

LCA ORIENTATION report

OR Orientation

OR.01 Environment

Sustainable District Logistics (SDL) orients logistics towards:

- Reduction of natural resource consumption (energy, soil, water, fuel, etc.)
- Preserving landscape configuration (density of hard infrastructures, etc.)
- Re-utilisation of products
- Recycling of parts of products, semi-products and wastes
- Pollution prevention and reduction
- Diffusion of new clean technologies, eco-efficient means and modes of transport
- Utilisation of renewable sources of energy

SWOT Analysis

Strengths



- Trier/Westpfalz and northern Luxemburg: no large industry scars, attractive landscape
- attractive historical built environment in larger and minor cities
- attractive valley of the Mosel
- decreasing environmental impact of remaining heavy industries
- cross-border nature park DE/LUX

Weaknesses



- nuisance and emission caused by road traffic
- no coherence between the different national planning systems
- partly disorderly settlement development
- remaining heavy industry with pollution
- heavy impact of historical coal and steel industry in SaarLorLux
- concentration of transport corridors in narrow valleys
- very low gasoline prices in Lux

Threats



- increasing road freight transport
- increasing transit freight transport
- increasing passenger transport from service economy

Opportunities



- cleaning up of old industrial sites
- cross-border cooperation in spatial planning
- increased attention for the environment by service economy
- re-use of old industrial surfaces

Main hypotheses of alternative options

Push development of service economy

Develop cross-border passenger transport concepts

Develop cross-border freight transport concepts

OR.02 Economy

Sustainable District Logistics (SDL) orients logistics towards efficiency, customer satisfaction and community well-being based on:

- Reduction of the material, energy and transport intensity (flows) in the economy (decoupling) also by means of soft and clean technologies
- Investments for the incorporation and reduction of the environmental and social costs in logistics accounting
- Dematerialisation of economy (durability of goods and services, miniaturisation of products, substitution of products by services)
- Reduction of transport growth and more balanced modal split in favour of rail and water
- Information and Communication Technology to substitute transport (e.g. telecommuting, home-shopping and delivering, teleconferences, teleworking, etc.)

SWOT Analysis

Strengths



- research and innovation capacity of the University of Trier
- strong steel industry. ARCELOR in Luxemburg: worlds largest steel producer

Weaknesses



- decline of steel industry in the last decades. Problems in Lux minor than in Lorraine and Saarland
- Trier is peripheral in the German context

- strong service sector in Luxemburg, especially banking
- European Institutions in Luxemburg: experience in European wide networking
- waterway of the Moselle
- very low unemployment in Luxemburg
- highly qualified workforce

- no strong producing industries in the region
- different administration cultures in the two countries
- no strong support form the Land government for the development of Trier
- difficulties of the Trier area to communicate with francophone partners
- weak east-west railway connections
- incoherent cross-border transport policy

Threats

- still strong role of declining steel industry
- insufficient knowledge of languages acting as brake to cross-border cooperation

Opportunities

- cross-border cooperation in the Grande Region
- mediator role of Luxemburg between french and german culture
- improvement of east-west railway links

Main hypotheses of alternative options

Concerning overall development: Make use of cross-cultural and cross-border competencies. Develop high-quality service economy. Develop education. Improve trilateral cooperation with France.

Concerning logistics: Improve railway links. Develop cross-border mediation role involving four countries. Close missing links in highway connections. Develop coherent airport policy. Strengthen waterway transport on the Moselle through improved cooperation.

