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## CHAPTER 1: GENERAL

### 1.1 Introduction

This report is the 2<sup>nd</sup> deliverable: **Processing of the questionnaires' answers and the Evaluation of the "Audit" procedure with conclusions (P2)** of the Consulting services about the project ACTIVE TRAVEL NETWORK, financed by the URBACT II program, within the context of the contract signed on 26/7/2011 (A.P. 45866), between the Municipality of Serres and the Consultant ms Zissopoulou Theodora, Transportation Engineer.

### 1.2 Scope of the Project

The objective of the Project is the assistance of the Municipality of Serres at the objectives undertaken by him as partner of the project **ACTIVE TRAVEL NETWORK of the program URBACT II (2007-2013)**. This project is part of Thematic Networks, aiming to the exchange of experiences within the European cities and to the implementation- spread of the acquired knowledge throughout all the fields of the sustainable urban development. The program's webpage is the following: <http://urbact.eu/en/projects/low-carbon-urban-environments/active-travel-network/homepage/>

This specific Thematic Network aims to confront the problems caused by the extended use of the car in small or medium sized cities by promoting the use of alternative ways of transportation, such as cycling and walking. Furthermore, it is an answer to the economic crisis as well as to the constantly increasing price of the oil and to the population's dependence on mineral fuels.

By informing and increasing the awareness of the authorities, the citizens, as well as of all the involved bodies in the usage of non motorized ways of transportation for short distances (such as within the city), this project will contribute to the amelioration of the public health and of the local economy, as well as to the environmental upgrade, by decreasing the emission of CO<sub>2</sub>.

The main activities within the context of a Thematic Network are the following:

- Exchange of experiences and transfer of knowledge through the participating cities of different European countries.
- Analysis of best practices.
- Definition of general choices for action in each city.
- Definition of specific interventions in each city (Local Action Plan-LAP).
- Creation of a Local Support Group (LSG).

- Implementation of small - in scale - measures and campaigns.

The supply of Consulting services focuses on matters of sustainable mobility for the implementation of the procedure of Audit of the Active Travel Conditions (ATC) in the city of Serres, as well as drawing up a Local Action Plan, which are the two basic activities that Municipality of Serres is required to follow through, within the context of Work Packages 3 and 4, corresponding to the project ACTIVE TRAVEL NETWORK (ATN).

The Audit of ATC is a standardized by the project procedure whose methodology has been developed within the program and it is a very useful toll for evaluating the existing situation as far as practices and infrastructures of active travel are concerned. It is an important activity of the project that provides the framework for future actions. The Local Support Group (LSG) of the ATN, which plays an important role on the Audit's implementation, has been activated and is regularly activated, accordingly to the demands of the project.

Moreover, in the context of the ATN project, a Local Action Plan should be provided, concerning the promotion of Sustainable Mobility in the city of Serres. The objective of this manual will be the promotion of walking and cycling.

The LAP will focus on measures of mobility management and on awareness campaigns concerning the active travel, by bicycle or on foot. It will also include suggestions of infrastructures that will contribute to manage the mobility, encouraging the users to use friendlier means of transport, instead of private car use.

For evaluating, even in a small climax, the impact of the measures, a methodology of evaluating the users' change of attitude will be proposed.

The LAP will include in detail the strategies and the measures (prioritized), through which the Municipality of Serres wishes to encourage cycling and walking. It will also embody suggestions for secondary measures that will encourage the previous, such as speed limits, parking management systems, etc.

To connect theory and practice, there will be a pilot implementation of a moderate measure or of a promotion campaign and the evaluation of the implementation, according to the guidelines and methodology that will be provided from the ATN. In the framework of this specific supply of services, the objective, the procedure and the methodology of evaluating this implementation will be proposed. Moreover, the results from the evaluation of these measures should be presented as a technical report, so as to contribute to the formation of politic and technical interventions for the city.

### **1.3 Scope of the Report**

The Audit at Serres city took place on 24/8/2011, after the invitation of the LSG members, which was formed since this project had started. At the Audit information day/ workshop, the LSG was informed about the project's progress and the questionnaires were filled in, with the guidance of the Consultant.

The objective of the present Report is the statistically process of the answers and the draw of conclusions from the Audit for the City of Serres. By evaluating the active travel conditions, through the statistics and the critical processing of the answers given to the questionnaires, useful conclusions have been deducted about the existing (and necessary) infrastructure, about the practices, the information and the awareness of the Serres society, in terms of walking and cycling. These conclusions will contribute to forming the LAP, in order to promote the AT in the city of Serres.

