

"Building small-medium Local Authorities' capacity to implement urban freight transport measures", Turin February $28^{th}2019$





Workshop Results / Minutes

CIVITAS SUITS WP5-WP6 Workshop/pilot City Hall of Turin premises, Turin, Italy 28 February 2019

Participating Cities and Persons

Cities / City councils	Number of	
	participants	
Roma servizi per la mobilita srl	3	Marco Surace, Chiara Di Hajo, Francesco Iacorossi
Comune di Torino	1	Giuseppe Estivo
Citta di Torino	1	Elena Ciarlo
Municipality of Alba Iulia	2	Tudor Drambarean, Ovidio Podaru
Technische Universitaet Ilmenau	1	Sebastian Spundflasch (representing Stuttgart)

Other Persons attending

Partner	Number of	
	participants	
Lever	3	Olympia Papadopoulou, Anastasia Founta, Iason Tamiakis
Coventry University	1	Andre Soares
Politecnico di Torino	2	Marco Diana, Bruno dalla Chiara





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Workshop agenda

Thursday 28 February (WP5 & WP6)

	Chapter	Course flow	Duration
9:00-9:15		Registration	30min
9:15-9:30	Introduction	a. Brief introduction of the trainers; module's purpose and	15min
		sections etc.	
9:30-10:00	Urban freight	a. Identification of current problems in urban logistics and	30min
	transport (UFT)	the consequences in the ecosystem of urban mobility.	
	measures and their	b. Brief introduction of the concept and purpose of urban	
	value for S-M	freight transport (UFT) measures (regulatory measures and	
	cities	innovative urban freight transport solutions) for S-M cities.	
		c. Addressing innovative solutions in the local context to	
		identified problems. Reference to UFT measures' benefits.	
		d. Discussion on whether strategic cities goals are connected	
		to urban freight transport measures currently in place.	
		e. Presentation of EU that link urban freight transport	
		measures with overall cities' strategy.	
10:00-10:30	Successful Case	Presentation of case studies relevant to mentioned measures.	30min
	studies or Best	For each one of them, aspects such as: (a) how cities operate	
	practices of SUITS	the measure, (b) are they private or/and public initiatives?,	
	cities on such	(c) what are the area of implementation/operation (e.g.	
	topics	number of modes, range of influence etc.)?, (d) what are the	
		components/ technologies for operating them?, (e) which	
		social groups were benefited and how?, (f) what were the	
		benefits (indicators' change, certain figures)?, (g) who were	
		the stakeholders/actors that had to cooperate, (h) what were	
		the LA's supportive actions that have been taken to	
		encourage introduction of such measures (e.g. services,	
		campaigns, infrastructure) will be covered, (i) focus on case	
		study examples where conventional or innovative funding	
		mechanisms and procurement processes were employed in	



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		order to implement measures that enhance the efficiency of	
		the urban freight transport system in other S-M cities.	
10:30-10:40		Break	10min
10:40-11:10	Innovative	a. Discussion on how to get aware and make use of existing	30min
	financing,	or innovative methods of funding and procurement	
	procurement and	opportunities and options in their own case.	
	business models	b. Presentation of links, webinars, e-learnings, guidelines	
		for further enhancing the participants' knowledge.	
11:10-11:45	Process,	a. Working on selected UFT measures participants will be	35min
	stakeholders and	asked to identify implementation aspects for their city case	
	technical aspects	such as: (a) benefits (Economic, Social, Environmental), (b)	
		beneficiaries, (c) budget drivers, (d) potentially legal	
		barriers, (e) private/public stakeholders/departments need to	
		cooperate with, (f) supportive LA actions to encourage the	
		introduction/implementation of the measure/campaign and	
		(g) funding (if applicable to select between public or private	
		sponsorship).	
		b. Discussion on the results of the activity.	
11:45-12:00	Available tools and	Presentation of the available EC research guidelines, results	15min
	guidelines	and tools, and demonstration of some of them online -	
		explaining their added value.	
12:00-12:30	Targets of the	The targets will be presented, and it will be shown to the city	30 min
	behavioral change	partners – where we are in the process to build capacity from	
	part of the	the behavioral side	
	workshop and its	1. Insight into different concerns and challenges for	
	process	these distinct groups (based on task 6.3 deliverable),	
		2. Developing local action learning sets to support	
		introduction and utilization of the new transport	
		measures,	
		3. Identifying cross-LA communities of practice	
		learning sets.	
12:30-13:20		Lunch	



