

2. INTRODUCTION

2.1 DEFINITION OF THE PROJECT

2.1.1 THE PROBLEM

The original project's aim was:

"To form a multidisciplinary planning team composed of Palestinian and Israeli professionals to ready a plan Jerusalem, assuming peaceful scenario."

As the team-work progressed the project's problem crystallized and became defined as :

How can two peoples who live in Jerusalem, use the same city system peacefully and efficiently?

2.1.2 RELEVANT ASPECTS OF THE URBAN SYSTEM

An urban system can be looked at from different angles and different aspects can be emphasized. Choosing the aspects to be emphasized, was part of the planning job. The two aspects emphasized here were organization and space.

Organizational planning deals with:

1. Borders
2. Services
3. Government

Spatial planning deals with:

1. Location
2. Land use
3. Densities
4. Shape

1. Planning Doctrine

serves as the link between the two areas.

Although the work on the project was done by the whole team and included all the aspects mentioned, this report is about organization as well as about planning doctrine.

2.2 AN UNCONVENTIONAL METHOD FOR AN UNUSUAL TASK

2.2.1 THE UNUSUAL TASK

Following the above-mentioned definition of the problem the task we were facing was not to produce “the best plan for the city of Jerusalem”, but “a city system to enable two peoples to use it peacefully and efficiently.”

For this unusual planning task a special planning method was needed. It was arrived at in a process of “learning by doing”, and it includes varied ways of thinking and unconventional tools.

2.2.2 VARIED WAYS OF THINKING

1. *One system, two peoples!*

Jerusalem is a single urban system: “It will not work” If you take a key component out of it. But Jerusalem is also a city of two peoples, each with its own vision and agenda.

2. *Multi agents government*

Today’s technology of organizations permits governing a metropolitan area through a variety of agents, such as villages, suburbs satellite towns, cities and quarters, as well as the private sector, a partnership of the public and private sectors, a functional organization serving a few or many cities and towns, and an overall “roof municipality” which may be no more than a bunch of functional organizations but may also be a lot more.

3. *Separation or Specialization*

An urban system is geared to provide services to its citizens. Its pattern of specialization derives from the assignment of responsibility in the provision services to each of the agents in the urban system. Specialization answers the question “who does what?” where some of the answers can reduce the friction between the two peoples better than others. The question “who tells whom what to do?” is answered by the power structure which deals with the way the city is governed. In a city composed of two different peoples divided by a history of hostility the power structure must provide an answer to the question “which population?” This answer must specify how power is shared between the two peoples in a way to reduce friction and raise fairness in the provision of services. Specialization and power-sharing may be alternatives to separation as a means to lessen friction and fortify fairness, without sacrificing overmuch systems efficiency.

4. *Look for the practical content of the symbols*

Lets take for example sovereignty, widely assumed to be the hardest nut to crack. The team has tried to avoid discussions about sovereignty but to concentrate on the sovereign’s practical role; namely, “providing services to the city’s citizens.”

5. *Take a lesson from Lot’s wife - Don’t look back*

Discussion became more productive when it was agreed that within the project’s framework the past was a history to remember and to cherish, but not a guide.for planning.

6. *Organizational engineering*

The team relied on the engineering way of thinking; assuming that “if you know the system and know the way it works, you can replace some of its components by others and it will still work smoothly and efficiently”. This approach has helped team members, who know the system well to define an organizational pattern for it.

7. *The product is the message*

Our team members still belong to two peoples, each with its own vision and agenda, for the city but we have managed to produce a common product consisting of an evaluated set of organizational alternatives. This product is the message. The reasons and the explanations given by the team members are but scaffolds to be thrown away at the end of the work.

2.3 SPECIAL TOOLS

Vernacular planning vocabulary.

In this unusual planning process the team developed a multi-disciplinary, multi-national task-specific vocabulary.

Structural brain storming - 'SBS'

The team used a structural brain storming technique, a hybrid of open-ended brain-storming techniques and of the structured-idea generation of method - Morphological Analysis or 'SBS'. This was modified specifically for each aspect of the urban system, and was used to guide our group dynamic by enhancing creativity but also structuring it.

Generation of Alternatives

The adopted versions of morphological analysis were used by the team to formulate alternatives. Morphological analysis is a technique for generating ideas usually used by engineers for new technology development. It was borrowed and adapted here to the field of planning urban organization. Our versions were designed to do the following:

1. To prepare ready-made bricks from which alternatives organizational patterns could be assembled.
2. To lead the team members in their search for new ideas.
3. To guide brain-storming sessions.
4. To facilitate group dynamics.
5. To get the results recorded in real time.

