



LMDC
Remember Rebuild Renew

Lower Manhattan Development Corporation
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John C. Whitehead
Chairman

Louis R. Tomson
President

January 6, 2003

Dear Family Member:

Remembering those who were lost, rebuilding the area destroyed and revitalizing an important part of New York City is the mission of the Lower Manhattan Development Corporation (LMDC). From the beginning, family members and the public have participated in public hearings; provided comments through the LMDC website, letters and public comment brochures; and participated in other public forums. Your comments, and comments from thousands of other family members, survivors, first responders, recovery workers, residents and business owners in Lower Manhattan, and many others have, and will continue to impact the future of Lower Manhattan.

The LMDC has recently taken two significant steps toward the creation of a permanent memorial and the rebuilding of the World Trade Center site. The purpose of this letter is to ensure you are aware of these efforts, provide you with information on various ways to provide comments, and encourage your participation. In July 2002, the LMDC sent a mailing to family members of the victims. We thank you for the valuable comments you provided.

This past September, in response to public comment, the LMDC invited some of the world's best architects and designers to participate in an innovative design study for the World Trade Center site. These design teams were given a revised program that was shaped by the thousands of comments received from the public after the release of the first set of plans. The result is nine new design concepts for the World Trade Center site. Each of the design concepts suggests possible location(s) for the permanent memorial. The design teams were not asked to design the memorial, rather they were asked to identify possible location(s) within their plans for the World Trade Center site. Though some of the design teams have suggested memorial concepts to assist the public with visualizing a memorial within the context of their overall site plan, these images are for illustrative purposes only.

Moving forward, the LMDC and the Port Authority of New York and New Jersey, will evaluate each of the design concepts based on a set of technical criteria such as engineering considerations and cost. At the same time, the LMDC is conducting a comprehensive outreach campaign to solicit public comments. The result will be a recommended World Trade Center Master Land Use Plan scheduled for release in February 2003. At this time, the location of the memorial will be determined. When released, public comment will once again be solicited.

As the planning for the World Trade Center site moves forward, so does the planning for the World Trade Center Memorial. The LMDC has just released a draft memorial mission statement and memorial program, an important milestone in the creation of an appropriate memorial. In October, the LMDC established two drafting committees comprised of family members of the victims, survivors, first responders, residents and business owners in Lower Manhattan, representatives of cultural and architectural institutions and other interested volunteers. Both committees premised their work on an earlier draft mission statement and program developed by the LMDC's Families Advisory Council. The draft mission statement and program will be finalized in February 2003 and will be incorporated into guidelines for the memorial design competition, scheduled to be launched in Spring 2003.

The LMDC has launched a comprehensive public outreach campaign entitled "Plans in Progress" to solicit public comment on the nine design concepts and the draft memorial mission statement and memorial program for the World Trade Center site. There are several ways you can provide comment. Principally among them are two large-scale public hearings in Lower Manhattan on January 13th & 14th, 2003 from 6:00 p.m.-11:00 p.m. Both hearings will be simulcast to locations throughout New York City and Long Island.

Those unable to attend in person can view the public hearings and provide comments on the LMDC website at www.RenewNYC.com. Family members from around the nation and the world will be able to participate and provide valuable feedback to the LMDC. On the website, family members and the public can also view the draft memorial mission statement and program, learn about the planning process, view a presentation of the design concepts, read about the design teams and submit comments. The design concepts are also currently on public display at an exhibit in the Winter Garden at the World Financial Center in Lower Manhattan.

Enclosed please find a copy of the draft memorial mission statement and memorial program for the World Trade Center site and a full listing of the various opportunities available to you to provide us with your thoughts and comments. The LMDC will accept comment on the draft memorial mission statement and program and the innovative design study through February 2, 2003.

We encourage you to provide us with your comments and share this information with other family members. You may also visit our website where you will find a section for family members of the victims. This section contains useful information for families and also provides you with an opportunity to receive future updates from the LMDC. We look forward to hearing from you.

