



INSIGHTS FROM TRAINING WORKSHOPS ORGANISED

ULaDS D7.6: Insights from training workshops organised

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Project abstract

ULaADS sets out to offer a new approach to system innovation in urban logistics. Its vision is to develop sustainable and liveable cities through re-localisation of logistics activities and re-configuration of freight flows at different scales. Specifically, ULaADS will use a combination of innovative technology solutions (vehicles, equipment and infrastructure), new schemes for horizontal collaboration (driven by the sharing economy) and policy measures and interventions as catalysers of a systemic change in urban and peri-urban service infrastructure. This aims to support cities in the path of integrating sustainable and cooperative logistics systems into their sustainable urban mobility plans (SUMP). ULaADS will deliver a novel framework to support urban logistics planning aligning industry, market and government needs, following an intensive multi-stakeholder collaboration process. This will create favourable conditions for the private sector to adopt sustainable principles for urban logistics, while enhancing cities' adaptive capacity to respond to rapidly changing needs. The project findings will be translated into open decision support tools and guidelines.

A consortium led by three municipalities (pilot cities) committed to zero emissions city logistics (Bremen, Mechelen, Groningen) has joined forces with logistics stakeholders, both established and newcomers, as well as leading academic institutions in EU to accelerate the deployment of novel, feasible, shared and ZE solutions addressing major upcoming challenges generated by the rising on-demand economy in future urban logistics. Since large-scale replication and transferability of results is one of the cornerstones of the project, ULaADS also involves four satellite cities (Rome, Edinburgh, Alba Iulia and Bergen) which will also apply the novel toolkit created in ULaADS, as well as the overall project methodology to co-create additional ULaADS solutions relevant to their cities as well as outlines for potential research trials. ULaADS is a project part of ETP ALICE Liaison program.

Keywords

Urban logistics, sustainability, trainings, planning, SULP, SUMP, hubs.

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Executive summary

The ULaADS deliverable 7.6 describes the trainings organised in the framework of the project and offers an overview of the insights generated during the trainings.

Two training workshops were organised in the framework of the Annual Eurocities Mobility Forum in 2022 and in 2023, focusing respectively on Planning logistics hubs and Sulp development. The subjects covered by the ULaADS trainings were established based on a needs assessment carried out with the ULaADS cities by Eurocities and Bax & Company.

In order to provide high quality trainings, ULaADS involved external experts and well as a variety of partners both in the development of the training materials and in the organisation of the workshop agendas. The trainings were thus organised with a cooperative approach, where partners – within and beyond the ULaADS consortium – with different backgrounds and specific knowledge worked together to develop hands-on resources that could contribute to building capacity on sustainable urban logistics within cities. This cooperative model enriched the programme and encouraged a holistic perspective on urban logistics challenges, contributing to generating the insights presented in this deliverable. All the training material have been made available online with the publication of the D7.3 Training materials for the workshops.

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1. Introduction

In the dynamic urban environment of today, ensuring the efficient and sustainable flow of goods within cities is crucial for both economic prosperity and the overall well-being of residents. Urban logistics, which encompasses the complex network of processes governing the distribution and transportation of goods in urban areas, significantly influences the functionality and resilience of cities. With urban populations on the rise and e-commerce reshaping consumer habits, the challenges associated with urban logistics have become more intricate and demanding than ever.

European cities are increasingly grappling with the intricacies of urban logistics ecosystems, including issues such as congestion, air pollution, CO₂ emissions, noise, and safety. While efforts to reduce CO₂ and air pollutant emissions have long been on the agenda of city administrators, addressing the impact of the logistics sector presents additional challenges for regulators.

The primary goal of the ULaADS trainings, as detailed in this deliverable, was to empower city planners, policymakers, and stakeholders with the essential knowledge and tools needed to navigate the intricate landscape of urban logistics. The ULaADS training workshops aimed at equipping city practitioners with advanced insights to effectively address the evolving challenges in sustainable urban logistics and contribute to the overall improvement of cities.

1.1 Purpose of the document

Deliverable 7.6 of ULaADS provides an overview of the training workshops conducted within the project, offering insights gained during these sessions. The topics covered were identified through a needs assessment with ULaADS cities carried out by Eurocities and Bax & Company. Training materials, detailed in *D7.3 Training materials for the workshops*, were developed with input from ULaADS, other urban logistics projects, and various partners.

The document outlines activities within Work Package 7 (WP7), focusing on two trainings organised by Eurocities for its member cities. These sessions benefitted from contributions by expert partners, including Lighthouse and Satellite cities. To ensure wider access, the training materials and insights are shared through the ULaADS website. The aim of this document is to disseminate knowledge and insights gained from the workshops to other city practitioners that could not participate in the trainings and contribute to the broader advancement of sustainable urban logistics practices.

1.2 Structure of the document

After providing a definition of trainings in the context of ULaADS, this document describes the topics, target audience, agenda and insights generated during the trainings. The second chapter is divided in two sections, covering respectively the insights generated during the training organised in 2022 on Planning logistics hubs and the one organised in 2023 on Sulp development.

