

## FIVE PRINCIPLES FOR GREENWICH SOUTH: A STRATEGIC FRAMEWORK FOR LOWER MANHATTAN

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### ABSTRACT

Architecture Research Office's Five Principles for Greenwich South presents a valuable and innovative paradigm for urban design, an approach to planning that is engaged with its constituents and aligned to the complexities of growth and development in twenty-first century cities. Greenwich South is an underdeveloped and overlooked part of Lower Manhattan widely regarded by downtown residents, employees, and tourists as an obstacle to either avoid or ignore. Asked to create a masterplan for the neighborhood by the local business improvement district, ARO instead proposed a strategic framework that could frame its future around a few key overarching concepts. ARO developed a hierarchy of ideas that engage the project's specific planning issues—a matrix of scales, scopes, and timeframes for actors to work within. These ideas, hierarchies and a series of hypothetical projects, commissioned from well known architects, were communicated to the public through publications and exhibits.

Greenwich South



# Introduction

In May 2008, Architecture Research Office was invited to design a master plan to guide the growth of ‘Greenwich South’ – the area of Lower Manhattan bounded by the World Trade Center, the West Side Highway, the Brooklyn Battery Tunnel, and Broadway. An underdeveloped and overlooked part of the city, Greenwich South is widely regarded by downtown residents, employees, and tourists as an obstacle to either avoid or ignore. This attitude appears to be an unintended consequence of Lower Manhattan’s uncoordinated growth from a colonial settlement to a global business district, in which a legacy of large-scale infrastructure projects has rendered the area isolated from the city which surrounds it. But Greenwich South’s location and its store of developable air rights give it the potential to act as a lynchpin for Lower Manhattan if these current challenges are overcome. It was with this in mind that the Alliance for Downtown New York, Lower Manhattan’s Business Improvement District, commissioned this project to create a plan for Greenwich South’s growth that would guide the area toward the realization of its potential.

It was clear to us that this mission would be ill-served by a traditional master plan, a process which typically presents a singular vision for the future and is dependent on comprehensive implementation in order to achieve its goal. Instead of a master plan, we proposed the design of a strategic framework – a living document that could coordinate planning and development efforts at multiple scales across the short- and



Figure 1. Greenwich South comprises a significant proportion of the Lower Manhattan Business Improvement District that is managed by the Alliance for Downtown New York.

long-term future. Working with a team that included planner Neil Kittredge of Beyer Blinder Belle, graphic designer Scott Stowell of Open, and journalist Marc Kristal, and with contributions from additional groups of thinkers and designers, we developed Five Principles for Greenwich South, an adaptable tool designed to guide incremental change in the long- and short-term.

The implementation of urban design is a complex and messy process. It involves overlapping actors and agendas. Five Principles for Greenwich South is an urban design proposal that responds to the unique conditions of Lower Manhattan and the economic climate of past two years. Yet Architecture Research Office and its collaborators are confident that both the process used to create this strategic framework and also the structure of the framework itself constitute a valuable and innovative paradigm for urban design, an approach to planning that is engaged with its constituents and aligned to the complexities of the growth and development of twenty-first century cities.

## Context

The form of development in Manhattan is not the product of a master plan. Rather, its base condition is a framework: the 1811 Commissioner's Plan nurtured a city whose characteristic juxtaposition of inconsistencies and contradictions, what Rem Koolhaas termed "Manhattanism", is both enabled and coordinated by the gridiron. While Lower Manhattan is emblematic of New York in its density, diversity, and drive for prosperity, its urban fabric is different from the rest of the city. It preceded the Commissioner's Plan, so the colonial era's narrow, winding streets still define it today (Figure 1). Without the grid, the City's oldest and densest district has had no mechanism to coordinate growth, producing both spectacular and deficient urban conditions.

Two hundred years of ad-hoc development in Greenwich South have generated an agglomeration of diverse building types and urban morphologies, giving the area a rich architectural character. One of the oldest Federal townhouses in the city is at 67 Greenwich Street. The historic Curb Market Building, constructed in 1921 to formalize the unregulated trading that formerly took place on the street, still stands on the north edge of the site. The former Downtown Athletic Club, which encapsulated Koolhaas's theory of Manhattanism, has been converted to condominiums and overlooks the Brooklyn-Battery Tunnel approach that occupies the southern half of the site. A long history of uncoordinated growth has also burdened Greenwich South with a succession of urban-scale infrastructure projects. The site's western edge was once defined by an elevated railway, constructed in 1929, where today the West Side Highway begins. To the south, the Brooklyn-Battery Tunnel approach makes it difficult to traverse Greenwich South safely below Rector Street. To the north, Greenwich Street has been blocked since the construction of the original World Trade Center superblock in 1977 (Figure 2).



