

# Urban Logistics Action Plan

A National Strategy for Local Solutions



AMBASSADEUR STEDELIJKE DISTRIBUTIE

“Necessity and opportunity; the need for engagement...”



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## Foreword

Urban logistics is about freight, road traffic safety, the economic climate of city centres, environmental goals and in its totality, about the quality of urban life. In recent years, the issues surrounding urban logistics in the Netherlands have been much written about and studied. The issue of urban logistics has been a longstanding source of irritation and legislative pressure. However, what has become clear to me recently is that urban logistics is primarily the work of people.

It is the drivers and planners who have to grapple daily with different local urban logistics regimes, officials who struggle with the seeming contradiction between environmental and economic goals, representatives from sector organisations who seek the appropriate avenues within local and regional authorities to manage their interests, scientists who are becoming increasingly interested in the subject, managers who see the subject of urban logistics arise at various consultation forums as regularly as clockwork, retailers who have to deal with up to five deliveries a day, and the public who experience both the pros and cons of the way in which 'their' shops are supplied. However, these people are not in the habit of putting their heads together when it comes to urban logistics.

At the same time, these are the people best placed to provide solutions. Urban logistics issues are not new, and neither are the solutions. What is new is the way in which we, my team of experts and I, wish to shape cooperation in the Netherlands. It has never been seen before, not even in an international context<sup>1</sup>. By giving structure to the issues and solutions, we can devote our energy to identifying common interests and thus solutions that are supported collectively. It is precisely through systematic cooperation between different stakeholders that success can be achieved.

I present my take on that in this Urban Logistics Action Plan: A National strategy for Local solutions, "Necessity and opportunity; the need for engagement ..."

It is with full confidence that I hand over implementation of this action plan to Connekt/Sustainable Logistics Programme<sup>2</sup> and their urban logistics teams, which will each contribute to the outlined themes for solution. For the remainder of my term as Ambassador, I remain available to exert my influence where necessary, or to offer a helping hand. However, I do not want to address the issue of urban logistics from a governmental ivory tower. It is the truck drivers and planners, officials, sector organisation representatives, scientists, managers and retailers who are best placed to do that in effective partnership. In such a way that we can finally resolve this source of irritation and legislative pressure.

Eric Janse de Jonge, Urban Logistics Ambassador

<sup>1</sup> See Quick Scan Stedelijke Distributie over grenzen, BMC, July 2010

<sup>2</sup> The parameters of Connekt's implementation remit are yet to be determined

## Management overview

It is the ambition of the Urban Logistics Ambassador that by the end of 2011, local authority management committees and businesses in all Dutch cities with 65,000+ residents and high freight volumes, will work collaboratively to improve urban logistics within the framework of an economically vital city centre through sustainable, efficient supply provision.

Along with the urban logistics expert group, he therefore calls upon local authorities, regional authorities, hauliers, transport operators and associated parties to collectively and decisively address the bottlenecks and find solutions for urban supply provision in a coherent fashion. To this end, he offers themes for consideration in this action plan. The plan was developed in consultation with all the above mentioned parties.

There is no single ideal solution for urban logistics issues. A combination of solutions in terms of policy, logistics and technology needs to be developed; a solution that serves as many interests as possible in a city or area and is therefore ideal for that particular area or city. That requires knowledge of existing and new viable solutions. It is therefore essential that all parties, including local authorities, retailers, hauliers, and transport operators recognise the opportunities and advantages to themselves and thus acquire the ambition to shape smarter supply provision of cities in a way that is tangible and tailor made. That requires cooperation at three levels: local, regional, and national, in that order.

It is for this reason that the Ambassador is introducing his Urban Logistics Action Plan: A National strategy for Local solutions, "Necessity and opportunity; the need for engagement ..."

In this action plan, he presents a uniform methodology for all parties in which a current overview of facts, experiences and solutions is offered and expanded upon. It provides insight into a tangible approach that above all builds upon the successes of today and strives for the sustainable development of efficient supply provision in the near future. With, as a result: urban areas that offer a good quality of life, have efficient provision of goods and are commercially attractive.