## **CHAPTER 2: DESCRIPTION OF THE PROCEDURE OF THE ACTIVE TRAVEL AUDIT SCHEME IN SERRES**

### **2.1 Project's Local Support Group (L.S.G.)**

The LSG in the Municipality of Serres has been formed since the beginning of this project and was activated at first when the project ACTIVE TRAVEL NETWORK-ATN was presented- at the kick off meeting of the LSG of the project. Members of LSG are Municipality representatives (politicians and technical/ administration staff), representatives of the Traffic police and the Local police, of primary, secondary and higher education (schools and Universities), of the cycling association, of the walkers' association, of Public Transport Authorities, of other groups, etc.

All members of LSG were called out to set their representatives in order to participate in the Audit, with a letter that was sent by the Municipality of Serres approximately three weeks before the date that took place (24 Αυγούστου 2011).

The audit was coordinated by the Consultant, who also translated the questionnaire in Greek and explained- adjusted the terms for the attendees. The participation of the members of the LSG is considered satisfactory, despite the fact that the date of the Audit was during the summer vacation period.

### **2.2 Audit's procedure**

After the closed meeting was started, and the welcoming and update on the project's progress by the Municipality representative, the Consultant made a presentation using the power point, which included the definition of the Sustainable Urban Mobility and its goals. She also presented examples of best practices of Active Travel (followed by photo record) and explained the procedure of the Audit. The presentation is included in Annex A.

The instructions given by the project's Leader were followed in the whole process which lasted about 2 hours. During and at the end of the Audit, time for discussion was given, emphasizing on subjects that raised different opinions.

Apart from the statistic and qualitative assessment of the questionnaires, following in the Report, important suggestions for improving active travel in the city were also recorded. In Annex B the questionnaire is presented.

### **2.3 Audit's results**

The total number of questionnaires that were filled in is 21 and could be grouped as follows:

<b>LSG Team</b>	<b>No of quest.</b>
Politicians	1
Planners (Municipality of Serres)	4
Representatives of the user groups	10
Other Representatives	6
<b>Total</b>	<b>21</b>

The participants were 11 women and 10 men.

### **2.3.1 Questionnaires' processing**

In order to process the answers of the questionnaire, analysis that leads to useful conclusions was chosen. Note that in order to present all the results deriving from the Audits of all the project's partners at the meeting in Denmark, on 6/9/2011, the filling in of a model presentation was required and sent, containing certain basic results that derived from the Audit in each city. The main goal of the analysis was to find the 5 best and the 5 weakest results, as well as to record the priorities for the Local Action Plan. For this analysis there weren't any specific guidelines from the Coordinator of the Program, so the Consultant suggested and applied a methodology for the evaluation of his own. The results of the above analysis, as well as other useful conclusions of the Audit are presented below.

#### *2.3.3.1 5 best results*

The ranking methodology for finding 5 best results is the following:

- 1<sup>o</sup> step: Total number of answers > than half of the number of participants
- 2<sup>o</sup> step: Evaluation of answers from level 4 (best) to level 0 (worst)
- 3<sup>o</sup> step: Counting in both max number of answers and low Need for Action => gravity: 80% - 20%
- 4<sup>o</sup> step: Calculation of values per quest / level
- 5<sup>o</sup> step: Descending shorting of data

After application of the methodology, 5 best results are:

1. Co-operation of the staff of different Departments to support active travel with clear definition of tasks and responsibilities (quest. 8 / level 3)
2. Existence of zonal 30 km/h speed limit, pilot applications of narrowing roads, access restrictions for selected streets (quest. 18 / level 2)
3. Available pavements along main roads with defined standards (quest. 9/ level 2)
4. There exists paid parking with low tariffs and time limitations in some streets (quest. 19/ level 1)
5. Maintenance measures only in the case of serious problems and complaints (quest. 11/ level 1)

#### 2.3.3.2 5 weakest results

The ranking methodology for 5 weakest results is the same as the above rationale, with the following differences:

