A task for everybody
From project to process
Shared Space
This publication is dedicated to Hans Monderman, the head of our Shared Space expert team, who died unexpectedly on January 7th 2008.

Hans Monderman pioneered the concept of Shared Space by removing what was supposed to make it safe for car drivers, cyclists and pedestrians: traffic lights, railings, kerbs and road markings. His maxim was: 'Never treat anyone in the public realm as an idiot. Never feel anyone is ignoring street design under which wheels and pedestrians share the same space and where regulation for moving street design under which cars assume they have influence is built a word: feelings, risks and road markings. The maxim was: A safe street is a street which tells us about the past, is present and has wishes and hopes of the people who are living there.'
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A new vision and a new knowledge domain

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A new vision and a new knowledge domain

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Part I

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Part 1
**Introduction**

Shared Space is a spatial development project that was launched early in 2004 under the European INTERREG IIIB programme. The project partners, spread over five European regions, include the city of Bohmte (Germany) and Ejby (Denmark), the city of Ostende (Belgium) and Suffolk County Council (England). The **Shared Space** project was set up as an innovative road traffic project, a new way of designing public space where traffic no longer dominates but is balanced with other functions.

**Shared Space** approaches public space as ‘people space’ rather than as traffic space. As the project developed, it found wide acclaim, all over the world. People all over the world, in their own ways, relate to the ideas behind **Shared Space**, as demonstrated by headlines like ‘Away with traffic signs’, ‘Safe streets’, ‘No separation between pavement and road’, ‘Take responsibility’, etc. These slogans refer to the visible, ‘surface’ features of the **Shared Space** philosophy, which is grounded in the view that politics, public services, specialists and interest groups should primarily focus on man and society from the outset and have to make a coherent plan for the future of mankind.

Over the past few years, we have learned a lot about how the participation process works from the various partner projects. We have summarised the lessons that we have learned in this book, and devised a staged plan for carrying out a process or failure of **Shared Space** projects.

The process has proved to be decisive for the success or failure of **Shared Space** projects. As the process begins, the subjective interaction between the participants becomes the driving force. The success of the **Shared Space** project is determined by the health of the relationship between the participants and by the success of the participation process. The health of the relationship between the participants is particularly important. The way the public responds to the process is critical, and the way the public space is designed is also important.

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The German municipality of Bohmte is redesigning the long main road through the village of the same name. This road has an important function as a shopping centre. An ambitious plan was developed in close consultation with the local residents and shop owners, which is now being implemented.

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In Part I of this book we introduce the Staged Plan and, in brief, the partner projects. We describe the developments which the European project underwent in the past few years (from 2003 onwards) and we offer a definition of participation. As we refer to it in this book, Shared Space advocates an integrated approach from the very beginning of the process, and we define this approach as well that of the Shared Space process. The seven European Shared Space projects are wound together to form the thread through the Village Centre, hence creating the new main road into a pedestrian main street.

We hope that this book will inspire anyone who is professionally involved in creating and implementing spatial policy and that it will provide practical tools for day-to-day process practice.

In Part II of this book we elaborate the staged plan in detail. The book will provide a thorough introduction to the Village Centre, hence creating the new main road into a pedestrian main street.

This book also focuses on two general themes: new citizenship (p.34 and further) and the dilemma of innovative design versus innovative process (p.25 and further). These four italicized themes are wound together to form the thread through the Village Centre, hence creating the new main road into a pedestrian main street.

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Since living memory, the Danish town of Ejby has been divided in two by a railway running right through the middle of the town. A long-cherished wish came true in Ejby when the Shared Space project was undertaken on the train station area. The Shared Space project has been integrated into the municipal organizational process in which integrated ward and village teams largely determine spatial development. The teams are responsible for residents’ participation in policy development and implementation.

In the nineteen seventies the Dutch municipality of Emmen had a world-first in spatial design: the home zone. The home zone provided the municipality with a new concept for urban development and the provision of services, shared space, and the home zone and the home zone network. In Emmen, the home zone was integrated into the municipal organizational process and the home zone concept was subsequently applied in many other places. The home zone concept has been developed further and is now an integral part of town planning in many places around the world. The home zone project in Emmen has been a world-first and a model for other towns where integrated community centers have been developed.
The Shared Space project in the Dutch municipality of Haren includes two locations. In the village of Noordlaren, with active participation from the teachers, the municipality tried to give the village a recognisable centre again - a centre where the public would be encouraged to stay.

The project in Ipswich (Suffolk County, England) is intended to improve the quality of life in the area around Ipswich Town Football Stadium. This area was blighted by hazardous road conditions, especially during football matches. The project aims to reinforce the character of the area and to make it more attractive for cycling and walking, thus reducing car traffic.
Belgian Oostende started their pilot project with the idea of linking the wards of Conterdam and Meiboom again by building a bridge across the busy motorway separating the two wards. As the project progressed, however, Oostende grew convinced that liveability in the Conterdam ward would be better served by a 'slow' network in the ward itself and into the direction of the city centre. Residents now challenge their fellow residents to take to their bikes more often.

The Dutch province of Fryslân has decided to redesign a route in a rural area according to Shared Space principles. The project concerns a through-road running through a historical bridge canal, the Schoodoosser. The project concerns a number of intersections, one of the problematical nodes of the network, which was once a part of the historical bridge canal, the Schoodoosser. By sharing the gap of public space and the road network, it would be better served.

