructure developments in various stages of development in the Budapest Airport Region as this region serves as a pilot area for the wider Budapest FUA when it comes to Sulp planning.

The biggest challenges identified were:

- Congestion (overall traffic load in the city).
- Small number of dedicated loading places.
- No sanctions as legal regulation is not clear.

Strategic goals:

- Ease of transport flows (eliminating obstacles).
- Liveable city.
- Minimise interference of freight and other transport flows.
- Lower emissions by better managing traffic flows + introducing more environmentally friendly modes and vehicles.
- Extending the number of dedicated loading places + improving the coordination of occupancy (enforcement).



Which coherence was reached?

It became clear that the way the Sulp is being prepared; giving more detailed focus for a smaller region is suitable as there are many similarities of problems in the gateway areas (peripheral districts) of Budapest. In addition, Sulp fits well with the other planning documents and draft strategies Budapest authorities are considering. The stakeholder participation allows in-depth consultation for not only airport region but wider FUA related issues as well.

4.3. Third meeting

Date and participants

The third meeting was held on 09.10.2018 with 32 participants, representing the following institutions:

Budapest Airport, Budapest Government Transport Dept., Gyál Industry Association, Institute for Transport Sciences Non Profit Ltd, Mobilissimus Ltd., Municipality of BP18, Municipality of Vecsés, Pest County Assembly, Vecsés City Centre Development Nonprofit Ltd., Vecsés Industry Association.

Topics

Stakeholder involvement in formulating the Budapest FUA Sulp with special focus on the Budapest Airport Region.

Introduction of Sulp draft report and feedback.

Aims / outcomes

Sulp shall continue the visions declared by Budapest Transport Plan (Balázs Mór Plan) and shall include positive measures to influence service providers. Motivating cargo transport operators, carbon-neutral solutions, smart technology adoption are discussed in a way that fits with the current planning policy - the ambition is to add to the current strategy and get the agenda of sustainable urban logistics included in the Sump context of the Budapest metropolitan area. External experts provided evidence of good practices from abroad - mostly experimental or sponsored projects - and the first steps implemented in Budapest (e.g. by GLS and TNT, cargo bikes and consolidation centres close to the CBD).

Which coherence was reached?

It was the close continuation of previous events.

4.4. Fourth meeting

Date and participants

The fourth meeting was held on 07.11.2018 with 15 participants, representing the following institutions:

Budapest Airport, Budapest Government Transport Dept., Gyál Industry Association, Institute for Transport Sciences Non Profit Ltd, Mobilissimus Ltd., Municipality of BP18, Municipality of Vecsés, Pest County Assembly, Vecsés City Centre Development Nonprofit Ltd., Vecsés Industry Association.



Topics

Workshop on Budapest policy development and expected impacts on freight transport:

- Update on SULP and feedback.
- Update on transport policies in Budapest FUA.
- Gathering FQP proposals and discussion.

Aims / outcomes

The 4th FQP meeting was held with cooperation from EIT Digital the European Union agency for digital transformation who held their Budapest conference on the field of Logistics and asked the Budapest Airport Regional Development Cluster (of which both Budapest District 18 and Vecsés Municipalities are founding members) to join forces. At the conference József Kossuth, cargo manager of Budapest Airport was one of the keynote speakers, who gave insight into the new logistics developments at the Ferenc Liszt International Airport of Budapest.

Which coherence was reached?

The meeting was the close continuation of previous events. It laid open a number of problems regarding goods transport:

Budapest to date lacks comprehensive logistics planning. The Mór Balázs Plan of 2014 is the key strategy for the development of urban mobility in the city, which contains a chapter on logistics, is a starting point. This document is good at identifying the problems and setting goals, however misses implementation. Freight transport in Budapest is regulated for 10 years now (limiting the types of vehicles permitted to enter the city); however there was no coordination with other regulatory systems (e.g. the nationwide road charging system). Unfortunately, there is little conformity with rules even in the category over 3.5 t weight. Large logistics operators purchase permits, but occasional transporters, like construction movers do not. The streets are flooded by smaller vehicles that are not regulated (express forwarders, etc.). There are some positive examples, but the majority are outdated fleets. Most of the problems arise from the lack of proper capacities, thus following the rules is mostly impossible and this is why law enforcement is also not motivated to act strictly.

The SULP thus will share the vision of Mór Balázs Plan and aims to provide inputs for the upgrading of this policy with special focus on urban logistics (last mile logistics). There are four main goals: regulation, infrastructure, environment protection and IT management. Operative details will follow each chapter and much emphasis is given on consultation with the authorities and the community of interested parties (it is a unique situation that in the framework of the project a district and a neighbouring municipality takes charge for a region-wide plan).

4.5. Fifth meeting

The fifth meeting was not reported at the date of compilation.



4.6. Overview

Will there be topics for discussion in the future?

The most important part of the FQP meetings - from the point of view of the participants & stakeholders - concerned the development of city logistics and mobility.

The most important characteristic of city logistics is the recognition by the stakeholders that transporting goods in urban areas has a negative impact on the lives of people living in our FUA. In fact, the air of Budapest is among the worst in the world, people are losing 2-3 years out of their life because of the air pollution, we are at the forefront of the European Union in terms of lung cancer, and there are currently no real community or government efforts to eliminate it.

Will FQP meetings have permanent participants?

Between Vecsés Municipality and the Municipality of Budapest 18th district, a very active cooperation has been established for many years and even an economic development cluster has been set up with the participation of Budapest Liszt Ferenc International Airport. The stakeholders of the two municipalities meet regularly in the European and other projects in order to express their vision and views. These meetings will continue after the ending of the SULPiTER project.

At what frequency will they meet?

The project partners at Budapest believe, that in every semester, one occasion would be satisfactory for all the participants.

Institutionalization

In terms of institutionalisation, the future FQP meetings could be transferred to the permanent working group of the Budapest Development Cluster, which meets in a permanent way.

The project partners at Budapest would consider it very important to develop education in which the attention of the kids is drawn to environmental sustainability, as a priority concept for further educational actions.

What remains to be done?

The Budapest partner needs to organise the last FQP meeting within the SULPiTER project.

Problems encountered / expected solutions / expected deficits

Finding a suitable date for all participants.

Based on the earlier experiences, the Budapest partner does not expect deficits.

5. Development of the FQP meetings in Maribor



Working on the FQP in Maribor, on 20 September 2018

5.1. First meeting

Date and participants

The first FQP meeting was held on 24.11.2017.

The 10 participants represented the University of Maribor and the Municipality of Maribor. Both are public institutions.