- 1<sup>o</sup> step: Total number of answers > than half of the number of participants
- 2<sup>o</sup> step: Evaluation of answers from level 0 (worst) to level 4 (best)
- 3<sup>o</sup> step: Counting in both max number of answers and high Need for Action => gravity: 80% - 20%
- 4<sup>o</sup> step: Calculation of values per quest / level
- 5<sup>o</sup> step: Descending shorting of data

After application of the methodology, 5 weakest results are:

1. There exists paid parking with low tariffs and time limitations in some streets (quest. 19/ level 1)
2. Maintenance measures only in the case of serious problems and complaints (quest. 11 / level 1)
3. Bicycle stands situated at that locations where space is easily available (quest. 13 / level 1)
4. Signposting exist for cyclists or pedestrians on special locations without specific information on distance and duration (quest. 15 / level 1)
5. Collection of data regarding usage and safety only due to special occasions, in direct relation to concrete problems (quest. 20 / level 1)

From the till now results it seems that Level 4 & level 0 descriptions in almost all of the questions, do not represent Serres existing situation. The majority of the answers accumulate in the median levels 1,2 and less in 3 and this is the primary reason for the appearance of the some answers to both lists of best and weakest results (e.g. quest. 19 / level 1, quest. 11 / level 1).

#### 2.3.3.3 Consensus per LSG Team

The consensus between the LSG participant's teams is interesting. One first comparison was made among the members of the planners' team which consists of 4 persons of different departments of the Municipality of Serres. For this team, complete convergence of views emerged for the issues below:

- ❖ Question 6: To what extent does the city development policy support active travel? Response Level 2: in large, strategically-important projects, all means of transport are considered from the start (e.g. reconstruction of main streets or of train station area or new building areas)
- ❖ Question 7: How is the funding of active travel policies guaranteed? Response Level 2: cause-orientated budget for infrastructure and activities of initiatives

- ❖ Question 11: How is the maintenance of the bicycle and pedestrian infrastructure organized? Response Level 1: maintenance measures only in the case of serious problems and complaints
- ❖ Question 17: What initiatives are taken to encourage cycling / walking of various age groups? Response Level 3: the city regularly organises/co-ordinates broadly actions for different target groups (biker's breakfast, accompanied cycling to school, best employer regarding active travel-awards, joint walking actions, campaigns in cooperation with medical doctors, city-wide cycle to work campaign etc.)
- ❖ Question 18: What is done to tame motorised traffic? Response Level 2: zonal 30 km/h speed limit, pilot applications of narrowing roads, access restrictions for selected streets

Apart from the above questions, in 8 more questions the Municipality participants agreed in their majority ( $\frac{3}{4}$ ). It is stressed that, because of their job position, those participants are well aware of the existing conditions of active travel in the city as well as of the Municipality's actions and schedule for further promotion of active travel. Even in cases with divergence of views within the team, their answers don't correspond to extreme levels, but to close ones. Greater divergence of views appears to need for actions. So, even in the cases with complete convergence of views for existing situation in the Municipality, the opinions for low, medium or high need for actions show bigger dispersion. This might be due to the fact that employees who participated in the audit work at different Departments and each one of them – according to his position – evaluates differently the potentials and/or needs for actions.

Regarding the participation of politicians in the audit it is stressed that the questionnaire was completed only by 1 politician and more specific by the Deputy Mayor of Development and Rural Economy.

Despite the fact that he is not the material responsible for sustainable urban mobility issues and any comparison of a single questionnaire can lead to perverse results, it is noted that in only 2 questions where there was identity of views of the planners team (see above) the Deputy Mayor has a different view:

- ❖ Question 6: To what extent does the city development policy support active travel? Deputy Mayor's Response, Level 1: active travel infrastructure is taken into account at the end of the planning of city development projects
- ❖ Question 11: How is the maintenance of the bicycle and pedestrian infrastructure organized? Deputy Mayor's Response, Level 2: maintenance measures only along main corridors

Regarding the comparison of the answers of the other teams among them or with others, it is noted that except of 5 best and weakest results, we can not draw statistical conclusions, because the answers are quite dispersed. However, it is worth noting some interesting observations.

In individual cases of participants, a tendency to zero and undermine was observed when it came to “scoring” the level of existing situation in Serres. For instance, in one questionnaire, level 0 and high need for action is marked almost in the total of 20 questions, while in some others the responds to a lot of questions correspond to levels 0 and 1. It is obvious the right of diversification in how each perceives the exiting situation, but in a questionnaire with pre-printed alternative responses (levels) on issues which are largely objective their existence or no (e.g. signposting exist or not, walking and cycling network exist or not), the zeroing approach could be indicative of a reaction for no reason or the inclination to “record” other messages to the political leadership of the Municipality.

