



1. Toolkit Introduction

1.1 The last mile freight task

Cities offer diverse options for living, working, shopping and socialising. This diversity makes cities the vibrant, cosmopolitan locales they are, for residents as well as visitors.

Today's cities are changing in many ways. Across the world, urban planners increasingly design cities around people, communities and amenity – not motor vehicles. In fact, planners are beginning to discourage motor vehicle access altogether. When designing urban spaces, there is less focus on short-term commercial goals, and more on liveability. Good transport plays a key role in placemaking, transforming the public domain, activating centres and unlocking new development.

The NSW Government and its agencies apply placemaking principles to transport planning to ensure places are accessible, attractive, comfortable and safe. By broadening the emphasis from just the mode of transport to encompass considerations of how transport networks support placemaking objectives, transport planning can help create connected places which promote people's health, happiness and economic well-being.

In this context, the serviceability of a location is important. Serviceability refers to how a building, precinct or place receives goods, how its waste is removed and how its amenity is maintained. The question of deliveries is particularly important for urban places, given that the diversity of goods and services they offer is one of their defining characteristics. The greater the diversity of choices in a city, the more attractive it is likely to be as a place and the greater the freight and servicing task necessary to support it.

Freight and servicing movements are a derived demand – they are necessary because of people's demand for goods and services. The demands of people living in and visiting cities generate a substantial freight task. As such, freight is an essential transport activity for a cosmopolitan city.

Urban freight logistics directly contribute to a city's wealth, competitiveness and efficiency. But the movement of freight, particularly along the congested 'last mile' into and within the city centre, can also have negative impacts on urban places. The freight industry generates some of these impacts itself, but others result from the way planners, developers and other stakeholders have traditionally designed cities and the buildings within them.

Serviceability is often overlooked when designing new places. When planners and developers do not incorporate serviceability into a building or precinct's design, building managers, tenants and freight operators have to rely on suboptimal approaches. These approaches can compromise the amenity of the surrounding area as cars, vans and trucks compete for parking spaces, and kerbsides become congested. As well as affecting amenity, the outcome is often inefficient, unattractive and costly for commercial and retail tenants such as coffee shops and clothes stores.

If building serviceability is incorporated into the planning process, onsite businesses receive goods and dispose of waste efficiently and reliably. It also enables essential servicing to be conducted with minimal fuss and disturbance. This enhances a building or precinct's amenity.

The Last Mile Freight and Servicing Toolkit (the Toolkit) is designed to help planners and developers to deliver good place outcomes in cities and urban centres by building serviceability into their designs from the ground up.

1.2 Supplying today's city

The sheer diversity of consumer choice, the ubiquity of online shopping and customers' growing service expectations are increasing the size and complexity of the urban freight task at a phenomenal rate. Driving into the city and competing for road and kerbside space is the standard approach to complete the task. But in modern cities that are orienting more around people and active transport, and less around motor vehicles, this is becoming more difficult to do. However, the task is unavoidable: freight and servicing vehicles enter urban centres because of consumer demand. Their journeys into the city are not discretionary.

Until recently, people shopped by visiting stores stocked with a variety of goods. These stores were supported by distribution systems that made a few large consolidated deliveries on a daily, weekly or monthly basis. Today's markets operate very differently. They are often online, and open 24 hours a day, seven days a week. Shoppers can go online to purchase an increasing variety of goods and services whenever they want, from wherever they want. Their purchases can now be delivered to their homes, workplaces or other convenient locations. While physical shops still exist and generate their own freight task, more and more items of all sizes are being delivered to the customer from online stores. The windows for these deliveries are getting shorter as competition grows and customer expectations increase. The result is more and smaller delivery vehicles on the roads.



Deliveries being made in George Street, Sydney

For the businesses delivering goods and services to these customers, the key challenge is how to develop supply chains to move goods in the most efficient way possible while meeting customer expectations of on-demand delivery. These commercial focuses can conflict with broader placemaking objectives, especially in locations where planners have not given due consideration to the freight task.

Whether it is our online shopping or the various supply chain activities that come together to enable people to get a coffee each morning, there is no escaping the size of the freight task. We cannot ignore it but must responsibly incorporate it into urban planning to ensure successful place outcomes and minimise network impacts as consumer expectations evolve and expand.

The Toolkit sets out best practices for incorporating freight and servicing activity into transport and land use planning and development and demonstrates how stakeholders can align urban planning priorities with freight planning priorities. Better planning is the responsibility of both the public and private sectors. The iterative approach to planning set out in this Toolkit is a foundation for securing better place outcomes for the city while meeting the evolving liveability needs of its people.

