



# SUGAR

## SWOT ANALYSIS OF CITY LOGISTICS AND URBAN FREIGHT TRANSPORT

*CITY OF ÚSTÍ NAD LABEM*

*JPE Prague & Ústí nad Labem  
17th -18th of January 2011,  
Prague*

# Strengths (1/5)

## S1 Interest of city representatives and administration in solving the question of traffic

- The city and the administration is interested in solving the question of traffic – support to engagement in projects (CIVITAS, SUGAR), willingness to accept possible new solutions.

# Strengths (2/5)

## S2 Existing traffic model

- The city already has a traffic model. It is based just on static data collected once per 5 years, but it can be used as a basis for any further measures.

# Strengths (3/5)

## S3 Localization of the city

- Position of the city at the main route of Prague – Dresden – railway corridor, highway, waterway and proximity of logistic terminal of Lovosice.

## Strengths (4/5)

### S4 Partially prepared infrastructure for further traffic monitoring

- The city has its infrastructure partially prepared for further traffic monitoring – individual intersections are already equipped for automatic traffic monitoring, but so far without recognition e.g. of vehicle types.

# Strengths (5/5)

## S5 Former experience with traffic solutions

- The city has already some experience – L/U areas are marked in the city already – they have been created rather in the scope of other measures so far – e.g. within changes of signing etc. Nevertheless, at marking them, the city has made use not only of “technical” approach but it has also assessed where they approximately are needed for example from the perspective of loading.

# Weaknesses (1/12)

## W1 The city has not dealt with the area of freight transport or logistics directly so far

- Freight transport / logistics is an area that has not been priority so far; now it is slowly coming into focus, so it is generally a new issue.

## Weaknesses (2/12)

### W2 The city has very restricted possibilities in the area of legislation

- All regulations are in competence of the state; the city can regulate the traffic of vehicles in the city by a regulation but it cannot enforce its observance efficiently without close cooperation of the state (state police).

## Weaknesses (3/12)

### W3 Geographic position, or distribution of city housing development

- The city is situated in the valley of the Labe River, partially on a hill, the centre has very narrow streets restricting any construction solution like barriers, reserved lanes etc.

# Weaknesses (4/12)

## W4 Restricted utilization of the local railway

- The local railway does not have any branch or siding – its use is therefore restricted.

# Weaknesses (5/12)

## W5 Lack of relevant data

- Although the city has a traffic model, it collects data into it once in 5 years, and manually. Data are also still collected with focus on the load of streets, not with respect to the demand.

# Weaknesses (6/12)

## W6 Population of the city

- Usti nad Labem has “only” about 99 thousand inhabitants – the local market is relatively small, which restricts the interest of private forwarders to invest in completely new solutions and ambitious measures.

# Weaknesses (7/12)

## W7 Absence of central traffic controlling

- The city does not have central control panel (centre) for traffic control in the city at present. The issue is dealt with by the Traffic Department of the city.

# Weaknesses (8/12)

## W8 Exhausted parking capacities in the city centre

- Parking capacities of the city in the centre are exhausted, which leads to occupied places on the streets and the need to cancel parking in case new unloading zones should be delimited somewhere.

## Weaknesses (9/12)

### W9 Narrow streets in the city centre → limit for delimitation of U/L areas

- The centre of the city has relatively narrow streets in which public transport circulates – limit from the perspective of space for delimitation of U/L areas.

# Weaknesses (10/12)

## W10 Complicated property relations → difficult communication with owners

- Property relations are often complicated; some roads belong to the city, some to the region or to the state, some are even private. Some owners (including the state) are very difficult to communicate with.

# Weaknesses (11/12)

## W11 No negotiations realised between the city and shopkeepers / no agreement reached

- The city has not negotiated with shopkeepers so far; there were several partial negotiations but no agreement was reached in them.

# Weaknesses (12/12)

## W12 Freight transportation provided separately without coordination

- The forwarders have transporting their goods by themselves so far; therefore, with some exceptions of big retail chains, there is no forwarder in the city with whom negotiations could be held.

# Opportunities (1/9)

## O1 Potential of backbone railway and road

- The city is situated on backbone railway and road; although those routes have not had adequate branch at the city level, they constitute distinctive potential.