Topics

- SULPiTER project (aims and objectives).
- FQP approach (organizational approach to engagement of stakeholders and their active collaboration).
- SULP document - proposed structure and contents.
- Presentation of the methodology (SULPiTER tool) and the first results:
 - o survey results (feedback from participants),
 - o transport model (main ideas).
- Potential measures to be taken into consideration.
- Potential synergies with RESOLVE project (also partially dealing with urban freight deliveries).
- Future steps (actions and time plan).

Aims / outcomes

Preliminary FQP meeting was organized already on 15 February 2017 with the main aim to inform representatives of the Municipality public utility and transport department about the project SULPiTER and to discuss initial measures to be studied during SULP document and discussed during FQP meetings. The following points have been defined:



- Loading bays (positioning, access, permits, equipment).
- Access restrictions to pedestrian zone (time slots, limits).
- Urban consolidation centre (location, business model, feasibility).
- Electric vehicles for delivery (van sharing system).

At the first FQP meeting, held on 24 November 2017, representatives of the Slovenian SULPITER project team (UM and MOM) met with representatives of RESOLVE project and Head of municipal public utility and transport department regarding the organization of Freight Quality Partnership (FQP) and initial discussion about development of Sustainable Urban Logistics Plan (SULP) for Maribor FUA.

Representatives of municipal public utility and transport department shortly presented current situation in relation to urban freight transport in Maribor and their plans regarding the municipal decree on deliveries in the city centre (pedestrian zone). Decree will presumably be ready for the adoption at the MOM City council on February 2018 and implements some additional restrictions for delivery vehicles into strict city centre. Deliveries will be, on a long term, possible only with electric driven delivery vehicles.

SULPITER team presented main aim of the project, which is to develop and, in the final stage, adopt a SULP at the MOM City council. Since MOM already has a SUMP, SULP will be prepared as an annex to the existing SUMP, containing a list of measures and recommendations regarding the city logistics. University of Maribor presented a first draft of the survey results on distribution flows in Maribor FUA. Active discussion on possible measures for mitigating identified problems followed with conclusions on possible further steps and actions.

The main point of discussion was the formation and organization of activities related to FQP - Freight Quality Partnership. Based on existing structures, the FQP will be activated as part of already existent framework "Smart City Initiative". FQP's activities are to take shape in the form of several meetings with different stakeholder's groups to identify main problems and suggestions for improvement of urban freight deliveries. The activity is going to be finalized with final meeting where results of individual meetings will be presented. During this process SULP document will be developed and first draft will be presented to all stakeholders. University of Maribor also presented the foreseen content of the SULP document, tools developed within the SULPITER project and emerging traffic model to be used for evaluation of results when simulating different measures and scenarios.

Representative of RESOLVE project, dealing with sustainable mobility issues in Maribor, shortly explained the main goals of the project and results of the analysis for the city centre, which were carried out so far. RESOLVE's result will be an action plan, with a list of measures and recommendations. Since RESOLVE project addresses urban delivery issues from completely different point of view, there are no possibilities for preparing a common document therefore the decision was taken to work on two separate documents each addressing its own field.

- FQP meeting are to be organized and finalized before summer 2018.
- First draft version of SULP is to be drafted until July 2018 and finalized until November 2018.
- Representatives of RESOLVE and SULPITER agreed to appear together at the MOM City council meeting, presumably in January 2019.
- The exact details about both documents appearing at the MOM City council meeting and their implementation into SUMP is still to be discussed.

Which coherence was reached?

This meeting, including the preliminary meeting on 15 February 2017, reached coherence among the researchers and the main city of the agglomeration.



5.2. Second meeting

Date and participants

The second meeting was held on 6 July 2018.

The 7 participants represented the University of Maribor and the Municipality of Maribor. Both are public institutions.

Topics

- SULP document - proposed structure and contents.
- FQP activities so far.
- Potential measures to be taken into consideration.
- Future steps (actions and time plan).

Aims / outcomes

Representatives of Slovenian Sulpiter team, MOM and UM, presented the representatives of Municipal public utility and transport department current activities about the FQP meetings and SULP preparation process. Discussion followed on activities and process of FQP meetings and SULP preparation process.

- Presented proposed structure and contents of SULP.
- Presented the implemented activities regarding FQP meetings.

Which coherence was reached?

This still resulted in coherence among the project work team.

5.3. Third meeting

Date and participants

The third meeting was held on 20 September 2018.

The 20 participants represented a wide range of institutions: Municipality of Maribor, University of Maribor, Intermunicipal inspectorate, Maribor National Theatre, Police as public institutions, Post of Slovenia, Snaga Maribor, Nigrad, Energetica Maribor as public companies, DPD, a local Restaurant as private companies.

Topics

- Introductory greeting.
- Greetings from the representative of the Municipality of Maribor (MOM) and presentation of activities in the field of logistics in the municipality.
- Presentation of the SULPiTER project and the Integrated Logistics Strategy for Maribor.
- Freight transport/logistics analysis at FUA Maribor.
- Challenges and problems of logistics in Maribor and its surroundings.



- Possible measures in the field of logistics in Maribor and its surroundings.

According to the minutes, this meeting partly went into an intense debate about various aspects of city logistics, as experienced by the participants.

Aims / outcomes

- Issues with logistics and supplying of the city are topical.
- Participants are ready to participate in the next meetings of the Logistics Group.
- Everyone agrees that integrated solutions must be sought - logistics is heavily linked to transport as they both use the same infrastructure.
- The next meeting of the Logistics Group is scheduled at the end of October or early November, when the first draft of the Integrated Logistics Strategy will be presented.

Which coherence was reached?

Coherence went beyond the project group, including a variety of institutions and their representatives.

5.4. Fourth meeting

Date and participants

The fourth meeting was held at 4.12.2018.

The eight participants represented the Municipality of Maribor and the University of Maribor.

Topics

- Sulp document - proposed structure and contents.
- FQP activities so far.
- Potential measures to be taken into consideration.
- Future steps (actions and time plan).

Representatives of Slovenian SULPiTER team, MOM and UM met with Head of department of spatial planning, Head of department of utility and traffic, Municipal urbanist-architect and the representative of the RESOLVE project. UM presented SULPiTER project and the first draft of the Sulp measures. We discussed the content of the coming FQP meetings and listen to the open issues outlined by Head of municipal spatial planning and municipal urbanist. Attendees agreed to be informed about further activities regarding Sulp preparation process and Freight quality partnership meetings. Meeting took place within FQP framework. Slovenian SULPiTER team decided to hold one final FQP meeting in January 2019.

Aims / outcomes

- Presented proposed structure and contents of Sulp.
- Presented the implemented activities regarding FQP meetings.
- Intermunicipal coordination of stakeholders.



Which coherence was reached?

The question of coherence was not explicitly answered in this report.

5.5. Fifth meeting

Date and participants

The fifth meeting was held at 17.01.2019.