Figure 2. Greenwich South's borders have been constructed by large-scale infrastructural projects, including the World Trade Center (1977), the West Side Highway (1970s), and the Brooklyn-Battery Tunnel and MTA Garages (1929-51).

Today, narrow dead-end streets and the presence of large infrastructure projects on all sides make it difficult to enter and depart Greenwich South, and harder still to cross along its east/west axis. The area lacks basic amenities and suffers from a lack of programming to support its 7,000 residents and anticipated additional 80,000 workers and 10,000 tourists expected with the completion of the World Trade Center complex and memorial. Development and improvements are occurring to the west (Battery Park City and the Hudson River Park), the south (Battery Park and the Staten Island Ferry Terminal) and the north (World Trade Center) yet Greenwich South has seen little development and no amelioration of its myriad planning deficiencies.

These conditions as well as its prime location and millions of square feet of developable air rights merit new attention to Greenwich South's future. The site has potential to thrive by connecting four distinct neighborhoods to its north, south, east, and west, and this possibility is made more likely with the reopening of Greenwich Street as part of the World Trade Center site's reconstruction. However, control of Greenwich South is held by multiple private land owners and public agencies, which sets a complicated context for the design and implementation of a large-scale planning effort. Although the Alliance for Downtown New York holds important influence over the district's landowners, agencies, and authorities, as a business improvement district it neither owns the land nor possesses the authority to control its development.

These conditions made Greenwich South an ideal candidate for a strategic framework: a document that could provide the site not with a singular vision for the future, but, like Manhattan's grid, with numerous possibilities guided by core principles. As



opposed to a comprehensive, static master plan, the strategic framework is a document that can evolve over time, informing and advising future growth and change in Greenwich South<sup>1</sup>.

Process

We created the strategic framework through a unique process—an iterative feedback loop in which we engaged constituents, design collaborators, and outside experts – and successively put forth and refined hypotheses and conjectures. Our process led to a project that engages stakeholders and coordinates participation in Greenwich South’s future in a broad range of directions (Figure 3).

To frame and understand the problem, the study commenced with a research and analysis phase. Our interdisciplinary team took multiple approaches to assembling information and analyzing the site. Zoning, land use, and FAR studies revealed nearly ten million square feet of developable air rights latent in Greenwich South as well as strategies for unlocking this potential. A comprehensive survey of existing conditions demonstrated the under-use of the area by residents, tourists, and area workers on all sides. Information-gathering on current and planned future projects to the south, west, and north helped set the scene for Greenwich South’s future (Figure 4).

Out of this research, the team established a set of key questions and operating hypotheses. As a mechanism for testing our assumptions and expanding our outlook, we convened an event with a group of New Yorkers concerned for the future of Lower Manhattan—engineers, historians, arts professionals, architecture critics, restaurant owners, and business people (Figure 5). Presenting and discussing our preliminary work with this group, the Greenwich South Brain Trust, helped calibrate our approach to the problem. For example, we knew that dealing with extant infrastructure was one of Greenwich South’s primary challenges. The discussion not only helped us frame how that infrastructure could be re-invented in the future, but also maintain parts of it to provide a shared memory of the past. From a programmatic standpoint, these discussions developed our working definition of Greenwich South as a future “lynchpin” with an emphasis on its integration with surrounding areas rather than its definition as a unique neighborhood. This refined set of key questions and challenges served

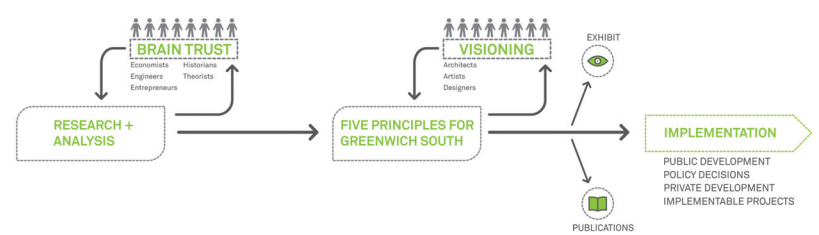


Figure 3. A unique process enabled an unconventional and adaptive planning proposal.



