C – L I E G E
Clean Last mile transport and logistics management

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1. EXECUTIVE SUMMARY

C-LIEGE has the goal to develop, test and transfer successful measures and tools to achieve energy saving and reduction of both CO2 / GHG emissions and congestion.

C-LIEGE framework for energy-efficient urban freight transport demand management and planning is based upon a **novel set of integrated solutions and "push-and-pull" demand-oriented measures.** C-LIEGE effectively transfers good practices and promote cooperative approach throughout a roadmap for Local Authorities to achieve a proper matching between supply and demand in urban freight transport, according with energy principles.

C-LIEGE provides **policy recommendations to the European Commission** on energy savings urban freight transport strategies.

The final workshop was an open public event with the objective to disseminate and transfer the C-LIEGE results to other European and New Accession Country cities. The successful event attracted 63 participants from different corners of Europe. Besides the "regular" public authorities that come back regularly to the C-LIEGE public seminars, key messages of the project still reached further new cities/regions this time.

Following a general overview of the project and a broad picture of the sister STEER projects, detailed technical presentations were delivered workpackage by workpackage on the aspects that are of particular importance to effectively plan and manage urban freight transport (UFT) demand, like the C-LIEGE tools, the pilot site implementations, impacts evaluation, transferability and communication actions.

For the first time, an overall scientific analysis was shown publicly of the soft demand-oriented measures and their impacts to the public. So far bits and pieces had been revealed but not until the final workshop has there been a comprehensive overview of the impacts in the current year against certain four pre-defined indicators (kilometers driven by freight vehicles, pollutant emission, fuel consumption, operational cost saved) and an impact forecast for 2020.

Cohesion and synergy between projects funded under the same European programme (IEE STEER action) is extremely important and essential. Therefore, C-LIEGE invited already other sister projects targeting urban freight delivery to previous workshops as well. This time

an already closed and a recently started one was brought on board: TRAILBLAZER and ENCLOSE. All these sister projects are complementary, focusing on different aspects of the same domain. An extremely useful and valuable session with pilot site stakeholders closed the event. Public and private sector representatives were invited for a round table discussion where both groups answered tailor-made questions and drew conclusions.

2. INTRODUCTION

2.1. Background, objectives, target audience

The final workshop was organised by IKU and FIT and hosted by ERRIN in Brussels on 21st November 2013. FIT Consulting has put together the programme, invited the panel stakeholders, provided the moderator for their discussion whereas ERRIN was responsible for the invitations, proceedings and the follow up, and providing the logistical background.

Preparations for the final event already started in August. The Brussels venue provided an excellent opportunity to disseminate the C-Liege project to other relevant European networks, public authority representatives and other stakeholders who were invited to public events right from the beginning (C-LIEGE knowledge sharing workshops, C-LIEGE Mid-term workshop) through the overall C-LIEGE stakeholder list.

Pilot cities were also asked to make a list of their local public and private stakeholders. Invitations were sent out centrally by ERRIN to closely 600 addresses. Emilia-Romagna Region sent out the invites themselves to their local networks, comprising again 300 contacts. We find it a very good achievement that CYCLELOGISTICS, and the European Cyclists' Federation came back to the third time already to C-LIEGE events. A new target group this time was the accession countries. With the help of embassies in project partner countries, we reached about 50 contacts in the home countries and/or in Brussels.

2.2. Structure of the workshop

The workshop was designed to last a full day, allowing the participants a good networking opportunity at lunch and at coffee breaks (for the agenda of the day please consult Annex I).

3. REPORT, WORKSHOP DESCRIPTION

3.1. General introduction to C-LIEGE and its broader STEER context: FIT and EACI

3.1.1. Project overview

Paola Cossu (FIT), the C-LIEGE Project Coordinator, welcomed the audience and introduced the workshop's objectives, presented the structure of the day.

She stressed that C-LIEGE is not a research project but a pilot initiative. Some components are still in progress as the project finishes only at the end of the month. Transportation of goods is highly important from economic point of view for a city and for citizens as goods are always moved from one point to the other with a specific objective: because shops or citizens need them. C-LIEGE is an instrument to address policy makers and explain to them that managing logistics is an opportunity to improve living conditions and to offer citizens a better quality of life. She summarized the main figures as indicated below:

- **93** good practices are ready to be transferred
- **36** pilot measures have been put in place
- Almost **30** cities have signed the C-LIEGE charter so far (this charter has been produced by partners, comprising the main objectives and sustainability principles
- **600** stakeholders have been involved and informed about project progresses and results;
- **300** stakeholders have been personally participating to C-LIEGE (public/private);
- **7** Freight Quality Partnerships (FQP) have been set up during the project duration **that 84** local stakeholders have joined
- **30** Local Round Tables have been held in the pilot cities
- **7** Local Freight Development Plans (LFDPs) have been developed in pilot cities;
- More then **60** Articles published in specialised journals and magazines.
- **45** soft measures for local authorities in urban freight transport processed in the C-LIEGE Toolbox;

- **7** new positions have been created, called City Logistics Managers (CLM) in European cities;
- **2** Knowledge sharing workshops were organized for stakeholders' consultation **2** project public workshop including this one have been organised;
- **50** contacts in New Accession Countries involved in the C-liege transferability process.

3.1.2. CIP IEE STEER projects overview

Olav Luyckx the C-LIEGE project officer from **Executive Agency for Competitiveness and Innovation** (EACI), put the project into IEE STEER context in comparison with other freight projects that also received support from the European Commission.

The **EU's energy policy** is based on four pillars:

1) the EU2020 objectives for smart, green and inclusive growth,

2) New Efficient Energy Action Plan (COM(2011) 109),

3) Energy Efficiency Directive (2012/27/EU),

4) Green Paper on 2030 framework for climate and energy policies (COM(2013) 169).

EU Transport policy alike are regulated by five relevant directives:

1) Action Plan on Freight Logistics (2007), ITS (2008), Urban Mobility (2009),

2) Clean Vehicles Directive (2009/33/EC),

3) CO2 emission standards for passenger cars (443/2009),

4) Transport White Paper (COM(2011) 144),

5) Urban Mobility Package on SUMP, road user charging access restrictions, zero-emission logistics

The increasing number of proposals put forward under CIP IEE calls between 2007 and this year shows the growing interest of eligible organizations to take actions to improve energy efficiency in Europe. In 2013 already 17 proposals have been selected for funding but 8 well-ranked and valuable proposals are put on the waiting list to be implemented if the necessary financial sources can be pooled from budgets left over from other projects.

Freight is only one of the strands of the 79 ongoing STEER projects. With C-LIEGE included, 8 proposals have been funded in the current financial period: PRO E-BIKE, SMARTSET, CYCLELOGISTICS (presented during the 1st knowledge sharing workshop in Barcelona), ECOSTARS (presented during the 1st knowledge sharing workshop in Barcelona), TRAILBLAZER (presented during the final workshop in Brussels), START and INTERACTION.

Within these 8 projects, three are around **logistics and planning**: TRAILBLAZER (2009), C-LIEGE (2010) and ENCLOSE (2011).

The objective of SMARTSET is to promote the better use of freight terminals. Its main focus on: cooperative business models, incentives & regulations, energy-efficient vehicles**.**

Three projects target cargo bike use in urban delivery: CYCLELOGISTICS, PRO E-BIKE and CYCLELOGISTICS ahead, which is currently under negotiation with EACI.

EACI expects the C-LIEGE consortium to correctly implement the signed Grant Agreement, comply with all rules that EACI has set up and deliver high quality results. C-LIEGE should show tangible results in terms of energy-efficiency emission reduction by the end of the

project lifetime. The stakeholder cooperation at pilot sites should result in moving towards near zero emissions logistics in urban centres. The Commission has, of course, some sustainability and transferability requirements too. The Consortium should prove that the results produced within the project, like the idea of the Freight Quality Partnership and the newly-established City Logistics Manager (CLM) will have a spill-over effect to other European cities. The C-LIEGE toolbox will be further used by partners and by non-project partners.

3.2. C-LIEGE achievements review: tools, measures, impacts, transferability and communication

3.2.1. C-LIEGE tools and their potentials

Luca Lucietti (FIT), the C-LIEGE Project Manager, delivered a detailed presentation on the C-LIEGE tools and their potentials. Local authorities have a lot of competences in the field of transport and they usually manage passenger transport but in general, with the exception of access restrictions, which are in their responsibility, it is private companies that manage the movement of goods. These private operators are efficient when it goes to internal cost managements but they do not include externalities.

Mobility in general is an issue in most European cities. Both people and goods count for this challenge. Local authorities have to manage both conflicts. Freight transport is usually considered as a source of congestion and associated externalities. What local authorities have in their hands to influence, manage freight transport and make it more energy and cost-efficient is by soft measures, regulations that do not require huge investments. In the time of crisis when public authorities face budget cuts, and are still forced to perform certain energy and emission indicators, this way of addressing the problem is highly appreciated.