The 21 participants represented a wide range of institutions: Municipality of Maribor, University of Maribor, Intermunicipal inspectorate, Maribor National Theatre as public institutions, Post of Slovenia, Snaga Maribor, Nigrad, Energetica Maribor as public companies, DPD, a local Restaurant as private companies, Association of South-Eastern Slovenian Roads, Zadruga Bike-Lab, Kooperativa LMC as associations.

Topics

- Opening greeting and presentation of the purpose and goals of the SULPiTER project.
- A review and summary of actions implemented so far.
- Formation of the Integrated Logistics Strategy - where do we stand?
- Values and goals for developing logistics measures.
- Scenarios of logistics development in Maribor and its surrounding area.
- Proposals of measures and a discussion.

According to the minutes, a main part was about explanation of the analytical work done within the SULPiTER project and the results of that work. Another topic debated at length was the Sulp, with its individual measures.

Aims / outcomes

- Based on the meeting's conclusions and comments provided, a final version of the Integrated Logistics Strategy needs to be prepared and harmonised with the Municipality of Maribor.
- Send the harmonized version of the Integrated Logistics Strategy to the members of the LG for review (members should send their remarks and comments within one week from receipt).
- Based on the received remarks, the UM FGPA will prepare a final version of the Integrated Logistics Strategy and send it for review to the public.
- In February (or possibly in the beginning of March) the last meeting of the LG should be held and the public should be invited. At this meeting, the final version of the Integrated Logistics Strategy will be presented, which then continues to the next phase of the adoption process with the city council.

Which coherence was reached?

It is apparent that a wide range of institutions worked on the topics regularly. In this context it also should be noted that there also was a sixth meeting, by seven participants from the Municipality of Maribor and University of Maribor, on technicalities of project finalization and Sulp finalization.



5.6. Overview

Will there be topics for discussion in the future?

Maribor established FQP to be a sustainable consulting body of the Municipality of Maribor on the field of Logistic open issues.

Will FQP meetings have permanent participants?

Yes (permanent representatives are from Municipality of Maribor and University of Maribor, Faculty of Civil Engineering, Transport and Architecture).

At what frequency will they meet?

Depending on the needs or urgency of open issues regarding logistics.

Institutionalization

FQP group is not institutionalized yet. It is a working group based on voluntary participation of the stakeholders.

What remains to be done?

Maribor reports no remaining topics.

Problems encountered / expected solutions / expected deficits

Maribor reports no encountered problems.

6. Development of the FQP meetings in Poznan



Work during the FQP meeting in Poznan on 16 November 2017

6.1. First meeting

Date and participants

The first meeting was held on 16.11.2017.

The 28 participants represented:

Agamat (Receiver), Dachser (Operator), DHL Parcel (Operator), Eurocash (Shops owner), Farmada (Courier), GLS (Operator), Hermes (Operator), ILiM (Research organization), Ofix Lewandowski (Receiver), Papukurier (Courier), Pointpack (Operator), Pol-Bus (Operator), Raben (Operator), Rossmann, (Receiver), Trans Meble (Operator), Urząd Miasta Poznań (Public administration), Vemat (Courier), VW Poznań (Receiver/ producer).

Topics

Introduction of the meeting was presented by Mr. Marcin Foltynski. He was presenting context, challenges and solutions for city logistics. In the next point of the agenda, Mr. Wachowiak from VW Poznań was presenting innovative and classic approach in the fleet management. The next part was brainstorming and analysis about how the fleet of cars is used by companies in different days of the week as well as in different slots of time during the day. The last point of the meeting was the sum-up of the discussion and planning of the next meeting to be focused on FQP as the platform of cooperation aimed at solving common city logistic challenges

Aims / outcomes

The aim of the meeting was to build a joint vision on the current state of the urban freight distribution, generate innovative ideas of the loading space usage, present readiness of Poznań City Hall to support innovative ideas in city logistics and readiness to establish FUA and FQP in Poznań.

Results:

1. To build a joint vision on the current state of the urban freight distribution.
2. To generate innovative ideas of the loading space usage.
3. To present readiness of Poznań City Hall to support innovative ideas in city logistics and readiness to establish FUA and FQP in Poznań.



Which coherence was reached?

Coherence was not explicitly reported at this early stage.

6.2. Second meeting

Date and participants

The second meeting was held on 6.12.2017.

The 17 participants represented:

Agamat (Receiver), Chata Polska / Marol (Shop owner), Eurocash (Shops owner), ILIM (Research), JMP / Biedronka (Shops and discounts owner), Papukurier (Courier), Pointpack (Operator), Rentis (Transport agency), Trans Meble (Transport agency), Urząd Miasta Poznania (Regional / city authority).

Topics

1. Introduction about SULPiTER project and challenge.
2. Presentation of the idea of FQP and examples of FQP's across the world and their activities - how logistic services quality can be improved.
3. Presentation of the results of the survey conducted in Poznań in the framework of the SULPiTER project.
4. Open discussion, sum-up and the next steps definition.

Aims / outcomes

The aim of the meeting was to start discussion about possible shape of FQP in Poznań. The starting point was presentation made by Mrs. Violetta Wabińska-Chmielewska. Mrs. Wabińska - Chmielewska was presenting on the one hand SULPiTER project focus on FUA and FQP but on the other hand possibilities of new activities in the framework of FQP resulting from Poznań City Hall involvement in the process. The next point of the meeting was presentation made by dr Piotr Nowak about examples of FQP's across the world and their activities - how logistic services quality can be improved. The last point in the agenda was presentation of the results of the survey conducted in Poznań in the framework of the SULPiTER project. In the open discussion next steps described in the point 5. of the report were defined.

Results:

- Gather potential interest of participating companies in FQP.
- Preparation of examples of "mini cross-dock" discussed during the meeting.
- Preparation of the list of regulations to be implemented in Poznań in the future.

Which coherence was reached?

Second meeting was aimed at more detailed discussion of outcomes of the first meeting. After second meeting, survey will be conducted. One of the most important tasks between meetings was preparation of the questionnaire to vote among potential FQP members about the most interested measures to be developed in FQP working groups.