Another interesting observation refers to the correlation between the level’s choice and the need for actions. It is to be expected that answers at levels 0 and 1 to be accompanied with high need for actions and answers at levels 3 and 4 with low (and/or marginally) and medium need for actions. The above reasoning applies in almost all the replies, not missing however some exceptions. A possible explanation – especially in cases of correlation between low level (0 or 1) and low need for actions – can “reflect” little trust that drastic measures can be taken to improve the existing situation or that although the level is low, it is sufficient and needs no further improvement according to the respondent.

#### *2.3.3.4 Results per Topics*

The questionnaire is structured in 8 Topics

1. User Needs (Question 1 and 2)
2. Policies and Coordination (Question 3 up to 6)
3. Means and Personnel (Question 7 and 8)
4. Infrastructure and Safety (Question 9 up to 13)
5. Information and Education (Question 14 up to 16)
6. Promotion & Partnerships (Question 17)
7. Complementary Actions (Question 18 and 19)
8. Evaluation and Effects (Question 20)

The topics cover all aspects of a comprehensive display of the current situation in the city of Serres on the issues of active travel. There were no guidelines or recommendations on whether and how some topics must be considered to have more significance than others. In this context, some interesting results per topic are as follows, according to the majority of responses:

#### User Needs

- city government receive information about the needs of cyclists / pedestrians only when necessary and if there are problems

- the possibilities for bikers / pedestrians to actively participate in the decision making process of transport policy exist only with sufficient pressure
- there is high need for actions

#### Policies and Coordination

- walking has a poor image and the bicycle is mainly used for leisure and sportive trips
- communal walking / bicycle traffic concept existent, however, uncoordinated with other concepts
- active travel infrastructure is taken into account at the end of the planning of city development projects
- there is high need for actions

#### Means and Personnel

- there is co-operation of the staff of different departments to support active travel with clear definition of tasks and responsibilities
- cause-orientated budget for infrastructure and activities of initiatives
- there is high need for actions to ensure funding of active travel policies and medium need for actions for further cooperation between those responsible for active travel policies

#### Infrastructure and Safety

- maintenance measures only in the case of serious problems and complaints
- bicycle stands situated at that locations where space is easily available
- pavements along main roads with defined standards are available
- elimination of single black spots, occasional public-education activities to reduce injuries and accidents (promotion of reflectors etc.)
- there is high need for actions

#### Information and Education

- signpostings exist for cyclists or pedestrians on special locations without specific information on distance and duration
- information via community/local media (e.g.: municipality newspaper) from time to time
- traffic education for primary school children with minimal requirements: behavioural rules, avoidance of danger
- there is high need for actions, except the issues of traffic education and training where the need for actions is medium

#### Promotion & Partnerships

- the city regularly organises/co-ordinates broadly actions for different target groups (biker's breakfast, accompanied cycling to school, best employer regarding active travel-awards, joint walking actions, campaigns in cooperation with medical doctors, city-wide cycle to work campaign etc.)
- there is almost equal need for high and medium need for actions

#### Complementary Actions

- there exists paid parking with low tariffs and time limitations in some streets
- zonal 30 km/h speed limit, pilot applications of narrowing roads, access restrictions for selected streets,
- there is high need for actions

#### Evaluation and Effects

- collection of data regarding usage and safety only due to special occasions, in direct relation to concrete problems
- there is high need for actions

### **2.3.2 Assessment of the questionnaire**

The questionnaire used at the Audit is based on the questionnaire of the BYPAD project. It was altered and expanded in the context of the ACTIVE TRAVEL NETWORK project, in order to include supplemental information about walking and cycling.