The management of people and goods requires different measures in terms of time windows (daytime for people and night possibly for merchandise), vehicles (size and perhaps pollutant emission too), parking slots (due to the vehicle size and the location) and the involvement of different stakeholders (public for people and private for goods). The local authority can apply various methods to implement the measures:

- Restrictions: to prohibit and discourage access or use of certain types of vehicle
- Grants: to develop, put in disposal or encourage new services or alternative solutions to existing transport systems
- Persuasion: to change attitudes of citizens, users or stakeholders

Mobility Management is basically oriented to manage the transport demand, developing and implementing strategies to ensure efficient transport, with regard to social, environmental and energy saving purposes. Mobility Manager/Traffic Manager/City Logistics Manager are different experts with different profiles coping with the same challenging task of ensuring the most efficient use of cities' spaces and times, taking into account interests of car users, public transport, taxis, cyclists, pedestrians as well as freight vehicles.

C-LIEGE developed five integrated support tools for Local Governments as follows:

1) Urban Freight Transport (UFT) Good Practices Database
2) Push and Pull Measures Database
3) C-LIEGE guideline for urban freight mobility plan
4) Stakeholder Engagement Manual
5) C-LIEGE toolbox

UFT good practices database is a structured and manageable repository of UFT good Practices identified from:

- State of the Art Integration of related EU projects, studies and initiatives;
- C-LIEGE Pilots Sites;
- C-LIEGE Plenary Knowledge Sharing Workshops

Benefits:

- Delivers on-demand access to valuable performance benchmarks and good practice research findings from relevant applications at EU cities.
- Coverage of most types of good practices including both soft and hard measures in UFT domain.
- Informative supporting tool for stakeholders.

The database of "**push and pull" demand-oriented measures** for energy efficient and environmental-friendly UFT planning and management is based on previous C-LIEGE analysis of current UFT good practices around Europe, with advice from the Tyne and Wear Freight Partnership. It comprises 45 push and pull measures in UFT domain.

The database sets out for each measure: type of measure, key stakeholders, expected impacts, timescale, possible barriers, transferability, etc.

Benefits:

- Offers a range of measures potentially applicable to areas with different characteristics and peculiarities for a better managing freight movements.
- Provides practioners with a ready-made supporting tool.
- Providing empirical evidence of success measures

C-LIEGE guideline for urban freight mobility plan is a document dedicated to Local Authorities (LAs) for the development of urban freight mobility plans as a component of their Local Transport Plan, balancing UFT efficiency, save energy and minimizing transport externalities. The plan embraces the whole cycle of the process from the analysis of the state of the art to impact assessment. First of all, it facilitates for LAs to determine the potential for

a successful urban freight transport by conducting self-assessment and by identifying relevant major actors. It leads to a ffreight mobility diagnosis by a status analysis and by developing scenarios. It also gives recommendations to develop effective packages of measures and then guidelines for implementation, monitoring and evaluation at the end of the process. These guidelines have been successful tested in pilot experiments supporting cities in drawing up of Local Freight Development Plans (LFDPs).

UFT measures relate different categories of stakeholders: Public Authorities, relevant Associations, Freight Transport professionals, other Bodies. The key drivers are the public authorities that need to manage and engage the various local stakeholders that are part of the process. Therefore, C-LIEGE has developed a **Stakeholder Engagement Manual** that includes advice how to activate and coordinate a Permanent Concertation Table (Local Round Tables). The document supports public authorities to

- Identify of relevant stakeholders,
- Engage them in an effective and progressive way,
- Resolve potential conflicts,
- Develop shared solutions and measures

The **C-LIEGE Toolbox** provides guidelines for the establishment of the City Logistics Manager (CLM). It is aimed at providing a decision support tool for Local Administrations to:

- plan, implement and monitor appropriate push and/or pull measures to achieve an integrated freight transport demand management and planning in urban areas;
- establish the functions and tasks of CLM, which is one of the main objectives of the C-LIEGE project.

Duties of the CLM:

- **clearly identify problems and needs** related UFT in their cities;
- **define objectives and targets** to be reached;
- **define appropriate strategies and policies** in compliance with regional and/or local transport plans (which include freight transport);

- **select shared and harmonized push and/or pull measures** to promote a cleaner, cost-efficient and energy saving UFT governance model balancing the environment, economy, energy, transport efficiency, safety, land use and urban planning;
- **Monitoring and evaluation** effectiveness and efficiency of the measures in reaching objectives and targets.

Vertical functions of the CLM:

- Build a complete cognitive picture of the UFT phenomenon highlighting local needs.
- Define appropriate and shared measures able to rationalize and optimize UFT process, according with targets defined by LA and with results of local consultation activities.
- Develop a new UFT model through market regulation (both supply and demand side) by a set of **coordinated push and pull measures**, consistent with the reference urban context, its objectives, weaknesses and specific needs.
- Monitor and assess the performance of the UFT model for achieving concrete data on its effectiveness and (economical, environmental, social) sustainability

Beneath, we attempt to summarise the benefits that local authorities and citizens gain by applying the aforementioned soft measures

- Reduction of urban congestion and consequent improvement of traffic flows, pedestrian and parking circulation;
- reduction in the use of common areas and urban areas requalification;
- reduction of emissions and energy consumption from polluting road traffic;
- increase in regional competitiveness;
- increased safety and security across roads and at logistics hubs;
- increasing consensus among the value chain stakeholders;
- improving life quality of citizens.

As it has been mentioned earlier, freight operators are usually private companies.

Therefore, we need to make them also interested in this innovative initiative as well. Let's see what they can benefit from the soft measures to motivate them:

- Increase the logistics systems efficiency;
- increase in the internal economic and organizational efficiency of the companies, gaining a competitive advantage in the market;
- reduced transportation and logistics costs;
- improved conditions for workers throughout the logistics chain;
- promotion of innovation technology

3.2.2. Work Package 5: Pilot sites implementation

John Bourn, Tyne and Wear Freight Partnership from **Newcastle** presented on the pilot sites implementations (Work Package 5). Tyne and Wear Freight Partnership was responsible for providing advice and support to the "trainee" pilot sites to improve the efficiency of freight transport in their cities and to put in place the soft measures. They could all select the best fitting vertical measure(s) but three horizontal measures were mandatory

for all of them. These horizontal measures facilitated and improved the performance of the vertical measures. These horizontal measures were:

- setting up a Local Freight Quality Partnership (FQP)
- designing a Local Freight Development Plan (LFDP)
- designating a City Logistics Manager (CLM)

In some cases, freight strategies pre-existed C-LIEGE (e.g., Newcastle's Local Transport Plan and Emilia-Romagna's Integrated Regional Transport Plan). These were 'fine-tuned' using C-LIEGE principles. Newcastle gave general guidance to pilot sites on how to form FQPs and draw up LFDPs. Stakeholder feedback on issues affecting freight was obtained from FQPs (where they already existed) and C-LIEGE Round Tables. C-LIEGE documents helped to steer the planning process, like *Guidelines for the Development of Urban Freight Mobility Plans* (Deliverable 4.1) and *Minimum Requirements for the Production of Local Freight Development Plans* (WP5). The soft measures derived from the C-LIEGE Toolbox. This toolbox was based on the Good Practices Database produced under WP2 (D2.1).

Experienced sites have provided mentoring and guidance to trainee sites, for example:

- Newcastle has visited Szczecin and Leicester to provide advice on FQP development and pilot measures
- Leicester has provided Malta with advice on establishing an FQP and insights on the LFDP
- Newcastle have provided details of our online freight mapping to Montana
- Newcastle have provided details of our Multi-Modal Carbon Calculator to all partners
- KLOK has been advising Montana and Szczecin with regard to RegLog good practice, as well as lessons learned in the Stuttgart region

Measures implemented in Leicester:

- Local Freight Development Plan (LFDP)
- Freight map for appropriate routes and vehicular restrictions
- Sign posting freight routes to industrial estates
- Establishment of an environmental zone
- Web Promotion of sustainable City Logistics
- Eco Driver Training
- City Logistics Manager (CLM)
- Freight Quality Partnership (FQP)

Measures delivered in Newcastle:

- Local Freight Development Plan (LFDP)
- Fleet Operators Recognition Scheme (FORS)
- Freight Map for appropriate routes and vehicular restrictions
- Urban Traffic Management Control Centre
- Multi-Modal Carbon Calculator
- Rail Freight Partner Group
- Information campaign to reduce accidents
- City Logistics Manager (CLM)
- Freight Quality Partnership

Measures implemented in Stuttgart (including Ludwigsburg and Kornwestheim):

- Freight Quality Partnership (FQP)
- Local Freight Development Plan (LFDP)