6.3. Third meeting

Date and participants

The third meeting was held on 13.09.2018. The 14 participants represented:

Rada Osiedla Górczyń, Poznań City Hall, Volkswagen Poznań, Stowarzyszenie “komunikacja.org”, ILiM

Topics

The third FQP meeting took place as part of the 2-day City Development Forum 2018, which took place at the Poznań International Fair in pavilion no. 15; the meeting was entirely devoted to the challenges of urban logistics. On the first day, there were lectures and a debate on the forum in which representatives of the city, experts from all over Poland and guests from abroad took part. Jakub Kaczmarski from Allegro.pl explained the assumptions of E-commerce in urban areas, Birgit Hendriks from the Netherlands told how good practices have liquefied and mowed down goods traffic in the city, and Zuzanna Skalska, trends analyst for design, innovation and business, discussed the idea of "Post- creative city ". The effective use of the cargo space during the debate was discussed, among others, Marcin Foltiński, Michał Gawryluk and Aneta Ogrodniczek, and the discussion was led by dr hab. Arkadiusz Kawa, prof. Associate. UEP and Dr. Hubert Igliński (UEP). The second day was an opportunity to discuss the defined challenges in smaller groups and look for optimal solutions for them. Three workshops took place in parallel:

1. Consolidation of transport of goods and people - organizer: Volkswagen Poznań sp. O.o.
2. Sustainable urban logistics in Poznań, FQP - organizer: ILiM and the Department of Transport and Greening of Poznań City Hall.
3. Tools and methods of urban logistics - organizer: Poznan University of Technology.

Aims / outcomes

The aim of the # 2 workshops conducted by ILiM and the City of Poznań Office was the continuation of the series of meetings under the Freight Quality Partnership (FQP), focusing on establishing a dialogue between entrepreneurs / representatives of companies and city authorities. The meeting was held under the auspices of the European research project SULPiTER, which ILiM and the City of Poznań are partners.

Third meeting was work in groups on the selected solutions highlighted during the survey. Among the identified solutions supporting the flow of cargo, three most important from the point of view of the study were selected, to discuss possible implementation scenarios (what conditions should be met for the solution to be implemented, how to do it, what will be the positive / negative effects, who will implement the solution benefits, losses, etc.).

The participants presented themselves by giving their surname, organization and purpose of participation in the workshops, then presented the principles of working in groups:

1. Brainstorming - e.g. how the presented solutions can be further developed
2. Creating a CANVAS business model for selected solutions supporting the flow of cargo.

The coming participants were divided into two groups, in which a business canvas model was developed for the previously designated solutions.

Group 1 developed a solution from the area of new technologies: Interactive map of the city centre for suppliers. CANVAS FOR INTRODUCING solution from the area of Technology and vehicles: Execution of deliveries on so-called last mile using vehicles powered by alternative energy sources.



Group 2 has developed a solution from the area of Infrastructure development: construction and organization of work of municipal cargo consolidation centres - so-called mini hubs.

Which coherence was reached?

Workshop allowed further elaboration of outcomes of discussions during first two meetings as well as result of the conducted survey. Concrete plans supported by business model canvases were created.

6.4. Fourth meeting

Date and participants

The fourth meeting was held on 07.02.2019. The 28 participants represented:

AKIUDI, Athena sp. Z o.o., Metropolitan Investment S.A, Grafos, POL-CAR sp. Zo.o., Cronos Development sp. Z o.o, PNPT, WKK, Kreisel, Szuszczyński Kamińska Kancelaria Prawa Pracy s.c., BMW Olszowiec, ZETO, OZGA Consutling, Farm-MPartner, SZPOT sp. Z o.o.innovAgile sp. Z o.o., Carrera Cars, WIB, Akademia Pasywna

Topics

The meeting was organized on February 7, 2019 at the headquarters of W.P.I.P. Ltd. in Swarzedz Jasin in cooperation with the Wielkopolska Capital Club. The meeting was attended by over 20 entrepreneurs interested in listening to the presentation on cooperation of enterprises for the development of urban logistics in the Freight Quality Partnership formula. During the presentation, general activities within FQP as well as a list of planned initiatives were presented. The presentation met with the keen interest of participating companies.

Aims / outcomes

Meeting has the aim to further promote idea of an FQP.

It used information gathered during workshop work during earlier FQP meetings.

Which coherence was reached?

Building of the image of FQP as important instrument in realization of city logistic plans of Poznań City Hall.

6.5. Fifth meeting

Date and participants

The fifth meeting was held on 28.03.2019. The 11 participants represented
ILiM, Truck, UE Poznań, ABTransport, POL-Trans.



Topics

Poznan local dissemination event together with fifth FQP meeting were organized on the occasion of the conference LOGIDEAS 2019 - Logistics as a direction for innovation, organized cyclically by the University of Logistics in Poznan.

The conference was attended by over 120 people representing public administration, logistics service providers (logistics operators, courier companies, transport companies) as well as students and university representatives.

During the session related to the SULPiTER project the following presentations were given:

- Trends in city logistics - Martyna Zdziarska
- Freight Quality Partnership (concept, purpose, experience) - Piotr Nowak

Aims / outcomes

Meeting aims to further promote the idea of FQP. The fifth meeting used information gathered during workshop work during earlier FQP meetings.

Which coherence was reached?

Building of the image of FQP as important instrument in realization of city logistic plans of Poznań City Hall.

6.6. Overview

Will there be topics for discussion in the future?

The FQP would like to discuss further specific solutions indicated during conducted survey and FQP work as especially interesting.

Will FQP meetings have permanent participants?

The FQP would like to have permanent significant participants - regional stakeholders like for example Volkswagen.

At what frequency will they meet?

Twice a year.

Institutionalization

A formal institutionalization is not planned.

What remains to be done?

Implementation of selected and elaborated during FQP meeting measures.



Problems encountered / expected solutions / expected deficits

n/a

7. Development of the FQP meetings in Rijeka



Deliberations on FQP in Rijeka, 25 May 2018

7.1. First meeting

Date and participants

The first meeting was held on 7.12.2017. The 16 participants were representatives of the local and regional public authority (City of Rijeka, County Primorje Gorski kotar), higher research (Faculty of Maritime studies), representatives of public stakeholders (Dukat d.d., Roto dinamic, Tia partner) and representatives of the municipal company Rijeka promet.

Topics

Introduction of project SULPiTER to the participants of the meeting; the importance of the Sulp document was explained in the context of the regional master plan, which is in progress. The participants were introduced to the suggested measures in the document template, which continued in an open discussion with all participants, on their experiences.

Aims / outcomes

All of the participants were pleased that they were included in such type of a meeting. Noticeable was the absence of private stakeholders who gave positive feedback on arranging the meeting but decided not to appear.

On the 1st FQP meeting it was suggested to include members of the traffic police and community wardens division, and to set the date for the next meeting when the active work on the Sulp starts.

Which coherence was reached?

The private stakeholders present in the meeting, shared that they are pleased to be included and that their opinions are taken into account.



Any other topic

The participants were introduced to the activities conducted with project SMILE that preceded project SULPiTER, which was the first project that focused around the delivery system and its issues in the City of Rijeka.

7.2. Second meeting

Date and participants

The second meeting was held on 25.5.2018. The 11 participants were representatives of the City of Rijeka (Department of Entrepreneurship, Department of Development, Urban planning, Ecology and Land management, Utility services department, Community wardens division, Traffic wardens division), Faculty of Maritime studies, private stakeholders (Orbico, TIA partner).