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13:20-15:00	Final change vision	Formulate the change vision for each city based on the	
	based on identified	deliverable of task 6.3 – clear challenges and targets for the	
	challenges and	cities are the fundament for this.	
	targets		
	Turin	Presentation of change vision and discussion (learning sets);	25 min
		Presentation by the city or by the academic city partner.	
	Rome	Presentation of change vision and discussion (learning sets);	25 min
		Presentation by the city or by the academic city partner.	
	Alba Julia	Presentation of change vision and discussion (learning sets);	25 min
		Presentation by the city or by the academic city partner.	
	Stuttgart	Presentation of change vision and discussion (learning sets);	25 min
		Presentation by the city or by the academic city partner.	
15:00-15:10		Break	10 min
15:10-16:30	Best practice	Show the different challenges the cities selected as	
	example discussion	important for them and discuss best practice examples of	
	and learnings	other cities in groups to develop learning sets to support	
		introduction and utilization of the new transport measures.	
		For each best practice example we explain (a) how the city	
		operates, (b) whether they are a private or/and a public	
		initiative, (c) their size (e.g. area, number of vehicles etc.),	
		(d) the components/ technologies for operating them, (e)	
		which social groups were benefited and how, (f) the benefits	
		(indicators' change, certain figures), (g) the	
		PT/cycling/walking modes were integrated.	
	Turin	Challenge e.g. Citizen participation – Examples are	20 min
		presented and options for the Turin are discussed in learning	
		sets	
	Rome	Challenge e.g. Citizen participation – Examples are	20 min
		presented and options for Rome are discussed in learning	
		sets	



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	Alba Julia	Challenge e.g. Citizen participation - Examples are	20 min
		presented and options for Alba Julia are discussed in	
		learning sets	
	Stuttgart	Challenge e.g. Citizen participation – Examples are	20 min
		presented and options for Stuttgart are discussed in learning	
		sets	
16:30-16:55	Final discussion	Wrap up of the day and improvements for the future (a)	25min
		online forum, (b) newsletter, (c) phone conferences, and (d)	
		integration of the academic partner of each city	
16:55-17:00	Instructions to fill	Instruction for online evaluation of the workshop (course	5min
	in evaluation forms	flow, material, topic, facilitator's performance etc.)	



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1. Workshop framework

On February 28, 2019, the workshop entitled "Building small-medium Local Authorities' capacity to implement urban freight measures" took place at the SUITS city of Turin. The aim was to pilot the third (out of four) classroom course that forms an integral part of the SUITS Capacity Building program (WP5), while also work with city staff to establish local action learning sets that will support the implementation of transport measures.

The participants included staff members of the 'procurement' and 'technical' departments of the City of Turin, staff members of Rome's mobility agency "Roma Servizi Per La Mobilita SRL" and staff members of the technical department of Alba Iulia. Moreover, delegates from Polytechnic University of Torino (Politechnico di Torino) and from the city of Stuttgart (represented by Technische Universitaet Ilmenau) have participated. 'Lever Consulting' (Greece), the partner responsible for preparing the SUITS Capacity Building Program, and the 'Business and Occupational Psychology' section of the 'Coventry University' (UK), delivered the workshop. This specific course, that will be available to all cities through the SUITS toolbox by the end of the project, serves the broad objective of building the capacity of small-medium cities' Local Authorities to implement and monitor the implementation of urban freight transport measures, as part of a SUMP. It is designed to build, or strengthen, the capacity of small-medium cities' Local Authorities to face existing challenges through the implementation of appropriate measures. Moreover, it provides an insight into different concerns and challenges that staff members face when they set targets and objectives and additionally during the implementation process.