It is the ambition of the Ambassador that by the end of 2011, local authority management committees and businesses in all Dutch cities with 65,000+ residents and high freight volumes, will work collaboratively to improve urban logistics within the framework of an economically vital city centre through sustainable, efficient supply provision. This already occurs in many cities and regions. In dozens of cities<sup>3</sup> local authority management committees, organisations and businesses are working on potential solutions to improve urban logistics, often driven by European and Dutch environmental legislation, but often also borne out of the motivation to work in a way that has less of an impact on the environment and climate. Here too, sustainability is the key.

Furthermore, the Ambassador is of the opinion that a step change is necessary. That can be achieved through a national strategy for local solutions, a strategy that must facilitate coherent measures for more complex situations to achieve greater impact with better results. The ambassador does this by giving insight into existing instruments and having new instruments developed, promoting new solutions, and providing insight into the effects of stimuli. The Ambassador also does that by encouraging implementation to be conducted by a team of professionals that supports private and public parties in

<sup>3</sup> E.g. in Amsterdam, Utrecht, Rotterdam, Tilburg, Breda, Nijmegen, Venlo, Helmond, Doetinchem



devising programmes for reform and gives advice on achieving these. In doing so, the Ambassador wishes to make maximum use of the existing programmes and initiatives developed by authorities, knowledge institutions and market parties. In Connekt/Sustainable Logistics Programme, he has found a partner willing to accept responsibility for carrying out this implementation autonomously.

At the start of 2011 and 2012, before the expiry of his term, the Urban Logistics Ambassador will report on the progress of this strategy.



# 1 Analysis of the issues

Urban areas are expanding and becoming more populated. That is a well-considered choice. We concentrate urban functions in the city and not in the outlying areas. Land is a scarce commodity. In addition to the expansion of developed areas, there is also the phenomenon of (re)developing city centres, especially in larger cities, where activities such as living, working, shopping and recreation are brought together, and in which increasing use is made of space below ground and upwards above ground. The amalgamation of activities means that the mobility of people and goods is of increasing importance and requires creative solutions. If we turn a blind eye, unmanageable goods flows into and out of cities will be created, with all the associated negative consequences in terms of air quality, noise pollution and road traffic safety.


People place high demands on the freedom to move to, from and within cities. The availability of daily shopping in the neighbourhood, recreational retail, and the availability of many catering outlets is a given. High volumes of stocks are necessary to achieve this and, contrary to transportation options available to the public, there are few alternatives for trucks and vans.

Freight transportation is essential for vital, economically strong urban areas. Yet it is not a priority for the local or regional authorities of urban areas. In policy making and implementation, targeting of the negative effects of freight transport is often quickly reverted to through the application of measures that restrict access, for example in terms of size, weight, route, emissions, timeframes, or loading and delivery bays. At first glance, such measures are effective and they offer a degree of respite locally. However, the fact is that more vehicles often need to be deployed because of these measures. With, as a result: increased air pollution, increased noise nuisance and an increase in dangerous traffic situations in cities.

Fortunately, there are other options. More preventative measures are possible which would make restrictive measures less necessary or unnecessary. For example, the application and permitting of off-peak logistics offers benefits in terms of road traffic safety (fewer casualties), accessibility (decreased traffic congestion), quality of retail environment (less disturbance to shoppers and residents), the environment and operational management (fewer freight vehicles, green trucks and vans, and lower fuel consumption and CO<sub>2</sub> emissions). However, there is much room for improvement in the efficiency between businesses. Timeframes apply in the business world too and for many transport operators and buyers, transportation (and more efficient organisation thereof) is of lesser importance in the marketing mix. By making use of demonstrably smarter logistical and technological solutions, the economy, environment and quality of life in urban areas and regions, and the efficiency of freight transportation can be improved. This is certainly important in view of the current economic climate and the desire of many local authorities to increase the appeal of retail environments. Countering negative effects can produce economic benefits such as cost savings and an attractive city centre.

There is however one issue over which the Ambassador cannot exercise any direct control, namely the impact of market forces: in practice, it remains financially viable for transport operators to drive into and out of the city with one or more packages. It all has to do with market forces and customer focus. The Ambassador is of the opinion that it is indeed possible to direct the open transportation market somewhat by means of a privileges approach, promoting pilot projects, or providing insight into price effects.