2. ULaaDS Trainings

In the context of ULaaDS, trainings refer to teaching and learning activities organised for the primary purpose of helping city practitioners acquire and apply knowledge on specific sustainable urban logistics topics. During the course of the project, ULaaDS organised two trainings in the framework of the Annual Eurocities Mobility Forum in 2022 and in 2023. The Mobility Forum brings together political representatives, city practitioners and urban mobility experts from over 100 European Cities. The participants meet over the course of three days each year to discuss the latest developments on urban mobility in a wide variety of formats, spanning from panel debates to site visits, workshops and poster sessions. It was in this framework that the two ULaaDS trainings took place, bringing the knowledge generated by the project to a wider audience, as well as offering an opportunity for the ULaaDS project deliverables to be enriched by exchanges with cities outside the consortium.

The two trainings organised, addressed the following topics respectively:

1. ULaaDS training 2022: Planning logistics hubs
2. ULaaDS training 2023: Sulp development

The topics for the trainings was established on the basis of a needs assessment carried out with the ULaaDS cities between October 2021 (M14) and April 2022 (M20), as described in the ULaaDS D5.3 Replication Strategy and Training (section 2.5.2 *Replication training and learning needs assessment*).

2.1 ULaaDS Training at Eurocities Mobility Forum 2022

The first ULaaDS Training took place on 17 November 2022, during the Eurocities Mobility Forum in Antwerp. The training focused on **planning logistics hubs** and was co-organised by Eurocities and Bax & Company. The training was facilitated by Arianna Americo (Eurocities), led by Dr. Tom Assmann (Otto von Guericke University Magdeburg), and had contributions from Dr. Lorena Axinte (Bax & Company) and Prof. Joris Beckers (University of Antwerp).

To support city authorities, the workshop aimed to:

- Discuss the various steps of an integrated planning process for urban logistics hubs,
- Illustrate how to define appropriate targets and objectives for hubs,
- Provide a summary of the diversity of urban logistics hubs and their characteristics,
- Discuss location requirements and tools to find appropriate spaces for logistic hubs,
- Offer an overview of the evaluation methods of urban logistics hubs.

The content of the training was based on findings from:

- Cargo Bike Depot/CityChangerCargoBike – [Planning of cargo bike hubs](#)
- [ULaaDS D3.1: Benchmarking business/operating models and best practices](#)
- [Result project](#)

2.1.1 Agenda & participation

The first ULaaDS Training agenda was developed by Eurocities and Bax & Company between M22 and M26. Eurocities and Bax & Company discussed involving an external expert to support in delivering the training and identified Dr. Tom Assmann from the Otto von Guericke University Magdeburg as a potential trainer for the workshop. Dr. Tom Assmann is a research group leader at the Institute of Logistics and Material Flow Engineering at Otto von Guericke University Magdeburg. He and his team conduct research on sustainable logistics, cycle logistics, autonomous vehicles and urban planning. Moreover - in the framework of the CityChangerCargoBike project - Dr. Assmann worked on a publication on “Planning of Cargo Bike Hubs” and developed a comprehensive methodology addressing the planning process for cargo bike transshipment hubs.

Together with Dr. Assmann, Eurocities and Bax & Company developed the training agenda, integrating knowledge generated by ULaaDS – namely the classification of urban logistics hubs as described in ULaaDS D3.1: Benchmarking business/operating models and best practices – and by inviting Joris Beckers, Professor economic geography & urban logistics at the University of Antwerp as an additional external speaker, who delivered a presentation on the R!sult project.

The training was fully integrated into the Eurocities Mobility Forum programme (available [here](#)) and linked to a site visit organised by Eurocities and the city of Antwerp in the morning of the same day. The site visit (called “Logical Logistics” in the [programme](#)), brought participants to Blue Gate Antwerp - the first eco-effective, water-bound business park in Belgium. Blue Gate is a climate-neutral business park for innovative companies aiming to achieve linear growth through circular operations. The area is reachable by water and road, and was chosen for the visit because of its relevance for urban logistics. DHL Express opened its new CityHub for the Antwerp region at Blue Gate and this city distribution centre collects and delivers an average of 50,000 parcels each week, including delivery by electrical cargo bikes. BMB Building Materials also opened a new centre at Blue Gate Antwerp, supplying the city’s construction sites in a flexible, fast, and 100% ecological manner.

The ULaaDS training was attended by 23 participants (full participants list available in Annex 1), of which 18 were representing administrations from the following 13 city authorities:

- | | |
|------------------|------------------|
| 1. Antwerp (BE) | 2. Berlin (DE) |
| 3. Brno (CZ) | 4. Chemnitz (DE) |
| 5. Ghent (BE) | 6. Leuven (BE) |
| 7. Mechelen (BE) | 8. Milan (IT) |

- | | |
|---------------------------------|--------------------|
| 9. Munich (DE) | 10. Prague (CZ) |
| 11. Province Noord-Brabant (NL) | 12. The Hague (NL) |
| 13. Varna (BG) | |

The full agenda for the training is displayed in table 1 below and also available [here](#).