1.3 Purpose of the Toolkit

The Toolkit aims to support users incorporate freight and servicing activity into urban planning frameworks. It applies to major centres in both urban and regional areas where land use density is higher, competition for road and kerb space is greater and place outcomes are a priority. The Toolkit provides:

- an overview of the changing freight task and evolving design priorities for major centres
- profiles of different types of freight and servicing activity
- key principles in planning for freight movements and forecasting demand
- a comprehensive approach to freight forecasting and demand management
- guidance for managing off-street freight and servicing activity
- guidance for managing on-street freight and servicing activity
- an overview of the precinct approach to managing freight and servicing activity
- a summary of future challenges and approaches to the transport task
- an in-depth look at the micro hub solution.

An improved understanding of the freight and servicing task can help users of the Toolkit make better planning, development and management decisions that enhance place outcomes and provide more efficient business solutions.



Regional centres must also accommodate frequent freight and service vehicle movements

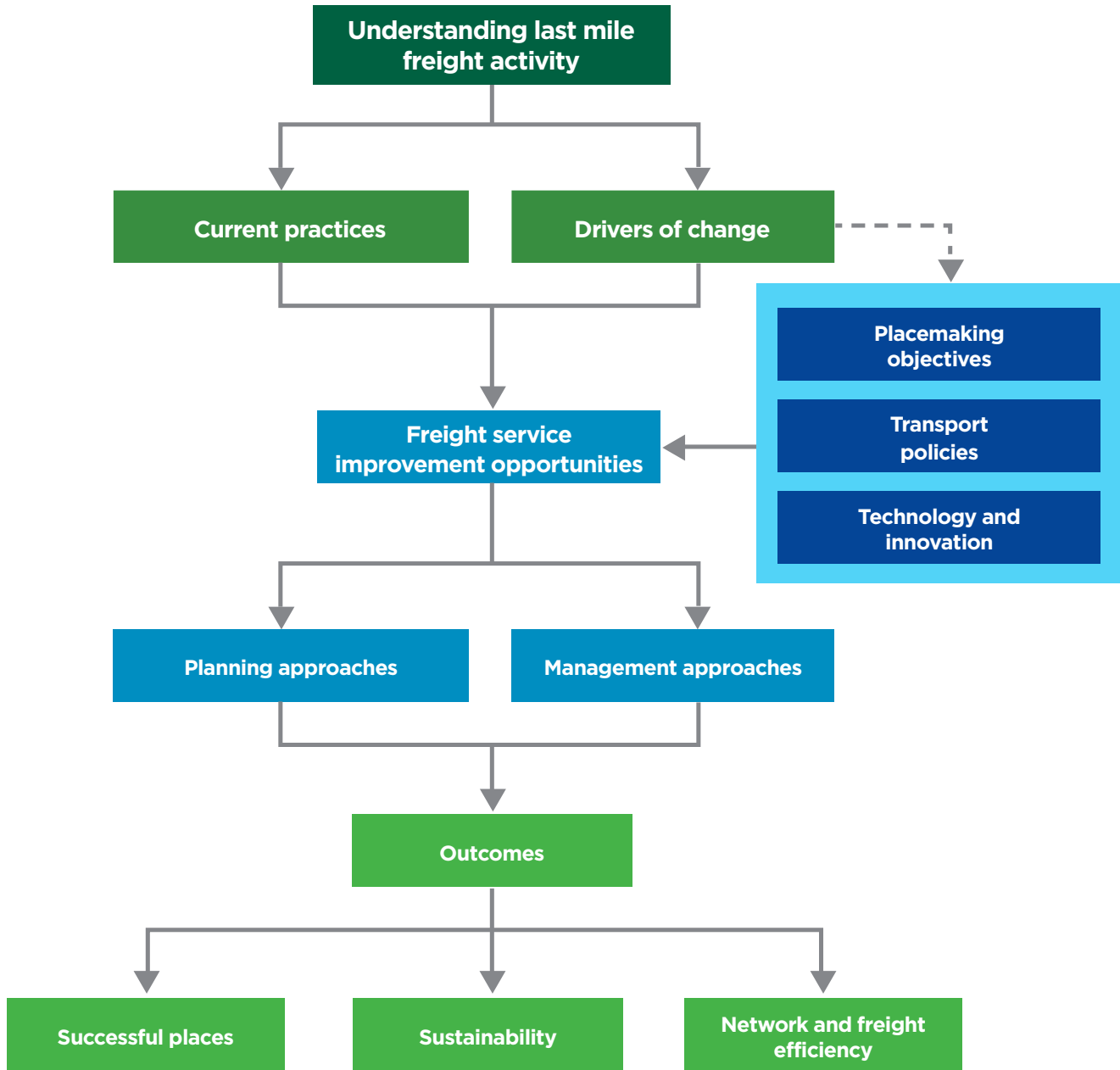


Figure 1 Approach and aims of the Last Mile Freight and Servicing Toolkit

Planners and other stakeholders can use the Toolkit proactively to improve their management of the freight and servicing task - in new and established developments alike.

The Toolkit advocates that planners:

- ensure all buildings have loading facilities that can accommodate the growing freight task for residents and tenants
- ensure that these loading facilities provide access for the largest practical vehicle size relevant to the task that the building will generate
- leverage future commercial opportunities by providing space for logistics service providers to establish facilities for last mile deliveries in the local area
- consider sustainable and space-efficient options for improving the efficiency of the urban freight and servicing task.

1.4 Toolkit stakeholders

The Toolkit is based on Transport for NSW's (TfNSW) strategic transport planning objectives, which support the Department of Planning, Industry and Environment's (DPIE) overarching strategic urban planning objectives. TfNSW developed the Toolkit by assessing individual developments and commercial freight management systems.

The Toolkit aims to support state government agencies, local government and the private sector to deliver economically viable, socially acceptable, commercially efficient and environmentally sustainable place outcomes. It is also intended to guide government agencies responsible for developing planning approaches, creating strategic future visions for the city and the state, and assessing developments and infrastructure.

Planning authorities and local councils

Local councils are most commonly responsible for planning places through their precinct and master-planning functions. As the approving authorities for most developments, they also have a significant influence over the impact developments have on local transport networks.