The first deliverable of the present contract was about the translation from English to Greek of the questionnaire that was given, offering the opportunity to adapt in the best possible way the terms to the Greek reality. The Consultant's opinion about the questionnaire's structure, taking into consideration observations of LSG members during the Audit, could be summed up as follows:

- The overview is that the questionnaire is understandable and structured in a right way, covering all the basic parameters of the active travel.
- The number of the answers (20) doesn't cause any particular fatigue to the respondents.
- In many cases, those described as optional choices at levels 3 and 4 are very innovative for the city of Serres as well as for Greece in general. This is the main reason why even the best results of the Audit are basically ranked between level 2 and 1.
- In some cases, the situation described in the same level of a question, contains situations that don't actually correspond to the same level. E.g. in question 13, level 2, the following is mentioned: *safe bicycle parking next to the living areas and to the target areas (schools, companies, shops, leisure time facilities and train stations). Registration of bicycle frame numbers in a central data base.* The two sentences composing level 2 are quite different: it

is more usual to find safe parking lots in residential areas and “target” areas, while a much better organization is required for the creation and the maintenance of a special data base for registering the frame number of the bicycles. This sort of variations led some of the respondents to erase the suggestions of the levels that didn’t reflect the existing condition in the Municipality. Moreover, in certain cases the choice of the respondents was “between” two levels of the same question, which proves that the level of diversification was not easily discernible.

### **2.3.3 Suggestions**

The majority of the participants at the Audit didn’t complete the suggestions/proposals field below each question. However in many cases specific proposals were suggested, while at the discussion that took place, in each question separately, as well as in the end of the Audit, the most important suggestions were recorded.

#### Problems

- The potential that the bikers could actively participate in the procedure of the decision making could be realized only after an overall suggestion from the responsible Department of the Municipality.
- The present cycling network is small, without coherence, poorly maintained and without specifications.
- All the vehicles’ traffic comes through the city center. Illegal parking is observed, with inadequate police patrol.
- The pedestrian zones that were recently implemented in the Municipality’s central area are violated by two-wheel vehicles as well as cars, diminishing the quality of life.
- There isn’t a fully formed plan (at least for the city center) for the bicycles parking space.
- Traffic regulation in the city constantly changes and is fragmented.
- The overall road safety level for pedestrians and bikers is not satisfactory.
- There isn’t a regulation for longshoring in the city center or in the whole city; no regulations for the heavy vehicles traffic and no sufficient parking restriction for the heavy vehicles.
- There is no transport policy in the Municipality of Serres or the existing one and the active travel policy isn’t properly published. As a result the citizens are not aware of the oncoming projects scheduled by the Municipality, which causes the disagreement about the Municipality’s achievements and about the intentions for further improvement of the Sustainable Urban Mobility.
- Infrastructure projects have not progressed to the extent required.

- Funding opportunities are not used appropriately. Finding sponsorship for campaigns.
- Inadequate enforcement and education of drivers.

### Suggestions

- The existing cycling network should be expanded, while the spatial needs of designing the routes for the cyclists could be come of the mapping of schools, public buildings, monuments, etc.
- The network of the pedestrian zones should be expanded and the existing one should be protected from the motorized traffic. Mapping of footpaths and cycle paths and placement of maps at key locations in the city.
- The pedestrian crossings should be maintained and reinforced by signposting.
- Roads with small traffic volume could be turned into pedestrian zones, bicycle paths or into traffic calmed roads just by using signs (small cost).
- The parking lots should be sited/located around the city for free, and the access to the city center should be made by Public means of Transport. Obligation to provide parking spaces for licensing certain premises.
- The Municipality should form a Master Plan with a certain policy for the traffic which will be full formed after cooperating with the local bodies.
- Creation of a hotline for the public (4 digit number).
- Extensive advertising / promotion to schools and workplaces.
- The implementation of more active travel projects and actions will bring about a change in daily practice.
- Strengthening of the already implemented actions in order to “capitalize” the already emerging results.
- Creation of a Mobility Committee at the Prefectural level so the best practices can be applied – on a smaller scale – in other Municipalities and villages, but also to facilitate decision making in areas involving different responsibilities (e.g. road network).
- The staffing of the Stakeholders needs strengthening in technical terms.
- School programs supporting by the Municipality of Serres (e.g. awards for the best schoolwork). Provide follow – up in actions to schools and extend them in all schools in the city.
- Encouraging active travel in older people through the elderly centers.
- Organization of street festivals on weekends to encourage pedestrian trips, bicycles, skaters, rollers, etc.

Organisation of street festivals on weekends to encourage pedestrian travel, bicycles, scatter, rollers etc.