Topics

The participating professors from the Faculty of Maritime studies presented the steps for the LSI calculation, showing the layers of the multi criteria calculation and the complexity of the method. Danijel Frka, from Rijeka promet made a short introduction on the development of a Sulp document and the delivery service in Rijeka. The discussion then switched to the proposed measures for the meeting.

Aims / outcomes

The issue was raised about the poor response for participation from private companies that first gave good feedback to organizing and participating in FPQ meetings, and then ignoring invitations, or even, RSVP'ing invitations and then not attending. The participants agreed to propose measures that could be introduced in the logistics plan by the end of a proposed deadline, and send the measures to the City of Rijeka

As it was decided on the 1st FQP meeting members of the traffic police and community wardens division were included.

Which coherence was reached?

The participating private stakeholders said that they will make an effort, and guaranteed to animate their colleagues in the participation of the next meeting. The City has assumed the obligation to organize a table of measures and try to set up a questionnaire with specific questions on those measures, which are developed by the City, Rijeka promet, and Faculty of Maritime studies.

7.3. Third meeting

Date and participants

The third meeting was held on 9.7.18. The 13 participants were mostly from the different departments of the city of Rijeka.



Topics

Discussion on the proposed measures for the Sulp development from the previous meeting. The participants were informed on the progress of the SULPiTER project, and that the sustainable urban action plan is finally underway, after the finalization of the tender procedure, and selection of the subcontractor. The Sulp will be developed by the municipal company Rijeka promet that deals with traffic management, research and monitoring of traffic, and among other projects, guides development projects in the field of traffic.

Aims / outcomes

The discussion did not reach a conclusion on measures to be adopted. It had however, raised several more questions as to the behaviour of delivery companies. For example, if the vehicles with large deliveries were to be shifted to off peak hours (e.g. closer to the hour of store opening or closure). The companies would in fact be forced to deliver in that very first or last hour, because there is no sign of possible acceptance yet from shops to receive goods in those hours.

The private and public stakeholders suggested the measures in previous freight quality partnership meetings. Although it was decided on the previous meeting that the stakeholders would suggest other measures and deliver them via e-mail, none of them had done so.

Which coherence was reached?

As the Joint secretariat of the Interreg CE program, monitoring the implementation of the SULPiTER project had specifically asked the Rijeka partners on the involvement of the Port of Rijeka in the Sulp development, Rijeka promet was inquired on the role of the Port representatives. Therefore, the next meeting will be a special one organized exclusively with the representatives of the Port of Rijeka. It will be organized by the representatives of Rijeka promet who are involved in the Sulp development and will arrange the involvement and contribution of the Port of Rijeka.

7.4. Fourth meeting

Date and participants

The fourth meeting was held on 27.9.18. The 9 participants were representatives of Rijeka promet, municipal company in charge of Sulp development, and the Port of Rijeka.

Topics

The 4th Freight quality partnership in Rijeka was organized specifically between Rijeka promet, municipal company in charge of Sulp development, and the Port of Rijeka, company whose basic activity is to provide port services. The purpose of the meeting, which was to learn about the problems that the Port of Rijeka has found in the transport process and to hear their input about possible measures that needs to be taken.

Aims / outcomes

The meeting pointed out major strengths and weaknesses of the important logistical routes, which are of crucial importance for the functioning of the Port of Rijeka.

As requested by the JS, the Port of Rijeka was included in the development process of the Sulp document.



Which coherence was reached?

It was concluded that it is necessary to define and properly mark principal transport routes and access corridors to main subjects situated in the Port of Rijeka Area. Furthermore, Rijeka promet will study the proposed measures and explore new ones, and propose the prioritization of measures, which can be included in the Sulp document.

7.5. Fifth meeting

Date and participants

The fifth meeting was held on 12.11.2018. The 5 participants were representatives of Rijeka promet and the ACGT representatives.

Topics

Meeting was organized by Rijeka promet, and was held in the premises of Adriatic Gate Container Company, a port operating company, which operates port facilities at Port of Rijeka. The purpose of the meeting was to describe the transport processes in the scope of the Operator (AGCT), problems encountered and possible measures to be undertaken.

Aims / outcomes

The ACGT representatives pointed out that the Rijeka Port Authority plans to put in operation a new IT program, which will enable truck drivers and forwarders to buy access tickets to the Container terminal via internet, and which automatically provides each driver with planned time window for arrival to the terminal. The problem is that this program does not provide an alternative parking area for trucks that arrive ahead of schedule or for some reason have been temporarily delayed.

After the meeting with the Port of Rijeka, it was necessary to organize the meeting with other major port operating company.

Which coherence was reached?

On the 5th FQP meeting it was once again pointed that it is necessary to define and properly mark principal transport routes and access corridors to main subjects situated in the Rijeka Port Area. The participants agreed on the main measures that need to be taken into account.

7.6. Overview

Will there be topics for discussion in the future?

The role of the FQP in Rijeka FUA is uncertain. One of the major problems encountered was the lack of response from private stakeholders so it could present problems to involve them in the future.



Will FQP meetings have permanent participants?

No.

At what frequency will they meet?

As the future of the FQP partnership is uncertain, we cannot answer to this question for now.

Institutionalization

No.

What remains to be done?

Adoption of the measures proposed in the SULP into the local policies.

Problems encountered / expected solutions / expected deficits

Slow administrative and legislative procedure.

Building a permanent dialogue between authorities and private stakeholders/Lack of response from private stakeholders.

8. Development of the FQP meetings in Stuttgart



The Stuttgart FQP on 14 March 2019

8.1. First meeting

Date and participants

The first meeting was held on 14.03.2017. The 10 participants represented WRS (regional semi-public body), VRS (regional authority), KLOK (regional semi-public knowledge transfer institution), Stuttgart (municipality), Fraunhofer IAO (semi-public science foundation), VSL (business association).

Topics

The meeting was held to introduce the SULPiTER project and the upcoming steps. Thus, the core of the meeting was a project presentation and the resulting debate.

Aims / outcomes

SULPiTER was introduced by Holger Bach and Martin Brandt. An intense debate regarded the question of the future test area for goods transport. A number of projects in the past have dealt with the downtown area, which is unique to the Stuttgart functional urban area. Therefore, it was decided to do any testing at an important second-level urban centre, which in this case is the historical suburb Bad Cannstatt.

The work of the SULPiTER project was acknowledged. The idea of a regional logistics plan was agreed upon.

On purpose, the invitation had been extended to public or semi-public institutions, plus a professional association, but not to private stakeholders: The idea of regional planning for logistics first had to be introduced among the public sector, before the private sector could be asked to contribute. This worked well.

Which coherence was reached?

The participants agreed with the aims of the project and with the general idea to do a SULP.