OR.03 Socio-Culture

Sustainable District Logistics (SDL) orients logistics towards:

- Promotion of sustainable styles of production and consumption
- Investments in human capital (education and training) especially on sustainable development, logistics, transport, etc.
- Transdisciplinarity for integrated management of logistics and integrating planning
- Investments on innovation (Research & Development)

SWOT Analysis

Strengths

- Low unemployment in Luxemburg
- No language problems in cross-border cooperation between Luxemburg and Germany
- Intercultural competence in Luxemburg
- Important roman and medieval heritage in Trier
- university of Trier

Threats

- cuts in public budgets

Weaknesses

- High unemployment on the German side
- Trier region: self-image as a peripheral region
- Trier region: long dependance form public structures (military)
- corss-border cooperation still suffering from history

Opportunities

- Cultural differences between the countries can be a source of innovation
- Luxemburgs success facilitates recognition fo an own identity of Luxemburg by the neighbours
- Create a cross-border touristic destination
- strong cross-burder commuting leads to mutual learning

Main Hypotheses for alternative options

Develop cross-border cooperation on cultural and social issues. Develop a self-confident Luxemburg identity. Promote the corss-border region as a touristic destination.

OR.04 Equity between individuals

Sustainable District Logistics (SDL) orients logistics towards:

- Improvement of accessibility to goods, services, people and places, developing services that meet the needs of local population, including women, the poor, the rural, the disabled, elderly people, immigrants,

ethnic minorities, etc. (equal accessibility)

- Balanced local development
- Health and safety activities
- Reduction of unnecessary and undesirable travels, movement and material flows

SWOT Analysis

Strengths



- strong tradition of the labour movement led to high consideration of equity issues
- very low unemployment in Luxemburg
- Relatively high educational level facilitates individual development

Weaknesses



- rather high unemployment on the German side

Threats



- economic stagnation
- general tendency towards more social differences
- budget cuts in the social systems

Opportunities



- High educational level
- Intercultural exchange improves opportunities for women

Main Hypotheses for alternative options

Foster education, especially also in cross-cultural competencies

OR.05 Equity between territories

Sustainable District Logistics (SDL) orients logistics towards:

- Balanced interlocal development (economic, socio-cultural and environmental)
- Development of fair and solidarity relationships between different local / regional contexts (equal accessibility in trade, economy, socio-culture, environment)
- Balanced alliance between logistics operators of different local areas
- Diffusion of connecting high technology systems (e.g. digital cities, interlocal digital networks)

SWOT Analysis

Strengths



Grande Region as a whole is around EU15 average

Weaknesses



- Considerable growth and income differences between Luxemburg and the Trier region
- Wallonie and Saarland in more difficulties
- Trier region is peripheral in Germany
- Tax policy in Luxemburg leads to considerable differences

Threats



- Economic stagnation increases differences
- cuts in public budgets hinders solidarity mechanisms

Opportunities



- Excellent example of economic transition in Luxemburg helps others
- Strong commuting leads to exchanges and equalisation

Main Hypotheses for alternative options

Strengthen cooperation in Grande Région

OR.06 Equity between generations

Sustainable District Logistics (SDL) orients logistics towards:

- Research concerning sustainable logistics scenarios, patterns, methods and technologies
- Education to nourish the ability of future generations to conceive new styles of production and consumption
- Conservation and development of environmental resources
- Strategic impact assessment of the logistics patterns (long-term risks and damaging changes) considering the aspects of the other 9 components on the future generations

SWOT Analysis

Strengths



Weaknesses



- efforts for improving education
- long-term strategy for improving crossborder cooperation
- High saving rates and low public debts in Lux
- Study 2020 of Santer-commission for the Large Region

- consumption of land through disperse settlement
- old industrial sites with persistent pollution

Threats



- economic stagnation leads to short-term thinking

Opportunities



- efforts for the re-use of old industrial sites
- Efforts for improving the innovation capacity in TriLux

Main Hypotheses for alternative options

Improve capacity and culture of long-term thinking: in politics, in schools, creating think-tanks and occasions for public debate

OR.07 Diversity

Sustainable District Logistics (SDL) orients logistics towards coherence, flexibility, permeability and diffusion of:

- Local identities and fabrics (biodiversity, habitat, socio-cultural heritage, economy vocations, etc.)
- Innovation and development of economic sectors, focused especially on small and medium sized enterprises, income sources both in rural and urban areas, styles of production and consumption (values and ethics)