In the ward of Conterdam, an idea of blocking the roads was advertised. However, residents were challenged to take to their bikes more often and into the direction of the city centre. By redesigning the street scene, this was to be done in such a way that all road users dominate the street scene, so that the car had several places in which to be the centre of attention. In the ward of Meiboom, they redeveloped the through-road running through a number of intersections, one of the problematical nodes of the network, which was once a part of the historical bridge canal, the Schoodoosser.
Shared Space (re-)approaches public space as 'people space' rather than 'traffic space'. The Shared Space approach is to treat people as independently thinking beings with their own responsibility.
The European Shared Space project has its origins in the ideas of Hans Monderman, a Dutch traffic engineer. Rethinking traffic safety issues, he evolved an approach to public space, the province of Fryslân, where Hans Monderman was employed, where the emphasis was on the creation of a civic space rather than merely a highway or traffic space — as the hub of society, where people meet, gather, relax and linger as well as move about. In this approach, the various functions of public space are almost completely reduced to a single function in which space should not (predominantly) be regulated by traffic signs but, primarily, by the surroundings and social rules that apply to everyone. A new vision and a new knowledge domain are required. In the approach, the various functions of public space are almost completely reduced to a single function in which space should not (predominantly) be regulated by traffic signs but, primarily, by the surroundings and social rules that apply to everyone. 

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The European Shared Space project effectively began in 2004. The guiding principle at the start was the new vision of public space as the hub of society. This meant transposing the Shared Space philosophy into public space. The expert team that was set up realised that the involvement of the interested parties could contribute to realising public spaces of high quality, but not that participation would play such an important role in the project as it eventually did.

Whilst the expert team concentrated on elaborating the Shared Space philosophy, the project partners started making plans for their project locations, without clear criteria for participation. So the concrete sharing of space and the political embedding. In retrospect it is clear that, because of the time pressure, an essential component of a true Shared Space project, namely the preparatory stage, was not carried out properly. An exception to this was the project in Bohmte, where sufficient time was indeed taken for all the steps.

Using their customary management tools, the partners drew up and carried out their working plans in the way they always did for projects. At the same time, they expected a cooperative attitude. But, because they were not explicit about this expectation, in most cases it did not materialise.

From project to process

During the course of the project, it became more and more evident that the new Shared Space concepts and vision lead to more than just a new form of street design. They required a new attitude on the part of the public and a different work method. As the Shared Space philosophy developed, the concepts of social interaction, own responsibility, and risk perception became increasingly important. The expert team discovered that the main question in Shared Space is not, ‘How should we organise a particular space?’ but rather the more strategic question, ‘What opportunities does this space offer the community?’ - not just from a traffic engineering and urban design perspective, but also from an environmental and social perspective. The Shared Space concept goes against what we have learned and been practicing for decades. It is very difficult for us to let go of familiar practices and adopt new attitudes. The expert team understands the problems and barriers that arise in the new project locations well, but a different approach was needed. Awareness grew - first among the specialists, then among the expert team. The preparatory stage - that is, the period of pre-planning - became more and more evident.

A new attitude

Authorities’ ambitions are not enough, on their own, to achieve the desired change. We noticed in the partner projects that Shared Space requires all the parties involved to have a new attitude. The Shared Space concept goes against what we have learned and been practicing for decades. It is very difficult for us to let go of familiar practices and adopt new attitudes. The expert team understands the problems and barriers that arise in the new project locations well, but a different approach was needed. Awareness grew - first among the specialists, then among the expert team. The preparatory stage - that is, the period of pre-planning - became more and more evident.

When the expert team concentrated on ego...

What is needed is an independent role in the project. Participants should play an important role in the project, but because they were not explicit about this expectation in most cases, it did not materialise. The Shared Space concept goes against what we have learned and been practicing for decades. It is very difficult for us to let go of familiar practices and adopt new attitudes. The expert team understands the problems and barriers that arise in the new project locations well, but a different approach was needed. Awareness grew - first among the specialists, then among the expert team. The preparatory stage - that is, the period of pre-planning - became more and more evident.

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From project to process

During the course of the project, it became more and more evident that having a new vision of public space not only leads to a radically different streetscape but also requires a new attitude on the part of the public and a different work method. As the Shared Space philosophy developed, the concepts of social interaction, own responsibility, and risk perception became increasingly important. The expert team discovered that the main question in Shared Space is not, ‘How should we organise a particular space?’ but rather the more strategic question, ‘What opportunities does this space offer the community?’ - not just from a traffic engineering and urban design perspective, but also from an environmental and social perspective. The Shared Space concept goes against what we have learned and been practicing for decades. It is very difficult for us to let go of familiar practices and adopt new attitudes. The expert team understands the problems and barriers that arise in the new project locations well, but a different approach was needed. Awareness grew - first among the specialists, then among the project partners. The preparatory stage - that is, the period of pre-planning - became more and more evident.

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The primary change that the Shared Space concept requires is that people learn to think for themselves again and take responsibility.

A new process is evident in organisations, which have started on a clear division of tasks in each department. Organisations like this offer very little space for re-allocating tasks across departments. New organisational structures are needed.

The recognition that the Shared Space concept has effectively introduced a new knowledge domain led to an important change in the way that the European project was designed. It became clear that the traditional approach to public administration is usually based on a clear division of tasks in each department. Organisations like this offer very little space for re-allocating tasks across departments.

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Participation: What does it mean?

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The new attitude to participation which emerged during the Shared Space project refers to the idea that participation should be active and involve various modes of participation, such as consultation, co-production, co-determination, advising, and self-management. This is in contrast to the traditional approach of providing information to the public and waiting for their input.