The aim of this pilot was to identify the course's drawbacks, both in terms of content and teaching process/distributed material and also to evaluate its effectiveness regarding the wider scope assigned to the SUITS Capacity Building Toolkit.

2. Participation

Main participants of the workshop were staff members from the Municipality of Turin, from different departments (technical department, procurement) and with different roles (head of Department, transport graduates, officers etc.). The Rome Mobility Agency was also well represented by four staff members of their respective transport planning department, as well as other departments. The city of Alba Iulia has been represented by two staff members while additionally, Professor Bruno dalla Chiara from Polytechnic



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University of Turin (Polytechnico di Torino) participated in the first two activities, enhancing technical discussions and supporting the participants with the exercises. Although no staff members of the city of Stuttgart were able to attend, a partner of the Technische Universitaet Ilmenau represented the city. The actual synthesis enabled us to capture the differences and allow interactions and exchange of experiences among participating cities and experts.





Figure 1: Participants of the workshop

3. Topics and Activities

Shortly after the workshop's framework presentation to the participants, the course focused on the following aspects:

✓ Brief introduction on Urban Freight Transport (UFT) issues and demonstration of the concept of UFT measures, and; Discussion on the current conditions and problems participants' cities face regarding UFT and what measures may be applied (Activity 1- Exercise A).



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Figure 2: Presenting results of Exercise A - working group 1 (Torino -Stuttgart)

✓ Identification of the benefits achieved by the implementation of UFT measures and their relevance to strategic objectives of sustainable development; Discussion on UFT measures importance in convincing different stakeholders (Activity 2 – Exercise B). Reference to Social impact assessment method.



Figure 3: Working on exercise B -working group 2 (Rome - Alba Iulia)

✓ Learning from other cities (presenting relevant case studies from both SUITS and other EU cities).

Providing references for further reading.



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Figure 4: Learning from other cities session where Marco from Rome explains the implementation of Limited traffic zones and respective results

- ✓ Identification of innovative financing mechanisms and partnerships appropriate for the implementation of UFT measures; Discussion on case studies from participant and other cities using innovative financing and alternative partnership schemes (Activity 3). Reference to SUITS guidelines for innovative financing, procurement and new business models.
- ✓ Presenting the key actions of implementation, while highlighting measures integration in SUMP, key performance indicators, required data and how to overcome different barriers; Discussion on critical and supportive actions to specific LAs while implementing such measures (Activity 4 -Exercise C)
- ✓ Presenting relevant tools and guidelines helpful for the implementation of the schemes.

4. Workshop results

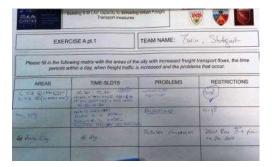
Activity 1: Most of the participants have identified the stress added by urban freight operations in the urban environments of their cities in terms of congestion and pollution. Lack of dedicated parking space to serve loading/unloading processes is also considered as an issue mostly combined with the lack of adequate control and enforcement. Particularly, it was mentioned that public space allocation to UFT (i.e. parking bays for UFT) can potentially cause conflicts between shop owners and citizens with local authorities, perceived as one of the existing major problems to solve. Additionally, the lack of strategic planning regarding UFT and its integration in the respective SUMPs was mentioned as one of the crucial weaknesses in small – medium cities.



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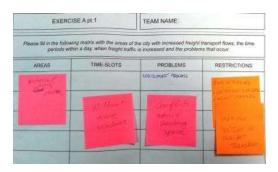
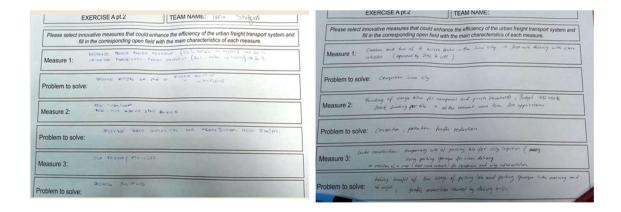


Figure 5: Results of Exercise A-part 1 "Identifying UFT problems in the city context".