8.2. Second meeting

Date and participants

The second meeting was held on 14.03.2018. The 7 participants represented WRS (regional semi-public body), KLOK (regional semi-public knowledge transfer institution), DPD (logistics operator), Hermes (logistics operator), PanGeo (private consultant), Packadoo (logistics provider), velocarrier (logistics carrier).

Topics

- Project SULPiTER
- Understanding urban freight in Stuttgart by the example of Bad Cannstatt
- Forming a Freight Quality Partnership

Aims / outcomes

The SULPiTER project was presented to the participants, including the idea of a Sulp, the analysis of logistics flows and the intention to form a freight quality partnership.

The participants debated topics about delivery services and future delivery methods. This meeting was held without the participants from the public sector. That had not been intentional - it happened that the region's transport council meeting was scheduled for the same occasion. As a result, the project team debated the project with just the members from the private sector.

This was an advantage, since the members of the private sector could give their opinions without causing an immediate response from the public sector.

This meeting supplemented the previous one, with a different focus and a different set of stakeholders.

Which coherence was reached?

There was a very open debate, and the participants were interested in continuation.

8.3. Third meeting

Date and participants

The third meeting was held on 16.07.2018. The 7 participants represented WRS (regional semi-public body), Stuttgart (municipality), DPD (logistics operator), PanGeo (private consultant), Packadoo (logistics provider).

Topics

- Business model for a system of joint delivery boxes. (Postponed)
- Other questions regarding urban logistics as brought up by the participants.
- Working towards a Freight Quality Partnership.



- Understanding the concept of a sustainable urban logistics plan for a region.

Aims / outcomes

The expected main speaker, Gunnar Anger of Parcellock, could not come that day. Therefore, we did not deal at length with the topic of business models for joint delivery boxes for residential areas. However, the topic will remain important.

The first main topic was them opened by Mr. Milad Zadeh of DPD: Trials with cargo bikes have made clear that quite many inner urban areas reach density for such delivery systems. DPD alone plans to expand into several urban districts in Stuttgart, to start with “Ostendplatz” area as well as Bad Cannstatt Botnang. The main problem is hiring a garage for storing parcels.

All members of the Round Table took part in thinking about people and institutions in the named areas that could be helpful for renting such space. According to DPD, a cargo bike pays off if it does 90 to 100 deliveries per day. The point is not to save money but to minimize the number of jobs for which a driver’s license is necessary. As a result, the ecological footprint will decrease.

Based upon the experience of DPD, and including the competing parcel services in Stuttgart Region, the participants agreed that there would be a market niche for about 200 cargo bikes for the region as a whole. Not much in comparison with the total goods traffic, but quite a lot for a single solution.

Another topic then was a variety of business models for parcel stations. However, the topic will have to be brought up again, together with Gunnar Anger of Parcellock.

Future meetings should also include representatives of hospitals throughout the region, since they cause many deliveries, also in parcel services.

The participants were made acquainted with the content of a sustainable urban logistics plan on a regional level.

This meeting was built upon the previous one by singling out a bundle of measures for debate. There no longer was a lengthy debate upon the project SULPiTER.

Which coherence was reached?

While there was a general understanding to proceed with the Sulp and with the measures debated, the result was not really coherent in an institutional way.

8.4. Fourth meeting

Date and participants

The fourth meeting was held on 11.12.2018. The 4 participants represented WRS (regional semi-public body), VRS (regional authority), Ludwigsburg (municipality).

Topics

Main topic was the draft of the Sulp.



Aims / outcomes

Due to a general lack of participation, no outcomes could be claimed.

Which coherence was reached?

There was agreement on the side of the participants about the further work on the Sulp. However, due to lack of participation, this can hardly be stated as a form of “coherence”. It was clear on the side of the WRS that **this meeting had to be repeated**, which then became the fifth meeting, below.

8.5. Fifth meeting

Date and participants

The fifth meeting was held on 14.03.2019. The 11 participants represented WRS (regional semi-public body), VRS (regional authority), Stuttgart port (public company), Esslingen (municipality) chamber of artisans (semi-public association), Reutlingen University (public), VRS (logistics business association), ADAC (automobile club).

Topics

Main topics were the strategy of Reutlingen City regarding urban freight, plus the Sulp for Stuttgart Region after the changes and amendments by Stuttgart Region.

Aims / outcomes

We now have created a Sulp the stakeholders agreed upon. We also understand what neighbouring Reutlingen is doing, while Reutlingen understands where Stuttgart Region is heading. This is especially important since Reutlingen / Tübingen is an agglomeration closely linked to Stuttgart.

Technically, this meeting was in part a repetition of the previous one, since that meeting could be considered a failure. We had in earnest invited important stakeholders that so far were missing, and we succeeded.

Which coherence was reached?

For the first time, the meeting really combined a set of key stakeholders on local and regional level. While some business stakeholders did not join (but personally excused themselves and will be invited in the future), on the level of associations the outcome was rather good. Therefore, we for the first time have reached a coherence actually to build upon.

Any other topic

Former staff member and SULPiTER project manager at WRS Holger Bach now is responsible for “mobility and environment” at ADAC Württemberg. ADAC (General German Automobile Club) is the largest automobile club in Europe, with more than 18 million members. Due to the strong automotive industry in Stuttgart Region, its Württemberg regional division is a key player at ADAC in this field. Holger Bach in his new position is member of the FQP.



8.6. Overview

Will there be topics for discussion in the future?

Yes. There now is a large number of topics that demand a regional debate. Among them are:

- Better road access to the main logistics areas, reducing kilometres and congestion.
- Micro hubs in second level cities.
- Consequences of electro mobility for trucks.
- Loading areas for shopping centres.
- Joint parking system for craftsmen, across municipality limits.

Will FQP meetings have permanent participants?

Yes. Apparently, there now is a core group. We will also have a number of occasional participants.

At what frequency will they meet?

Probably three times a year. In the state of Baden-Württemberg, summer holidays traditionally extend well into September. It is difficult either to do three meetings before summer or to do two meetings in autumn. Therefore, it makes most sense to go for three yearly meetings.

Institutionalization

Permanent working group.

What remains to be done?

It must be ensured that WRS will continue to ask for meetings of the FQP. We also must finalize the SULP and pick measures to work upon.

Problems encountered / expected solutions / expected deficits

The main problem is the much varying participation of the private sector. Members of private companies come only when their immediate topics are debated. This means they are not there to give input on the topics, which at first sight may not be relevant for them.

The problem of participation will remain. The point is always to include one topic of interest to a sufficient number of those potential participants that are known to give active input to the debate.



9. Joint evaluation

Above, the Freight Quality Partnerships' development is described as it happened, by each Functional Urban Area. The evaluation below does a crosscheck of the sequence of the meetings, and then continues to list the outcomes.