- Electric vehicle goods delivery – Van sharing
- Planning of optimum location of new lorry refuelling station
- Ad-hoc routes for freight traffic
- City Logistics Manager (CLM)

Measures put in place in Szczecin:

- Freight Quality Partnership (FQP)
- Local Freight Development Plan (LFDP)
- Development of unloading slots
- Relocation of packstations
- ITS application for re-routing
- Promotion campaigns for sustainable freight transport (eco-driving promotion and assumptions for FORS)
- City Logistics Manager (CLM)

Measures implemented by Montana:

- Freight Quality Partnership (FQP)
- Differentiated fees for loading/unloading & time windows restrictions
- Freight map for appropriate routes
- City Logistics Manager (CLM)
- Local Freight Development Plan (LFDP)

Measures delivered in Hal-Tarxien:

- Freight Quality Partnership (FQP)
- Local Freight Development Plan (LFDP)

- Allocation of additional freight parking spaces
- Re-routing of freight traffic
- City Logistics Manager (CLM)

Measures put in place in Emilia Romagna Region:

- Regional harmonization of urban freight transport regulations: time window restrictions & access restrictions for polluting freight vehicles
- Local Freight Development Plan (LFDP)
- City Logistics Manager (CLM)
- Freight Quality Partnership (FQP)

The impressively long list of wide range of soft measures prove the success of the project. These measures were not simply picked up and copy-pasted from he C-LIEGE Toolbox, but tailored to local needs and conditions. In addition to the implementation of the measures, a valuable joint working and knowledge-sharing has taken place. Results to date and projected have been very encouraging. A more detailed description of the measures and the pilot sites can be found on the project website.

3.2.3. C-LIEGE impacts and evaluation

Johannes Lückenkötter from the **University of Dortmund** was responsible for evaluating the pilot sites' performance against certain criteria. He started the presentation by highlighting what the Project Coordinator also said at the beginning that C-LIEGE is an explorative, experimental project as opposed to a research project. It explores innovative measures in a neglected area.

The evaluation process itself had a fourfold objective:

- Assess the direct impacts of C-LIEGE instruments in pilot cities both ex-ante and ex-post (**impact evaluation**)
- Assess the drivers and barriers during the implementation of C-LIEGE instruments (**process evaluation**)
- Guide **ongoing readjustments** of C-LIEGE pilot experiments
- Enable the **transferability of evaluation results** to other cities

The **impact evaluation** has been conducted by TUDO in cooperation with pilot city partners. It has comprised the following steps:

- Ex-ante evaluation
- Impact chain analysis
- Comparison with reference projects
- Scenario based impact assessment

The **progress monitoring** has been carried out by IMPERIAL and pilot city partners following the steps as below:

- Logging of activities and timeline of implementation
- Monitoring of key implementation processes
- SWOT analysis
- Drawing conclusions

TUDO took into consideration five indicators to evaluate the pilot sites' performance after the implementation of the identified soft measures. These were:

- **Freight vehicles** daily entering pilot cities
- **Freight kilometres** travelled in pilot cities
- **Pollutant emissions** from urban freight transport in pilot cities
- **Energy consumption** from urban freight transport in pilot cities. This indicator was not on the list originally, it is an add-on criteria for the evaluation.
- **Operating costs** of urban freight transport in pilot cities

For the calculation and estimation, GPS tracking devices can be used or comprehensive traffic surveys, setting up counting stations and at several points of time.

Since surveys and measurements were not part of the project, TUDO modelled UFT distances and trips in the pilots. Different UFT models can be like **O-D calculations** for last mile regional UFT and intra-urban UFT. Separate modules for UFT sectors are household oriented, retail and services, industrial and construction.

TUDO estimated the original pollutant emissions of local vehicle fleet and also estimated fuel consumption and the original operating costs of local fleet.

And then after the implementation TUDO compared the original figures with the expected changes in PM10, NOx, CO and CO2 emissions, changed vehicle kilometres per vehicle type, the changed fuel consumption and the changed operating costs.

The impact assessment calculations were made for different geographical areas: city-wide area, pilot site area, as well as local pilot area.

Four strategic approaches can be applied to the UFT soft measures

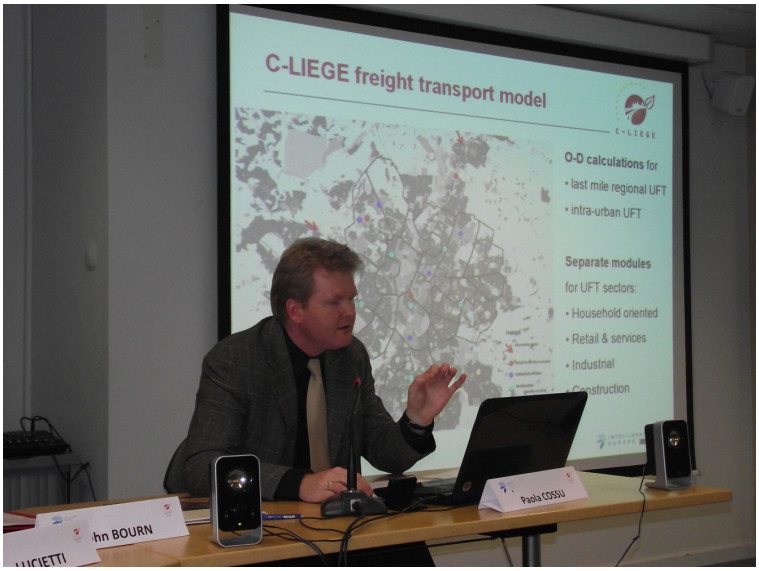
- **Routing and guiding freight transport** means guidance through incentives, providing real time traffic information, blocking off freight traffic or by static traffic info. Some measures do not look impressive or efficient although it is positive. For instance, the main access road has been blocked in Hal Tarxien, which results in longer km and more fuel consumption for the freight vehicle, still the re-routing measure is successful for Hal Tarxiens environment itself.

- **Loading/unloading freight strategies** include regulating access, aiding process, consolidation of deliveries
- **Aiding the transformation of UF fleet and operation** covers award schemes, demonstration projects, incentives, requirements to convert fleet
- **Connecting, coordinating measures and planning with stakeholders**: as it has been already stated, vertical and horizontal measures can be combined. Vertical measures can be combined with each other as well. The planning process refers to the future. Existing partnerships can implement a soft measure in 2 years. Till 2020, during the remaining 7 years, 3 measures can be still implemented in theory.

Conclusions can be drawn from institutional and strategic/technical aspects. From an **institutional** point of view, the soft measures should be embedded in the existing local institutions. It is important to clarify and show the evidences how the measures and the institutions are interlinked. Furthermore, the local systems should be nested into the regional one. Their cooperation should be comprehensive and issue-specific. The cities within the region should be able to pass experiences over and mentor each other. Political and regulatory actors should be involved and engaged right from the beginning at a very early stage of the process.

Conclusions from **strategic and technical aspects**: it is essential to appreciate the data collection and monitoring in the field of urban freight traffic that C-LIEGE has achieved. As freight operators are usually private actors, it is important to integrate the measures into commercial solutions. So that not only one city can benefit from the results but they can be transferred to other cities. By short-term pilot, benefits to operators and drivers can be proved to make them interested and engage them.

C-LIEGE is an explorative, innovative project that can assess combinations of measures. This is unique characteristic of the project. Implementing measures one by one has already been explored but never a mix of measures such as C-LIEGE has achieved.