For many councils, it is difficult to support specialised freight and servicing expertise within their planning teams. Acknowledging this challenge, this guide can support councils by providing expert insights into the freight and servicing task and guidance on planning for the task to achieve successful place outcomes.

Councils and other planning authorities can use this Toolkit to enhance their precinct- and master-planning activities, and as a resource to guide their engagement with developers on freight and servicing requirements in new developments.

Developers

Developers provide the capital to transform planning visions into reality through the construction of new buildings and precincts. The extent to which developers can deliver against the vision set out by local and state authorities depends on the vision's clarity and commercial viability.

The Toolkit provides a clear, commercially sound case for prioritising freight and servicing considerations when planning for new developments, and guides developers in incorporating these considerations. It aims to embed a greater awareness of the economic benefits of good place outcomes and the necessity of planning for the transport task to achieve these outcomes.

Traffic consultants

Planning authorities and developers use traffic consultants to assess the traffic generated by buildings and precincts. The Toolkit provides traffic consultants with context on the relationship between planning outcomes and the freight and servicing task to guide how consultants design and conduct their traffic studies. In particular, it is intended to provide direction for the preparation of Traffic Impact Assessments (TIA) for new development applications and aims to encourage traffic consultants to adopt a comprehensive approach to planning for freight and servicing activity.

Building managers

Building managers operationalise planning and place outcomes, although the day-to-day management of loading facilities can often evolve into a task quite different to the one set out in master plans and development applications.

The Toolkit provides managers with a set of best practices they can apply to existing and newly constructed buildings to ensure that freight and servicing activity is managed effectively and in a way that supports the building and surrounding area's place outcomes.

A successfully managed freight and servicing task supported by a Loading Dock Management Plan (LDMP) tailored to the building or precinct facilities and the vehicle movements generated, can improve the commercial appeal of a building or precinct to residential and business tenants. Poor facilities and inadequate access, on the other hand, can result in dissatisfaction, potentially affecting desirability and viability.

Freight and logistics operators

The Toolkit contains contemporary perspectives on urban planning and freight management, drawing on local and international insights. It aims to assist freight and logistics operators by providing an overview of current urban planning priorities, and encouraging the uptake of up-to-date, best practice approaches to city servicing.