9.1. The sequence of meetings

9.1.1. First meetings (“informing”)

Participation

The average participation at the first meeting was 17 people.

With the exception of the first meeting in Poznan, participation at the first meeting was overwhelmingly from public sector and public institutions. In Budapest, also a number of representatives from associations of the private sector took part. This had been done on purpose and was encouraged, because it was perceived from the beginning that it might be difficult to do a first meeting with both public and private stakeholders.

The Poznan meeting went the other way, with a participation mainly from the private sector.

Topics

The first meetings had three topics:

- Introduction of SULPiTER project
- Introduction of the FQP idea
- Introduction of the idea of a Sustainable Urban Logistics Plan (SULP)

However, in Rijeka the meeting presented other logistics oriented projects. In Poznan, the meeting right away also decided to go for a vision on urban freight and for an urban freight project (loading bays). In Maribor, there was even more attention to individual issues of urban freight.

Results

The first result was the continuation of the meetings for the FQP, and the decision to go for a SULP, in all meetings. Especially, all involved public authorities were willing to continue.

In the context, participants were informed about the current state of city logistics. In several cases, the debate already went beyond that point and started to elaborate upon measures.

9.1.2. Second meetings (“training”)

Participation

The average participation on the second meeting was 15 people.

Stuttgart held the meeting with representatives of private companies. Rijeka and Maribor meetings mainly had public members; Budapest had public institutions and associations. The latter was similar in Bologna,



but there was supported by logistics experts. Poznan and Brescia had a mix of public and private participants.

Topics

Typically, the introduction on FQP and Sulp from the first meeting was repeated, due to the many new numbers. However, the topics also changed towards:

- Detailed SULPiTER work.
- First local outputs of SULPiTER.
- Debate on Sulp topics.

Furthermore, there was a gradual shift towards a debate of individual measures regarding urban goods traffic. These topics were raised both by the organizers and by the participants, and in the latter case independent of the question whether the measures should be part of the Sulp.

Results

The second meeting saw a larger share of participants from the private sector, as had been intended. This apparently added to the debate. Output of SULPiTER (from the SULPiTER tool and from local research) was introduced. This also resulted in a benchmark on European level.

9.1.3. Third to fifth meetings (“Discussing”)

Participants, sectors, variation

The average participation at the third to fifth meeting was 17, 14 and 14 people respectively.

While the number of participants remained on the same sufficient level, there was a decrease in participation from the private sector. Several FQPs reported that private members did not appear although they had agreed to join. Poznan explicitly missed the continued participation of its large player Volkswagen. Apparently, this can generally be said about the big industry in the functional urban areas.

In a few cases, meetings did not turn out sufficiently well. For example, the fourth meeting in Stuttgart and the fifth meeting in Rijeka. A fifth meeting in Budapest was not recorded until the date of this compilation.

Topics

The topics generally went towards the finalization of the Sulp as well as towards individual urban goods transport measures.

Results

The meetings have led to a considerable input to the Sulp, and the Sulp were also improved by the debate in the FQP meetings. There was a lot of feedback from the stakeholders, but also new ideas regarding goods traffic. This went beyond awareness raising.

The debate remained constructive throughout, also when there was significant and active participation from the private sector.



With exception of Rijeka, which decided at the last meeting to not continue with the Freight Quality Partnership. The problem of Rijeka was the insufficient participation of the private sector.

9.2. Key findings

There were a number of key findings:

- All partners had regular meetings.
- All partners included a larger number of external stakeholders.
- All partners included a wide variety of topics.
- Many partners had to deal with a change in participants.
- The inclusion of the private sector was difficult.
- Almost all partners want to continue.

The findings are below elaborated in detail.

9.2.1. Participants

Over time, participation varied at most partnerships. This is not a problem as such, since not all partner institutions will be interested in the topics of any meeting, and there always will be members that simply cannot join at a specific date.

However, much of a problem was the permanent inclusion of the private sector. Private companies took part when the topics were of immediate interest. In other cases, it could happen that they did not join at all. This problem goes beyond the topic of a freight quality partnership - it has reasons why private companies are usually represented by associations in public. However, without permanent private actors as partners, institutionalization is a problem.

Most likely, there also was an undocumented problem with the inclusion of public authorities: Usually, there are many municipalities in a functional urban area, indeed too many to work with all of them. Most of them may also be too small to be taken into account, with little goods traffic at all. However, quite some municipalities are relevant. It is these authorities that must deal with the measures of the SULP, and also with any other result of a freight quality partnership. Most critical therefore is the participation of relevant authorities from municipalities surrounding the central city.

On the other hand, the inclusion of regional authorities seemed easier. They apparently participated where they existed. The participation of the authorities of the main municipality also was not critical. There are examples of very good participation.

9.2.2. Topics

There were three kinds of topics. The first kind was the project SULPiTER and its findings. The second kind was about the measures to be taken into account in the Sustainable Urban Logistics Plan. The third type developed more or less during the meeting, where the stakeholders started to debate those points that were important to them.



Topics in most cases remained well within the limits of a typical Sustainable Urban Logistics Plan. However, there were also other topics, and they built the base for sustainability in the years ahead, while having created a good level of acceptance.

9.2.3. Meetings

The meetings had a clear role within the decision making process: The FQPs experiences were all linked to the overall commitment toward the definition of a city logistics plan for the respective city / FUA. In this context, the FQPs have been used for:

- Building the governance of the plan (with authorities),
- Consulting the private stakeholders up to discussing with them the measures of the plan, for getting acceptance.

At some SULPiTER project partners, participation at meetings varied widely. It also happened that a larger number of invited participants did not show up. Some of the meetings, therefore, do not really qualify as gatherings of a freight quality partnerships. However, it was found that partners after such meetings did better next time.

The sequence of meetings was at least partly defined by the overall needs of the SULPiTER project, and thus not exclusively by the needs of the group members. This resulted in too many meetings at a certain point. Perhaps in some cases the agenda also was defined less by the needs of the participants and more by the needs of the wider project.