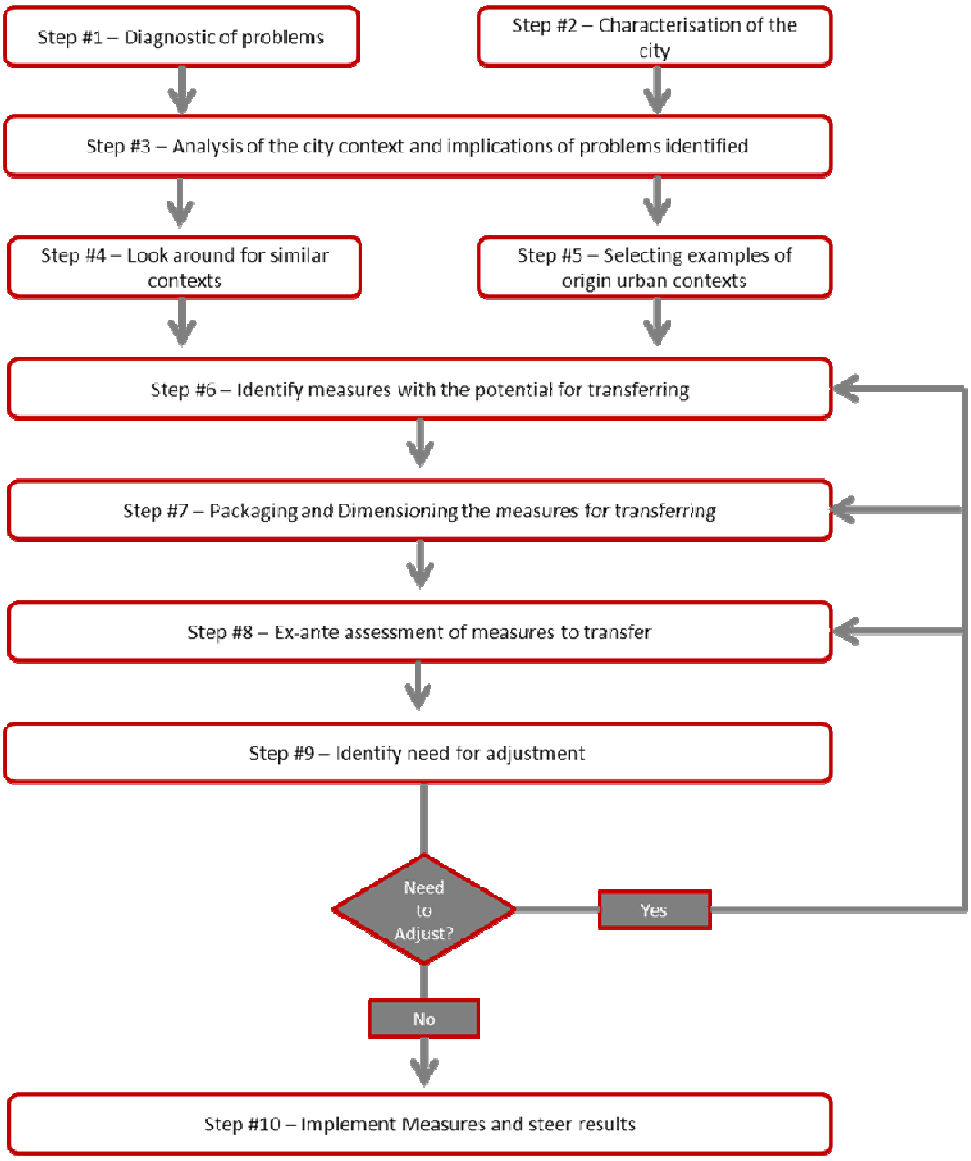


3.2.4. Transferability plan

Maria Rodrigues (TIS) presented a transferability plan for Local Governments to be able to transfer C-LIEGE results and achievements to other cities and/or to import successful and well-functioning measures from elsewhere, adapted, of course, to the local needs and conditions.

The objective of the project transferability plan is to undertake an assessment of transferability and propose a framework supporting the adoption of urban logistic processes in new settings.

The transferability plan developed by TIS illustrated by a schematic diagram



The whole process consists of four phases:

- search phase where a good practice is identified in the origin city;
- appraisal phase where the compatibility of the good practice in the receptor city is appraised;
- refinement phase where barriers/success factors are identified;
- implementation phase

Cities need certain criteria against which they can select the right measures to transfer. These criteria might be:

- measures that address similar problems
- measures that fit into the city's strategic objectives
- from a city that has similar city contexts
- where the impacts achieved are similar to the ones expected

Before implementing any measure, the city should be aware of the hindering factors, the barriers and how to get over them. At the same time and in a similar way, the success factors, the enablers should also be identified and supported. These are part of the applicability conditions that are very important to assess before the implementation.

In order to maximise the potential of successful implementation and the achievement of the expected results, it is worthwhile analysing the type of barriers. They can be:

- **Financial**: lack of funding
- **Political**: lack of political support
- **Cooperational**: lack of involvement of private and/or public stakeholders

The first two obstacles are closely interlinked as without a political support, freight transport being considered as a priority, no budget can be expected to be allocated. The main problem can be that urban logistics is not integrated in the policy agenda of different levels of governments (local, regional, national). But the first and the third barriers are also connected as without financing, operators and other stakeholders may see little purpose in giving up their time to become involved.

The combination of a policy–mix, restrictive and incentive-based measures ("push and pull" measures), requires less public financial commitment and achieves a greater acceptance by the stakeholders involved.

Beneath, a step by step guidance is described for local authorities to facilitate the transferability process for them:

STEP #1: Diagnosis of the local challenge

- Identify the major urban problems that the city faces, which have impacts on the freight system.
- Identify the major freight problems
- Indicate the relevance of the problem facing the impact in the freight efficiency

STEP #2: Characterisation of the city

Describe the city characteristics in terms of urban transport and logistics conditions:

- logistic accessibility (e.g. levels of congestion, existence of delivery bays, etc);
- restrictions of hourly and weekly periods of delivery (e.g. restrictions to freight vehicles or load/unload operations, etc);
- urban sprawl;
- road users (e.g. types of users, n. of vehicles, etc);
- transport infrastructure;

STEP #3: Analysis of the city context and implications of the problems identified

Set up a city profile based on a set of variables describing the main characteristics of specific context and the results of the diagnostic steps:

- Identify the current issues that must be given more focus and the major areas of intervention that may help to sort out problems and promote convergence towards the objectives
- Make a quantification of the real impact of the problems and rank the problems to set priorities

STEP #4: Look around for similar contexts

Classify the city X with elements (expressing the physical (geographical) structure, elements in relation to transport usage, demographic elements, social and economic background, technological advancement, institutional background of the city, for instance: land-use; socio-economy; transport supply; travel demand; Impact indicators; local policy; and cultural indicators

STEP #5: Selecting examples of source urban contexts

- Select similar contexts
- Identify practices adopted in those contexts
- Identify in a box the selected cities identifying the similar factors.

STEP #6: Identify measures with potential for transfer

- Classify all measures with the potential to be transferred, using the aspects: physical, organizational, and functional
- Identify the conditions of applicability for the measures

STEP #7: Packaging and dimensioning the measures for transferring

Select the main measure(s) and compose a package, identifying the areas of implementation

STEP #8: Ex-ante assessment of the measures to transfer

Target cities need to have identified the goals that the selected measures are expected to meet.

Do an ex-ante evaluation plan if the measures achieve the objectives

Identify the success factors and barriers of the measures

STEP #9: Identify the need for adjustment

- Review the conditions for transferability to identify the need for adjustments
- Check compatibility of institutional context, there may be a need to transplant a policy with part of its institutional context.

STEP #10: Implement measures and steer results

Having implemented the measure, set up a periodic monitoring system that also helps to detect the gaps that the information systems contain.

Useful advice for local authorities concluded from the presented plan:

- The most promising way to follow a transferability process is a step by step procedure at the local level, with clear milestones;
- Look first at the current situation (i.e. problems, existing policies, how the market works, etc.) in order to reflect the level of complexity, rather than identifying a measure and then look for a way to apply it to a location. Many cities start at step 5 ('selecting examples'), instead step 1('diagnostic of the problem');
- Quantitative and qualitative data collection is essential;
- It is necessary to identify in which areas improvements are possible (look for the highest impact);
- Need for strong political commitment and cooperation between the private and the public sectors. Acceptability by the stakeholders that are involved and are more likely to succeed in the long-term;
- Not copy-paste, but copy-adapt
- To transfer a measure the basic elements of the measure has to be examined and adapted to the legal, geographical, economic and social characteristics of the area.
- There is no single best solution for urban logistics issues

Common goals enshrined in the **C-LIEGE Charter** that any partner of the local triple helix model can sign:

- Implement future actions and policies
- Promote and support the introduction of CLM
- Set up planning and future implementation of measures

Herewith after, I confirm the acceptance of the five principles of the Charter:

1) Co-operation: the urban freight transport management is guided by the principle of continuous consensus building between public and private stakeholders achieved through a Freight Quality Partnership.
2) Integration: C-LIEGE has proved the effectiveness of combining various push and pull measures into an integrative soft policy mix.
3) Systematisation: Local Freight Development Plans ensure a systematic process of envisioning desired goals and applying a sequence of necessary steps and measures to achieve these goals.
4) Institutionalisation: the introduction of City Logistics Manager ensures an effective co-ordination, implementation, monitoring, assessment and improvement of measures for sustainable urban freight transport.
5) Proliferation: C-LIEGE is free and transferable, and the Charter is open for every interested local administration in Europe.

3.2.5. Dissemination and local communication actions

Andreas Kleinsteuber from **IKU** presented about the general communication strategy of C-LIEGE, whereas **Michal Galkiewicz** from **BERMAG** reported on the local communication actions.

Right at the beginning, C-LIEGE produced a **poster** with the key messages, a flyer in seven languages with a short introduction of the project objectives to promote the initiative to outsider authorities. The C-LIEGE Consortium found it important to translate the **flyer** into national languages as sometimes the lack of appropriate languages skills can be a difficulty for Local Authority representatives to understand the key messages in English.