Table 1: ULaADS Training 2022 – Agenda

ULAADS TRAINING – PLANNING LOGISTICS HUBS	
AGENDA	
17 Nov. 2022	Training on Sustainable Urban Logistics - Planning logistics hubs
13.30 – 13.35	Welcome and introduction
13.35 – 13.40	Quick round of introductions from participants <ul style="list-style-type: none"> Each participant introduces themselves
13.40 – 13.50	Planning urban logistics hubs – essentials of the planning process <ul style="list-style-type: none"> Dr. Tom Assmann, research group leader at the Institute of Logistics and Material Flow Engineering at Otto von Guericke University Magdeburg
13.50 – 14.10	Objectives & targets Participants will be guided in the process of identifying objective and targets for urban logistics hubs
14.10 - 14.40	Classification of urban logistics hubs <ul style="list-style-type: none"> Lorena Axinte, PhD, Bax&Company Participants will be given an introduction to different types of hubs for urban freight transport and the variety of functions that each type of hub encompasses.
14.40 – 15.00	Responsive Sustainable Urban Logistics: opportunities for urban freight consolidation in Flanders Joris Beckers, Professor economic geography & urban logistics, University of Antwerp
15.00 – 15.30	Coffee break
15.30 – 15.35	Recap – summary of classification of hubs discussion

15.35 – 15.50	Group work where benefits and disadvantages of each type of hub will be discussed.
15.50 – 16.15	Space & location requirements Participants will be guided in the process of identifying what are the space and location requirements for urban logistics hubs
16.15 – 16.35	Tools for logistics space making Participants will be presented different tools available for space making when it comes to logistics hubs
16.35 – 16.45	Realisation planning Dr. Tom Assmann, research group leader at the Institute of Logistics and Material Flow Engineering at Otto von Guericke University Magdeburg
16.45 – 17.05	Evaluation of urban logistics hubs Participants will be guided in the process of defining how to evaluate and monitor urban logistics hubs performance against the objective and targets previously set.
17.05 – 17.30	Feedback and wrap up

2.1.2 Insights

The first ULaDS training concentrated on the crucial aspect of planning logistics hubs. The topic was identified by ULaDS Lighthouse and Satellite cities which expressed a particular interest in comprehending the role of logistics hubs and seeking best practices for their effective planning. The workshop unfolded in two sessions, combining presentations, group work, and interactive components. The interactive parts of the training involved participants in discussions and group work. Namely, the following sections of the training were aimed at directly engaging the participants through interactive formats:

- Benefits and disadvantages of each type of hub,
- Space & location requirements,
- Tools for logistics space making.

The training started with a presentation from Dr. Tom Assmann on the essentials of the planning process for urban logistics hubs, followed by a presentation from Dr. Lorena Axinte on the different type of logistics hubs for urban freight transport and the variety of functions that each type of hub encompasses.



Figure 1: Presentations Dr. Tom Assmann & Dr. Lorena Axinte - ULaDS Training in Antwerp

Following the presentations participants were split in four groups and asked to identify benefits and disadvantages for the type of hub assigned to their table. A discussion on each type of hub and their benefits and disadvantages followed the exercise.

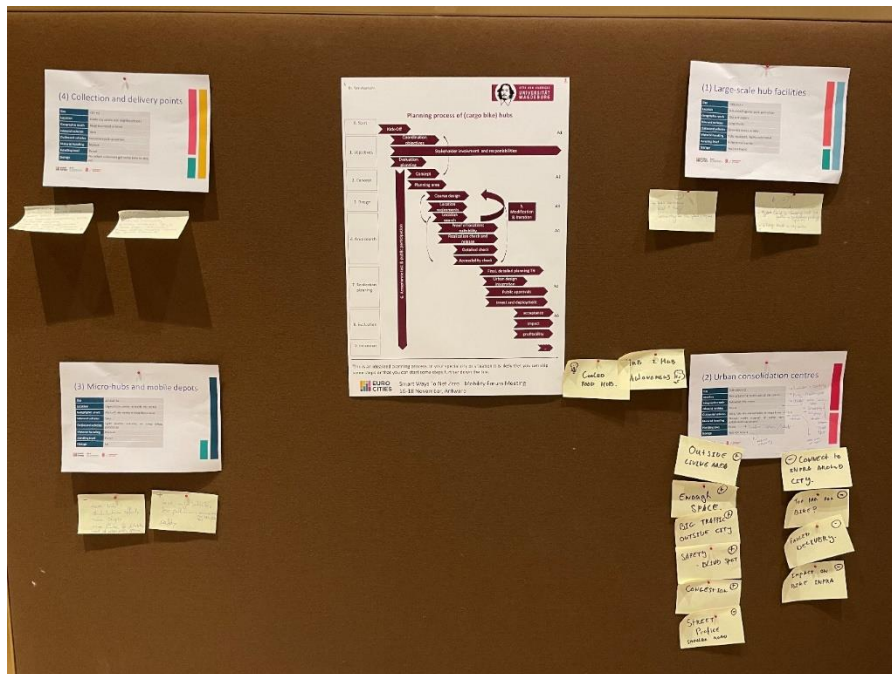


Figure 2: Exercise - benefits and disadvantages of different hubs - ULaDS Training in Antwerp

The group also discussed collectively what type of space and location requirements each type of hub would need and what are the tools city authorities have at their disposal for logistics space making.