Figure 4. Research included programmatic, architectural, zoning, land use, and circulation studies of the neighborhood.

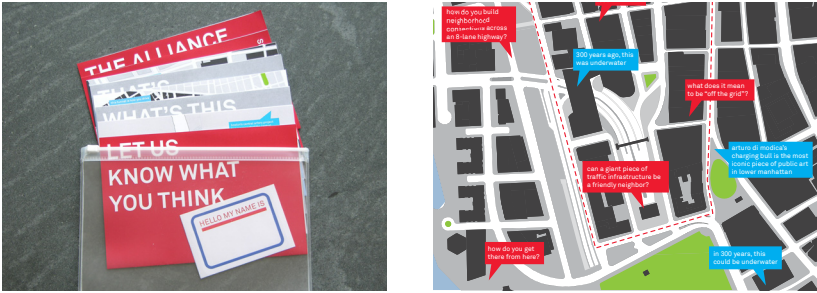


Figure 5. Invitations to the 'Brain Trust' - the goal of the discussion was to examine how we were framing the problem and to make sure we were asking the right questions.

as the foundation for the draft strategic framework written with our client and with feedback from various constituents and government agencies.

### A Strategic Framework for Greenwich South

The framework had a delicate task to complete: to set forth a vision for the future in spite of an unstable present and many unknowns about the site and its surroundings; to resonate with the Alliance's constituents, business owners and investors who would be key partners in achieving the goals of the framework; and, wherever possible, to work in concert with planning efforts already underway in neighboring areas of New York City. Architecture Research Office's solution was based on a set of key overarching concepts, big ideas that embody the site's main planning goals. From there, we developed a hierarchy of ideas that engage the project's specific planning issues - a matrix of scales, scopes, and timeframes for actors to work within. This hi-



Figure 6. Five Principles for Greenwich South; a strategic framework for the neighborhood and district.

erarchical matrix became our strategic framework for Greenwich South, a document comprised of Principles, Objectives, and Opportunities which work together to build guidelines for short- and long-term growth at all scales (Figures 6; 9-13).

At the top of the matrix are five Principles, fixed goals that encapsulate the Framework's response to the myriad challenges facing the site and form the basis of growth and change of the site's internal development and integration with its surrounding neighborhoods. The five Principles we developed for Greenwich South are broad ideas about the cohesion of Lower Manhattan that may be interpreted in architectural, programmatic, and economic terms. They are independent from any specific action or initiative and can remain relevant over time and through changing conditions. Principle One (Figure 9) speaks holistically to Greenwich South's synthesis with and contribution to Lower Manhattan, emphasizing the integration of businesses, residents, and tourists to produce environmental, economic, and programmatic prosperity. Principles Two and Three (Figures 10, 11) contend with issues of connectivity: Principle Two sets an agenda to capitalize on the reconnection of Greenwich Street through the World Trade Center site, and Principle Three establishes a set of goals to strengthen river-to-river connections between the neighborhoods to the east and west through Greenwich South. Principle Four (Figure 12) deals with the millions of square feet of developable air rights sitting latent in Greenwich South and organizes a set of planning and zoning goals to guide development in a way that benefits all of Lower Manhattan's constituents. Principle Five (Figure 13) addresses programmatic deficiencies in Greenwich South, aimed towards the development of the area as a place that provides pragmatic, pleasurable, and entertainment amenities for residents, workers, and tourists.

Each Principle is a reduction of a complex set of dynamics and agendas that are expanded in the Objectives and Opportunities underlying each Principle. The simplicity behind the Principles ensures that they are easily communicated though also durable. But it is only in conjunction with the rest of the framework matrix that their content and meaning are clearly revealed.

Three to five Objectives describe the key components of each Principle, grounding the Framework in the specificities of the site. For example, Principle 2: Reconnect Greenwich Street – is elaborated in terms of scale, scope, and program through three Objectives that describe the application of the Principle at the scale of the building, the neighborhood, and the street. Objective 2A addresses infrastructural, landscape, programming, transportation, and architectural initiatives that could capitalize on the planned reconstruction of Greenwich Street through the new World Trade Center site. Objective 2B calls for the re-conception of the base of Greenwich Street as a landmark for Lower Manhattan and gateway to both the district and the city. Objective 2C looks towards initiatives to make the street a center of activity for the area (Figure 10).