As probable measures to cope with related weaknesses, participants recognised as efficient: a) the creation of freight micro hubs, in the same spirit as urban consolidation centres, in order to serve last mile delivery, b) the promotion of cargo bikes through financial incentives to companies, c) the temporary use of parking spots by freight vehicles and multi-use lanes, d) the promotion of professional freight operators than private ones through regulatory (direct and indirect) measures, e) new technology applications to allow dynamic management and control/enforcement of public space (parking spots and traffic lanes).





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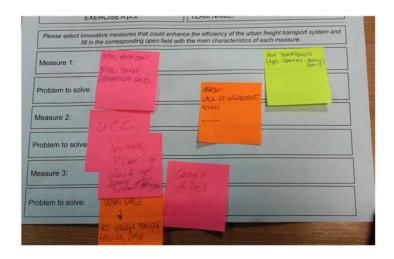
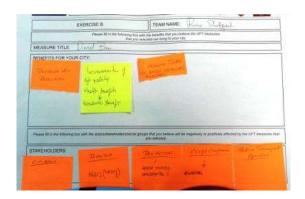
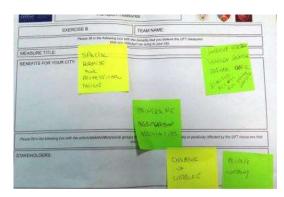


Figure 6: Results of Exercise A -part 2 "Proposing measures to respond to specific city problems regarding UFT".

Activity 2: Following the reference to the overall benefits of UFT measures for a city and how they are linked to more than one strategic city goals of urban sustainable mobility, participants have been divided into two groups and were asked to identify specific benefits of UFT measures each group has chosen. The measure examined by the working group of Rome – Stuttgart was the "diesel ban", called as measure example 1. The measure examined by the working group of Alba Iulia – Torino, was the "special premise for professional freight", called as measure example 2. Some of the benefits linked to example 1 were: a) decrease of air pollution, b) better health conditions, c) better quality of life. Benefits identified for measure example 2 were: a) traffic reduction, b) promotion of electric vehicles and other alternative means (easier to approach big freight operators than individual entrepreneurs), c) better provided service which leads to economic growth.







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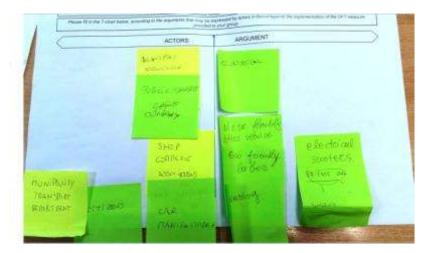


Figure 7: Exercise B responses from both groups.

Moreover, participants recognised the involved and affected stakeholders and actors for each one of the examined measures. Citizens, retailers, policy makers (both local and higher lever governance), cargo companies, public transport operators are some of the announced stakeholders for measure example 1. Vehicles manufactures, commerce associations have been also mentioned in the case of measure 2. Furthermore, each group has addressed benefits to specific stakeholders involved in their case study and presented their results. Through this process, participants acknowledged the way such measures could potentially add value to their cities and under which specific circumstances. They were evoking relevant examples from their cities where stakeholders opposed to UFT measures. A discussion on how to convince stakeholders was raised.

Activity 3: After presenting the case study of Utrecht where innovative electric vehicles have been introduced in the city center, members of RSM team and Turin City presented the context of Limited Traffic Zones in their cities (Rome and Turin respectively) where the specific benefits and barriers were discussed. Concrete benefits were the renewal of vehicles fleet, leading to pollution reduction, where also traffic inside the zone has been decreased. Legal issues and difficulties to convince policy makers was also confirmed. Based on the presented case studies, financing mechanisms and innovative partnerships were discussed while also referring to the SUITS guidelines with respect to such aspects in order to guide and motivate participants to read and evaluate them.

Activity 4: At this stage, participants were asked to "dive" deeper into UFT measures implementation process by thinking of critical actions LAs must make. Measures integration in Sustainable Urban Logistics Plan and





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evaluation process has been identified as some of the most important critical actions. Additionally, several barriers, especially regarding legal aspects, have been identified. Supportive actions to overcome these issues have been further discussed. Finally, participants got familiar with available tools, especially with Novelog's appraisal tool.