SWOT Analysis

Strengths



- Strong efforts for diversification of the economy in Lux
- diversity of cultures
- rather good integration of several waves of different kinds of immigrants
- highly qualified workforce from different countries
- Diversity of a hilly landscape

Weaknesses



- Historical coal and steel monostructure in SaarLorLux, declining
- Historical strong influence of military bases, declining, transition difficulties
- Lux: Predominance of the Banking sector in advanced services

Threats



- Overall economic stagnation hinders diversification of the regional economy

Opportunities



- Development of a service economy around the strong banking sector
- Integration of immigrants
- Dismissal of military sites: considerable land reserves in Trier region facilitate diversified development
- Attractive landscape facilitates economic diversification

Main Hypotheses for alternative options

Highlight diversity as an important asset of the region

OR.08 Subsidiarity

Sustainable District Logistics (SDL) orients logistics towards capacity building (knowledge dissemination and decision-making openness) based on:

- Integration of local and wider (global) dimensions (glocacity)
- Reduction of the spatial range of material flows
- Streamlined organisation of material flows
- Integration of top-down and bottom-up approaches in streamlined organisations (businesses, public administrations and other associations)
- Empowerment of local communities

SWOT Analysis

Strengths



- Narrow links to EU level helps the whole cross-border region

Weaknesses



- Trier region: much less autonomous in its decision making than Luxembourg

- High level of autonomous decision making in the small territory of Luxembourg

- Trier region: peripheral, no strong links to higher centres of decision making

- Monoculture of the larger region -> once strong, now declining dependence on EU policies

Threats

- budget cuts lead to reduced capacities for change

Opportunities

- Cross-border cooperation (TriLux and Grande Region) can considerably improve ability to solve own problems
- Cooperation in the Grande Region could considerably strengthen the role of the region in Europe
- New public debate on federalism in Germany
- Growing self-confidence of a cross-border region in the context of European integration
- Good conditions for developing decentralised energy production
- Development of SME networks

Main Hypotheses for alternative options

Involve employees of EU institutions for developing active links between all levels.

OR.09 Networking and Partnership

Sustainable District Logistics (SDL) orients logistics towards:

- Development of regional / local networks of production, distribution and consumption
- Investments in social capital (community glues, intermediary bodies, bridges and networks)
- Networked organisations (e.g. consortia between businesses, co-operation between private, public and social sectors, co-operation between local and metropolitan consortia of transport and logistics)
- Alliances between environmentally friendly transport modes and operators
- Exchange of experiences and good practice of sustainable transport and logistics between different local and regional contexts
- Alliances and collaboration between public authorities and private actors of different local / regional contexts

SWOT Analysis

Strengths

- cross-border cooperation structures have grown since twenty years
- No major language problems between Luxembourg and the Trier Region
- Common industrial past



Weaknesses

- persisting language problems between German and French parts of the Grande Region
- organisational culture of the once dominating heavy industry is hierarchical
- Cross-border public transport needs to be improved
- weak crossborder media



Threats

- increasing dominance of large companies in some sectors
- developing networks needs time but economic difficulties lead to short-term thinking



Opportunities

- general acknowledgement of the importance of networking
- Public support for cross-border cooperation and partnerships
- Necessity of creating competitive units on a european scale
- Growing service sector helps in networking
- Public support for networking



Main Hypotheses for alternative options

OR.10 Participation

Sustainable District Logistics (SDL) orients logistics towards:

- Enlargement of the stakeholders constellation to incorporate in the logistics processes new points of view, cultures, interests and behaviours (e.g. those concerning women, new generations, elderly, disabled, poor people)
- Information, animation and facilitation
- Stakeholders involvement and legitimate acknowledgement in the decision-making processes of spatial

planning, transport, logistics, etc.