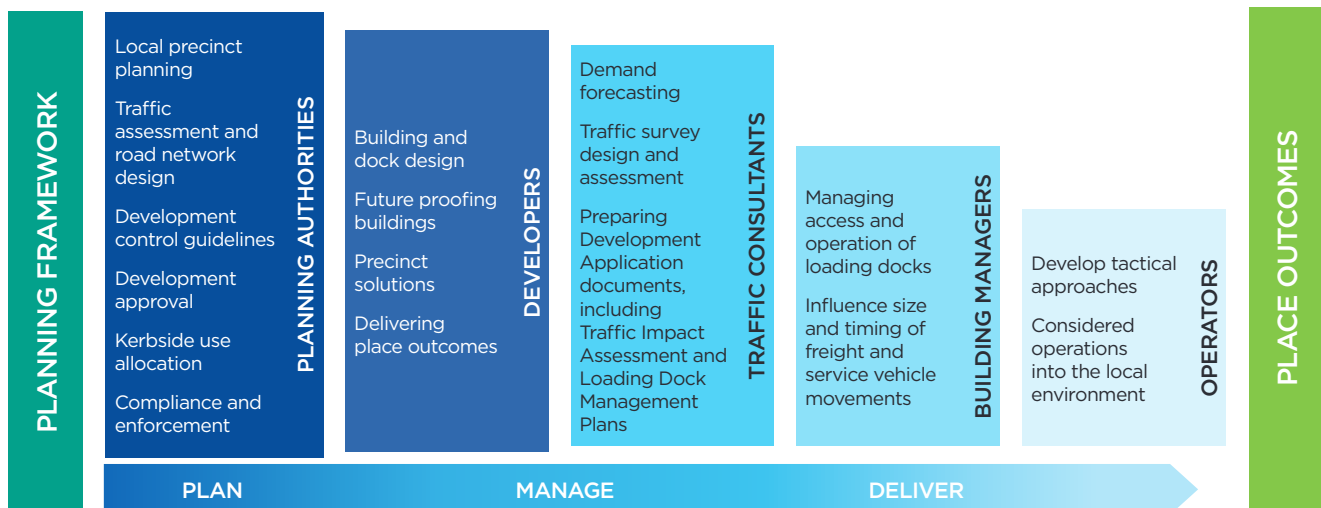


Figure 2 The roles of different stakeholders in a successful freight planning process

1.5 Guiding strategies and plans

The Toolkit has been developed in support of the **NSW Freight and Ports Plan 2018–2023**. The Plan is a pillar of TfNSW's **Future Transport 2056** and it aligns with other key NSW Government plans, including the Greater Sydney Commission's (GSC) District Plans and the State Infrastructure Strategy. The Toolkit is also intended to be used alongside the **Guide to Transport Impact Assessment** which covers all transport requirements in various environments.

The vision set out in **Future Transport 2056** is that "transport is an enabler of economic and social activity and contributes to long term economic, social and environmental outcomes" (TfNSW 2018, p.14).

Future Transport 2056 identifies the key concepts to deliver this vision.

A new conceptual framework for planning transport in NSW and Sydney

The strategy aims to enable people to have a better quality of life and find jobs closer to where they live. To achieve this, TfNSW will connect NSW's people to three cities instead of a single CBD. In regional NSW, this means creating more connections between towns and regional centres, rather than focusing on connecting regional areas back to Sydney.

Creating successful places

In a major shift, TfNSW is considering the whole place that transport systems impact, rather than just the systems themselves. TfNSW is working together with partners to help create functional, vibrant and beautiful places for the state's communities.

Embracing technology

TfNSW is harnessing new and emerging technologies and remaining open to new ideas and innovations to keep improving the customer experience.

Putting people at the heart

TfNSW is continuing to put the customer at the centre of everything it does. To deliver even better customer and community outcomes, TfNSW relies on its people. TfNSW will be successful if its people are able to make a difference for their customers.



Retail activity at Chatswood transport interchange

To achieve the vision set out in **Future Transport 2056**, TfNSW has developed a set of priorities for the transport cluster and identified the outcomes that need to be achieved in the next 40 years in **Service and Infrastructure Plans for both Greater Sydney and Regional NSW**. Within this plan, freight access, efficiency and reliability are recognised as vital components to further the complementary priorities of placemaking, and economic and social utility.

At the same time, the Toolkit supports the **Guide to Transport Impact Assessment** by focusing on freight movements in urban centres and is specifically designed to improve users' understandings of the freight task generated by cities, precincts and individual developments.

In partnership with Government Architect NSW, TfNSW has developed the **Practitioner's Guide to Movement and Place** for use on NSW Government projects. The framework delivers on NSW policy and strategy directions to create successful streets and roads by balancing the movement of people and goods with the amenity and quality of places.