Associated with each Objective is a list of Opportunities. It is at this smallest scale of information that design, policy, and planning initiatives are specifically recommended. Unlike Principles and Objectives, the Opportunities can be executed and are intended to be embraced, rejected, re-written, adapted, developed, changed, and replaced. Opportunities represent the many ways, from the pragmatic to the speculative, to achieve a given objective. For example, Objective 2C includes as Opportunities retail strategies, arts installations and zoning guidelines (Figure 10). The proposed Opportunities serve as examples to additional future changes that may be suggested and executed by others. Indeed, we assume that many of the opportunities described in Five Principles for Greenwich South may never be executed.



Figure 7. Participants of the Visioning Challenges at an interim pin-up. Including, clockwise from left, Jejon Yeung (ARO) Kim Yao (ARO) David Lewis (Lewis.Tsurumaki.Lewis) Brian Kramer (Coen + Partners) Shane Coen (Coen + Partners) Marc Kristal, David White (Transsolar) Paul Lewis (Lewis.Tsurumaki.Lewis), Clark Manning, Anna Kenoff (WorkAC) Amale Andraos (WorkAC), Dan Wood (WorkAC), Craig Scott (IwamotoScott), Scott Lee (Morphosis), Adam Yarinsky (ARO), Sapna Advani (Beyer Blinder Belle).

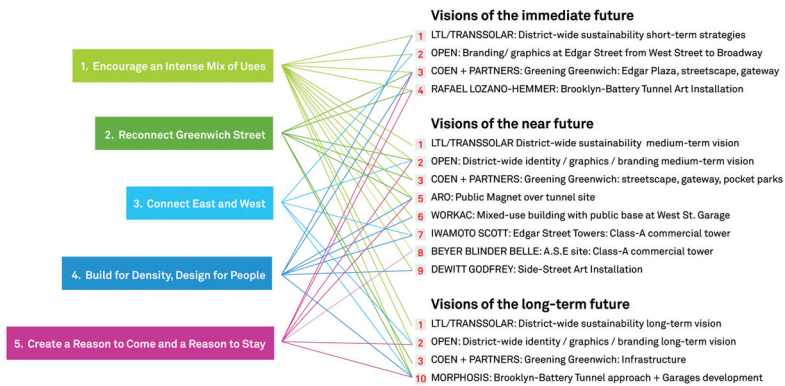


Figure 8. The Visioning Challenge Projects were tied to the Principles of the framework and assigned throughout the district across a range of timeframes.



## 1. Encourage an Intense Mix of Uses



1A. Foster the growth of a diverse economy

- INCORPORATE WiFi into public spaces
- CREATE a "Green Exchange" trading floor for emerging green economy businesses
- CREATE new spaces or reprogram older office spaces as co-working, live/work or incubators, which attract and accommodate diverse business sectors
- INSTALL artist workspaces in the bases of new towers and vacant office spaces
- INSTALL bike racks throughout Greenwich South



1B. Create a neighborhood within a business district

- LAUNCH a retail attraction campaign to bring more residentially focused services and amenities
- CREATE a community garden and start a Greenwich South garden club
- INCENTIVIZE development projects to provide community resources such as sports and fitness facilities, schools, artists' studios, libraries and playgrounds
- TRANSFORM Washington Street into a "shared street" with programmed public events
- CREATE a neighborhood icon that can be a meeting place or "North Star"
- CONVERT the existing West Street Garage into a public facility with recreation fields on the roof



1C. Make Greenwich Street the Spine of Greenwich South

- DESIGN district-wide pilot systems for heating and cooling that capitalize on alternating cycles of residential and commercial peak power demand
- MODIFY zoning to enable the creation of pocket parks along Greenwich Street and improve streetscape with plantings and new street furniture
- DESIGN a district-wide pilot storm water management initiative that includes rainwater harvesting, biofiltration and reuse for landscaping irrigation
- WORK with energy providers to develop an efficient energy system or "SmartGrid" for Greenwich South
- CREATE a district-wide green roof incentive program
- UPGRADE the energy efficiency of existing buildings, including more efficient windows and daylighting
- EXPLORE widespread use of natural gas micro-turbines and co-generation to drastically reduce energy consumption and carbon emissions

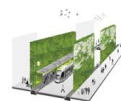


Figure 9. Principle 1.



