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**Barriers to Urban Freight Policy Implementation**  
**- The Case of UCC in Oslo**

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Project owner  
Oslo municipality, (2012-14)  
Grants, the Regional Research Fund.

## Green Urban Distribution in Oslo

- The project was carried out in collaboration with central businesses, government and research institutions.
- The focus of the project was to define solutions that were economically viable and energy sufficient, while matching the specific needs and prerequisites of Oslo.
- Consensus among stakeholders to establish a UCC trial.
- The process of establishing UCC as a demonstration measure within the set time frame was stopped without success.

# UCC do respond to several political aims

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- Reduced emissions from last-mile transport.
- Alleviate problems of congestion, parking and maneuvering.
- Better road safety in inner city streets.
- Contribute to more attractive city centers for people and businesses.



# Highlights from the implementation process

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- The study identifies key barriers to implementation of urban consolidation center.
- Barriers are evaluated by time, significance, appropriate actor and action.
- Barriers are primarily related to financial concerns and stakeholder acceptability.
- The study calls attention to the importance of institutional, administrative and political issues for implementation and success of freight policy measures.



# Identified barriers

1/2

## Financial and practical

Lack of a business model for how costs would be financed and by whom, and who that would benefit:

- The City of Oslo not willing to subsidize operating costs
- No carrier motivated to operate without volume guarantees

## Social and cultural

Carriers and end-receivers not motivated to change a distribution system they have invested in:

- Present situation OK
- Expecting increased costs, delivery time, reduced security
- Not perceived as "fair" that private actors should suffer for contributing to a living city



# Identified barriers

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## Institutional

## Legal

Many public bodies involved in the process within the city administration and the police:

- All bodies have their own priorities.
- The City procurement office would not allow deliveries of goods to City offices to pass through a UCC.
- The Police used several months to process an application of sign regulations where the UCC would be placed.

Procurement regulations  
Road sign regulations



# Issues to be solved before implementation

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- Make the UCC business potential visible to stakeholder groups.
- A key partner with drive and commitment to establish and operate a UCC must be identified.
- Change the procurement contract for deliveries to the City authorities itself.
- Involvement on higher administrative and/or political level.
- And...who should pay for freight externalities?



# Learns from Failure'

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- Establishing a UCC takes time.
- A solid business model in place before recruiting customers.
- Complex city logistics/supply chain/conflicting interests.

*"What some may lose and what all in general may gain"*

- Increased knowledge about:
  - ✓ The users/stakeholders' needs and requirements.
  - ✓ "Give and take" for overall improvement.
  - ✓ Integrated urban mobility planning and the planning processes; walk, bike and use of public transport together with urban freight to achieve sustainable solutions and to avoid conflict situation.

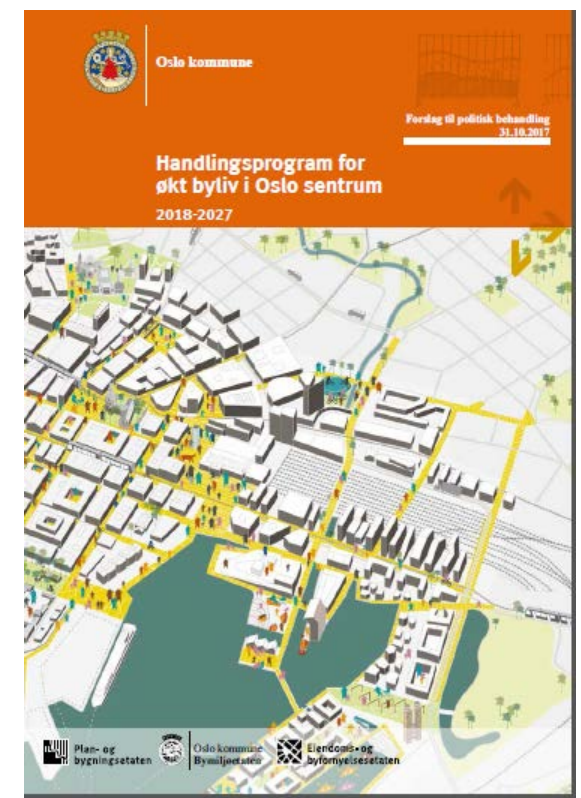


# The city of Oslo

## - towards a carfree city centre

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- Integrated mobility planning and land use
- 6 pilots area for increased livability
- Knowledge from GUD, urban freight map



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The vision for Oslo is to make it a smarter, greener, more inclusive and creative city for all citizens – a smart city that innovates with the citizens' interest and well-being at the core.

Updated links:

- <https://www.oslo.kommune.no/politikk-og-administrasjon/slik-bygger-vi-oslo/bilfritt-byliv/#gref>
- <https://www.oslo.kommune.no/english/politics-and-administration/green-oslo/european-green-capital-application/>
- <https://www.oslo.kommune.no/english/politics-and-administration/green-oslo/plans-and-programmes/>