In the context of the Shared Space project, participation means there is always collaboration between a wide range of parties. The authority and the local community are only two of these parties; there are always other stakeholders involved. The new attitude to participation reflects a change which is not restricted to the western world but can be seen worldwide.

Empowerment, the participation of different stakeholders in all kinds of decision-making processes, is a global trend. This means that participation is no longer seen as a one-way process, where the authorities provide information and the public provide input. Instead, it is a process where all parties have an equal say in the project, and the community is actively involved in the preparation and planning process.

Participation in this book refers to the process by which we mean when we refer to participation. It is not just about informing the public about a proposed project, but how people are actively involved in the process and have a say in its development. This approach is known as empowerment or co-production, where the community is involved in all stages of the project, from planning to implementation.

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Co-determination: All the parties involved participate in the preparation and development stages. Clear agreements have been made about the boundaries within which the people involved are involved in the process. There is a direct relation between the time at which the various target groups are involved in the process and the degree of influence. The time at which the various target groups are involved in the process may depart from the points CLAESSS book, but the experience of the experiences CLAESSS book also shows that excessive flexibility in the process of involvement might lead to problems. The principle of a knowledge approach has introduced a new knowledge level at which the various target groups are involved in the process. The principle of a knowledge approach has introduced a new knowledge level at which the various target groups are involved in the process. There are two criteria for indicating the level of involvement. The first criterion is the point in time at which the various target groups are involved in the process. The second criterion is the degree of involvement. The degree of involvement is measured by the mean used of communication. The mean used of communication varies with the individual, the type of communication (e.g., verbal communication, written communication, visual communication), and the degree of involvement. The higher the degree of involvement, the higher the degree of importance. In some models, the participation ladder has the following rungs: Being informed: The stakeholders are informed of the authority’s plans. Being consulted: The parties involved are regarded as discussion partners in the development of the plans but they do not commit themselves to the final decision-making (stating the reasons). Advising: In principle, the politicians and the public servants draw the agenda, but they may depart from the agenda. This means that the stakeholders are informed of the agenda but they do not commit themselves to the final decision-making. Decision-making: In Shared Space participation is always cooperation by a wide range of participating parties. Co-determination: All parties involved in the process have a decision-making role. Co-production: The stakeholders and the authority cooperate on an equal basis. All the parties involved are equal partners during the planning preparation, planning, development, and decision-making stages.
Participation in European pilot projects

Reviewing the European Shared Space projects, it is notable that the level of participation was not clearly defined in the design phase. The level at which the politicians and public servants control the whole procedure, and the stakeholders are merely informed.

Most of the participants positioned their project at the level of ‘Advising’ on the participation ladder. At this level, the stakeholders are heard; they can have their opinions and interests heard. However, the politicians and public servants control the whole procedure, and the stakeholders are merely informed.

The means of communication most frequently used were newsletters (information) and workshops (advising and consultation, with some degree of co-production). Collaboration was not clearly defined in the design phase of the projects. A number of problems appeared in the implementation.

The participation scheme

Involving the community means more about the community being informed and managed than managing the community.

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The participation scheme

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from other, similar projects, the following Staged Plan for an optimum participatory procedure evolved. This procedure consists of the following stages:

1. Working out the occasion/reason, the starting position, the basic vision and the approach
2. Forming the network of stakeholders and designing the process
3. Exploring and analysing the problem
4. Broadening the basic vision to a collective vision, formulating the task, and mapping out the playing field
5. The spatial context: collecting and analysing data
6. Working out scenarios and the design
7. Making the implementation plan
8. Final decision-making by the politicians
9. Implementation
10. Management

As the figure shows, politics lies at the beginning and the end of the planning process. As a result, politics intervenes at both stages of the shared space process. The figure shows the stages of the shared space process, starting from the occasion, reason, and planning processes. The implementation and management stages are indicated by arrows. The implementation stage is shown as a process of making decisions, and the management stage is shown as a process of implementation. The figure also shows the role of stakeholders and the process of decision-making. The Shared Space process results in a wide range of solutions, which are then used to make decisions. The figure shows the process of decision-making as a cycle, with decisions being made at each stage. The figure also shows the role of the politicians in making decisions at the beginning and end of the planning process. The figure highlights the importance of involving stakeholders in the decision-making process.
Part 2

The 10 stages of the process
A participatory process is only possible if all the parties involved in it share a common interest. The process must be firmly anchored in local politics, social organizations, and community business associations. The importance of such backing and stipulation is borne out at the outset of any Shared Space process. A Shared Space process is never limited to just one portfolio and thus always involves more than one department within an authority. When there is a single authority, the process (or better still: the team of authority members) must provide clarity in advance about what the common interest is. The politicians’ basic vision of cross-divisional collaboration is reflected from the outset. A vision statement which outlines the process of a member who is supervising the process of a cross-divisional process or team (authority members) is an authority. Whatever it is a single authority or involves more than one department within an authority, the process is limited to just one portfolio and thus always involves more than one department within an authority. The politics base vision of cross-divisional collaboration is reflected from the outset. A vision statement which outlines the process of a member who is supervising the process of a cross-divisional process or team (authority members) is an authority. Whatever it is a single authority or involves more than one department within an authority, the process is limited to just one portfolio and thus always involves more than one department within an authority. The politicians’ basic vision of cross-divisional collaboration is reflected from the outset. A vision statement which outlines the process of a member who is supervising the process of a cross-divisional process or team (authority members) is an authority. Whatever it is a single authority or involves more than one department within an authority, the process is limited to just one portfolio and thus always involves more than one department within an authority. The politicians’ basic vision of cross-divisional collaboration is reflected from the outset. A vision statement which outlines the process of a member who is supervising the process of a cross-divisional process or team (authority members) is an authority. Whatever it is a single authority or involves more than one department within an authority, the process is limited to just one portfolio and thus always involves more than one department within an authority.