## 2. Reconnect Greenwich Street



### 2A. Restore Greenwich Street from the Battery through the World Trade Center

**ADVOCATE** for vehicular access through the World Trade Center along Greenwich Street

**DESIGN** security measures that are compatible with pedestrian and vehicle flow between the WTC and Greenwich South

**DESIGN AND IMPLEMENT** a new sustainable public transportation route linking the Battery to Tribeca and the High Line along Greenwich Street



**REDESIGN** sidewalks, landscaping and crosswalks along Greenwich Street to mirror Tribeca's "Greening of Greenwich" program

**IMPLEMENT** way-finding to orient people from the WTC site and along Greenwich Street into Greenwich South



### 2B. Create a Gateway to Manhattan at the base of Greenwich South

**COORDINATE** with streetscape, signage and lighting design of Battery Park to lead pedestrians to and from Greenwich Street

**ESTABLISH** a Lower Manhattan information kiosk at the base of Greenwich Street

**CAPITALIZE** on existing and planned attractions and transportation infrastructure

**MAKE** improvements to the base of Greenwich Street including plantings and lighting, starting with small efforts and adding to them over time

**INTEGRATE** the concept of "it all starts here" into a new branding strategy

**REPURPOSE** ground floor spaces facing Greenwich Street as retail, restaurants, entertainment venues and other public uses



### 2C. Make Greenwich Street the Spine of Greenwich South

**CAPITALIZE** on the new market of WTC workers to attract retailers and restaurants that service the business community

**COMMISSION** temporary arts installations in vacant spaces

**CREATE** a spine of public art on Greenwich Street such as a series of large-scale sculptures

**LOCATE** major programmatic elements on Greenwich Street including arts and entertainment venues and public space

**CREATE** a sidewalk cafe district

**MODIFY** zoning to enable the creation of pocket parks along Greenwich Street and improve streetscape with plantings and new street furniture

Figure 10. Principle 2.

### 3. Connect East and West



#### 3A. Reprogram side streets as magnets of activity connections

**BUILD** a bridge over West Street from West Thames to JP Ward Street

**USE** traffic-calming measures to reduce speed of traffic along West Street

**INCREASE** the number and ease of at-grade crossings at West Street



**REDESIGN** streetscape on Rector Street to reinforce its function as a primary pedestrian route

**COMMISSION** a graphic design, landscape and/or arts installation at Edgar Street crosswalk and through the MTA garage to improve the commuter corridor in the short-term

**BUILD** a new bridge over the tunnel approach to realign Morris Street

**CREATE** a unified way-finding system for West Street, Greenwich South and the World Trade Center

**WIDEN** the sidewalk and add landscaping to the streetscape to improve the pedestrian environment along the east side of West Street



#### 3B. Reprogram side streets as magnets of activity

**EMBED** one side-street with water and energy infrastructure to support markets and other seasonal activities and events

**ENHANCE** the pedestrian route defined by Edgar Street by providing stronger midblock passage through a reconfigured ground floor of the former American Stock Exchange building

**DESIGNATE** Exchange Alley as a long-term site for rotating site-specific installations

**DONATE** side streets to a rotating list of local arts- and community-organizations one day every weekend

**CREATE** pocket parks that drive activity to underused streets



#### 3C. Create visual connections from outside-in and inside-out

**USE** decking or green roofs to establish upper level public spaces and create river views

**CURATE** temporary art at strategic locations within the district to attract visitors



**CREATE** design guidelines that enhance pedestrian view corridors and encourage developers to follow those guidelines in new or redevelopment projects

**COMMISSION** permanent public artworks that are highly visible from side streets and points beyond the district, drawing people into the interior of Greenwich Street

**TARGET AND INCENTIVIZE** potential developers and investors to build iconic, visible buildings that define Greenwich South in the composition of Lower Manhattan's distinctive skyline

**LOCATE** eye-catching architecture to establish a presence in the Lower Manhattan skyline

Figure 11. Principle 3.

