



SUGAR

SWOT ANALYSIS OF THE TRANSPORT SYSTEM OF THE MUNICIPALITY OF ATHENS

Municipality of Athens
1st & 2nd of July, Heraklion

Strengths of the transport system in the Municipality of Athens

Modernised transport infrastructure network

- new International Airport
- new Metro Network
- the Light Rail System (Tram)
- the Suburban Railway
- a Ring Road (Attiki Odos) and extended road network
- the Unification of the Archaeological Sites of Athens
- new landscaping all over the metropolitan area
- roads restoration (more than 160 km)
- pedestrian roads restoration (15.000 m²- 1.5 million €)

Strengths of the transport system in the Municipality of Athens

Successfully implemented city logistics measures (mainly in the city centre)

- Access control regulations (i.e. to pedestrian areas)
- Traffic regulations (i.e. specific use of roads at defined time periods)
- Pedestrianisation
- Parking Control (i.e. sufficient compliance with the rules)
- Loading/unloading bays (i.e. spatial planning of the dedicated places)

Strengths of the transport system in the Municipality of Athens

Existence of a normative framework for the introduction of new measures

- Structural Master Plan of Athens (acts like a framework and guide for the urban planning and major projects in the Attica region)
- Decisions for loading/unloading practices for enterprises in the Ring zone area of Athens
- Provisions in the Government Gazette for Super Markets deliveries
- Provisions in the Government Gazette for traffic regulation restriction in the Commercial Triangle
- Decisions of the Blue Zone functioning
- Decisions regarding vehicle circulation based on their payloads

Strengths of the transport system in the Municipality of Athens

Established procedures for the introduction of new measures

- Studies for scientific justification of the measure
- Open consultation with residents, authorities, involved parties
- Open procedures for the submission of objections – revisions from the involved parties
- Implementation of the measure

Strengths of the transport system in the Municipality of Athens

Availability of municipality owned land

- Development of parking stations
- Development of recreation areas
- Reformation of areas
- New green zones in Athens
- Potential for development of transport infrastructure facilities

Strengths of the transport system in the Municipality of Athens

Modern Traffic Control Centre

- provision of information to VMS regarding current traffic conditions, special events and incidents, on line time estimation on selected routes, instructions for safe driving etc.
- programming of traffic lights
- provision of information to competent services (road maintenance services, Ambulance, Traffic Police, Fire Brigade, etc.) in order to manage incidents (accidents, damages to roads, traffic barriers, etc.)
- provision of traffic data to third parties

Strengths of the transport system in the Municipality of Athens

Complementarity of the measures

- The measures enable the integrated implementation approach as for example
 - » Pedestrianisation
 - » Access Control to vehicles
 - » Parking Control

Strengths of the transport system in the Municipality of Athens

Organised waste collection system

- Big efforts to have a clean city
- New management techniques
- Renewal of the fleet
- Monitoring of the activities and location of garbage bins
- Use of auto sinked garbage bins at central points (less intrusion, clean environment)
- Creation of special task forces to record the problems and provide solutions.
- Extensive awareness campaigns for recycling activities, limit the use of plastic bag.

Weaknesses of the transport system in the Municipality of Athens

Large number of small enterprises in the historic centre

- limited storage capacity -> increased need for deliveries and shipments
- violation of the traffic rules in order to satisfy the customer's needs
- the existence of wholesalers and retailers differentiate the needs -> solutions to satisfy both

Narrow roads (in the historic centre)

- limitations to create sufficient number of loading/unloading bays-> grooves on the roads as alternative
- limitations to improve the freight traffic conditions->obligatory movement of trucks in order to serve the commercial activities, motorcycles for small parcels delivery
- illegal parking

Weaknesses of the transport system in the Municipality of Athens

Fragmentation of responsibilities between Public Authorities (e.g. Ministry, Prefecture, Municipality)

- contradictive responsibilities between the Authorities (management of roads, road works, public transport services etc)
- time consuming processes for the introduction of measures related to transport
- Increased need for harmonisation of decisions, decrees in order to facilitate the operations and management of urban freight transport activities.
- bureaucratic procedures for finalisation of the decisions (or put in force the decisions)

Lack of reliable freight transport data

- there is not an integrated approach for collection of freight transport data. Most of the times the collection is made in order to serve specific needs of a study/project
- difficulties to obtain data from the responsible Authority (“strong privacy attitude”)
- most of the times the freight transport data are collected with interviews surveys and on site measurements ->expensive
- inefficiencies to update the data

Weaknesses of the transport system in the Municipality of Athens

Inefficient enforcement and control mechanisms

- the increased needs and the new measures require a different model
- loose attitude towards implementation of the fines-> a lot of exceptions from the rules
- Lack of technological applications for control

Dispersed logistics services industry / Lack of consolidation centers

- several axis are overloaded with freight vehicles
- use of heavier / larger trucks for loading /unloading activities and deliveries (due to the lack of transshipment centres)
- inefficient trip planning in order to cover the customer needs

Weaknesses of the transport system in the Municipality of Athens

Excessive use of private cars /private car use culture

- eventhough there are significant improvements, there is still an attitude for use of private cars
- retailers often use their private cars for loading /unloading and transport of their goods
- sales reduction on some commercial activities where the clients need to carry themselves the goods (and are big or heavy) because they cannot use their private cars
- limited public transport accessibility (in some suburbs)