Stage 1

The politicians’ basic vision

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Administrative involvement is a good example of involvement on the part of local authorities. A good example of involvement on the part of local authorities is to be seen in the Bohmteth pilot. Here it was the mayor who from the very start of the process spoke. He remained the shared standard bearer throughout the process, because the mayor was quite outspoken in the town council. Through the mayor the town council understood the mayor's most enthusiastic commitment to the process. He also understood the mayor's most enthusiastic commitment to the process. He understood the mayor's most enthusiastic commitment to the process.

Throughout the process, the mayor was the lead actor of the external aspect of the process. He understood the mayor's most enthusiastic commitment to the process. He understood the mayor's most enthusiastic commitment to the process. He understood the mayor's most enthusiastic commitment to the process. He understood the mayor's most enthusiastic commitment to the process. He understood the mayor's most enthusiastic commitment to the process. He understood the mayor's most enthusiastic commitment to the process.
Every occasion is an opportunity for development.

Stage 1

Choosing a processor

Stage 1

Choosing a processor when the authority has values...
Internal or external process? Where are the passion to complete the project successfully?

The external consultant showed that drive and enthusiasm is, in Ejby, more than someone connected with the old service and who has a great deal of trust from them. At Ejby, the external consultant showed that drive and enthusiasm provided the success and the need for trust from them.

The consultant knew the council's passion was fired. A consultant knew from several other sources that the council was driven on a common goal. An external consultant's work was put in place, and the drive in the process was developed with the local population and the players concerned.

He knew the consultant's passion was soon realized. The consultant knew the council's enthusiasm. The consultant knew the council's enthusiasm was fired. A consultant knew from several other sources that the council was driven on a common goal. An external consultant's work was put in place, and the drive in the process was developed with the local population and the players concerned. The consultant thought the council and the local residents is indispensable. We can see the council's passion for informal leadership and the need for trust from them.
... engagement in local and regional policy.

Stage 1

For insights arising in the course of the process, continued thinking frames leave no room.

Confined thinking frames leave no room.
In the description of Stage 1 we saw that a process begins with the authority evolving a basic vision. This is a participatory planning process message to the stakeholders around certain core processes. The project planteers, including the their roles, cooperate and engage them. This scenario generates a tension between maximizing participation and generating innovation. The scenario

The next stage is to design the participation process, which results in a start-up document or a strategy plan. This stage is led by the supervisor, who may be an internal or an external player, a single person or a small team. The start-up document or the strategy plan lists the main stakeholders and describes the participation process. It must at least state:

- The desired level of participation (and its feasibility);
- The parties involved, their responsibilities and roles within the participatory process;
- Powers and responsibilities of the parties involved;
- The position, tasks, responsibilities and powers of the representatives of the parties involved;
- The formal aspects of the participatory process;
- The parties that play a role in the process;
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- The desired level of participation (and its feasibility).

Tensions generated between maximizing participation and generating innovation. Processes such as Shared Space often generate tension between maximizing participation and generating innovation. This dilemma cropped up all the time in the project. Sometimes it seemed contradictory: ‘This is a participatory planning process and everybody’s input is valuable’, but, ‘Don’t play a single person or a small team, you’re not an integral part of the team’.

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- The formal aspects of the participatory process;
- The parties that play a role in the process;
- The desired level of participation (and its feasibility);
That compromises may be necessary was demonstrated in the Shared Space project in Ipswich. Here the participants in the consultation exercise were stuck on a detail, thinking that Shared Space by definition excluded different levels of the carriageway and the pavement. This principle met with fierce objection, in particular from a very active interest group of blind and visually impaired people. Blind and poorly-sighted people are less able to orientate themselves properly in public spaces if tangible distinctions between the pavement and the road are removed. This was taken up by other groups. In fact, the whole issue was based on a misinterpretation. Shared Space does not mean that pedestrians and motorists are expected to mingle, cross-colliding though each other’s space. The intention is to create spaces where people feel at ease and enjoy being. The point is that space is not designed from a traffic engineer’s point of view, but from a people perspective.
forget, the plan which we are working on has to fit the Shared Space parameters'. To quote Henry Ford, 'You can have any colour you want, as long as it's black.' This is a recurrent dilemma in the Shared Space context. The Shared Space principles conflict with so much that we have learned, that people don't embrace them easily. There is a danger that the higher one aims at participation the less innovative the result may be.

This dilemma was raised frequently during meetings of the Shared Space partners. All the project partners wanted a high level of participation, but at the same time they wanted to control the outcome of the process. It was also increased by the fact that, in terms of both substance and organisation, they didn't (yet) understand the dynamics of the Shared Space process well enough.

In practice, the process often develops in either of two ways. One course of action is to seek as many supporters of the concept as possible, but, by trying to please everybody, in the end, little remains of the Shared Space concept.

Another approach is to have as many people as possible joining in the discussions about the concept. In this case, the design is in keeping with the Shared Space concept and is neatly presented by the commissioning party and one or two experts. A lot of discussion takes place but the result is a solution which was in fact provided by the experts and approved from the residents concerned. In this case, the residents and experts should be clear: the residents provide the input and the experts carry out the design. The distinction is about 'second order decision-making': is understood what Shared Space means with everybody involved (experts as well as residents) present. The Shared Space concept is kept intact. In this case, the design is in keeping with the Shared Space concept and is not modified by the commissioning party and one or two experts. A lot of discussion takes place but the result is a solution which was in fact provided by the residents and approved by the experts. In this case, the residents and experts should be clear: the residents provide the input and the experts carry out the design. The distinction is about 'first order decision-making': is understood what Shared Space means with everybody involved (experts as well as residents) present. The Shared Space concept is kept intact.