A huge step was taken in the project's life when the C-LIEGE **website** was launched. It is the main repository and information platform containing all the documents, events, deliverables, achievements that the pilot sites and the consortium have produced. After the project end, C-LIEGE will maintain the website during two years.

So far, two **e-bulletins** have been issued, a third will published after the final workshop. These bulletins provided quick snapshots to C-LIEGE themes (by articles written by partners) and served as invitations to more information on the website. Another publication after the flyer, at a later stage of the project was the **brochure** that was dedicated to the results and included key messages. Just like the flyer, the brochure was also translated to seven national languages for a better dissemination and a maximum uptake of the outcomes.

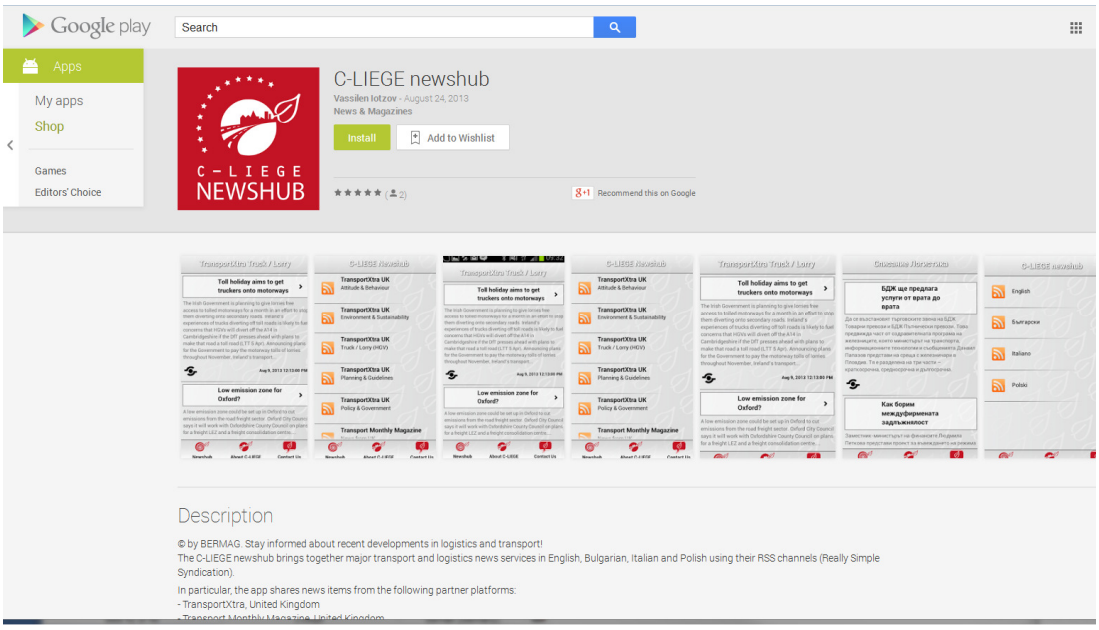
Besides the publications, C-LIEGE held open events too to involve other cities and to give them the opportunity to learn about the experience of our seven pilot cities. Three public events have been organised, hosted by three different cities to ensure a wide geographical coverage: two knowledge sharing workshops in Barcelona and in Brussels and the Mid-term workshop in Newcastle.

On the sustainability of the project activities, ERRIN has drafted a report. With the help of questionnaires, they assessed the intention and the planned actions of each partner and

different stakeholders (private and public) from all seven pilot sites. This exploitation report will be available on the project website BERMAG was responsible to follow up on the pilot cities' local communication activities. All pilot cities pursued important media campaigns and ensured that local-language articles are published regularly to inform citizens and relevant stakeholders about the freight measures and the project development. C-LIEGE made cross-links with sister projects, like CYCLELIGISTICS, THE ISSUE, TRANSPORT LEARNING. Besides articles in the press, publications in academic journals were also written by partners.

As a main initiative of the project partners the C-LIEGE charter has been signed by almost 30 cities. This non-biding commitment is a formal approval of the C-LIEGE objectives and principles and main achievements.

An important and long-time sustainable communication-dissemination action was the launch of the C-LIEGE application on the Android market. This free-of-charge application is available for everyone without restrictions and will ensure a long-lasting branding for C-LIEGE and the IEE programme.



3.3. Relevant projects

When it was relevant, C-LIEGE always invited likeminded IEE freight transport STEER projects to present their objectives and results. By these occasions, a certain synergy and coherence is ensured amongst the STEER action projects. This time an already closed and a recently started project have been invited: TRAILBLAZER and ENCLOSE.

3.3.1. TRAILBLAZER[LEITAT1]

As already stated in the EACI presentation, TRAILBLAZER belongs to the same strand of STEER projects as C-LIEGE. It was selected for funding in 2009 and just ended in April 2013. C-LIEGE was also invited to their final conference.

TRAILBLAZER stands for **Tr**ansport **a**nd **I**nnovation **L**ogistics **b**y **L**ocal **A**uthorities with a **Z**est for **E**fficiency and **R**ealization. The consortium was composed of 12 partners. The four specific objectives of TRAILBLAZER are:

1. Evidence reduced energy use as a result of DSPs.
2. Implement the actions contained in the delivery and servicing plans (DSPs) produced by the four PATHFINDER cities.

3. Transfer knowledge and exchange experience between experienced and less experienced organisations.
4. Promote best practice in freight energy efficiency amongst local and regional authorities and the private sector in Europe

The elementary units of TRAILBLAZER are **Delivery and Servicing Plans** (DSPs). DSPs are key strategy documents outlining how an organisation will deal with its need to generate freight transport efficiently, safely and in a sustainable way.

A DSP is the starting point for managing freight, delivery and servicing activity. DSPs are specifically aimed at actively increasing the efficiency of the freight transport systems in urban areas. They will reduce vehicle movements, the energy used in the supply chain and transport related emissions. A DSP is the equivalent of a workplace travel plan for freight. It can be applied to organisations, specific locations and geographical areas. A DSP consists of a range of tools, actions and interventions. A DSP will include an Action Plan which is updated continually throughout the lifetime of the DSP as it is implemented. DSPs can vary in scale and scope. A DSP can be created for a single building with one or more tenants; for a large development with multiple tenants e.g. Railway Station or Shopping Centre; for a number of buildings, with different tenants, but covered by the same landlord or facility Management Company; for a number of buildings, under the umbrella of an organisation who is not necessarily the landlord e.g. a municipality or for a discrete geographical area.

The **benefits** of a DSP should be examined at different levels, like local authority, citizens, businesses and operators. For **municipalities**, the benefits are:

- Less congestion on local roads
- Reduced carbon emissions
- Improved air quality (NO_x, PM_{10})
- Use of more sustainable modes where possible, so contributing towards CO_2 reduction targets
- Fewer goods vehicle journeys, so lowering the risk of collisions
- Opportunity to reduce parking enforcement activity costs as more deliveries will use legal loading facilities so less traffic and parking infringements will occur

- Improved quality-of-life for local residents through reduced noise and intrusion and lower risk of accidents

The benefits for **residents and visitors** in city and town centres centre around are:

- Reduced congestion
- Less noise produced by delivery and servicing activity
- Improved road safety
- Better public health

For **Businesses** the benefits of a DSP are

- Actively increasing the efficiency of the freight transport systems in urban areas.
- A starting point for freight management, which directs the implementation of measures and initiatives aimed at:
- Reducing and retiming deliveries
- Redefining building operations
- Ensuring procurement activities also account for vehicle movement and emissions
- Educating staff on the consequences of their procurement activity (Procurement is the root of all freight transport).

A DSP also benefits **freight operator** through the following:

- Fuel savings through reduced, re-timed or consolidated deliveries
- Efficient use of vehicles as delivery reliability will assist planning deliveries
- More certainty over delivery times, therefore increased customer satisfaction
- Fewer journeys at less congested times will reduce the risk of collisions
- Legal loading areas mean less risk of them receiving penalty charge notices
- The production of a Delivery and Servicing Plan encourages greater communication between businesses and operators at an operational level. This is an important link that may not currently exist and lead to improvements in the 'last mile' of delivery.

Within the consortium, four partners were PATHFINDERS that developed DSP that could be transferred to TRAILBLAZER cities.

Pathfinder cities were Vaxjo, Eskilstuna, Vercelli and Zagreb.

With the help of DSPs, Eskilstuna has achieved a coordinated delivery of goods based on the premise with fewer, larger deliveries to clients. Fewer vehicles are driven in the immediate area of for example schools, and deliveries during the evening or early morning increases safety. Customized deliveries rise significantly. This represents a great opportunities for future contracts for supplies under different time schedules. It can guarantee lower prices, such as longer delivery of office supplies.