Figure 3: Group discussion - Space and location requirements – ULaDS Training in Antwerp

Through the presentations and the group discussions the following insights were gathered:

1. The importance of understanding diverse urban logistics activities:

- The training underscored the growing necessity for cities to comprehend diverse urban logistics activities and flows. This understanding is pivotal in designing interventions that promote sustainable urban logistics, involving both supportive and restrictive policies. The evolving landscape of logistics hubs, now found not only in industrial zones but also within city centres, demands tailored planning based on scale and location.

2. Varied typologies and requirements:

- The training highlighted the emergence of various logistics hub typologies, necessitating specific requirements for optimal functioning. Large hubs in outer areas require connectivity to major transportation networks, while micro-hubs in city centres demand safe cycling infrastructure for efficient cargo bike deliveries.

3. Diversity in logistics flows:

- The discussion delved into the diversity of B2B and B2C logistics flows, encompassing parcel deliveries, HoReCa services, construction logistics, waste management, and service logistics. Planning strategies were emphasized to cater to the unique requirements of each logistics flow, with a focus on the business case for consolidation, particularly for low-density carriers.

4. Identifying potential hub locations:

- The training identified various potential hub locations, including parking lots, empty retail stores, brownfield areas, and public transport depots. The adaptability of existing buildings through vertical expansion was explored as a strategy to enhance density and minimize soil sealing. Supportive and restrictive policies, such as financial incentives and low-emission zones, were discussed in shaping the characteristics of urban logistics hubs.

5. Monitoring and evaluation methods:

- The training shed light on diverse monitoring and evaluation methods, such as traffic flow simulation, air pollution measurement, vehicle counting, noise measurement, and public surveys. The choice of evaluation method depends on the specific situation and focus of the assessment.

Facilitated by experts in the field and enriched by contributions from various projects, the workshop exemplified a collaborative effort to equip city practitioners with insights and tools for effective urban logistics planning. The training materials, including presentations and use-cases, are also accessible for further exploration and dissemination [here](#).

2.2 ULaADS Training at Eurocities Mobility Forum 2023

The second ULaADS Training took place on 1 June 2023, during the Eurocities Mobility Forum in Porto. The training focused on **SULP Development** and was co-organised by Eurocities, Bax & Company, Flanders Institute for Logistics (VIL) and Rupperecht Consult. The training was hosted and facilitated by Arianna Americo (Eurocities), Dr. Lorena Axinte (Bax & Company), Domien Stubbe (VIL) and Levent Saran (Rupperecht Consult).

To support city authorities, the workshop aimed to:

- Describe how a SULP planning process is structured, what steps are to be taken, and when,
- Describe and discuss prerequisites for a successful SULP development,
- Provide concrete examples on how to set up stakeholder engagement mechanisms,
- Provide an overview of new business models and technologies and how to find the right fit for your city,
- Describe methods to monitor and evaluate progress.

The content of the training was based on:

- [Fact-finding study on status and future needs regarding low- and zero-emission urban mobility](#)
- [Topic Guide: Sustainable Urban Logistics Planning](#)
- [ULaADS D6.2: Guidelines, methods & policy recommendations to integrate ULaADS in SUMP and SULP processes](#)



Figure 4: Domien Stubbe (VIL) – ULaADS Training in Porto

2.2.1 Agenda & participation

The second ULaADS Training agenda was developed by Eurocities and Bax & Company in close cooperation with project partners VIL and Rupprecht Consult between M31 and M33. Given the various expression of interest from both cities involved in ULaADS and from members of Eurocities, **SULP development** was identified as the core subject for the training. Moreover – through conversations between Eurocities, Bax & Company, VIL and Rupprecht Consult – an opportunity was identified to use the training to both present and validate the content of the ULaADS deliverable 6.2 *Guidelines, methods & policy recommendations to integrate ULaADS in SUMP and SULP processes*.

The agenda was developed to reflect this rationale, integrating an introductory part covering insights on the current status of SULPs uptake in Europe based on the fact-finding study mentioned above, and a presentation providing a comparison between SUMP and SULP planning processes, which highlighted the key differences in various phases of the SUMP and SULP cycle.

The core part of the workshop was built on a series of use-cases that would provide participants with the opportunity to discuss key elements of the SULP development process. The use-cases – coming mainly but not exclusively from the ULaADS trials – allowed participants to look at concrete examples of sustainable urban logistics measures, and the questions their implementation poses to local authorities.

In the six consecutive round of discussion, the participants were guided through the following topics, which are in line with the structure of the ULaADS D6.2:

- The importance of a proper regulatory and policy framework
- Effective stakeholder engagement and cooperation
- The role of cities in fostering the flourishing of new business models
- Looking for the right technology
- Target setting, indicators and monitoring
- Setting the scene for implementation

The training was fully integrated into the Eurocities Mobility Forum programme (available [here](#)). The ULaADS training was attended by 32 participants (full participants list available in Annex 2), of which 26 were representing administrations from the following 17 city authorities:

- | | |
|-------------------------------------|------------------|
| 1. Barcelona Metropolitan Area (ES) | 2. Braga (PT) |
| 3. Bremen (DE) | 4. Helsinki (FI) |
| 5. Karlsruhe (DE) | 6. Lisbon (PT) |
| 7. Lyon (FR) | 8. Madrid (ES) |
| 9. Milan (IT) | 10. Munich (DE) |
| 11. Netwerkstad Twente (NL) | 12. Porto (PT) |
| 13. Prague (CZ) | 14. Riga (LV) |
| 15. Stockholm (SE) | 16. Utrecht (NL) |
| 17. Vila Nova de Gaia (PT) | |

The full agenda for the training is displayed in table 2 below and also available [here](#).