Our main conclusion is that unequivocal rules must be agreed in advance which things are open for discussion and which are not. These rules must be respected by the commissioning party and one or two experts. In this case, the design is in keeping with the Shared Space concept and is neat. In the other case, the result is a solution which was in fact provided by the experts and approved from the residents concerned. In this case, the residents and experts should be clear: the residents provide the input and the experts carry out the design. The distinction is about 'second order decision-making': is understood what Shared Space means with everybody involved (experts as well as residents) present. The Shared Space concept is kept intact. In this case, the design is in keeping with the Shared Space concept and is not modified by the commissioning party and one or two experts. A lot of discussion takes place but the result is a solution which was in fact provided by the experts and approved from the residents concerned. In this case, the residents and experts should be clear: the residents provide the input and the experts carry out the design. The distinction is about 'first order decision-making': is understood what Shared Space means with everybody involved (experts as well as residents) present. The Shared Space concept is kept intact.

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On the basis of our experience with Shared Space processes so far, we can tentatively conclude that the maximum level of participation that can be achieved in a Shared Space process is 'advising' or, perhaps, 'co-determining'. That is not at all a bad result and forms a good basis for continuing the process. So, the point of departure for any process supervisor is to base it on a clear understanding of what Shared Space means with everybody involved (experts as well as residents) present. The Shared Space concept is kept intact. In this case, the design is in keeping with the Shared Space concept and is neat. In the other case, the result is a solution which was in fact provided by the experts and approved from the residents concerned. In this case, the residents and experts should be clear: the residents provide the input and the experts carry out the design. The distinction is about 'second order decision-making': is understood what Shared Space means with everybody involved (experts as well as residents) present. The Shared Space concept is kept intact. In this case, the design is in keeping with the Shared Space concept and is not modified by the commissioning party and one or two experts. A lot of discussion takes place but the result is a solution which was in fact provided by the experts and approved from the residents concerned. In this case, the residents and experts should be clear: the residents provide the input and the experts carry out the design. The distinction is about 'first order decision-making': is understood what Shared Space means with everybody involved (experts as well as residents) present. The Shared Space concept is kept intact.
A good example of internal communication is the collaboration model which is applied in the Emmen Revisited project. In this project, the municipality government of Emmen entered into a long-term partnership with housing corporations, community work organisations, and residents from three districts. Together, they carry out the process and implement projects. Trust is the key concept, but trust is also important for the process as well. The team which is responsible for the Emmen Revisited project has far-reaching powers within the municipality. They are able to work more broadly and together, have been put into practice more intensely, and the Shared Space process will now be rolled out as a way of thinking and working across the municipal administration.
need to analyse the field, appoint the parties and define their roles. Organisations that work in the field and specialists in the relevant disciplines must definitely also be visible within the authority’s organisation. That is the only way to cut across (divisional) one-sidedness.

Internal communication and launch

Something that is often forgotten or omitted is proper internal communication and holding an internal launch. In fact, this is an indispensable ingredient. In an ideal situation the organisation members have already been informed by the authority (see Stage 1), but that does not automatically mean that all the people involved are sufficiently informed. In a real situation the organisation members have already been informed by the internal launch, in fact. This is an indispensable ingredient in the process because of the collaboration, which is the result of the collaboration and launch.

One of the structural components of the stage is the process of internal participation and launch-

Internal participation and launch

The supervisor has to reach agreement with the internal participants about their basic attitude, internal participation is a process of mutual agreement with the participants. They must be prepared to take part in internal participation, which should be constructive, positive and stimulating, i.e., it should not result in sullenness,OTT (divisional) one-sidedness. That is the only way to overcome STF (divisional) one-sidedness. The same is true for the slogan “the everyday feel involved” if the supervisor’s duty is adequately fulfilled, it does, but it does not automatically mean that all the people involved are sufficiently informed. In a real situation the organisation members have already been informed by the internal launch, in fact. This is an indispensable ingredient in the process because of the collaboration, which is the result of the collaboration and launch.

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External kick-off. The mayor of Bohmte, in the role of supervisor, presented the process to the citizens during the kick-off meeting. The following evening's discussion focused on the citizens' scenarios, which were extensively discussed and the particular views were exhaustively explored. All these topics in the open forum were the opportunity to voice their expectations and ensure that the participants were involved in the process. They then spent another evening sitting down to explore the various scenarios. This evening in the Dutch province of Groningen, the participants involved in the excursion to view the site of the future bridge was finally adopted, the authority had gained people's trust during the process and had proved that the project was highly supported by the authorities. The citizens were enthusiastic about the vision and construction, although not all the citizens immediately accepted the citizens' scenarios. This is a fundamental stage intended to prevent the parties from starting out on the process with different expectations. This is a fundamental stage intended to prevent the participants from confusing what the end goal is about. The overarching issue was not all new to the public, who seem especially interested in the face of it, what are the problems and solutions? The following meetings during the kick-off meetings focused on establishing the objectives of the participants' proposals for the citizens of Bohmte, presented the process to the citizens.
The following, at minimum, should be discussed at the external kick-off:

- The start-up document or the strategy plan. The stages of the process must be clear to all the parties involved, and they need to agree on the document or plan.
- The basic attitude. The participants should have a constructive and positive attitude, and they need to be open to new ideas and possibilities.
- The official representatives of the various stakeholders must be appointed.
- The parties’ responsibilities need to be formulated. No one represents their own individual interest, but always the group which has authorised them.
- Clarification of powers. We concluded above that a participatory process is probably the highest level of participation that is attainable in a Shared Space project. Therefore, it has to be made clear that the decision lies with the party in charge, that the aim is to establish a partnership based on equality, and that the party will account for its final choice and decision.
- Agreement on the rules. This concerns the internal cooperation, both about the document and about the implementation of the strategy plan. Good internal cooperation is as important as cooperating with the external parties. It is one of the prerequisites for a Shared Space project.
- The parties need to establish a forum for the comprehensive cooperation that is required and need to take enough time to build a sound, stable internal platform for the comprehensive collaboration.
will give direction to the process. By employing this method, when the problems are discussed at a later stage, they will often appear in a different light compared to how they might have been formulated at the very start.

Both the institutional model of the Emmen Revisited project and the ‘ad-hoc’ model applied in Bohmte can be applied with good effect. There is a budget allocated for the project, ensuring a framework for the whole process and its funding. There is a shared vision among all parties concerned about the project. In the case of Emmen Revisited, a situation has arisen where cooperation could easily be set up for a short process lasting from one to two years. The ‘ad-hoc’ model is more suitable for a short process. Both models aim to achieve goals.

As the catalogue list above shows, we choose not to bring up the ‘problem’ at the first external kick-off meeting. Instead, we focus on the participants’ perspectives and attitudes, which will give direction to the process.

The time schedule must be clear from the beginning of the project and the project will proceed so that the process and the project will proceed, so that the schedule can be applied in its entirety. The schedule is a general guideline, but any deviation from the schedule must be made with good reason. The effort and reward of each of the parties is allocated, and the budget is allocated. Both models aim to achieve goals.
Shared Space requires new citizenship, commitment by the people.
The internal and external kick-offs have taken place and agreements have been made about the common goal and everybody's role and attitude in the process. Now the participants have experienced that in this stage are already very different from what the participants perceived them to be at the beginning of the process.

In the stage of problem exploration we examine one of the cornerstones of the new knowledge domain, which we called ‘thinking for yourself’ earlier. This new citizenship concept is one of the fundamental tenets underlying the Shared Space concept. Because it is defined in different ways, we will first explain what we mean by citizenship in the Shared Space context.

Citizenship is often equated with empty phrases like ‘I speak my mind’, ‘There are too many rules’ or ‘There are too many public servants’. To speak one’s mind is an excellent idea, but only if one has applied one’s mind to the issue. ‘These are too many public servants’ is not a meaningful statement. Citizenship is often equated with empty phrases like ‘I speak my mind’, ‘These are too many public servants’ is not a meaningful statement.

Earlier, thinking for yourself was one of the main cornerstones of the new knowledge domain, which we called ‘thinking for yourself’. In the stage of problem exploration we examine be in the beginning of the process.

From what the participants perceived them to be in the stage are already very different from what the participants perceived them to be in the stage are already very different from.
Reducing the number of rules only makes sense if citizens assume responsibility and don't appeal for intervention by the government or grumble too. After all, a lot of grumblers are actually quite happy to blame others for any problems they experience.

We talk a lot about quality: spatial quality, process quality or the quality of a design or product. But we don't always clarify what we mean by it. If properly defined, we need this term to be associated with the quality of a decision or process. Fairly or a decision or process quality.

Responsibility in an innovative process like a Shared Space one, citizenship and responsibility are particularly important elements. If one asks users of the new spaces how they feel about the new laws and regulations, the answer usually is that they are not involved with - another person, another object or a task. That is the kind of commitment citizenship is about.

Responsibility is about doing, about acting, about being responsible for one's own actions. After all, a lot of grumblers are not happy to blame others for any problems they experience. It is important to make decisions and responsibilities involved with - another person, an object or a task. That is the kind of responsibility we mean. We need this term to be associated with another person, an object or a task. That is the kind of responsibility we mean.

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Responsibility is about doing, about acting, about being responsible for one's own actions.
Stage 3

It also means having thought about the conditions for citizenship not only means being articulate, but also bears the consequences of being articulate.
A delegation of business people, residents and municipal staff from German Boerne paying a visit to the Shared Space locations at Drachten in 2008. The picture shows the Lawei-plein at Drachten.
Stage 4

A collective vision

Task and playing field

Making compromises and concessions, the politicians’ vision which served as the baseline is reviewed again, supplemented with input from the participating parties. The basic vision is shared with the public. Workshops are held and, preferably, some excursions are made to projects that have been executed according to the Shared Space philosophy. The expertise and experience gained from previous projects will be discussed. This will serve to broaden and modify the basic vision and lead to a collective vision embedding the participation of the local population and business community. It does not mean that one should go on talking until the very last critic or sceptic has been crushed or leaves the stage. Criticism must be taken seriously and discussed sincerely. This takes time, but the example of the Shared Space project shows that problems can be solved. If the vision is not widely shared, should the project be abandoned? The decision should be taken according to the Shared Space project. A collective vision is shared with the experts. It is important that the experts’ recommendations are adopted. In the case of a political vision which served as the baseline and referred again, supplemented with input from the participating parties, the basic vision is shared with the public. Workshops are held and, preferably, some excursions are made to projects that have been executed according to the Shared Space philosophy. The expertise and experience gained from previous projects will be discussed. This will serve to broaden and modify the basic vision and lead to a collective vision embedding the participation of the local population and business community. It does not mean that one should go on talking until the very last critic or sceptic has been crushed or leaves the stage. Criticism must be taken seriously and discussed sincerely. This takes time, but the example of the Shared Space project shows that problems can be solved. If the vision is not widely shared, should the project be abandoned? The decision should be taken according to the Shared Space project.
A widely supported vision in the city of Ostende, a fast bicycle connection to the centre of Ostende, has been made accessible from several sides. The ward has a green heart with an intricate network of paths and cycle tracks. Since the park was somewhat hidden and located on the outskirts of the ward, the past few years it used to be overlooked by many. In the picture you see Herina Handika Park, perfectly located in the middle of the town.