Another case study is Vercelli city. The DSP introduces two new measures to reorganize the freight traffic, optimize and rationalize freight delivery operations through

- Reduction of the number of entering vehicles in Limited Traffic Zone (LTZ), part of the project area where activities are more concentrated, through temporal and differentiated access by various categories of commercial operators and environmental classes of freight vehicles;
- Regulation of parking places for loading/unloading accessible only for authorized vehicles.

The proposed measures of goods traffic management in Vercelli are aimed to reduce vehicles*km through:

- Implementation of measures of traffic management: new parking for delivery services and accessibility regulation to improve the freight traffic in the LTZ and its proximity;
- Monitoring and controlling the respect of the measures of traffic management using automatic license plate recognition system;
- Encourage the use of clean vehicles and alternative fuels for the transport of goods;
- Creation of conditions to introduce sustainable freight transport services as bike cargo and van sharing.

Finally, the City of Vercelli and the University of Oriental Piedmont have involved stakeholders in a participatory process, to form a common shared basis on acceptable actions for a future of local sustainable logistics.

In Zagreb, six loading bays have been introduced and the existing regulatory measures have been reinforced.

The project has produced a toolkit, a transferability plan, pathfinder visits to support and facilitate the implementation and a “lessons learnt” report.

The basic linkage with C-LIEGE is that TRAILBLAZER is focused on one strand of freight transport management whereas C-LIEGE embraces a larger, more general aspect.

TRAILBLAZER might launch a second phase and apply for funding under the new H2020 again to pursue and deepen the activities.

3.3.2. ENCLOSE

ENCLOSE is another STEER project funded under the 2012 call. It is slightly more focussed and restricted compared to C-LIEGE as ENCLOSE targets only a certain size and a specific type of cities: only small and medium-sized historic towns (SMHTs).

Freight delivery in historic city centres is more delicate and difficult due to pollution, narrow streets, protected heritage sites and because of higher costs. Citizens are discouraged to use public transport, therefore the trips for private reasons are increasing, the ration can reach even 80%. People are looking for alternative green means of moving, like bikes. Smart parking solutions and ITS play a key role in addressing the challenges.

The consortium is made up of 16 partners from 13 countries. Logistics and ICT institutes, three forerunner cities (Lucca, Trondheim and s'Hertogenbosch), six follower cities (Burgos, Almada, Dundee, Alba Julia, Serres, Balchik), energy agencies and international multipliers.

All nine cities develop Sustainable Urban Logistic Plan (SULPs). The project builds a common methodology for all SMHTs to integrate their SULPs into their Sustainable Urban Mobility Plan.

Up to date, the six follower cities are conducting feasibility studies, implementing pilot measures, all cities are developing their SULPs, trainings/capacity buildings are going on.

In Lucca (Italy) there is a consolidation centre as a good an replicable good practice in use, called Luccaport. Freight electric vehicles (FEV) are used to transport palletised goods to shops, to business partners outside the target area in cooperation with national and international freight operators. FEVs are used even for leisure or touristic purposes like transporting luggage from the airport to the hotel.

Trondheim (Norway) city transferred knowledge not only on logistics schemes but also on private operator experience of postal service. Their pilot actions concentrated around mail and parcel delivery by electric and hybrid vehicles replacing diesel cars.

s-Hertogenbosch (The Netherlands) city transferred experience not only in city logistics but overall in city mobility approach. Their pilot actions showcase the advantages of using biogas vehicles. The city set up of specific partnership agreements (B2B) between shopkeepers, transport companies and other stakeholders aimed at improving the efficiency of town

delivery services by using biogas or CNG vehicles. They enhance the use of fully electric busses for transport of people with bulky purchases.

Feasibility Study is the key activity carried out in Enclose Follower Towns. The Feasibility Study is a key component of SULP. It is NOT possible to develop a SULP without define a related Feasibility Study of the suitable measures/services. But, it is possible to have a Feasibility study of the logistics services without developing a SULP. All ENCLOSE cities have to develop a FS as a first step towards a SULP. All ENCLOSE towns work on the Road Map for adopting SULP at municipality level.

ENCLOSE Project aims to develop Sustainable Urban Logistics Plan (SULP) as part of the SUMP using the same methodological approach. SULPs are developed bottom up, starting from the users' and operators' needs and requirements and the involvement of the politicians. It could be a gradual process depending on the needs and characteristics of the city. It does not necessarily imply great investments in new systems and infrastructure.

Documents and events produced so far: awareness raising events, one annual workshop and reports on the state of the art situation, on the analysis of needs and goals and on challenges and opportunities.

3.4. Policy session

The policy session was moderated by Massimo Marciani FIT President. All seven pilot sites identified and invited one public authority representative and one private stakeholder.

The moderator addressed the same specific tailor-made question to ALL public authority representatives and one tailor-made question to the private stakeholders.

Participants of the round table from the public authority side:

Holger	Bach	Transport and Logistics Coordinator	Wirtschaftsförderung Region Stuttgart GmbH (Stuttgart Region Economic Development Corporation) WRS
John	Bourn	Specialist Transport Planner	Tyne and Wear LTP Team
Darsheet	Chauhan	Team Leader	Leicester City Council
Ishmael	Dalli	Councillor	Tarxien Local Council
Carlo	Michelacci	Department manager traffic central control of Bologna Municipality	Municipality of Bologna
Tihomir	Antonov	Vice-Mayor	Municipality Montana
Stanislaw	Iwan	Assistant Professor	Maritime University of Szczecin

Participants of the round table from the private sector:

Zahra	Quentin	Commercial Manager	Eurofreight Services Ltd
Nikolay	Dzhokov	Manager	Montana AT" Ltd.
Jakub	Ratajczak	Managing director	EasyPack, the company from the Integer.pl group
Andrea	Marongiu	Managing director	Verband Spedition und Logistik Baden-Württemberg e.V." (VSL),

3.4.1. Question addressed to public authorities: What were your motivations and objectives at the beginning of the project? And what are your reflections on the achieved results at the end?

Newcastle has a long tradition of moving goods. It was a pioneer city to build railways in the UK in the 19th century. And nowadays, it is still a dynamic and well-developed city in terms of transport and logistics. Their expectations were to share and exchange knowledge with European partner cities. At the end of the project, it can be stated that, indeed, it has been a fruitful experience for the city.

Malta got immediately interested about C-LIEGE when they heard about the project. Malta is one of the most densely populated countries and the cities are too congested , the houses are very tightly built. C-LIEGE presented a perfect opportunity to address these challenges. It was useful to gather some data, first of all, and then to implement measures. Figures that they have reached within so short time thanks to the implemented measures are very encouraging and motivating to continue on this path.

For **Stuttgart**, C-LIEGE represented an opportunity to set up a platform to discuss with stakeholders, administrators, forwarders and shippers. The idea of piloting soft measures is warmly welcome by city administrations in the time of crisis when public bodies' budget is severely cut and no hope for investment in technological innovation remains.

In **Montana**, the objectives of C-LIEGE were completely new and unknown 3 years ago. Taking into consideration the Bulgarian national context, it is difficult to change local regulations and implement new rules. It has required hard work and long negotiations in the city council to get to the final results but it was definitely worth it.

Just like in Montana, in **Szczecin** the experience with freight soft measures was new. First of all, the urban scale support had to be changed and a thorough analysis of the urban freight transport situation was necessary. The implemented simple horizontal measures, like unloading bays, re-routing, pack stations brought unexpected success.

In **Emilia Romagna Region** all cities apply their own access rules. The simpler case is when the municipality allows the operator to enter the centre. Setting up the rules is first step. When Emilia-Romagna started the project, individual municipal regulations pre-existed. They could move forward on that line towards the harmonisation for a better operating transport system.

Leicester was motivated to be part of C-LIEGE to find a platform and a mandate to take actions under the umbrella of a European idea. Intentions were already there BEFORE C-LIEGE but a common support was needed locally to work towards a LFQP Transport is responsible for 35% of carbon emission. UK goes beyond the EU threshold and therefore has to buy emission quotas. Cities risk that the national government might re-distribute the fine to local authorities therefore local authorities are highly motivated to reach better energy efficiency and ensure less air pollution in the city.

3.4.2. Question addressed to private stakeholders: What were your motivations and objectives at the beginning of the project? And what are your reflections on the achieved results at the end?

In **Montana** the motivation from the private sector was definitely to raise awareness to the problems and identify the needs in the city. The round table discussion enabled small companies to have more direct links with the city to get more engaged in transport policy.

As we have heard already, **Malta** is the most densely populated country, and with the most cars. Freight operators are therefore in a most awkward situation. Delivery of goods competes with citizens. Municipality has the challenge and has to communicate up and downstream. Upstream to national level (Transport Malta) and downstream to citizens. This situation had to be addressed as the challenge is there.