- Involvement of different agencies (private, public and social) in the management of logistics processes
- Community participatory forms of co-operative management of proximity logistics processes
- Democratic management of the strategic impact assessment of logistics processes

SWOT Analysis

Strengths



- Trier: support from city government for LA 21 and similar
- LA 21 in Luxemburg
- rural tradition and attachment to the place favour local commitment

Weaknesses



- no strong participation in cross-border cooperation
- low commitment of foreign population

Threats



- politics has got a bad image in the last years

Opportunities



- private initiatives
- Efforts of Grande region can lead to public debate
- Interreg programmes
- Key persons pushing participation
- integration of foreigners living in the region (Lux: 38%)
- Involve highly qualified employees of international institutions

Main Hypotheses for alternative options

Build self-confidence on the success story of economic transition

Use potential of strategic institutions in the region for fostering public debate

Emphasis on cross-border dialogue and integration of foreigners

LCA SOCIAL POTENTIAL report

SP Social Potential

SP.01 Perception of a variety of development approaches

The Sustainable District Logistics (SDL) approach is facilitated by:

- Willingness and practices of the logistics stakeholders (businesses, public authorities, civil society and communities) to open their views and ways of thinking, looking at new issues and conceptions on local and logistics development (debates, seminars, interdisciplinary working groups, animation and mobilisation of citizens, new plans on sustainable development, etc.)

SWOT Analysis

<p>Strengths ●●●</p> <ul style="list-style-type: none"> Grande Region has developed long term visions City of Trier promotes public discussions on local development decline of steel industry has shown to all that there is no single development path 	<p>Weaknesses ●●●</p> <ul style="list-style-type: none"> No broad discussion in population and politics about development alternatives public discussion on cross-border cooperation Trier / Luxemburg still weak
<p>Threats ●●</p> <ul style="list-style-type: none"> declining commitment to European cooperation 	<p>Opportunities ●●●●</p> <ul style="list-style-type: none"> Grande Region: key politicians have understood that long-term visions are necessary and need to be discussed publicly Increasing economic interrelations require cooperation and development of new visions Increasing difficulties for tax privileges in Luxemburg, requires to think beyond the banking boom

SP.02 Entrepreneurial creativity and innovation

The Sustainable District Logistics (SDL) approach is facilitated by:

- Reproductive capacity of the local context, based on common cultural roots, mobilisation of potential resources and research to improve the quality of life (projects and plans for sustainable businesses, banking, agriculture, tourism, etc.)
- Fertilisation of the local economic fabric to embed the single business into the fluxes of internal and external production relationships (typology and number of businesses, their life expectancy, sizes, markets, eco-efficiency technologies, etc.)
- Corporate Social Responsibility (CSR), defined by the recent (2002) European Union action framework, as "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis" (typology and number of businesses and public bodies with social and environmental quality certifications, etc.).

SWOT Analysis

<p>Strengths ●●●</p> <ul style="list-style-type: none"> innovative services sector in Luxemburg Innovation impulses from the University of Trier 	<p>Weaknesses ●●●</p> <ul style="list-style-type: none"> Long dependance from military camps and public money on the german side Tradition of large steel and coal companies has not fostered entrepreneurship in SMEs
<p>Threats ●</p> <ul style="list-style-type: none"> ongoing economic stagnation in combination with culture of state subsidies 	<p>Opportunities ●●●●●</p> <ul style="list-style-type: none"> Cross-border cooperation Commuting to Luxemburg: an intercultural learning experinece

SP.03 Capacity to cope with complexity and to anticipate change

The Sustainable District Logistics (SDL) approach is facilitated by:

- Strategies at local level able to increase the capacity of the logistics stakeholders to anticipate changes and to cope with a large amount of problems finding solutions that can reduce uncertainty while evaluating and

managing local / global interdependencies (flexibility of the local economic and social fabric, integrated programmes and common medium and long term projects supported by training and education on visioning methods, chaos and complexity theories, etc)

SWOT Analysis

Strengths



European institutions in Luxemburg and banks have considerable capacities in tackling complexity and change

Weaknesses



Big gap between local politics and european/global structures having a strong impact on the region

Threats



populistic movements in economic difficult times

Opportunities



Use the strategic capacities of professionals in the institutions for public debate on the development of the region

Attractiveness of Luxemburg as an environment for strategisation institutions is not guaranteed

Combine approaches of different cultures

SP.04 Enrichment of the local knowledge to create a cohesive multicultural environment

The Sustainable District Logistics (SDL) approach is facilitated by:

- Open interrelationships between different knowledge and cultures, considering both the current and future components of the local context and their probable impact on logistics processes (programmes for the emersion of black-market activities, exchange programmes with other local systems, projects on multicultural integration, labour and social insertion, etc.)