In public space, the shared space concept was developed. This is why the integration of government resources, the focus on investing in and improving public space in the vision, such as quality of economic and social development, has led to a large extent by improving the quality of economic and social development. Now, the ward of Conterdam now has a singularly attractive and fast bicycle connection to the centre of Ostende.
Whatever happens, one can never satisfy everybody; there will always be opponents. That is just the way things are and all one can do is draw lessons from it for the next project. All the same, we must try to discover the reasons why people are opposed, and what can, or should, be done differently the next time.

Defining the Playing Field

The task determines the playing field. Problem exploration includes mapping out the playing field. By 'playing field' we mean the parameters of the alliance's stakeholders. They will have things in common with the project and may also mean additional problems. They will have things in common with the project and may also mean additional problems. They will have things in common with the project and may also mean additional problems. They will have things in common with the project and may also mean additional problems. They will have things in common with the project and may also mean additional problems.

The lesson is that nobody is able to solve the problem on their own. Therefore, collaboration with others is necessary. Cross-disciplinary collaboration can lead to the design of a better solution.

For a long time local authorities have presented themselves as the institution that solved our problems, but everybody has a task in this respect.

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The lesson is that nobody is able to solve the problem on their own. Therefore, collaboration with others is necessary. Cross-disciplinary collaboration can lead to the design of a better solution.
Schoolyard In 2005, the municipality of Haren and a local working group started to cooperate in the redesign of a road, the Zuidlaarderweg, in the village of Noordlaren. Part of the plan was to redesign the environment of the village school according to Shared Space principles. To make the school more visible it was proposed that the schoolyard be connected to the road running alongside it. However, legislation presented an obstacle because it stipulates that schoolyards must be bounded by a fence. To find a creative solution to this problem, the school set up an art project involving an artist and the schoolchildren who then worked together to make designs that would mark the boundary. This resulted in a colourful abacus and some benches being placed along the road. An owl perched on one of the benches is a hint to motorists to drive wisely. The municipality received supplementary funding for this project from an educational fund.

Design: artist Wia van Dijk
Something that may not be tampered with is official policy, including frameworks such as EU standards. On the other hand, policies must not be used as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrutinized carefully and be needed as an excuse for curtailing discussion. Policies should be scrut
The Alderman Road design in Ipswich was inspired by the shape of a dragonfly. The dragonfly alludes to the city’s past (about 1800 AD) when Ipswich was only a small settlement in the middle of a marshland area. At that time, the dragonfly was a common insect there. The triangles and vertical lines in the design were inspired by the wings of this little creature.
The spatial context

We now have a shared vision. The participants' roles and responsibilities are clear and so is the playing field. Now it is time to take stock of the location that we want to set to work at. What is its significance? What makes it special? What do the local residents value and distinguish it from other places? What do the external experts say about it?

Stage 5 consists of gathering information and knowledge about the location and interpreting this data. How is the location's history expressed spatially? What does it tell us about past and present? What do we want to preserve and interpret this data. How is the location's history expressed spatially? What does it tell us about past and present? What do we want to preserve and interpret this data.

The information collected in this way is analyzed and interpreted in a way that is meaningful. Such a map is a useful supplement to the official maps. It affords the opportunity to look at the landscape from the perspective of the people who live and work in it. Such a map can be used to present and analyze the landscape as it is perceived by the local residents. It can also be used to highlight the cultural and historical significance of the location.

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The new infrastructure had to be designed in such a way that the landscape would be an integral part of the road network. By using the cultural and historical values of the landscape, the infrastructure was integrated into the existing landscape. The new road was designed to respect the existing cultural landscape, especially in places where bridges and the landscape are closely integrated. The new road surface was designed to be environment-friendly and low in maintenance. The new road signs were designed to be easily visible and understood by drivers.

In the reconstruction, the cultural-historically important relationship between the road and the landscape was maintained. New infrastructure was designed to be integrated into the existing landscape, with careful consideration given to the cultural and historical values of the area. The new road was designed to be an integral part of the landscape, with careful attention given to the existing cultural and historical values of the area. The new road was designed to be environment-friendly and low in maintenance, with careful consideration given to the cultural and historical values of the area.
quently, when the Shared Space project strives for a design that will contribute to the spatial experience, the design and its spatial expression, the more creative and spatial expressions are involved in exploring the location's unique character of the location. The more diverse the designs we can be certain that the designs made later on will really reflect the special and the designing process will work out scenarios and drawings that will foster creativity, as they allow people to look at their surroundings with new eyes. Familiar surroundings with new eyes creatively, as they allow people to look at their surroundings with new eyes.”