In **Newcastle** the most urgent need was to engage operators. A hurdle in the UK is that whereas in other countries in the grocery sector there are 3-4 bigger providers that dominate the market, in the UK smaller shops are more common than bigger chains. It leads to economic difficulties as the shops' margins are very fine. Engaging private stakeholders, making them turn up at meetings is very difficult. You need to provide incentives. The FQP benefits €120,000 per year. You need to promote financial advantages of the partnership and

to prove the environmental benefit to operators. Therefore, for the private sector, a long-term funding is a key element that can keep the partnership running.

Stuttgart is a capital of congestion and carbon emission. There have been many initiatives similar to C-LIEGE that did not bring the expected results. Hence, the new project idea was not warmly welcome. But what made the difference between C-LIEGE and the other logistics project was that it promised a platform to discuss with local stakeholders. This has made C-LIEGE most successful. Local authorities in Stuttgart will also adopt the same attitude and will start negotiations.

In **Leicester**, the key message of C-LIEGE was an attempt made to manage freight transport parallel with the passengers movement. The EU policy is concerned with corridors., highways, high speed lanes to connect countries and cities but not so much attention is paid to movement WITHIN the city and towards the city centre. Only 10% of[AK2] traffic is made for passenger transport and the remaining 90% is other. A new governance model is needed which is acceptable for all.

In **Szczecin** a new business opportunity was born to replace the door to door delivery, which creates congestion in cities. The new ideas is parcel machines, parcel lockers. One courier can serve 15 clients and in this way we can limit courier cars running around the cities. 500 machines have been installed in Poland. The private sector still has to explain to city authorities how they can benefit from it.

3.4.3. Question addressed to public authorities: How can PAs can cope with the new models with the existing infrastructure?

In **Newcastle** the objective was to promote responsible delivery: reduce the number of accidents, fuel consumption, and green-house gas emission. To increase safety, well developed maps are downloadable and hosted online.

In **Malta** the most important criteria was to leave accessibility untouched. No compromise can be made for vans to reach their destinations as the goods are required so there is an economic push to look for alternative ways.

In **Stuttgart**, as it has been already said, the success story was the round table as stakeholders sat down and discussed about potential solutions. The city with stakeholders can develop smart ideas to improve city logistics.

Bologna has a historical centre. That makes the delivery more difficult and costly. Outlet type of shops are run in industrial parks in the outskirts. But if they grow, they want to move to the centre as economy stays in the centre. This might become a problem later on as it endangers the liveability of the centre.

Szczecin stresses that the basis for all solutions should be cooperation. Firstly we have to change our point of view and approach and mainly it is a private business issue. Different stakeholders got together and started discussion for the first time. Then they experienced that together they are able to prepare consensus and they are more powerful. The public authority is the facilitator in the process. Upon the very positive experience, partners want to continue the round tables and the regular discussions. This cooperation will be confidently a fantastic support for future implementation and sustainability.

Leicester just received the ranking a couple of weeks ago that it is amongst the top 10 most congested UK city, and in the top 100 in Europe. Mobility and moving goods is a difficult issue to address. Thanks to C-LIEGE, innovative solutions popped and pop up. C-LIEGE facilitates the engagement of local stakeholders, for instance the university also came on board. PA is aware of the problem and will launch processes and procedures that are painful but no need to re-invent the wheel, just look around for successful and well-functioning solutions elsewhere and implement them in Leicester. That is what a European project can facilitate.

3.4.4. Question addressed to private stakeholders: What's next after C-LIEGE? What needs more attention in the freight delivery domain?

Malta suggests the full exploitation of technology. Smart ideas should be coupled with existing technological innovations. They find that UFT management does not maximise the capacity of available technologies.

In their response, **Newcastle** highlighted the importance of allocating long-term funding for measures.

Stuttgart appreciated the benefits of the new CLM position. One single person in charge to whom freight transport questions and issues can be addressed.

Szczecin called for putting in practice what has been intellectually achieved so far. Negotiations have been going on for 3 years but no real consensus has been achieved yet.

Montana has ambitious objective. Restrictions that they put in place in the city centre during the project should be extended to the whole city.

4. CONCLUSIONS

Citizens, people move around the city because it is a must for them to get to somewhere or because they are interested to see something or for leisure. Goods move only for one reason: because there is a need for them. So there is an economic push for freight delivery. There is no compromise, they have to reach their destination in one way or another. Managing freight delivery is not a burden for a city but an opportunity to offer citizens a better, healthier and more liveable environment.

Both the impact evaluation presentation and the policy session interviews show the success of the pilot measures. What makes C-LIEGE unique compared to other projects that also implement pilot measures and evaluate its impacts afterwards is that C-LIEGE is capable of offering a COMBINATION of these measures. A combination of soft push and pull measures and/or vertical and horizontal measures as well.

In some cases the indicators might not be impressive. Yet, the measure itself is successful and brings invaluable changes to the city's life and energy efficient management. This is the case with Malta for instance where, by closing the main access to the centre, the number of kilometres driven by the vehicles increases and therefore the fuel consumption is higher but the re-routing measure is nevertheless very successful and appreciated.

The most appreciated features by the stakeholders (both public and private) are the partnership, the cooperation and the will to find common smart solutions together with a wide involvement of actors.

We learnt through the interviews that cities are satisfied and enthusiastic about the way they worked together within the city and with other cities. It is this attitude and the fact that they are CONVINCED about the benefits of the measures that will ensure that C-LIEGE results will be maintained in the pilot cities and will be spilt over to others. It has been carefully assessed and mapped what actions partners foresee to sustain and transfer results (exploitation plan). A quite wide range of activities has been enumerated depending on the partner's profile (public authority or research institute or consultancy, etc) thereupon we can confidently state that the successful outcomes of C-LIEGE will be sustained by the Consortium after the project lifetime.

Also, the popularity of the C-LIEGE charter produced a short time prior to the final workshop with the key messages and principle of the project proves that there is a need in cities for the management of freight transport and that C-LIEGE offers efficient tools for: soft measures through regulations without massive investment or change in existing infrastructures or systems (high benefits/costs ratio). This is very important in the time of crisis for administrations facing massive budgetary cuts. The Charter got almost 30 supporters within a week!

ANNEX I: Agenda

C-LIEGE - *Clean Last mile transport and logistics management for smart and efficient local Governments in Europe*

Invitation to C-LIEGE Final Workshop

21th November 2013

Venue:
Greater Birmingham West Midlands EU Office
Floor 6, 22-28 Avenue d'Auderghem
1040 Brussels, Belgium

Agenda

9:00 Registration

9:30 Welcome and project overview - *Paola Cossu, C-LIEGE Project Coordinator, FIT Consulting srl*

9:40 The freight projects supported by the EACI under the Intelligent Energy 2 programme - *Olav Luyckx, C-LIEGE Project Officer, Executive Agency for Competitiveness and Innovation (EACI)*

10:00 The EU as a driving force towards cleaner UFT - *DG MOVE*[1]

10:15 SESSION 1: C-LIEGE helping hand to cities in Europe

10:15 C-LIEGE tools and their potential - *Luca Lucietti, C-LIEGE Project Manager, FIT Consulting srl*

10:30 Pilots implementation: an overview - *John Bourn, Tyne and Wear Freight Partnership*

10:45 C-LIEGE impacts & evaluation - *Johannes Lückenkötter, C-LIEGE Evaluation Manager, University of Dortmund - Institute of Spatial Planning*

11:00 Questions & Answers to C-LIEGE experts

11:15 Coffee break

11:30 Learning from Pilots: how to make transfer a success - *Maria Rodrigues, TIS.pt*

11:45 Dissemination and local communication actions and how to "stay tuned" beyond the C-LIEGE project - *Andreas Kleinsteuber,* C-LIEGE *Communication Manager, IKU and Michal Galkiewicz,* C-LIEGE *Local Communication Manager, BERMAG*

12:00 Questions & Answers to C-LIEGE experts

12:15 Relevant projects: TRAILBLAZER - *Donald Chalker, Transport & Travel Research Ltd*
ENCLOSE - *Giorgio Ambrosino, MemEx srl*

12:45 Lunch

14:00 SESSION 2: Policy session

Chair: *Massimo Marciani,* President of FIT Consulting srl

14:00 Interviews with C-LIEGE pilot stakeholders: hurdles, success factors and stories of implementation – *Pilots stakeholder for Newcastle (UK), Leicester (UK), Stuttgart-Ludwigsburg (Germany), Szczecin (Poland), Emilia-Romagna (Italy), Montana (Bulgaria), Hal-Tarxien (Malta)*

15:45 Coffee break

16:00 End of the event

From 16:00 up to 17:00 - Steering Group Partners meeting (for partners only)