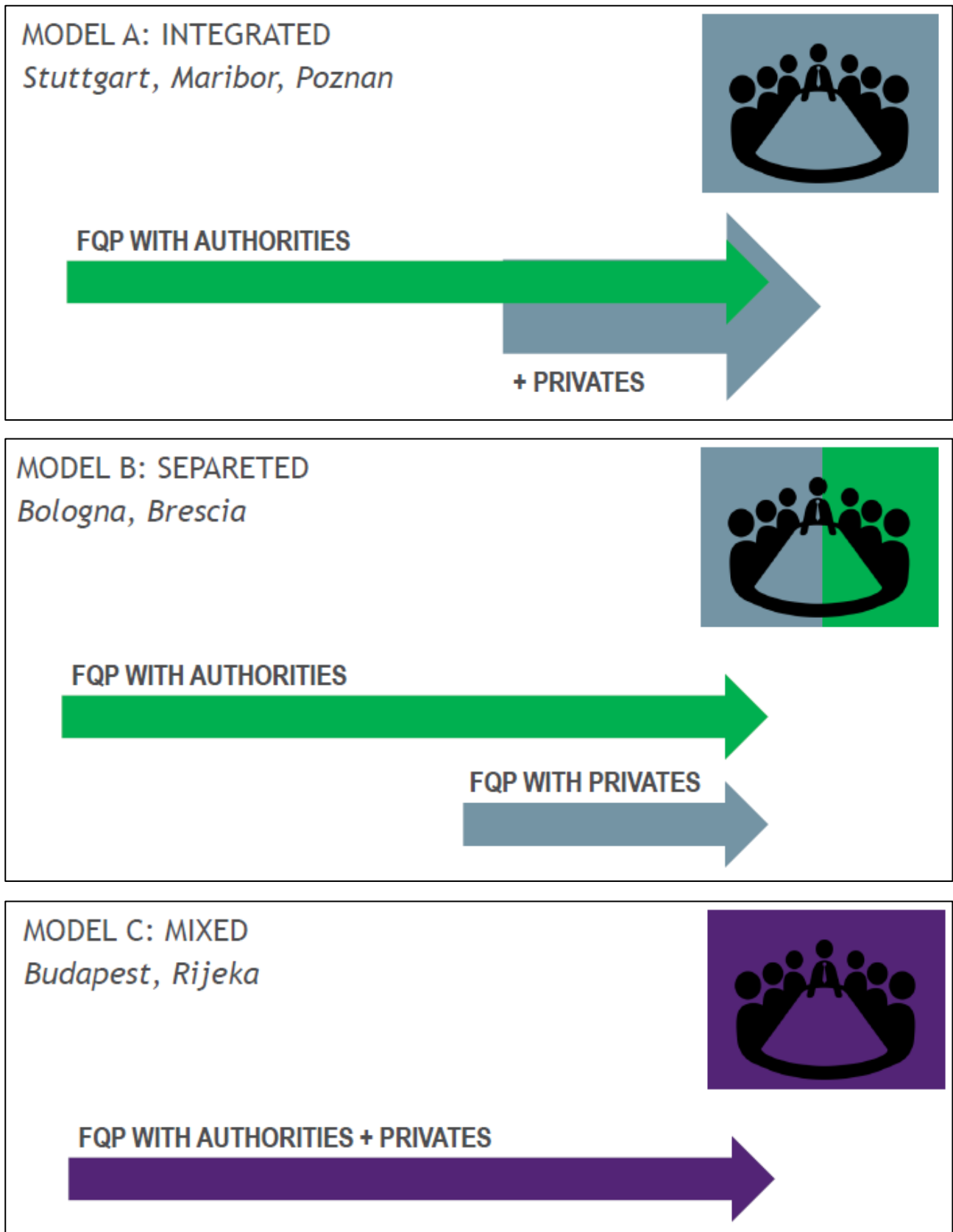
9.2.4. Institutionalization

All partners had participants that are willing to continue with the topic of a FQP, with the possible exception of Rijeka (see 9.1.3). All hesitated regarding institutionalization. The reasons cannot be found in the minutes of the meetings, but we can assume the following:

- A signature binds an organization. Therefore, the heads of that organization must approve it. This is not only a lengthy procedure. However, in this process, the representative of that organization must stand for the usefulness of that signature. It means to use up goodwill right from the start, and to focus on legal and administrative matters, instead of making urban logistics more sustainable.
- No partner managed to get an institutional budget attached to the freight quality partnership, although almost all partners opted to continue. This may be a problem in the future. On the other hand, all partners have general budgets. They can easily afford to do two to four yearly meetings for a certain target group. Therefore, it is unlikely that the freight quality partnership will cease to exist because of a lack of budget.
- Many partnerships want to meet just two times a year. That appears to be not really much. However, four times a year often is too much: The year is not “symmetrical”, i.e. the summer holiday break in most countries is not in the middle of the year but afterwards, and December is full of year-end hustle. Therefore, autumn leaves little space for more than one meeting. Spring may allow for two meetings, especially where the summer vacation is rather late. And more than three meetings may result in redundancy.

9.2.5. Clustering

Overall, three different approaches to the Freight Quality Partnerships were taken:



Classification and graphics: Lucio Rubino, UCV



9.3. Resulting recommendations for establishing FQPs

Guidelines on “How to set up and operate a ‘Freight Quality Partnership’” have been developed earlier in this project. At this point, we can therefore limit the suggestions to the “**lessons learned**”.

- The integration of the private sector has not always been satisfying. Therefore, this needs specific care. One can do too little, but also do too much.
- Business associations legitimately represent their members at meetings. However, the direct contact with the stakeholders and their needs gets lost if these associations replace the business partners.
- In this context, much space should be given to the (spontaneous) ideas of the participants. This is not always easy: Eventually, this can mean that during the meetings only old stories are recycled over time. Therefore, this needs careful moderation, based upon knowledge of the state of the art.
- Institutionalization is indeed a problem. Apparently, it is always possible to find some friendly institutions that would sign some kind of membership of a partnership, but what we have learned that the whole act of setting up such an institution may be regarded as destructive to a group based upon deliberate cohesion, and so it may be avoided. In this case it is much better to go ahead with an attractive agenda and with interested stakeholders. Most likely, only someone from or related to the public sector can do this, be it a local or regional association, or the chamber of commerce.
- More important than a legal formalization of a freight quality partnership may be to earmark a budget for regular meetings.

9.4. What will partners do differently in the future?

While the partners have not explicitly stated what they now will do differently, compared to the early stages of the SULPiTER project, the following assumptions can be made:

First, the project partners now know more about the number and scope of stakeholders in urban and regional logistics. Therefore, they know better how to focus measures.

The partners also know the stakeholders better, and they know more of them. This has several implications. The partner learned about the stakeholders:

- Where to find them,
- How to approach them,
- Understanding their interests,
- Negotiating with them,
- And keeping in touch and network with them.

On the other hand, more thought must be given to the initial mapping of stakeholders. It may also be a good idea to repeat the mapping at regular intervals, since the FQP will result in a different view at the scope of potential stakeholders. Learning about the scope of transport logistics and its stakeholders is a permanent process. The point is not to find a certain number of stakeholders in each category, but to understand the diversity within the category.

Partners also understood more about the range of potential measures. This results in improved procedures, institutions and content.



Without the formal pressure of having to establish a SULP, partners may feel even more free to debate individual measures within the local partnership. They can work on topics that are brought in by other partners. This may include not only permanent members of the Freight Quality Partnership, but also stakeholders who may not appear active, but who are known and can be approached when necessary.