Urban logistics has received much attention in recent years. In 2004, there were the recommendations from Lemstra, and since 2007, the urban logistics committee. In 2009, it became apparent from the Noordzij committee report entitled Weg belemmeringen, van red tape naar red carpet that the manner in



which urban logistics is organised in the Netherlands was one of the greatest sources of irritation to transport operators. As was ascertained in the report *Samen gaan voor Resultaat* (Lemstra, 2004), in urban logistics, many parties play roles that could collectively shape supply provision to be more efficient. At the beginning of this year, the Ambassador commissioned a study to identify once again the bottlenecks<sup>4</sup> and to identify pretexts to facilitate a coherent strategy to enable a step change. The study confirms the notion that a joint approach to tackling urban logistics issues is still lacking at present. This study is included as background information.

Together, the most important parties, i.e. hauliers, transport operators (suppliers), retailers and local authorities, hold the key to finding solutions. Solutions that are of course based time and time again on local situations and issues. In the Noordzij committee's report, the recommendation is made for a national framework. This suggestion was adopted by the Minister for Transport, Public Works and Water Management and the House of Representatives<sup>5</sup>. The Urban Logistics Action Plan before you is the response to that call for a national framework. After all: 'all parties involved have an interest in a better, smarter, and especially a joint approach to urban logistics,' that is and remains the key message from the Urban Logistics Ambassador.

### **Analysis conclusion**

Much is already happening in many cities and regions. In dozens of cities, local authority management committees, organisations and businesses are working on potential solutions for the improvement of urban logistics, often driven by European and Dutch environmental legislation, but increasingly borne out of the motivation to work in a way that has less of an impact on the environment, or the desire to promote the urban economy.

But it is clear: there is no single ideal solution. Rather, a combination of solutions that serves as many interests as possible in a city or area will have to be developed, which will therefore be ideal for that particular area or city. That calls for knowledge of existing and new viable solutions. It is therefore essential that all parties, including local authorities, retailers, hauliers, and transport operators recognise the opportunities and advantages to themselves and thus acquire the ambition to shape smarter supply provision of cities in a way that is tangible and tailor made. That requires cooperation at three levels: local, regional, and national, in that order.

<sup>4</sup> The most important bottlenecks are: legislation and physical obstructions dominate the perspectives of hauliers and transport operators; the scope of urban logistics is often too limited; the interests of the parties concerned are too diverse; authorities do not feel sufficiently challenged; parties receiving goods 'determine', but 'pay' little or not at all; the organisation surrounding urban logistics is fragmented. From *Knelpuntenanalyse*, DHV, July 2010.

<sup>5</sup> See parliamentary documents number 29515, ministerial quote from this report: "Following recommendations by the Noordzij committee, I have specifically tasked the ambassador to develop a national framework for urban logistics, together with decentralised authorities and the sector, based on a principle of 'comply or explain'."

## 2 The ambitions and role of the Urban Logistics Ambassador

**It is the ambition of the Urban Logistics Ambassador that by the end of 2011, local authority management committees and businesses in all Dutch cities with 65,000+ residents and high freight volumes, will work collaboratively to improve urban logistics within the framework of an economically vital city centre through sustainable, efficient supply provision.**

### **Uniform methodology, local solutions**

The action plan provides a uniform methodology for all parties and delivers local solutions. The uniform methodology provides insight into a tangible strategy that builds upon the success stories of today and above all, seeks to achieve sustainable development of efficient supply provision in the near future. The goal is that urban hubs provide a good quality of life, are well stocked with goods, and are commercially attractive.

Implementation of the Urban Logistics Action Plan finds its basis at local authority level. It is up to those parties to develop tailor made proposals for reform and produce solutions. However, in addition to the efforts of local parties (local authorities, retailers, logistics service providers), urban logistics also requires input from parties that operate regionally and nationally: authorities and market parties (namely hauliers and transport operators). It is the opinion of the Urban Logistics Ambassador that cooperation at regional level is the most important component in achieving local solutions via a national strategy.

The Urban Logistics Ambassador is closely monitoring the progress and effectiveness of the methodology so that improvements to the strategy can be introduced during the process.