Table 2: ULaADS Training 2023 - Agenda

ULAADS TRAINING – Sulp Development	
AGENDA	
1 June 2023	Training on Sustainable Urban Logistics – Sulp Development

10.00 – 10.05	Welcome and introduction
10.05 – 10.10	<p>Quick round of introductions from participants</p> <ul style="list-style-type: none"> • Each participant introduces themselves
10.10 – 10.20	<p>Setting the scene with concrete use-cases</p> <ul style="list-style-type: none"> • Lorena Axinte, PhD, Senior Mobility Consultant, Bax & Company
10.20 – 10.35	<p>SULPs – essentials of the planning process</p> <ul style="list-style-type: none"> • Levent Saran, Sustainable Mobility Consultant, Rupprecht Consult
10.35 – 11.00	<p>The importance of a proper regulatory and policy framework</p> <p>The establishment of a clearly defined regulatory and policy framework for urban logistics solutions gives a consistent and persuasive message to the private sector, making it easier for companies to make long-term investments. What is needed to set up a proper regulatory and policy framework? How can cities do it?</p>
11.00 - 11.30	<p>Working together with stakeholders on urban logistics</p> <p>Effective stakeholder engagement and cooperation enable multiple parties, including carriers, shippers, customers and government authorities to work together towards a common goal. Where to start? How can cities work together with the logistics sector?</p>
11.30 – 12.00	Coffee break
12.00 – 12.20	<p>The role of cities in fostering the flourishing of new business models</p> <p>Finding win-win solutions for both cities and the many players in the urban logistics sector is not an easy task. What role can cities play to ensure that urban logistics will develop sustainably and in synch with overarching public policy goals? What is the role of local authorities in fostering the testing, piloting and adoption of new business models for sustainable logistics?</p>
12.20 – 12.40	<p>Looking for the right technology</p> <p>Technology for urban logistics is developing fast, in a constant strive to increase efficiency and margins. How can cities push for the adoption of new technologies that will be in line with the cities’ sustainability goals? What options are already available?</p>
12.40 – 13.00	<p>Generating impact: Target setting, indicators and monitoring</p> <p>How to evaluate and monitor progress? Get your baseline right and find the right indicators. Then monitor, monitor and monitor.</p>

13.00 – 13.20	<p>Setting the scene for implementation</p> <p>Where to start then? Should we put a SULP in place first? Should we start piloting and testing first?</p> <p>An open discussion on the “chicken-and-egg”.</p>
13.20 – 13.30	<p>Feedback and wrap up</p>

2.2.2 Insights

The second ULaADS training, jointly organised by Eurocities, Bax & Company, VIL, and Rupprecht Consult, delved into the realms of Sustainable Urban Mobility Plans (SUMP) and Sustainable Urban Logistics Plans (SULPs). The selection of this theme stemmed from an analysis of the learning needs of ULaADS lighthouse and satellite cities, with a specific emphasis on the development of SULPs identified as a key area for capacity building in European cities. The workshop aimed to equip city authorities with essential knowledge and tools in the following areas:

SULP Planning Process and Prerequisites:

- Describe the structured steps and timing of the SULP planning process.
- Discuss prerequisites crucial for successful SULP development.
- Provide concrete examples of stakeholder engagement mechanisms.

New Business Models and Technologies:

- Offer an overview of new business models and technologies.
- Guide cities in finding the right fit for their unique contexts.

Monitoring and Evaluation:

- Describe methods for monitoring and evaluating progress in SULP implementation.

The training sessions, structured with a mix of presentations, group work, and interactive components, unfolded in two parts. In the initial segment, Levent Saran from Rupprecht Consult presented insights on the current status of SULP adoption in Europe. A fact-finding study in 2021 revealed that while 68% of EU cities were aware of SULP guidelines, only 13% had a dedicated SULP, and 58% incorporated logistics elements into their SUMP. A comparison between SUMP and SULP planning processes highlighted key distinctions.

The second part focused on use-cases derived from ULaADS trials, providing participants with tangible examples of sustainable urban logistics measures and their implications for local authorities.



Figure 5: Roundtable discussion – ULaDS Training in Porto

The subsequent round-table discussions produced significant insights in various key areas:

1. Importance of Regulatory and Policy Framework:

- **Access restrictions, parking management and enforcement:** Cities need to consider regulations regarding access restrictions, parking policies, and effective enforcement mechanisms to ensure compliance with sustainable urban logistics plans.
- **Balancing proactive and reactive approaches to regulation:** Discussions centered around the balance between a proactive approach, setting regulations pre-emptively, and a reactive approach, intervening only when necessary, adapting policies based on emerging needs.
- **Data-driven insights for better planning:** Leveraging data-driven insights is crucial for developing effective regulations, requiring cities to invest in data collection and analysis tools to inform their decision-making processes.
- **Need for long-term vision (SULP):** Participants highlighted the necessity of aligning regulations with a long-term vision, emphasizing the importance of Sustainable Urban Logistics Plans (SULPs) to provide a cohesive direction for policies.