Weaknesses of the transport system in the Municipality of Athens

Lack of horizontal/vertical supply/demand clusters

- cooperation for logistics services both from demand and supply side is still missing-> incentives, methods are seeking
- competition, especially in the current economic situation, is very strong between the commercial actors
- complementary activities and synergies are made in very specific trade activities (e.g. super markets)

Uncoordinated management of the transport system

- this is very much related to the fragmentation of responsibilities of the Public Sector
- Lack of continuation of activities mainly due to political reasons

Weaknesses of the transport system in the Municipality of Athens

Inefficient urban planning procedures

- time consuming procedures for the definition of the land use
- inefficient mechanisms for urban planning based on forecasts and modern trends of development
- strong clustering interests forbid the implementation of the urban planning

Lack of rule compliance culture

-it is getting better by the time

Opportunities of the transport system of Municipality of Athens

Experience in the introduction of measures (mainly from the Olympic Games 2004 organisation)

- extrapolation of the measures implemented for the specific period to full scale implementation
- the measures implemented have been assessed and the positive outputs can be further exploited
- traffic regulations applied can be reconsidered (even for application at specific periods of time)

Trusty relationships between Municipality and freight actors

- the open consultation phase has brought fruitful cooperation between the Municipality and the freight actors
- open communication channels with the responsible for the measures from the Municipality site and commercial/freight actors
- the Municipality has shown in practice that considers the suggestions of the involved parties (modifications of the studies etc.)

Opportunities of the transport system of Municipality of Athens

Maturity in the introduction of city logistics related measures

- established mechanisms for introduction of new measures
- efficient internal organisation
- awareness of the public for the measures to be introduced

Experiences from pilot applications that can be introduced in full scale applications

- The following are some of the pilot applications:
 - » Use of Cameras for traffic control
 - » Night Deliveries
 - » Temporary access restrictions based on specific needs

Opportunities of the transport system of Municipality of Athens

Introduction of environmental friendly measures are in line with the Central Government Planning

- The measures presented below are mainly related to policy actions from the Central Government.
 - » eco zones in the city centre
 - » incentives for environmental friendly / electric vehicles
 - » renewal of the public transport fleet

European policy (Green Paper)

- provision of topics for interventions
- support actions for urban freight transport
- promotion of comodality

Opportunities of the transport system in the Municipality of Athens

National Strategic Reference Framework (NSRF)

- integrated planning for accessibility and mobility
- incentives for urban mobility (including urban freight transport) with local authorities as beneficiaries

New development law

- facilitates the development of logistics/consolidation centres
- simplification of procedures

Availability of municipality land

- This is a significant advantage of the Municipality that must be exploited based on careful planning
- Alternatives other than car parks are looking,

Opportunities of the transport system in the Municipality of Athens

New technologies

- The evolution of ICT systems provides a lot of opportunities for
 - » automation of operations that currently are performed manually.
 - » forecasts and prediction of traffic conditions
 - » control and enforcement
 - » management and circulation of information etc.

Administrative reformation of Public Sector

- Eventhough the Municipality is not directly affected by the big project of administrative reformation of Public Sector, the following
 - » rationalization of public works/transport
 - » coordination of public transport authorities
 - » metropolitan municipality
 - » public transport expansion plans

Threats of the transport system in the Municipality of Athens

Delays in the introduction of new measures

- Requirements for studies /data updating
- Loss of financing potentials (from EU, National Programmes)
- Loss of credibility towards the public

Fragmentation of responsibilities between Public Authorities

- Time consuming processes
- Difficulties on policy making processes
- Requirements for establishment of new laws in order to assign responsibilities

New trends in city logistics practices

- increased requirements for Just in Time services from clients)
- Extra traffic for customer satisfaction
- Reduced storing capacities
- Increased delivery services

Threats of the transport system in the Municipality of Athens

Rapid changes in the establishment of commercial areas (creation of new malls)

- Increased needs for transport infrastructure and measures in relative small period of time
- Creation of new “black spots” for traffic conditions

Unregulated urban development

- Uncoordinated activities for spatial and transport planning
- Downgrading of some areas due to rapid changes of land use

Expansion (in space and time) of traffic congestion

- Most of the main axis operate at their capacity level
- Increased level of private car property
- Limited environmental consciousness
- Inadequate transshipment centres

Threats of the transport system in the Municipality of Athens

New economic situation

- Difficulties in new measures introduction (cost is an important factor)
- Provision of new incentives/ measures in order to support some of commercial activities that are directly affected from the new economic situation

Old truck fleet

- One of the oldest truck fleet in Europe
- High emissions rate
- Lack of educational programmes for transport operators
- The situation might change with the new regulations for the provision of new licenses

Threats of the transport system in the Municipality of Athens

Scattered expansion of logistics

- The current facilities serve mainly long distance transport activities
- Lack of coordination for delivery activities in the city centre

Resistance to change

- Resistance from commercial actors when new measures are to be introduced
- Delays in the implementation processes
- Need for identification of new awareness methods