SWOT Analysis

Strengths



long tradition of immigration
long tradition of cross-border cooperation
Traditional importance of the labour movement calling for cohesion
38% of the Luxemburg population are foreigners

Weaknesses



still persisting cross-border delicacies from war times

Threats



populistic movements in economic difficult times

Opportunities



Emphasise overall crosscultural approach which combines cross-border and local activities for intercultural integration
Integrate cultural links with origin countries of immigrants (especially for 2nd and 3rd generation)

SP.05 Discovery and re-encoding of the local specificities and knowledge

The Sustainable District Logistics (SDL) approach is facilitated by:

- Close interrelationships between the components of the concerned local context, considering different cultures and knowledge that can have an impact on logistics processes (number of endogenous companies, projects on local diversity recovery, cultural heritage, arts & crafts, oeno-gastronomy, agro-eco-natural tourism, economic and social diversification, etc.)

SP.05.1 SWOT Analysis

Strengths



local cuisine, combining different traditions

Weaknesses



before industrialisation the region was very poor

Threats



weak land use planning and ugly buildings

Opportunities



reinterpret the industrial past and early immigration
underestimated wine culture
Historical importance of Trier (medieval and roman)
Develop high quality post-industrial planning and architecture

SP.06 Ability to reach optimal levels of attainment and fulfilment of life

The Sustainable District Logistics (SDL) approach is facilitated by:

- Dialogical capacity of a territorial system to be simultaneously open and cohesive in order to create the knowledge preconditions for integrated logistics plans (interdisciplinary training and university courses on individual and collective empowerment, motivation and participation, etc.)

SP.06.1 SWOT Analysis

Strengths

rather high level of education
rather well functioning social systems

rather comfortable living environment providing also all kinds of services

Weaknesses

economic stagnation has led to demotivation
for young unemployed employment opportunities have become more difficult
more difficult access to services in rural areas

Threats

envisaged cuts in social systems in Germany

Opportunities

enhance the capacity to make full use of the opportunities in all countries and cultures of the Grande R gion
cross-border cooperation opens new opportunities
enhance capability of immigrants to study the culture of their country of origin

SP.07 Fractal distribution of responsibilities and competence

The Sustainable District Logistics (SDL) approach is facilitated by a multi-level governance of the logistics processes, based on:

- Integration of top-down and bottom-up approaches in decision-making at a territorial level (diversity of institutional characteristics in number of structures, distribution of responsibilities and power, etc.)
- Integration between local and global dimensions (balanced responsibilities and co-operation between small and large transport and logistics companies, etc.)
- Close interaction between economic actors, the society and the institutions (informal relationships and formal procedures of decision-making in public policies and programmes, etc.)

SP.07.1 SWOT Analysis

Strengths

rather strong autonomy of local governments

Low number of decision-making levels in Luxemburg
Headquarters of the most important industry (steel) is located in the region itself

Weaknesses

In the Trier region tradition of dependance from public structures (military)
abolition of the Regierungsbezirk Trier
Strong dependance from multinational companies

Threats

growing influence of large companies

Opportunities

innovation, mainly in the service economy
increasing influence of EU programme management methodologies

SP.08 Facilitating structure for autonomy and collaboration into the decision-making

The Sustainable District Logistics (SDL) approach is facilitated by:

- Collective identity of the local context where political institutions, civil society and citizens manifest different economic, environmental and social interests (participation at public budget allocation and shared responsibilities in public spending, mutual and co-operative collaboration between the logistics companies and their stakeholders, etc.)