Furthermore, certain ideas-suggestions were recorded for further promotion of the active travel in the city with pilot implementations, which could maintain permanent character after the project is completed:

- Pilot implementation of everyday group cycling by high school students for their trips from/to the school. Granting bicycles and helmets and installing special stands outside the schools.
- Elimination of the existing on street parking spaces along the main corridors of the city (e.g. Ethikis Antistasis and Venizelou str.) for a certain period of time, for instance for a week, and use of this space as a cycling route.
- The bicycle races that take place every Thursday in the Municipality should be more organized and under the aegis of the Municipality.
- During the days that the stores are closed in the afternoon hours (on Mondays and Wednesdays), the roads around the squares should be pedestrianized.
- There could be cooperation between the Urban KTEL of the city so as to promote the public transport and constrain the use of private cars.
- Broadening the actions of traffic education in more schools.
- Exploitation of the technological development in matters of informing the public, especially the young people, through the Municipality's site and social network pages (e.g facebook).

## **2.4 Priorities for the Local Action Plan**

At the end of the Audit, after all the information about the existing condition at Serres and all the scheduled projects and actions was gathered, the priorities raising in order to draft the Local Action Plan are the following:

- ❖ Participation of all Stakeholders in all steps of the procedure
- ❖ Utilization of all previous knowledge (actions that failed, problems and how they've been solved, etc)
- ❖ Set up of realistic goals / strategy customised to the existing situation and foreseen plans & infrastructure works
- ❖ Most measures of the LAP to be implemented shortly (during the lifetime of the project)

- ❖ More active participation of bikers / pedestrians to decision making process of transport policy “at the end of the day”

In the near future, all the necessary actions in order to draft the LAP will be launched, followed by the active involvement of the Municipality Administration as well as the LSG.

### CHAPTER 3: CONCLUSIONS

The Audit of ATC for the city of Serres took place within the framework of the ACTIVE TRAVEL NETWORK (ATN) project, financed by the URBACT II Program. It is a useful tool in order to evaluate the existing conditions as far as practices and active travel infrastructures are concerned. It is also a basic activity of the project that provides the framework-guidelines for future actions. The Local Support Group of the ATN project plays an important role in the implementation of the Audit. The LSG was formed since the beginning of the project and will be active until it's completed, aiming to become a living "cell" of constant promotion of the active travel in Serres.

The Audit process followed the directions given by the program's Coordinator, in order to equally record- and thus make comparable- the present situation in the cities that participate in the program. Besides the first LSG meeting at the beginning of the project, which aimed to explain the project's goals, this second meeting of the LSG members for the Audit was basically the first interactive participation of its members. So the success of this meeting is of great importance, because it will determine largely the involvement and the activation of the members for the rest of the project, where more meetings are scheduled.

To sum up the most important conclusions of the Audit, it was considered a successful process, with a satisfactory number of participants from the LSG (21 questionnaires) and with meaningful participation and an exchange of opinions/conversation during the process. As far as the statistic analysis of the questionnaires is concerned, the results were neither satisfactory nor discouraging.

The city of Serres is a medium sized city with ideal terrain, spatial and urban development for the implementation of sustainable mobility measures, emphasizing on the active travel. In the Greek reality, where the big urban centers lack in friendly infrastructures for the pedestrian and the cyclist, along with the absence of political will, the city of Serres is fighting for a different reality. The record of the existing situation shows the previous attempts of the management, as well as the users' willingness to change their attitude in the everyday trips. Taking into consideration the rehabilitation plans and the infrastructure projects that are scheduled to take place soon, the active travel conditions in Serres are likely to be upgraded.

The city is standing in a mid-way, asked to immediately prove her intentions for substantial and radical change through the implementation of actions and projects, in order to persuade each user that her intentions will not only stay in theory and also in order to "win him over" so as to permanently change his mobility habits. It has come

to the point that this city will either continue facing the active transport issues with an amateur/voluntary attitude, or it will dare to make the difference.

The experience shows that proper design/urban planning, funding, the consultation/information of the public and the willingness of the State -even when it comes with political cost- are the main factors that determine the future of a city, only if there is a vision.

Within this “environment”, the drawing up the Local Action Plan will be one more driving force of growth, by prioritizing and realistically planning the next steps, in complete accordance with the current design and also by making full use of the existing “material”, which is no other than the citizens in need of their city to become viable, friendly and people-centered.

**ANNEX A:**  
**CONSULTANT'S PRESENTATION DURING THE AUDIT**

**ANNEX B:  
QUESTIONNAIRE**