# Opportunities (2/9)

## O2 Presence of a strategic logistic terminal near the city

- There is a strategic logistic terminal of Lovosice near the city – the Ministry of Transport that initiated the terminals has not communicated with the city so far, but it is a potential that could be used, similarly to the backbone routes.

# Opportunities (3/9)

## O3 Involvement into other projects

- The city is engaged in other projects dealing with the same or similar issues – completion and synergy are possible here (e.g. the CIVITAS Project dealing with telematics – parking – and traffic master plan of the city). Thanks to this fact, any possible measures can be integrated right into the prepared master plan, thus reinforcing their significance and probability of implementation.

# Opportunities (4/9)

## O4 Development of potential of the existing traffic model

- Thanks to the existence of the traffic model, the city is ready to go on developing its potential e.g. by completing it by the demand model that could show, additionally to classical city load, also the movement of goods and freight over the city, thus helping to better understanding of the traffic issue on the territory of the city.

# Opportunities (5/9)

## O5 Potential of brownfields for logistic services

- There are brown fields in the city centre that could theoretically be used for logistic services (the city is engaged in the COBRA Project focused on creation / training of BF managers).

# Opportunities (6/9)

## O6 Developing of a new traffic local plan

- The city has been preparing a new traffic local plan that will be discussed in concept in spring 2010 and pass the approval process in spring 2011. Although there is no possibility of direct integration of project outputs here, it can be considered at least partially.

# Opportunities (7/9)

## O7 Port on the Labe River

- The city has a port on the Labe River, but it is rather a transshipment point for further transport, so it is probably not very utilizable for city logistics.

# Opportunities (8/9)

## O8 Highway D8 in close proximity to the city

- Highway D8 Prague-Dresden runs in close proximity to the city; it has not been finished so far, but it constitutes potential for solution of logistics of the city.

# Opportunities (9/9)

## O9 Planned further development of a “regional” logistic transshipment point of the Czech Mail

- Usti nad Labem has a “regional” logistic transshipment point of the Czech Mail for surrounding territory – its further development is planned – possibility of cooperation.

# Threats (1/6)

## T1 Low enforceability of law

- The Czech legislation is characterized by generally very low enforceability of law, which has impact also on the issue of delimitation of specialized areas within city traffic; at present, drivers do not face virtually any punishment for parking in a banned area due to bad definition of laws. On the contrary, the legislation in the area of city planning and building permit proceeds is often very strict and does not allow e.g. any restriction in form of delimitation of specific lanes on streets where less than 3 m would remain for passage of vehicles and near sidewalks where less than 90 cm would remain for pedestrians. This is a very restricting factor in the city centre where the streets are narrow and it constitutes a risk that it will not be possible to implement the measures created due to external influences.

## Threats (2/6)

### T2 Political pressure from some shopkeepers

- The city has communicated with shopkeepers rather ad hoc so far – there have not been official or collective negotiations with shopkeepers with respect to the need of solving the situation; another “attempt” should be in spring 2010. Thus it often happens that the shopkeepers oppose the prepared measure because it is disadvantageous to them (e.g. the need to agree with the other shopkeepers on a common U/L area).

# Threats (3/6)

## T3 Frequently changing political situation

- Frequently changing political situation – no clear unambiguous concept at national level – the ministry has no clear concept or support to solution of the issue of freight transport management in cities at present.

# Threats (4/6)

## T4 Unwillingness of shopkeepers to cooperate

- Shopkeepers often make excuses, do not want to communicate and cooperate with the city too much; they have transported their goods by themselves so far; great retail chains have often their transport provided by external companies.

## Threats (5/6)

### T5 Existing transshipment rented to a private company → possible pressure against other competitors

- There is one transshipment point within one branch of the railway in the city – it is uncoordinated, based on rental from Czech Railways to a private company – pressure against possible competitors can be expected.

## Threats (6/6)

### T6 High financial demands of the measures in proportion to the size of the city

- There is no policy for support of such measures at the state level or at the regional level; the city has very restricted budget.



# ***QUESTIONS?***