2. Effective Stakeholder Engagement and Cooperation:

- **The ULaDS Groningen trial as a best practice example:** The case of Groningen demonstrated the significance of successful stakeholder engagement, showcasing how involving stakeholders from the beginning and maintaining continuous collaboration can lead to successful urban logistics measures.

- **Give ownership to stakeholders:** Stakeholders' ownership in the planning process was emphasised, underlining the importance of making them active participants to ensure the success of logistics initiatives.
- **Different size groups for mobilisation:** Tailoring engagement strategies based on the topic's impact, involving stakeholder groups representing LSPs, retailers, shop-keepers etc... for diverse discussions, was identified as a best practice.
- **Inspiring Cases:** Participants suggested examining cases from Madrid, Stockholm, and Lisbon to gather insights into effective stakeholder engagement strategies.

3. Role of Cities in Fostering New Business Models:

- **Role of cities in backing testing and piloting:** Cities were recognized as key players in supporting testing and piloting of new logistics business models by providing financial support and regulatory concessions if successful.
- **Does a city need to come up with sustainable business models?** The discussion questioned whether cities should actively generate sustainable business models or focus on ensuring that developed models align with the city's long-term vision.
- **Value of piloting for data gathering and policy making:** Piloting initiatives were acknowledged for their role in data gathering, contributing valuable insights for policy-making and aligning strategies with the evolving needs of the city.

4. Looking for the Right Technology:

- **Providing the right charging infrastructures:** Cities were advised to focus on establishing the necessary charging infrastructure to support the adoption of new technologies, especially in the context of electric and autonomous vehicles.
- **Importance of research and innovation projects:** Research and innovation projects were identified as crucial for testing and introducing new technologies, providing an avenue for experimentation and refinement with funding support.
- **Regulations driving technology adoption:** Regulatory frameworks were recognized as potential drivers for the adoption of new technologies, influencing the logistics industry to align with sustainability goals.

5. Target Setting, Indicators, and Monitoring:

- **Challenges related to data collection:** Challenges related to data collection, including convincing companies to share data, were acknowledged, emphasising the need for transparent communication about the insights expected from shared data.
- **Public procurement influencing sustainable services:** The power of public procurement was highlighted as a tool for promoting sustainable services, with cities encouraged to include sustainability requirements in tender processes.

- **Security measures in data-gathering:** The importance of addressing security concerns in data-gathering, including the use of Non-Disclosure Agreements (NDAs) and collaboration with third-party entities like universities to aggregate and anonymize data, was discussed.

6. **Setting the Scene for Implementation:**

- **Adaptive planning is the key:** The necessity of adaptive planning was underscored, advocating for Sustainable Urban Mobility Plans (SUMPs) and SULPs to set a long-term vision while incorporating short-term, adaptable policies informed by project insights, pilot results, and stakeholder engagement processes.
- **SUMP & Sulp for the vision:** The discussion emphasised the role of SUMPs and SULPs in providing a vision for cities, guiding the development of flexible short-term policies and measures aligned with the long-term objectives.

These insights, generated through in-depth discussions and analysis, were integrated into the ULaADS deliverable: *D6.2 Guidelines, methods & policy recommendations to integrate ULaADS in SUMP and Sulp processes*, available on the ULaADS website [here](#). The training materials, including presentations and use-cases, are also accessible for further exploration and dissemination [here](#).

3. Conclusions

The ULaADS project successfully conducted two comprehensive training sessions during the Annual Eurocities Mobility Forum in 2022 and 2023. These sessions aimed to disseminate crucial knowledge on sustainable urban logistics, focusing on planning logistics hubs and Sustainable Urban Logistics Plan (SULP) development.

The training in 2022 addressed the intricacies of planning logistics hubs, led by experts in the field such as Dr. Tom Assmann, Dr. Lorena Axinte, and Prof. Joris Beckers. The agenda covered a spectrum of topics, including the planning process, objective setting, classification of urban logistics hubs, and evaluation methods. The interactive elements, group discussions, and site visit added a practical dimension, fostering a collaborative learning environment. Key insights highlighted the evolving nature of logistics hubs, the need for tailored planning strategies, and the diverse business models emerging in response to sustainability goals.

In 2023, the focus shifted to SULP development. The training delved into structured planning processes, prerequisites for successful SULPs, stakeholder engagement, and the incorporation of new business models and technologies. The round-table discussions generated valuable insights into regulatory frameworks, stakeholder engagement, fostering new business models, technology adoption, target setting, and the overall scene for implementation. The interactive sessions provided a platform for sharing best practices, challenges, and innovative solutions.

It was also important to highlight the scope in which the trainings took place. Hosting the trainings during the Eurocities Mobility Forum provided 27 different cities with access to the knowledge generated by the project, as well as the opportunity to work collaboratively and exchange best practices with peers, on a topic which still proves to be challenging in many urban areas.

In summary, the trainings conducted under ULaADS have bridged theoretical foundations with practical applications in the urban logistics domain. This approach aimed to equip city authorities with relevant tools and insights to enhance urban logistics practices while also striving to ensure alignment with real-world challenges faced by cities. The insights and experiences shared and gathered during these sessions have not only enriched the project deliverables but have also contributed to foster capacity building in European cities on sustainable urban logistics planning.