### **Key themes of the action plan**

#### **➤➤ Local implementation**

The Ambassador seeks to support implementation at local authority level through a team of professionals that assists private and public parties in devising reform programmes and provides advice on achieving these. The team of professionals could, for example, provide insight into existing instruments. In Connekt, the Ambassador has found a party willing to carry out this part of the action plan. Connekt will be wholly responsible for bringing together a team of professionals; the 'urban logistics team'.

#### **➤➤ Regional cooperation**

At a super-municipal level, the Ambassador encourages a joint approach by local authorities, regional authorities and market parties to facilitate better regional cooperation and alignment. Much valuable experience has already been gained in various places in the Netherlands. The Ambassador will follow this up with regional partners..

#### **➤➤ Stimuli**

At national level, the Ambassador is investigating the purpose, the necessity and opportunities for financial, judicial and educational incentives. In doing so, the Ambassador is making full use of the existing programmes and initiatives developed by authorities, scientists and knowledge institutions, market parties and their substantive specialists.



## 3 Urban Logistics Action Plan

**As stated, the key themes of the Urban Logistics Programme have their foundation at local level, but also require input at regional and national level.**

### 3.1 Key themes

The Ambassador encourages implementation at local authority level, he promotes partnership and coordination at regional level. Coming together where possible, taking the initiative to bring together where necessary. Independent development of the Ambassador's action plan at national level will only take place if it demonstrates added value. The Urban Logistics Ambassador maintains close contact with the boards and steering groups of the key players of national authorities (e.g. the emission zone steering group and umbrella organisations of decentralised authorities) and market parties EVO (a trade organisation that represents the interests of the Dutch transport operator sector), TLN (a trade organisation that represents the interests of the Dutch logistics sector), the Dutch Retail Association Platform, VNO/NCW (the Confederation of Netherlands Industry and Employers) and others.

#### ➤ Local implementation

To make serious work of the Urban Distribution Action Plan, all parties are required to commit to its implementation. It has been agreed with the Ministry of Transport, Public Works and Water Management that Connekt will organise the implementation of the action plan. The Ambassador has requested that Connekt direct and support local authorities and market parties by means of so-called urban distribution teams, so that agreements are made at local and possibly regional level regarding a joint approach to urban logistics. The urban logistics team has a diverse range of instruments at its disposal, depending on the issues and needs of local situations, a portion of which already exists, and a portion is still to be developed. Examples include the instrument portfolio and the urban logistics formula, CROW (Dutch technology platform for transport, infrastructure and public space) guidelines pertaining to vehicle identification, loading /delivery bays and delivery time restrictions, and the privileges approach<sup>6</sup>.

#### ➤ Regional cooperation

At a super-municipal level, the Ambassador seeks to encourage a joint approach by local authorities, regional authorities and market parties to facilitate better regional cooperation and alignment. Coming together where possible, taking the initiative to bring together where necessary. One of the Ambassador's wishes for the coming period is the organisation of a methodology for network development at a local and regional level. With a network in good order, the Ambassador can fully utilise that network at regional level. To that end, it is essential that there is close contact with the boards and steering groups of the key players of national authorities (e.g. the emission zone steering group and umbrella organisations of decentralised authorities) and market parties EVO (a trade organisation that represents the interests of the Dutch transport operator sector), TLN (a trade organisation that represents the interests of the Dutch logistics sector), the Dutch Retail Association Platform, VNO/NCW (the Confederation of Netherlands Industry and Employers). The organisation of regional meetings for managers is on the Ambassador's agenda for 2011.

<sup>6</sup> See strategy and instrument portfolio, background study, DHV July 2010: figure 4.3. p. 19 and figure 4.4. p. 24 & 25.

### ➤ Stimuli

At national level, the Urban Logistics Ambassador will investigate the purpose, the necessity and opportunities for financial, judicial and educational incentives. In autumn 2010, the Ambassador will indicate which, if any, judicial incentives are available to ensure that urban logistics is incorporated into local authority and regional policy. That stems from the desire to see urban logistics feature on the agendas of local authorities at the right stage automatically (e.g. at an early stage of development or redevelopment of retail areas) and that regional alignment and cooperation is thus established more easily and naturally.