5. Overall evaluation

Three out of fifteen participants provided their individual feedback for the Workshop held in Turin. Summarizing their answers, participants were either fully satisfied or almost fully satisfied with regard to almost all of the issues under evaluation. For the most questions regarding to personal reaction responders gave the highest rates. For learning outcomes the answers vary. Some responders found that they have not extensively gained knowledge from the tools and the guidelines presented ("a little") in this Workshop. Additionally, for the application of learning section, some of them are not sure of being able to apply these tools and measures for their own benefit. For example they claim that their ability to implement changed only a little after the workshop while their feeling about being supported for implement vary a lot. Successful case studies have been proved one of the most interesting part of the workshop and need to be enriched and better presented. Alternative funding mechanisms and exercise on business model canvases has been also highlighted as important by the participants. Finally, most of the participants would recommend the workshop to their colleagues.

SUITS_Workshop_Evaluation 1/3

Turin 2019 Number of observations:3

Personal_Reaction					
	Yes, very much	Yes, a little	No feeling either way	Not really	No, not at all
Did you enjoy the workshop?	2	1	0	0	0
Was the content relevant to your situation?	2	1	0	0	0
Were you happy with the learning environment provided?	2	1	0	0	0
Were the exercises well-structured, relevant and interesting to you	1	2	0	0	0
Was the structure of the course easy to follow	2	1	0	0	0
Was the course fun to attend	3	0	0	0	0
Was the workbook distributed useful	1	2	0	0	0
Would you recommend this workshop to a colleague?	2	1	0	0	0
Did you enjoy the works	hop?	679	4		33%
Was the content relevant to your situa	tion?	679	l.		33%
Were you happy with the learning environment provi	ded?	679	l.		33%
Were the exercises well-structured, relevant and interesting to	o you	33%		67%	
Was the structure of the course easy to f	ollow	67%	4		33%
Was the course fun to a	ittend		100%		
Was the workbook distributed ι	ıseful	33%		67%	
Would you recommend this workshop to a collea	que?	679	4		33%



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$\begin{array}{c} \textbf{SUITS_Workshop_Evaluation} \\ 2/3 \end{array}$

Turin 2019 Number of observations:3

Learning_Outcomes

	Non resp onse	Yes, very much	Yes, a little	No feeling either way	Not really	No, not at all
Do you think the workshop achieved its objectives?	1	1	1	0	0	0
Did you gain new knowledge/new ideas?	1	1	1	0	0	0
Did you find solutions to problems that are relevant to you?	1	0	1	1	0	0
Do you feel you have gained skills, tools and strategies?	1	2	0	0	0	0
Do you feel confident in applying the learnings from the workshop?	1	0	1	1	0	0
Has your ability to implement change been enhanced?	1	0	2	0	0	0
Do you feel supported in implementing change?	1	0	1	0	1	0
Do you think the workshop achieved its object	ives?	33%		33%	33	%
Did you gain new knowledge/new ic	leas?	33%		33%	33	%
Did you find solutions to problems that are relevant to	you?	33%		33%	33	%
Do you feel you have gained skills, tools and strategies?		33%		6	7%	
Do you feel confident in applying the learnings from the worksh		33%		33%	33	%
Has your ability to implement change been enhanced		33%		6	7%	
Do you feel supported in implementing cha	ange?	33%		33%	33	%

SUITS_Workshop_Evaluation 3/3

Turin 2019 Number of observations:3

Application_of_learnings

	Non resp onse	Defin itely	Most Likely	Maybe	Unlikely	No, not at all
Will you put these learnings into effect when back in your job?	1	0	1	1	0	0
Do you intend to utilise the tools available from the project?	1	0	2	0	0	0
Do you intend to engage with project online supports?	1	0	1	1	0	0
Will you put these learnings into effect when back in your j	ob?	33%		33%	33	%
Do you intend to utilise the tools available from the proje	ect?	33%		6	7%	
Do you intend to engage with project online support	rts?	33%		33%	33	%

What, if anything, will you change as a result of this workshop experience?