[1] *To be confirmed*

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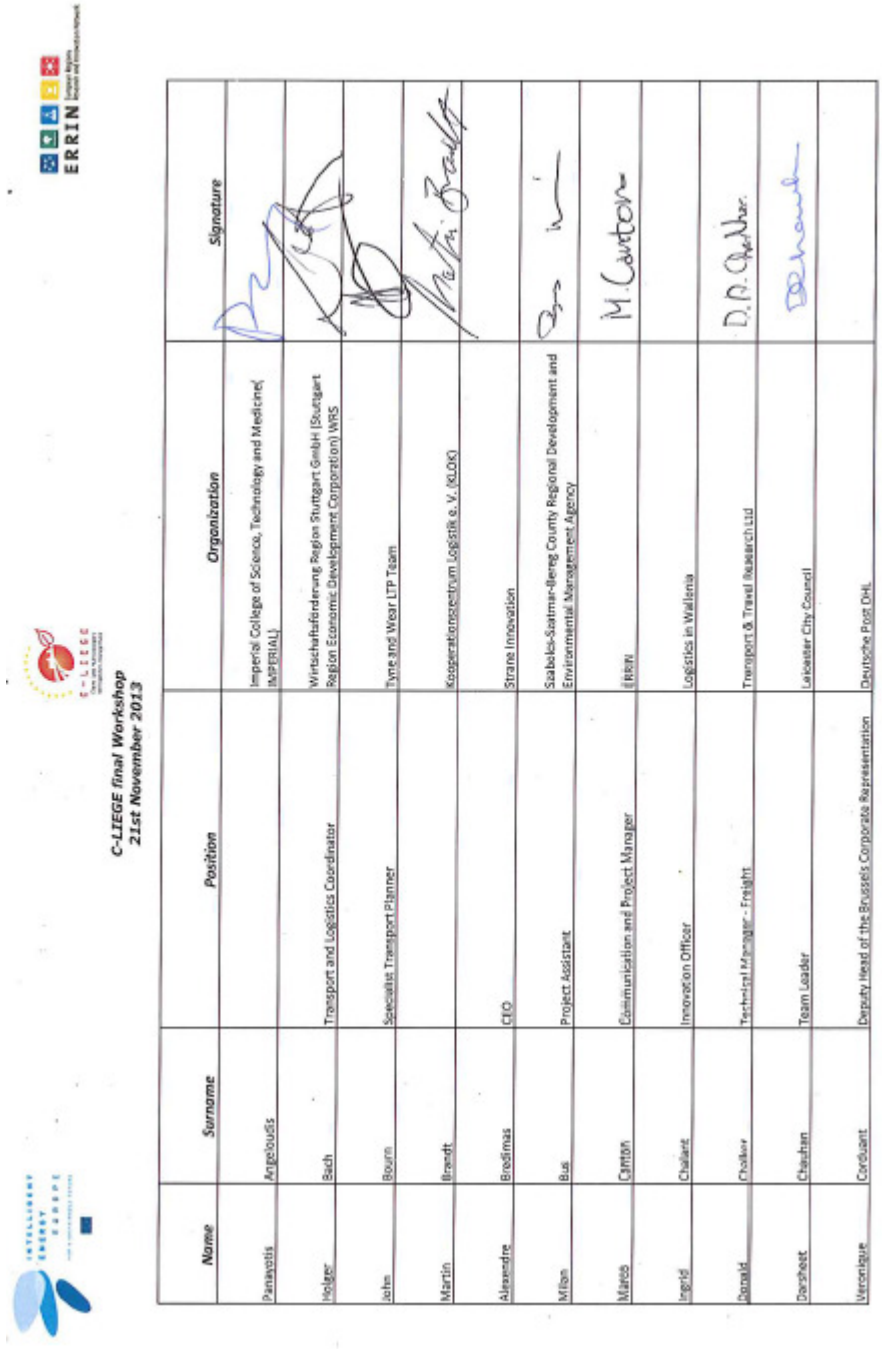
ANNEX II: Signed list of participants



C-LIEGE final Workshop
21st November 2013

Name	Surname	Position	Organization	Signature
Panayotis	Angelopulos		Imperial College of Science, Technology and Medicine(IMPERIAL)	
Holger	Bach	Transport and Logistics Coordinator	Wirtschaftsförderung Region Stuttgart GmbH (Stuttgart Region Economic Development Corporation) WRS	
John	Bourn	Specialist Transport Planner	Tyne and Wear LTP Team	
Martin	Brandt		Kooperationszentrum Logistik e. V. (KLOK)	
Alexandre	Brodimas	CEO	Strane Innovation	
Milan	Bus	Project Assistant	Szabolcs-Szatmar-Bereg County Regional Development and Environmental Management Agency	
Marco	Canton	Communication and Project Manager	ERRIN	M. Canton
Ingrid	Chalant	Innovation Officer	Logistics in Wallonia	
Donald	Chalker	Technical Manager - Freight	Transport & Travel Research Ltd	D. A. Chalker
Darshoot	Chauhan	Team Leader	Leicester City Council	
Veronique	Corduant	Deputy Head of the Brussels Corporate Representation	Deutsche Post DHL	

Paola	Cossu	Coordinator	FIT Consulting srl (FIT)
Ishmael	Diatt	Councillor	Tarnaby Local Council
Oronzo	Daloiso	EU Project Executive	Paragon Europe
Paul	Davison	Senior Consultant	AECOM, Tyne and Wear Freight Partnership
Steve	Dibnah	Director of Sustainable Economic Growth/Project Coordinator for THE ISSUE Project	Leicester City Council
Randy	Dr. Rzewnicki	Project Manager Cyclelogistics & Pro-E-Bike	European Cyclists' Federation
Nikolay	Dzhokov	Manager	"Mentana AT" Ltd.
Ingrid	Ebner		Kooperationszentrum Logistik e. V. (KLOK)
Chiara	Frencia	Senior Consultant	INOVA+
Michal	Golkiewicz	CFO	Bermeo
Daniela	Gerunova	Head of Transport Department	Municipality Montana
Mauro	Giorgietti	Financial Manager	FIT Consulting srl (FIT)
Francoise	Guaspare		Ile-de-France Europe

David	Harris	Projects Leader	Birmingham City Council		
Patrick	Hollenfeltz	Communication Officer	Logistics in Wallonia		
Stanislaw	Iwan	Assistant Professor	Maritime University of Szczecin		
Reni	Janeva		Municipality of Montana (MONTANA)		
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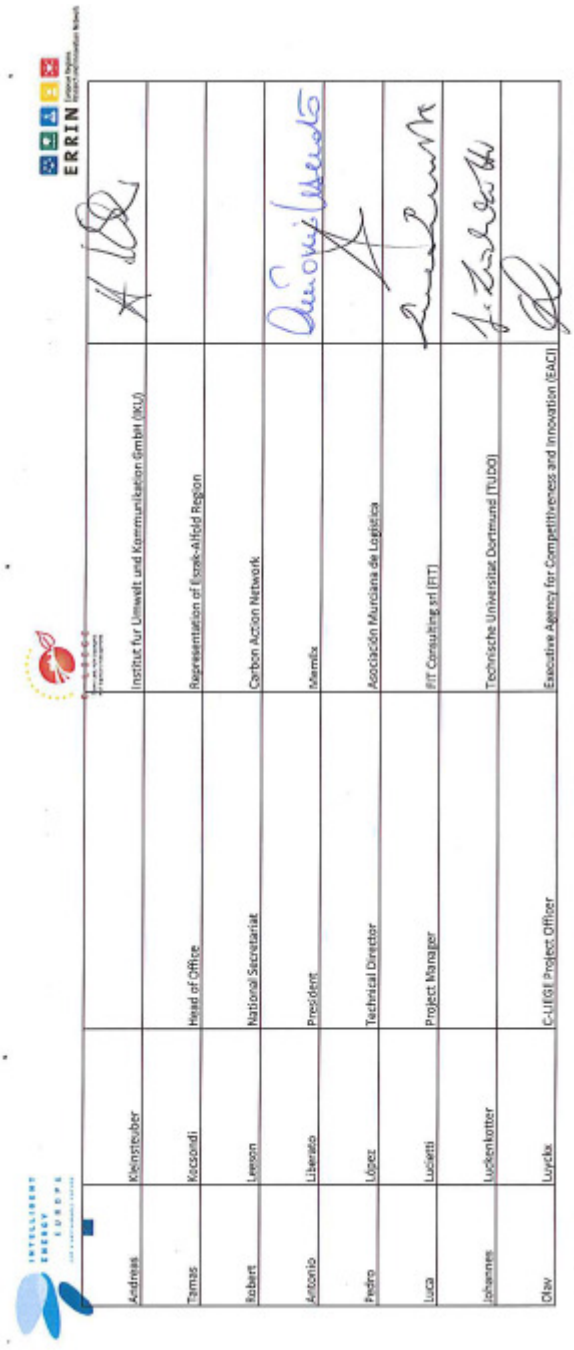

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