SP.08.1 SWOT Analysis

Strengths

long tradition of local government
local agendas and similar participation initiatives supported by public funds (Trier & Lux)
LEADER programmes and projects
Taurus Institute at the Trier University

Weaknesses

weak cross-border links
unsufficient cross-boder connection in spatial planning

Threats

Opportunities

decreasing EU funds

decreasing motivation in the public because of too high expectations and lack of influence in local agenda processes

Strong support for participation in the development department of the city of Trier

Methodological competencies at Trier University

Key EU cross-border region

connection to EU institutions in Luxemburg

SP.09 Primary reliance on the endogenous resources without compromising the ones of the others

The Sustainable District Logistics (SDL) approach is facilitated by:

- Collaboration between the local actors to utilise endogenous and exogenous resources in a synergetic way (common territorial marketing plans, locally based investments, exchange of good practices with other local contexts, pilot projects between universities, businesses, trade associations, etc.)

SP.09.1 SWOT Analysis

Strengths



Grande Region is steel producer of international importance
own agricultural production

Weaknesses



Luxemburg generates high incomes from attracting tax avoiding capital from other countries
Luxemburg: low car fuel taxes attract buyers from surrounding regions
Luxemburg: university not yet adequate
High energy imports, low level of renewable energy production
net importer of food and agricultural products
high net import of energy

Threats



Little interest in the public because of increasing international interrelations

Opportunities



public financial support for renewable energies (in both countries)
LEADER initiatives
European endeavours for tax harmonisation

SP.10 Shared value system taking into account environmental, socio-cultural and economic interdependencies

The Sustainable District Logistics (SDL) approach is facilitated by:

- Collaboration between the logistics stakeholders (businesses, public authorities, civil society and communities) in taking into account the economic, social, cultural and environmental values and interdependencies (programmes for public awareness raising, typologies of stakeholders involved in relevant local initiatives, committees, forums, inter-departmental groups, etc.)

SP.10.1 SWOT Analysis

Strengths



converging value systems in the different parts of the region due to mobility and cross-border exchanges
decline of heavy industry has decreased capital/labour contrast

service economy: increasing acknowledgement of the importance of environmental and socio-cultural aspects
integration of immigrants
strong labour movement tradition
tradition of farmers-workers

Weaknesses



differences in the economic situation in the Grande R gion lead to different interests
still strong dominance of the heavy industry which historically is not very interested in environmental issues

Threats



economic stagnation leads to a neglect of social and environmental issues
Internationalisation and homogenised "event-culture" risks to bury local cultural traditions

Opportunities



service economy and tourism emphasise quality of life
EU institutions

SP.11 Social cohesion

The Sustainable District Logistics (SDL) approach is facilitated by:

- Networks of interpersonal relationships, common culture, sense of belonging, mutual trust between local operators and communities (role of the volunteer sector, socio-ethics funds, plans for urban renovation, social inclusion, employment, housing, etc.)

SP.11.1 SWOT Analysis

Strengths

strong labour movement tradition
strong associative life



Weaknesses

cross-border cohesion needs to grow
high percentage of foreigners in Lux often leads to closed circles
international institutions and their employees live a separate life



Threats

cuts in social systems

budget cuts on institutions which are important for the social life



Opportunities

growing self-confidence of Luxemburg in a stable and integrated Europe



SP.12 Opportunity and room for fair interactions

The Sustainable District Logistics (SDL) approach is facilitated by:

- Interactions aimed at guarantying the rights to be parts and citizen of the local system through appropriate structures and services (logistics plans based on eco and fair trade with other local contexts, projects on equal opportunities between men and women, human and not-only-human civil rights, involvement in public spending management, etc.)