Telescoping presentation

With this tool at hand the team could: (a) disassemble the urban system into its components; (b) search for alternative ways of organizing for each of these components; and (c) reassemble Coherent Feasible Comprehensive Alternative organizational patterns for the city 'CFCA's.

Dealing with a complicated system such as a city, this simple engineering way of thinking has its weakness - it does not catch automatically the systematic features, does not show the "wood" behind the "trees".

These weaknesses were tackled in this project by relying on the knowledge and the experience of team members. Every team member knows the system and uses this knowledge to produce alternatives, taking into consideration the system as a whole. This can only be done if the CFCAs are presented in one piece. To do this for so complicated a phenomenon as an urban system, one must sacrifice some details, rendering the 'CFCA's too generalized. That is where our second tool of "Telescopic Planning and Presentation" comes in handy. It enables the planner to "zoom in" and to see the "woods" or the "trees" at will. This tool –a "hybrid" of Morphological Analysis and database technique--lets the planner to go back and forth between the details and generalities while reassembling the several alternatives.

2.4. PLANNING ORGANIZATIONAL CHANGE

A city is a self-organized system run by its citizens and simultaneously serving them. Its organizational setup greatly influences the way it is run. Different pattern of organization might yield different levels of efficiency and quality of the urban services. In Jerusalem's, moreover, this system is used by two different peoples with an historical conflict standing between them. As planners we cannot ignore this specific aspect of the Jerusalem environment.

One may assume that in a city as old as Jerusalem the existing pattern of organization has evolved gradually to fit its specific environment. That might

be the case in cities where the environment is relatively stable. Not in Jerusalem. Here the environment has changed time and again in the last hundred years. There were major changes in 1917, 1948, 1967, with the latest still “in the process.” Each time the change was so drastic that a new organizational pattern was needed to cope with the new situation, and each time the organization of Jerusalem was necessarily reinvented.

The cause for the changes was war through successive agents, the British in 1917, Israel and Jordan in 1948, Israel in 1967. This time the cause for change is peace and the agents who will plan and run the change will be many: The Palestinians and Israelis who live in Jerusalem, Israel and Palestine and the wider world “out there.”

2.4.1 COHERENT FEASIBLE COMPREHENSIVE ALTERNATIVES ‘CFCA’S

The alternatives designed for each of the urban sub systems of the city’s borders, organization, and government are the raw material for assembling coherent, feasible, and comprehensive alternatives for Jerusalem. The alternatives designed for each sub system were too detailed and too complicated for viewing at once the whole picture in one piece. They had to be condensed through prior ‘CFCA’ assembling. Next the team resorted to more structural brain storming—SBS—to assemble three Comprehensive Feasible Coherent Alternatives ‘CFCA’s. These, we believe, are Feasible, Varied, Reflecting the built-in trade-offs in this unique urban system, and Attuned to the differences of opinions among members of the team. These ‘CFCA’s are the major product of our planning process. They are meant to serve as raw material for the actual negotiations which may soon take place.

2.4.2 CONVERGENCE OF OPINIONS:

The dynamic of this planning effort has resulted in a convergence of opinions. In a series of structural brain-storming sessions, the team has structured and

restructured the problem and some solutions. This iterative, interactive planning process was fertile ground for a convergence of opinions.

The result is a set of alternative organizational patterns for Jerusalem. This set of alternatives demonstrates the possibilities and trade-offs for this specific urban system, It also demonstrate differences of opinion among team members. Note that most agreements and disagreements cut across the political identities.

2.5 ENVIRONMENTAL SCENARIOS

One of the project's aims was "to produce feasible alternative organizational patterns for Jerusalem". The feasibility of such alternatives can be assessed by its "fit" into the recipient environment - that prevailing in Jerusalem. This environment is now in the process of changing. The "fit" should therefore not be viewed only in the light of the present but also with an eye to the future.

People are prisoners of prevailing situations. It is difficult for us, living as we do in a situation of hostility, to plan an organization for open borders and good neighborly relations.

The change in the environment can take different courses and, we being a part of it, cannot anticipate where it is heading. To cope with this uncertainty we have developed alternative environmental scenarios.