The Ambassador will also continue to promote new solutions by continuing to focus attention on viable initiatives. The Ambassador also wants the effect of the application of a pricing mechanism on the supply chain investigated. Finally, experiences of international cities relevant to the Netherlands are highlighted<sup>7</sup>.

### The Urban Logistics Ambassador:

1 .....calls for input from all parties. The strategy is geared towards the combined efforts of all private and public parties in the tripartite stakeholdership: authorities, hauliers/transport operators, and retailers. Recent years have shown that working solutions can only be achieved if all parties accept responsibility;

2 ...calls for commitment from parties. In order to increase the tempo, the Ambassador seeks the commitment of parties in achieving solutions. The Ambassador is committed to concluding agreements with market parties regarding a joint approach from the private sector, and calling for commitment from local authorities in implementation of the measures, once consensus is reached on implementation based on needs analysis, issue analysis (purpose and necessity) and feasibility of solutions. This methodology is driven by the demand upon which the supply, the instrument portfolio, is aimed (attraction phase). Once effectiveness of the measures has been conclusively determined, implementation will follow (commitment or resolution phase). Other desired reforms could then possibly also be determined. That is how it works in practice in Amsterdam, Rotterdam and Utrecht, for example.

## 3.2 Mindset

The Ambassador seeks to encourage parties to deploy existing and new initiatives and solutions in terms of policy, technology and logistics<sup>8</sup> in a cohesive fashion. That is the only way great strides can be made in the improvement of urban logistics in urban hubs. The Ambassador differentiates between three solution strands, namely in terms of policy, logistics, and technology.

- Policy-based solutions (such as spatial planning of cities and frameworks for incentivising measures or restrictive measures. Note: that is not the same as regulation, but precedes it).
- Logistics-based solutions (the movement of goods from supplier to receiver).
- Technology-based solutions (power transmission systems and fuel consumption for vehicles and other technological and ITS/IT solutions).

<sup>7</sup> See Quick Scan Stedelijke Distributie over grenzen, BMC, July 2010

<sup>8</sup> Document entitled 'Stedelijke Distributie: kansrijk, onder voorwaarden', Dr. H.J. (Hans) Quak, TNO, February 2010

A combination of all three types of solutions offers the most effective option for achieving sustainable, efficient urban logistics. Examples exist of impressive technology-based solutions that could not be implemented (initially) due to preventative local authority regulations.

#### **Case study 1 - Albert Heijn Amsterdam**

Years ago, Albert Heijn developed 'whisper trailers' (technology) to facilitate efficient urban logistics. It emerged that these did not comply with the regulations in force in the city of Amsterdam (not policy, but restrictive regulations) so the trailers could not be deployed. Meanwhile, the city and Albert Heijn have found a solution; work is underway to broaden the scope for quiet vehicles that offer the additional advantage of running on natural gas. In this example, consultation between the local authority and business world has led to a combination of local policy (quiet, green vehicles may enter the city earlier for an extended period), a logistical solution (off-peak logistics, supply provision outside peak times) and technological solutions (natural gas trucks and safe, quiet city-trailers with steerable rear axles). Dovetailing of the conditions mentioned previously is of paramount importance. Structure: the AH business case is strong and the local authority achieves social benefits. Solid relationships: professional parties have mutual respect and invest in consultation. This overrides the differing priorities of business and local authority. Competence: AH needs to achieve reduced-noise supply provision in practice, the city provides political and policy-based assurance.

#### **Case study 2 - The urban logistics centre as a public initiative**

Conversely, some local authorities attempted to establish an urban logistics system. Given that structure, relationships and competency were lacking, coupled with a poor mix of solutions, such initiatives failed. Business cases were weak, which meant that prioritisation of an urban logistics centre was taboo for years, for both local authorities and businesses.

However, there are alternatives....

#### **Case study 3 - Binnenstadservice (Urban Consolidation)**

The arrival of the concept of Binnenstadservice (Urban Consolidation) in various cities has introduced an exciting alternative to the consolidation of goods at the city outskirts. The value of this initiative is that the retailer is directly involved in the development of more efficient supply provision (relationships). In addition, the most inefficient journeys that enter the city carrying low volumes are effectively reduced (structure). Via coordinated focus on the quality of logistical fulfilment, services and training, competencies become uniform across all sites and there is consistency of activities amongst suppliers and hauliers (relationships). The structure is sound (requesting parties/retailers actively involved in supply provision), relationships are strong (all parties are involved and are held accountable) and competencies (individuals can work together on common goals and differing priorities).