SP.12.1 SWOT Analysis

Strengths

Grande Region has developed long term visions

City of Trier promotes public discussions on local development

decline of steel industry has shown to all that there is no single development path



Weaknesses

No broad discussion in population and politics about development alternatives
public discussion on cross-border cooperation Trier / Luxemburg still weak



Threats

declining commitment to European cooperation



Opportunities

Grande Region: key politicians have understood that long-term visions are necessary and need to be discussed publicly
Increasing economic interrelations require cooperation and development of new visions
Increasing difficulties for tax privileges in Luxemburg, requires to think beyond the banking boom



SP.13 Capacity for creating shared visions of local development

The Sustainable District Logistics (SDL) approach is facilitated by:

- Courses of action based on long term strategic thinking, transdisciplinary co-operation between the logistics stakeholders, flows of knowledge and participative decision-making (territorial pacts and agreements, Local Agenda 21, environmental education plans, etc.).

SP.13.1 SWOT Analysis

Strengths

Increasing capability in the framework of the Grande Region

Luxemburg was extremely successful in digesting the decline of heavy industries



Weaknesses

Little systematic endeavours for developing common cross-border visions
little local commitment of highly educated foreigners

tradition of large companies did not favour creativity



No tradition of visions: both parts of the region strongly saw themselves as victims of history and and strong foreign forces

Threats

increasing complexity of interrelations may be demotivating

Opportunities

presence of important strategy making EU institutions (EIB, EP, ...) and international companies (ARBED, banks ...)

Activities of the Grande RÃ©gion

EU activities for cross-border regional perspectives

Increasing realisation of the public that a shared cross-border vision might be important

Luxemburg increasingly dares to play a role as regional mediator between cultures

The trier region is increasingly realising the opportunities of a European context

SP.14 Integration of social and technical skills for innovative processes

The Sustainable District Logistics (SDL) approach is facilitated by:

- Integration of "tacit" (embedded in the local context) and codified (formalised learning methods) knowledge (professional, technological and business-orientated), as well as access to higher technologies to smaller businesses (training courses, connection with universities, inter-companies collaboration, stages and professional mobility, participatory planning for urban and rural renovation and development, etc.)

SP.14.1 SWOT Analysis

Strengths

integrated approaches in Trier university
service economy emphasises social dimension

Weaknesses

strong technical tradition of heavy industry

Threats

strong technical reorientation of EU research policies

Opportunities

development of service economy
Luxemburg University

SP.15 Access to information and dialogue

The Sustainable District Logistics (SDL) approach is facilitated by:

- Information and debate on transport and logistics issues and processes to favour connective tissues between local actors, communities and institutions (transparent procedures in decision-making, acknowledgement of what decision can be really influenced by the citizens' participation, campaigns and projects for awareness raising, etc.)

SP.15.1 SWOT Analysis

Strengths

••• Good information policy of Luxembourg at national level
web-based information systems

Weaknesses

weak cross-border media exchange, still strongly national media

Threats

Opportunities

web-based information systems
harmonisation of EU statistics

SP.16 Existence of facilitators and animators of multiple interactions

The Sustainable District Logistics (SDL) approach is facilitated by:

- Local development agencies and agents to facilitate interactions between the logistics stakeholders through a knowledge flow aimed at capacity building (promotion of participatory spatial and logistics planning, joint projects on corporate social and environmental responsibility, networks of businesses innovation and support services, etc.).

SP.16.1 SWOT Analysis

Strengths

LA 21, communal initiatives
LEADER projects



Weaknesses

cross-border



Threats



Opportunities



LCA DYNAMICS report

DY Dynamics

DY.01 Enhancing problem understanding

Changes in favour of Sustainable District Logistics (SDL) can be produced by:

- Increasing the capacity of the logistics stakeholders to enlarge scope and perspective of analysis in order to nourish innovation and creativity that are based on social and environmental awareness and responsibility; this means, for instance, to consider the close interrelationships between organisations, territories, spatial and temporal dimensions

SWOT Analysis

<p>Strengths ●●●</p> <p>Grande Region: Santer report sectoral reports</p> <p>Grande Region: common statistics good understanding of steel sector transformation</p>	<p>Weaknesses ●●●</p> <p>no overall transport concept</p> <p>no strategic cooperation documents between Trier and Luxembourg</p>
<p>Threats ●●●</p> <p>Lack of funds</p> <p>Under economic pressure actors concentrate on the short term</p> <p>Less drive in EU integration -> less drive in cross-border dynamics</p>	<p>Opportunities ●●●</p> <p>importance of cross-border cooperation beyond Saar-Lor-Lux has been acknowledged</p>