Acronyms

Acronym	Meaning
AV	Autonomous Vehicles
D	Deliverable
EC	European Commission
GA	Grant Agreement
LSP	Logistics Service Provider
O	Objective
ODD	On-demand Delivery
SUMP	Sustainable Urban Mobility Plan
SULP	Sustainable Urban Logistics Plan
T	Task
UCC	Urban Consolidation centre
UFT	Urban Freight Transport
ULaaDS	Urban Logistics as an on-Demand Service
WP	Work Package

References

- Cargo Bike Depot / CityChangerCargoBike – [Planning of cargo bike hubs](#) [Last accessed: 24/02/2024]
- [ULaADS D3.1: Benchmarking business/operating models and best practices](#) [Last accessed: 24/02/2024]
- [R!sult project](#) [Last accessed: 24/02/2024]
- [Fact-finding study on status and future needs regarding low- and zero-emission urban mobility](#) [Last accessed: 24/02/2024]
- [Topic Guide: Sustainable Urban Logistics Planning](#) [Last accessed: 24/02/2024]
- [ULaADS D6.2](#): Guidelines, methods & policy recommendations to integrate ULaADS in SUMP and Sulp processes [Last accessed: 24/02/2024]
- [ULaADS D7.3](#): Training materials for the workshops [Last accessed: 24/02/2024]

Annex 1 – Participants list ULaaDS Training November 2022



17 November 2022, 13:30 – 17:00 – Eurocities Mobility Forum
Gorilla room 5 - Training on Sustainable Urban Logistics - Participants list



N.	First Name	Last Name	City / Organisation	Workshop	Signature
1	Arianna	Americo	Eurocities	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Arianna Americo</i>
2	Tom	Assmann	University of Magdeburg	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Tom Assmann</i>
3	Lorena	Axinte	Bax & Company	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Lorena Axinte</i>
4	Ana	Barreto	Porto	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Ana Barreto</i>
5	Linda	Bartsch	Berlin	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Linda Bartsch</i>
6	Joris	Beckers	University of Antwerp	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Joris Beckers</i>
7	Sala	Besic	Eindhoven	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Sala Besic</i>
8	Dinand	De Jong	Enschede / Netwerkstad Twente	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Dinand De Jong</i>
9	Mark	Degenkamp	Vervoerregio Amsterdam	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Mark Degenkamp</i>
10	Sonja	Haider	Munich	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Sonja Haider</i>
11	Birgit	Hunkenschroer	Berlin	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Birgit Hunkenschroer</i>
12	Francesco	Iacorossi	Rome	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Francesco Iacorossi</i>
13	Marij	Lambert	Leuven	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Marij Lambert</i>
14	Simona	Larghetti	Bologna	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Simona Larghetti</i>
15	Roos	Lowette	Mechelen	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Roos Lowette</i>
16	Jaroslav	Mach	Prague	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Jaroslav Mach</i>
17	Susann	Mäder	Chemnitz	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Susann Mäder</i>
18	Saara	Nuotio-Coulon	Turku	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Saara Nuotio-Coulon</i>
19	Lola	Ortiz	Madrid	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Lola Ortiz</i>
20	Lilian	Oskamp	The Hague	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Lilian Oskamp</i>
21	Bilyana	Raeva	Varna	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Bilyana Raeva</i>
22	Iva	Rorečková	Brno	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Iva Rorečková</i>
23	Henrik	Rüscher	Hannover	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Henrik Rüscher</i>
24	Florian	Schönemann	Munich	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Florian Schönemann</i>
25	Keroum	Slimani	Lyon	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Keroum Slimani</i>
26	Erik	Stok	Netwerkstad Twente	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Erik Stok</i>
27	Klára	Tenková	Brno	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Klára Tenková</i>
28	Bas	Thijssen	Province Noord-Brabant	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Bas Thijssen</i>
29	Lucas	van den Elshout	Antwerp	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Lucas van den Elshout</i>
30	Korneel	Vangansbeke	Ghent	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Korneel Vangansbeke</i>
31	Tim	Vervoort	Antwerp	Gorilla room 5 - Training on Sustainable Urban Logistics	<i>Tim Vervoort</i>
32	Dirk	EUGELS	Trimp & Mol, Leuven		<i>Dirk Eugels</i>
33	Urošević	BŠUHONKI	MELATE		<i>Urošević BŠUHONKI</i>
34	SEIFANO	QUBZOU	MELATE		<i>SEIFANO QUBZOU</i>
35					
36					
37					



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Annex 2 – Participants list ULaaDS Training June 2023