#### 4. Build for Density, Design for People



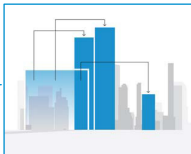
##### 4A. Enable dense, large-scale develop- ment

- CREATE a special zoning district for Greenwich South to allow the transfer of air rights from the Brooklyn-Battery Tunnel and historic buildings across the entire district
- IDENTIFY sites of appropriate size and location for commercial development
- REDEFINE tower height, massing and dispersal to avoid the canyon effect and to capture views, light and space
- ENCOURAGE new residential units of varying types throughout the district
- EMULATE Hong Kong's zoning strategies to create generous bonuses based on publicly-programmed building bases



##### 4B. Encourage active building bases

- CREATE design guidelines to correspond with streets that encourage active ground floor use by design in Greenwich South
- ESTABLISH a fine grain of continuous and engaging public-oriented activity at the street level
- EXPLORE opportunities to adaptively reuse historic buildings that enhance development potential
- INCENTIVIZE the inclusion of cultural and public programming above street level
- DEVELOP design guidelines to expand the public realm into building bases, and coordinate with streetscape to create an immersive pedestrian experience
- CREATE intensity of public-oriented activity in building bases



##### 4C. Leverage the air rights of the BBT

- REPURPOSE ground floor spaces facing Greenwich Street as retail, restaurants, entertainment venues and other public uses
- CAPITALIZE on the new market of WTC workers to attract retailers and restaurants that service the business community
- COMMISSION temporary arts installations in vacant spaces
- CREATE a spine of public art on Greenwich Street such as a series of large-scale sculptures
- LOCATE major programmatic elements on Greenwich Street including arts and entertainment venues and public space
- CREATE a sidewalk cafe district
- MODIFY zoning to enable the creation of pocket parks along Greenwich Street and improve streetscape with plantings and new street furniture



##### 4D. Integrate infrastructure planning and design with Community needs

- IMPLEMENT a comprehensive strategy for the long-term planning and redesign of Lower Manhattan infrastructure
- ENSURE that the pedestrian experience is foremost in the design and planning of future improvements along West Street
- ADVOCATE for innovative methods of funding and design to support integrated and diverse modes of public transit
- CONNECT public and private partners to explore options for the tunnel approach site

Figure 12. Principle 4.

## 5. Create a Reason to Come and a Reason to Stay



### 5A. Create public spaces to support new development and a growing population

- CREATE a network of public parks and plazas throughout the neighborhood
- ENCOURAGE the creation of public facilities - markets, performance spaces, sports fields, outdoor movie theaters
- CREATE strong architectural character with existing and new buildings by encouraging design excellence in adaptive reuse and new construction
- COMMISSION a district-wide public art program
- CREATE a new signature community open space for area residents
- CREATE an iconic meeting place in Greenwich South



### 5B. Establish identities for north-south streets

- WIDEN sidewalks and improve storefronts along the west side of Trinity Place to create a Shopping promenade
- MAXIMIZE retail uses throughout the district with attractive street corners, incentives for new tenants and improved storefronts
- REDESIGN Rector Street to make it a stronger connector between the WTC site and Wall Street
- GIVE West Street a human scale and functional identity by retrofitting and programming the east side of the street with services and retail
- REIMAGINE Washington Street as a shared street neighborhood amenity



### 5C. Complement Lower Manhattan's cultural destinations with dynamic programming

- PROGRAM Brooklyn-Battery Tunnel approach site to capitalize on the major destinations surrounding Greenwich South
- DESIGN Edgar Street Park with space for small outdoor performances
- ATTRACT institutions and activities with contemporary and dynamic programs to maximize return visits
- INCENTIVIZE creation of rehearsal, studio and/or performance spaces for small and medium-sized organizations within existing and future mixed-use buildings
- CURATE a district-wide art installation



### 5D. Create icons that establish a new identity and sense of place for Greenwich South

- RENOVATE Edgar Plaza and commission an art installation to create an icon and place for gathering
- COMMISSION temporary art installations over the Brooklyn-Battery Tunnel approach and on the ventilation facility
- HOST a rotating architectural design competition at the Edgar Plaza or Greenwich Gateway site akin to the Serpentine Gallery in London or PS1 in Queens
- BUILD a tall iconic structure that is not a building - like the St. Louis Arch - to enable a new perspective on Lower Manhattan and to establish a new datum for Greenwich South
- BUILD a new public space for the long-term future of Lower Manhattan



Figure 13. Principle 5.