DY.02 Open collective learning

Changes in favour of Sustainable District Logistics (SDL) can be produced by:

- Improving the capacity of the logistics stakeholders to acquire and utilise knowledge and know-how; this means to develop a culture of co-operation in several policy fields, for instance in spatial planning and territorial flows management

SWOT Analysis

<p>Strengths ●●●</p> <p>ongoing cooperations since many years</p>	<p>Weaknesses ●●●●</p> <p>no institutional framework</p>
<p>Threats ●●●</p> <p>Predominance of very large European companies</p>	<p>Opportunities ●●●</p> <p>City of Trier is strongly pushing</p> <p>Luxemburg is increasingly taking leadership in cross-cultural initiatives</p>

DY.03 Negotiation and co-decision

Changes in favour of Sustainable District Logistics (SDL) can be produced by:

- Improving the capacity of the logistics stakeholders to determine strategies that have the wider possible consensus; this means to develop a culture of participation, attributing, for instance, equal decision role to the different interest groups (economic, social and environmental)

SWOT Analysis

<p>Strengths ●●●</p> <p>cross-border institutions</p> <p>long tradition of intercultural cooperation</p> <p>culture of pragmatism</p>	<p>Weaknesses ●●●</p> <p>Cross-border institutional framework still not very developed</p> <p>little autonomy of the Trier region</p>
<p>Threats ●●●</p> <p>Predominance of large companies</p>	<p>Opportunities ●●●●</p> <p>decline of predominant steel sector</p> <p>emergence of service economy with another culture</p>

DY.04 Creation of a shared vision

Changes in favour of Sustainable District Logistics (SDL) can be produced by:

- Improving the capacity of the logistics stakeholders to think strategically in a long-term perspective; this means, for instance, to define transparent business and territorial purposes and to follow them with coherent organisational behaviours (missions)

SWOT Analysis

Strengths ●●●

Grande Region: new, not yet strong identity
Santer Report gives orientation

Weaknesses ●●●●

experience of still decline still a psychological burden
Trier: lack of a strong identity, peripherality dominating the self-image
For TriLux no special vision
Cultural differences still very important
No strong openness of Trier to open to french culture
Not clear whether own vision of TriLux is useful

Threats ●●

Slowing down dynamics of EU institutions
widening economic gap between DE and Lux

Opportunities ●●●●

Grande Region
Acknowledgement that action is necessary in integrating Europe
New spirit of service economy
Dynamics from EU institutions

DY.05 Client orientation

Changes in favour of Sustainable District Logistics (SDL) can be produced by:

- Improving the capacity of the logistics stakeholders to elaborate and perform eco-prosumerism strategies; this means, for instance, to create alliances between producers, consumers, local communities and suppliers taking into account the natural environment, the non human species and the future generation

SWOT Analysis

Strengths ●●●

strong pragmatical tradition

Weaknesses ●●●

cross-cultural difficulties

Threats ●●●

Dominance of very large companies in the transport sector
dependency of the transport sector from the steel sector leads to the neglect of others

Opportunities ●●●●

Liberalisation in Europe, not only in transport
Railway liberalisation

DY.06 Result orientation

Changes in favour of Sustainable District Logistics (SDL) can be produced by:

- Improving the capacity of the logistics stakeholders to assess constantly the outcomes of business and territorial plans; this means, for instance, to monitor client-satisfaction, stakeholders appreciation, performance costs and revenues, taking into account also the impacts of logistics on the environment, health and socio-culture in terms of styles of production, consumption and life

SWOT Analysis

Strengths ●●●●

●●●● strong orientation of the actors towards practical results

Weaknesses ●●

SME in transport sector are weak in handling complex projects in turbulent contexts

Threats ●

Opportunities ●●

improving evaluation in EU policies