#### Case study 4- Cooperation between transport operators

A high volume of emissions is still generated by journeys into city centres, because historically, there is little cooperation between transport operators in terms of logistics. However, by bundling goods flows, the number of freight vehicles in city centres is reduced and operators make cost savings. In the undergarment sector, MODINT/Intres launched a successful goods flow initiative in which transport operators and receivers have joined forces. Practical experience has proven that kilometre distances can be reduced by tens of percent and that linking direct economic gain and societal priorities serves as a driver for progress. Meanwhile, this initiative has led to logistical partnerships between several sector organisations.

#### Case study 5 - Teamtrans

Teamtrans is a partnership of 13 hauliers located across the Netherlands. The principle of the partnership is the daily exchange of small consignments whereby each individual member is able to offer delivery across the whole of the Netherlands to all its clients, even of very small deliveries. Annually, they transport over 2,500,000 consignments. To facilitate that, 125 goods vehicles are despatched daily. Each Teamtrans member covers its own area defined by postcodes. Members fulfil distribution within that area for all other members. This achieves bundling of goods from thousands of transport operators. The essential goods flow required between depots to facilitate this occurs overnight. This inter-depot traffic alone accounts for over fifty return journeys a night. The environmental advantages offered by this goods flow bundling are obvious, and this system also addresses the growing issue of congestion.

### 3.3 Conditions of success

By means of the Urban Logistics Action Plan, the Urban Logistics Ambassador calls upon and encourages parties to engage collectively and decisively in the strategy around urban provision issues and solutions. In doing so, the Ambassador builds on existing policy, exiting local initiatives and existing committees. Mutual respect and continued focus on urban supply provision are prerequisites for success. Urban logistics requires a joint approach by parties, and above all, is the work of people.

#### ➡ Building on existing policy, committees and local initiatives

The purpose of this action plan is to discharge the tasks identified in the Nota Mobiliteit (NoMo) mobility policy. The starting point of NoMo is that policy is decentralised where possible and centralised where necessary. As such, this action plan complements existing and proposed local authority policy in a number of cases.

The Nota Mobiliteit<sup>9</sup> policy document asserts, “Urban logistics is the shared responsibility of business (producers, hauliers, transport operators and recipients) and decentralised authorities, in particular local authorities. Together they share the burden of providing adequate facilities for urban logistics and regional freight transport. Bundling of goods flows, uniformity of vehicle requirements, regional cohesion in terms of delivery time restrictions and partnerships between receiving parties are the key principles. At local and regional level, relevant coordination takes place between the aforementioned parties, which leads to mutually binding agreements. The government and VNG (Association of Netherlands Municipalities) are jointly investigating the possibility of a central exemption grant for currency and high-value shipments.

<sup>9</sup> Nota Mobiliteit Dutch mobility policy document, part IV regarding essential components of policy, page 12

Naturally, the action plan complements the many mobility initiatives<sup>10</sup> that already exist and are being rolled out. For example, supply provision profiles that inform local authority policy have already been established for many urban areas. The focus of this action plan is on the cohesive application of existing and new initiatives and instruments. An example is the mobility scan that facilitates cohesion between infrastructure, mobility and the environment. These are instruments for assessing policy development and Infrastructure, Spatial Development and Transport (hereafter referred to as MIRT) programmes in relation to these requirements. The first scan has been completed and works well in practice.

The results of road traffic safety scans, conducted by the Dutch Institute for Road Safety, form important building blocks for efficient urban logistics. Of significance in a regional context, proposals must also dovetail with the Kwaliteitsnet Goederenvervoer, a network of links between economic hubs that enables responsible freight transport.

The provincial and local planning cycles agreed in the NoMo policy (Provincial Traffic and Transport Plan (PTTP), Regional Traffic and Transport Plan (RTTP) and local authority policy) are the nexus point at which all urban logistics initiatives should flow together. The measures proposed in the action plan will therefore have to complement and fall into the PTTPs, RTTPs and local authority plans.