N.	First Name	Last Name	City / Organisation	Workshop	Signature
1	Cristóvão	Afonso	Porto	Training on Sustainable Urban Logistics	<i>Cristóvão Afonso</i>
2	Susana	Alves	Porto	Training on Sustainable Urban Logistics	<i>Susana ALVES</i>
3	Arianna	Americo	Eurocities	Training on Sustainable Urban Logistics	<i>Arianna Americo</i>
4	Lorena	Axinte	Bax & Company	Training on Sustainable Urban Logistics	<i>Lorena Axinte</i>
5	Ana	Barreto	Porto	Training on Sustainable Urban Logistics	<i>Ana Sofia Barreto</i>
6	Floor	Beckers	Amsterdam	Training on Sustainable Urban Logistics	<i>Floor Beckers</i>
7	Veronica	Bellonzi	Milan	Training on Sustainable Urban Logistics	<i>Veronica Bellonzi</i>
8	André	Brochado	Porto	Training on Sustainable Urban Logistics	<i>André Brochado</i>
9	Evelina	Budiloviča	Riga	Training on Sustainable Urban Logistics	<i>Evelina Budiloviča</i>
10	Vitor	Carvalho	Vila Nova de Gaia	Training on Sustainable Urban Logistics	<i>Vitor Carvalho</i>
11	Daniel	Casas Valle	the Future Design of Streets	Training on Sustainable Urban Logistics	<i>Daniel Casas Valle</i>
12	Jana	Červeňáková	Prague	Training on Sustainable Urban Logistics	<i>Jana Červeňáková</i>
13	Daryna	Datsenko	Porto	Training on Sustainable Urban Logistics	<i>Daryna Datsenko</i>

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N.	First Name	Last Name	City / Organisation	Workshop	Signature
14	Evelyn	De Wachter	Transport & Mobility Leuven	Training on Sustainable Urban Logistics	<i>Evelyn De Wachter</i>
15	Julio	Díaz Gonzalvo	ETRA	Training on Sustainable Urban Logistics	<i>Julio Díaz Gonzalvo</i>
16	Eunice	Diogo	Vila Nova de Gaia	Training on Sustainable Urban Logistics	<i>Eunice Diogo</i>
17	Pedro	Fernandez	Madrid	Training on Sustainable Urban Logistics	<i>Pedro Fernandez</i>
18	Elena	García	ETRA	Training on Sustainable Urban Logistics	<i>Elena García</i>
19	Michael	Glitz-Richter	Bremen	Training on Sustainable Urban Logistics	<i>Michael Glitz-Richter</i>
20	Sonja	Haider	Munich	Training on Sustainable Urban Logistics	<i>Sonja Haider</i>
21	Victoria	Herslöf	Stockholm	Training on Sustainable Urban Logistics	<i>Victoria Herslöf</i>
22	Annika	Hummel	Karlsruhe	Training on Sustainable Urban Logistics	<i>Annika Hummel</i>
23	Jordi	Jové Palou	Barcelona Metropolitan Area	Training on Sustainable Urban Logistics	<i>Jordi Jové Palou</i>
24	Nataliya	Kozub	Ro3kvit	Training on Sustainable Urban Logistics	<i>Nataliya Kozub</i>
25	Sandra	Melo	CEiIA	Training on Sustainable Urban Logistics	<i>Sandra Melo</i>
26	Andres	Monzon	Polytechnic University of Madrid	Training on Sustainable Urban Logistics	<i>Andres Monzon</i>

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Porto.

1 June 2023, 10:00 – 13:30 – Eurocities Mobility Forum
Training on Sustainable Urban Logistics - Participants list



N.	First Name	Last Name	City / Organisation	Workshop	Signature
27	Pedro	Moreira	Braga	Training on Sustainable Urban Logistics	
28	Erlijn	Mulder	Utrecht	Training on Sustainable Urban Logistics	
29	Jan-Hendrik	Müller	Munich	Training on Sustainable Urban Logistics	
30	Lola	Ortiz	Madrid	Training on Sustainable Urban Logistics	
31	Risto	Peltonen	Turku	Training on Sustainable Urban Logistics	
32	Sayalee	Pendharkar	Munich	Training on Sustainable Urban Logistics	
33	Laura	Putignano	Milan	Training on Sustainable Urban Logistics	
34	Anja	Quester	Stockholm	Training on Sustainable Urban Logistics	
35	Ana	Raimundo	Lisbon	Training on Sustainable Urban Logistics	
36	Fernando	Rosa	Lisbon	Training on Sustainable Urban Logistics	
37	Tiina	Ruohonen	Oslo	Training on Sustainable Urban Logistics	
38	Levent	Saran	Rupprecht Consult	Training on Sustainable Urban Logistics	
39	Erik	Stok	Netwerkstad Twente	Training on Sustainable Urban Logistics	



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Porto.

1 June 2023, 10:00 – 13:30 – Eurocities Mobility Forum
Training on Sustainable Urban Logistics - Participants list



N.	First Name	Last Name	City / Organisation	Workshop	Signature
40	Domien	Stubbe	VIL	Training on Sustainable Urban Logistics	
41	Hugo	Tamagnini Gonçalves	Helsinki	Training on Sustainable Urban Logistics	
42	Luis	Teixeira	Vila Nova de Gaia	Training on Sustainable Urban Logistics	
43	Pamela	Vennin	Lyon	Training on Sustainable Urban Logistics	
44	PAULO	VIEIRA	PORTO	Training on Sustainable Urban Logistics	
45				Training on Sustainable Urban Logistics	
46				Training on Sustainable Urban Logistics	
47				Training on Sustainable Urban Logistics	
48				Training on Sustainable Urban Logistics	
49				Training on Sustainable Urban Logistics	
50				Training on Sustainable Urban Logistics	



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