Figure 14. Iwamoto Scott proposed a mixed-use tower that responds to its immediate site context while establishing a strong relationship to the larger form of Manhattan. The towers' design seeks to reinstate Edgar Street as an east-west public way, bifurcating at the base to reconnect Greenwich and Washington Streets. The space of this passageway through the building twists upwards, rising through the body of the towers, pinching at the mid level to allow for larger floorplates, and culminating at a rooftop sky lobby and civic space. Edgar Street Towers' programmatic mixture serves the local neighborhood while enhancing the public realm of Lower Manhattan. It is envisioned to include spaces for living, working, art, performance, retail and a branch public library. The program is organized by the towers' central atrium, enhanced by daylight channeled from above via an integrated transmitting fiber-optic array. By night, the light-flow is reversed, whereby the fiber-optic array is lit from integrated solar-charged battery packs. On a macro scale, Edgar Street Towers takes advantage of the visibility and prominence offered by its site, where its dynamic form acts as a civic landmark and beacon for those coming to and leaving the city.

## Envisioning Greenwich South

Like an open-source application, the strategic framework is designed to inform public consciousness, able to evolve, adapt and engage with diverse constituencies and forces at work in Lower Manhattan. Following the completion of our final draft of the strategic framework, we submitted the document to a final phase of testing and refinement before releasing it to the public. We invited teams of architects, environmental engineers, artists, planners, landscape architects and graphic designers to join our internal team in a "Visioning" phase<sup>2</sup> with two objectives: first, gain feedback from our peers that would help us refine the framework, and, second, produce material that would serve as an illustration of the principles themselves (Figure 7).



Figure 15. Open's proposal for a district-wide way-finding system celebrates the idiosyncrasy of the neighborhood, combining traditional signage forms with the unexpected to draw attention to the history of the area and create an identity for and intrigue in Greenwich South.



Each team was assigned one of ten hypothetical projects in Greenwich South that engaged key challenges of the site and aspects of the five Principles, and asked to approach the problem using the framework as a guide. The challenges were broken down into three temporal categories – short-term, medium-term, and long-term – and encompassed a range of scales, from site-specific arts installations to district-wide strategies for sustainability (Figure 8). Most importantly, the design challenges were purposefully organized so as NOT to fit together into a cohesive whole, but rather to overlap in both space and time. This encouraged a reading of the framework as a source of multiple possible futures based on numerous factors. It also meant that no one image came to characterize the project, and this enabled our client to use progressive, provocative work to illustrate the framework without being attached to specific proposals (Figures 14-16). The materials produced in the visioning exercises were bound with our research, analysis and strategic framework in the final deliverable, *Five Principles for Greenwich South: A Model for Lower Manhattan*.

The nature of the framework is such that its success depends on both awareness and interest to participate on the part of different communities — designers, public officials, developers, community organizations, and the general public. To connect with this range of potential users, we designed two publications—a tabloid newspaper (*What If?*) geared towards all audiences, and a formal, bound report (*Five Principles of Greenwich South*) oriented to public and private individuals and groups who might play a role in its implementation (Figures 17-18). Similarly, we mounted two exhibits. We designed an open-air exhibit for the general public at a downtown park, adjacent to the World Trade Center site through which 20,000 people pass through daily. A second exhibit, geared towards the urban planning community at the Center