#### ➤➤ Focus on urban supply provision and strengthening network organisations

The urban logistics strategy provides direction. Although more goods flows could be classified under urban logistics (such as construction logistics, home deliveries, services to residents and so on) the focus in recent years has been mainly on the supply provision of city centres, supermarkets and chains throughout the entire developed hub. As a result, an increasing number of networks have been created, in which knowledge, experience, and insight into one another's priorities and confidence has grown.


Via neighbouring networks, further development can take place on other goods flows and transportation means, the application of which can be more efficiently organised.

#### ➤➤ Respect for priorities and parties involved

A good understanding of one another's priorities (goals), insight into the structure of different stakeholder organisations and good mutual relationships are essential in order to facilitate successful cooperation between parties. Within local authorities, the level of attention given to urban logistics can depend on the

<sup>10</sup> For various initiatives see [www.stedelijkedistributie.nl](http://www.stedelijkedistributie.nl)





policies that feature 'on the executive agenda'. At times that is the environment, the economy, road traffic safety, or a combination of these. An inventory of the needs of each local authority determines which 'avenue' is best utilised: the department of traffic and transport, the environmental department, or the department of economic affairs. In future, spatial planning could be an avenue.

➤➤ **Sufficient knowledge**

Urban logistics is the work of people. Seeking and finding solutions together requires professionalism, faith in one another and the willingness to provide solutions that serve the interests and issues of others. To that end, individuals need sufficient knowledge and competence to manage the intrinsic aspects, as well as to manage the process through to decision making (negotiation, timely coordination and so on). Sufficient education & training in both content and process and the right attitude & mindset of parties is also an essential prerequisite for a successful approach. The participation of those individuals already engaged in developing effective (partial) solutions is crucial. Particularly the experience of experts from the field must be utilised in the interaction of all the priorities and stakeholders to hasten the achievement of widely supported solutions.

## 4 Organisation & Communication

### 4.1 Organisation

#### Direction

In directing the Urban Logistics Action Plan, the Urban Logistics Ambassador seeks to fulfil a role that reinforces the cooperation of networks at local, regional and national level. This will achieve continuity with the least amount of effort. At the same time, existing (consultation) structures are maximally utilised. Local network structures provide the foundation. Regional partnerships ensure alignment and an integrated approach. National stakeholders create supplementary conditions.



The Urban Logistics Ambassador, along with the director for Roads and Traffic Safety, the Mobility Directorate General of the Ministry of Transport, Public Works and Water Management, and the director of Connekt, will assume responsibility for commissioning Connekt/Sustainable Logistics Programme to implement the action plan. Based on their specific expertise and daily roles, current expert group members can fulfil a co-ambassadorial role in the execution of the action plan and in Connekt's implementation programme.

#### Finances

The Urban Logistics Ambassador will leave a great deal of the execution of the action plan to Connekt and the appropriately equipped parties. The Urban Logistics Ambassador himself has a modest budget intended for the secretariat and communications about the action plan.

#### Retention of knowledge

In order to ensure knowledge relating to urban logistics is developed and disseminated, the Urban Logistics Ambassador will conclude agreements in 2011 with the organisations involved (including knowledge institutions, Connekt, parties participating in the urban logistics teams) to retain the acquired knowledge and expertise for the future.

## 4.2 Communication

Communication about the action plan focuses on support and the wider dissemination of knowledge about the aims and expectations of the plan, agreement between the 'tripartite stakeholdership' on the frameworks, encouraging implementation and publicising the results achieved.

In doing so, the Ambassador fulfils the role of promoter and matchmaker. He supports the executing parties by highlighting best practice in speeches, via the website and newsletters, conducting official visits, organising (regional) network events that vary from round table discussions to international official visits, and a national conference. The Ambassador seeks broad support from authorities (local, regional and national) and private parties through organising free publicity and maintaining relevant contacts.

The Ambassador will specifically not engage in communication regarding implementation. That responsibility lies with Connekt itself and its executing parties.

## 4.3 Reporting

At the beginning of 2011 and 2012, before expiry of his term, the Urban Logistics Ambassador will report on the progress of this strategy. Successes will be reported, and necessary supplementary actions required by parties will be included in this report. The report will also indicate how follow-on activities will progress and how knowledge will be retained.