Shared Spaces strive for. After all, the less a location is dedicated to just one purpose of function, the more meaningful it becomes. For after all, the less a location is dedicated to just one purpose of function, the more meaningful it becomes.
The information that was gathered about the spatial context of the location in the preceding stage is converted into images by the designer or, rather, a team of designers. Preferably, this team should be made up of at least a landscape architect, an urban designer, and a traffic designer, to ensure a holistic approach to the design.

The design team elaborates several broad scenarios on the basis of the outcomes of the previous stages. Then the participants are invited to discuss these scenarios and comment on them. After the team and the participants have made a number of choices on the basis of the scenarios, the experts go back to their studios to make a detailed design. When this first design is finished, the team presents a number of options to the participants again. Depending on the complexity of the situation, a number of workshops will be necessary, as the participants involved in the design without actually sitting on the knee of the designers. This close involvement minimises the chance that the public servants involved at the earlier stages will feel excluded or that the design will not fit in with planning policy.

In almost all the partner projects of the European Shared Space project, Stage 6 was executed in the manner described above. In each case, a number of options was presented to the participants. Depending on their feedback, the design team made adaptations. Depending on the complexity of the situation, a number of workshops will be necessary, as the participants involved in the design without actually sitting on the knee of the designers. This close involvement minimises the chance that the public servants involved at the earlier stages will feel excluded or that the design will not fit in with planning policy.
Scenarios on the basis of agreed principles, and presented them to the local residents and users. Participation during the design stage was usually limited to providing an opportunity to react to the proposals. In all cases, the local authority initiated the process.

Shared Space processes can evoke strong emotions, because they affect residents' immediate living environment and safety. German landscape architects are not very inclined to make experimental designs, which can lead to serious accidents. Emotions can arise due to the planning process itself, as well as the implementation of the plan. Participants need to be well-grounded in order to be able to deal with the emotions that arise during the process. It is important that the participants, including councillors and public servants, deal with the emotions effectively and professionally and be able to deal with the negative feelings and disappointment that may arise.

In Germany, the designer shares the responsibility for the effects of the plan, including any losses resulting from its implementation. As a consequence, it is important that the players are aware of these dynamics. An element which often makes the participation of interested parties in the design process difficult is emotion. All participants must be clear in advance that they will be required to accept that it may be necessary to repeat parts of certain stages if unforeseen circumstances arise. This will occur during the design stage, and decisions may have to be made during the process. If residents take their emotions directly to a councillor and accuse him or her of endangering their children, that councillor will need to be well-grounded to deal with such serious accusations. This applies to Germany even more than to the other partner countries, because the designer co-shares the responsibility for the effects of the plan, including any losses. In all cases, the local authority is responsible for the design process itself. It is important that the players are aware of these dynamics.

Stage 6
Phasing The Shared Space location at De Rieshoek primary school in Noord-laren is part of the redesign of a whole road, the Zuidlaarderweg. In retrospect, it is clear that the phasing of this project was a key component of the redesign of a whole road, the Zuidlaarderweg. In retrospect, it is clear that the phasing of this project was a key component of the redesign of a whole road, the Zuidlaarderweg. In retrospect, it is clear that the phasing of this project was a key component of the redesign of a whole road, the Zuidlaarderweg. In retrospect, it is clear that the phasing of this project was a key component of the redesign of a whole road, the Zuidlaarderweg. In retrospect, it is clear that the phasing of this project was a key component of the redesign of a whole road, the Zuidlaarderweg. In retrospect, it is clear that the phasing of this project was a key component of the redesign of a whole road, the Zuidlaarderweg.
In Part 1 of this book we explained that an intensive participatory process, such as that envisaged by Shared Space, will result in a range of individual implementation projects. Not all of these projects can be carried out at once. It is essential to plan for the realisation of a certain component within the implementation plan. This is a concrete plan for the prioritisation of the projects that are reflected in the implementation plan.

Stage 7

The Implementation Plan
The mayor of the municipality of Haren unveiled a new 'SharedSpace' sign at the entrance of the village on the occasion of the partner meeting. Possibly other partners have followed suit for they were given the same sign as a present by the municipality of Haren. The sign in the village where they were removed spelled out clearly, 'Possibly other partners have followed suit for they were given the same sign as a present by the municipality of Haren.'
According to the principle stated in Stage 1, the (local) authority is obliged to take the outcomes of the participatory process into account and, if possible, honour them. If substantial modifications seem likely, the authority is obliged to consult the participants again. In the European Shared Space project, the authority’s deliberations on the final design took the input from the participatory process into consideration in all cases.

After the politicians have reached an agreement in principle, an internal process follows to prepare for the physical realisation of the project. Specifications must be drawn up which conform to the national guidelines and all kinds of planning for the physical realisation of the project. In principle, an internal process follows to prepare the authorities’ decision-making process into consideration in all cases.

The authority is obliged to consult the participants and the internal process continues. When it makes its final decision, it cannot ignore their input. The authority is obliged to take the outcomes of the participatory process into account and

According to the principle stated in Stage 1, the authority...
often as not, the kind of choices that impinge on the quality.

Another way in which residents can participate during the implementation stage is with regard to maintenance and management. The municipality of Emmen has gone a long way down this road. Organised groups of residents become part of the management board which they can use for example to maintain and manage the municipal green spaces. Participation of the residents is not limited to the implementation phase of the design. Participation does not end with the adoption of a project and certainly not if the design is realised. Participation during the implementation stage of the Shared Space project has been significant. Residents have been involved in the decision-making process, and have contributed actively to the detailed design of the Shared Space project. Participation during the implementation stage is not only important for the design, but also important for the quality of the design.

Which is exactly what Shared Space is intended to achieve!
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