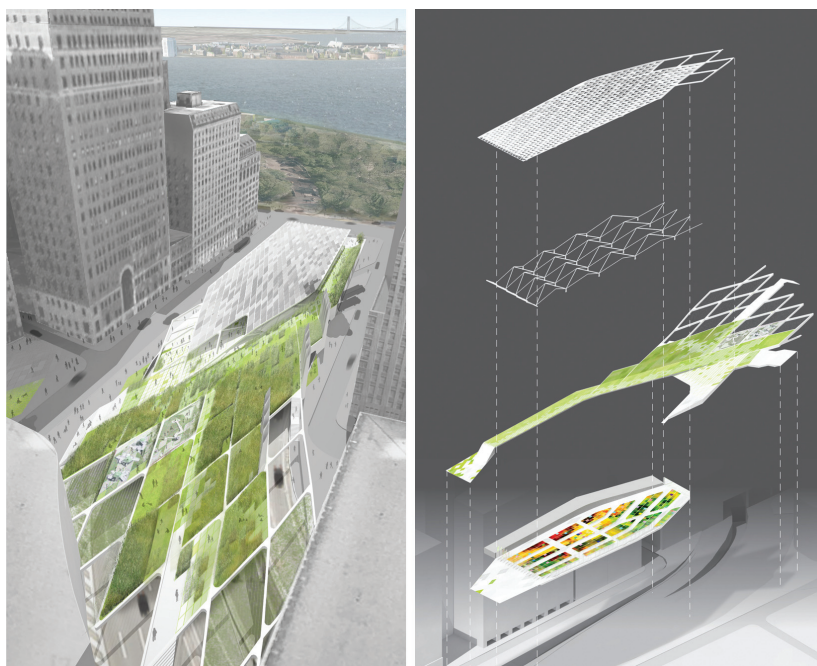


Figure 16. Our proposal for 'Market/Park' reconnects Lower Manhattan across the Brooklyn-Battery Tunnel approach while creating a major destination for residents, tourists, and visitors. The building is designed as an occupiable deck that spans the Tunnel trench. To the south end of the site, where clearance above the roadway is greatest, a public market would contribute a significant new public program to the district – a place you might stop to grab lunch, run into a friend, or pick up groceries on your way home. Linking city and country while strengthening the availability of locally-grown and –produced foods, the market would also create a much-needed culinary destination Downtown. As the tunnel roadway rises to the north end of the site, the deck flattens to support a neighborhood park. Accessible from West Street, Washington Street, and Greenwich Street, the park is also a new crossroads for those who live in, commute to, and visit Lower Manhattan. At the south, a broad Visitors' Plaza would create both a gateway and a meeting point for Downtown's growing tourist population. In addition to creating three major iconic public spaces in the city, Market/Park could be a key step in the future development of Greenwich South. The transferable air rights created by the construction of the deck will increase in value by virtue of their proximity to the deck, such that the project is mutually beneficial to both the public and the private realm.

for Architecture in New York, displayed work from the Design Challenges in full detail, including models and a series of drawings for each project (Figures 19).

## A Framework for Urban Design

We view Five Principles for Greenwich South as a living document, an ongoing project for the future of Lower Manhattan. Just as many voices were incorporated into the process of generating the strategic framework, ARO and the Alliance set forth a proposal crafted to engage the city's heterogeneous users, stakeholders, and actors—from global financial firms to private local developers, from residents to tourists.



Figure 17, 18. Two publications were designed to record and publicize the study to multiple constituents; a tabloid geared toward the wider public at-large and a full study binder oriented towards public and private agencies and individuals who might potentially partner in Greenwich South's future.



Figure 19. A public exhibit in Zuccotti Park, adjacent to Greenwich South, used a combination of supertext, visioning images, and fine-grained information from the Framework. The exhibit was designed to communicate at multiple scales, and asked visitors to imagine What If? Greenwich South were to grow in alignment with the Framework.



Five Principles for Greenwich South is a unique project created for a unique client. But we believe that both the process and the project itself contribute more than a solution to a particular planning problem in Lower Manhattan. Our process mobilized stakeholders, constituents, thinkers, and designers in collaboration, broadening engagement in Greenwich South while incorporating multiple viewpoints and agendas. In doing so, a robust document emerged, offering the clarity of core principles as well as the adaptability of objectives and opportunities. Our experience revealed that this planning process and the structure of the strategic framework function in parallel to each another. It is our hope that they also mirror the collaborative, dynamic achievement of Greenwich South's potential by many actors, at all scales, in the near future as well as in decades to come.

## ENDNOTES

[1] The concept of using a framework rather than a master plan to guide the integrated growth of Lower Manhattan is not new. It was first introduced in 1966 when the New York Planning Commission published the Plan for Lower Manhattan to resolve disparate and uncoordinated efforts then underway. The Plan for Lower Manhattan was published during a time of massive change—Lower Manhattan was in a construction boom and large areas of the district, including the World Trade Center, Civic Center, and the Financial District were undergoing major development, often including sweeping changes to traffic and the city map. The influential but never-realized Plan was organized as a framework for growth that would be open to multiple players and interpretations. Conceived of as “not merely a project, or even series of projects, but [rather] a system of development” It proposed a massive, district-wide infrastructural effort that would comprehensively address vehicular and pedestrian circulation, land use, and development.” Rather than setting forth this proposition with a static plan, the document encapsulated “an approach, a process, and an organizing concept,” setting forth recommendations and goals which were anticipated to be achieved “in a number of different ways, at different times in different places”.

The Lower Manhattan Plan. The 1966 Vision for Downtown New York, a Reprint of the 1966 report by the New York City Planning Commission. Carol Willis, Editor. Princeton Architectural Press, New York / The Skyscraper Museum, New York. Page iii

[2] The visioning charrette included Coen+Partners, DeWitt Godfrey, IwamotoScott, Lewis.Tsurumaki. Lewis, Morphosis, Rafael Lozano-Hemmer, Transsolar, and WorkAC.