Sincerely,



Tara M. Snow
Vice President for Government Relations and
Community Affairs



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PREFACE TO DRAFT
MEMORIAL MISSION STATEMENT
AND
MEMORIAL PROGRAM

In the aftermath of the September 11, 2001 attacks on the World Trade Center, the Lower Manhattan Development Corporation (LMDC) formed nine advisory councils, consisting of representative members of the affected communities and elected officials representing those communities. In recognition of the devastating loss of life and lasting impact, as well as the outpouring of emotional, material and financial support provided by businesses, government agencies, nonprofit organizations and individuals alike, the LMDC made an early commitment to the establishment of a fitting memorial at the World Trade Center site.

In 2002, the LMDC Families Advisory Council created and revised a preliminary memorial mission statement and program. Following public comment on this preliminary document, which included a mailing to the family members of the victims and public hearings held throughout New York and New Jersey, the LMDC convened memorial mission statement and program drafting committees. The drafting committees were comprised of family members of victims, residents, survivors, first responders, arts and architecture professionals, community leaders, and representatives from the LMDC advisory councils. Using the Families Advisory Council's preliminary drafts and the public comments as a starting point, the drafting committees prepared the revised drafts of a memorial mission statement and a memorial program.

The draft memorial mission statement and program are the result of the committee members each contributing their own unique thoughts and perspectives. Through their dialogue and collaborative process, a unified and concise statement was forged to provide guidance for the creation of a memorial.

After the public comment period, the memorial mission statement and program will ultimately be incorporated into the guidelines for an international memorial design competition scheduled to begin in the spring of 2003.

In addition, both committees decided that a statement of context of September 11, 2001 was an appropriate way to recount the events and recognize individual contributions. This statement of context will be included in the competition guidelines.

The two following documents will provide guidance in two distinct areas to participants in the memorial design competition.

MEMORIAL MISSION STATEMENT

The memorial mission statement serves as a compass to guide not only the creation of the memorial, but also its evolution through the ages - ensuring the symbolic representation never diverges from the mission.

Notes from the Draft Memorial Mission Statement Committee

The mission statement committee took great care in considering the meaning and significance of each word of the mission statement. Important themes incorporated within the mission statement were the result of lengthy discussions and debates about the naming of particular groups such as firefighters, police officers, rescue personnel, recovery and construction workers, and those working in the WTC buildings and surrounding area. Based on these discussions the committee decided it was important to honor the loss of life equally and the contributions of all without establishing any hierarchies.

Descriptive words were carefully considered for their meaning and implications for the statement: "murdered, killed or lost," "senseless, horrific or devastating," "sacrifice," "hero," "Islamic or Muslim terrorists." All of these words raised issues that were debated and decisions were made that best reflected the intentions of the committee.

The draft mission statement contrasts the darkest depths of humanity and the bright light of human compassion and bravery. Remember, respect, recognize and inspire are its essential guiding themes. These themes are drawn as an arc, beginning with remembering those who died, recognizing courage and sacrifice and ending with a resolution of hope.

DRAFT MEMORIAL MISSION STATEMENT FOR THE WORLD TRADE CENTER SITE

- *REMEMBER AND HONOR THE THOUSANDS OF INNOCENT MEN, WOMEN, AND CHILDREN KILLED IN THE HORRIFIC ATTACKS OF SEPTEMBER 11, 2001.*
- *RESPECT THIS PLACE MADE SACRED THROUGH TRAGIC LOSS.*
- *RECOGNIZE THE ENDURANCE OF THOSE WHO SURVIVED, THE COURAGE OF THOSE WHO RISKED THEIR LIVES TO SAVE OTHERS, AND THE COMPASSION OF ALL WHO SUPPORTED US IN OUR DARKEST HOURS.*
- *MAY THE LIVES REMEMBERED, THE DEEDS RECOGNIZED, AND THE SPIRIT REAWAKENED BE ETERNAL BEACONS, WHICH REAFFIRM RESPECT FOR LIFE, STRENGTHEN OUR RESOLVE TO PRESERVE FREEDOM, AND INSPIRE AN END TO HATRED, IGNORANCE AND INTOLERANCE.*

MEMORIAL PROGRAM GUIDING PRINCIPLES AND ELEMENTS

The memorial program is comprised of Guiding Principles and Elements. The Guiding Principles are the aspirations that must be embodied within and conveyed through the memorial, regardless of the various interpretations to which it will ultimately be subject. Program Elements provide memorial designers with a list of specific elements that should be physically included in the memorial, without prescribing how or inhibiting creativity.

Notes from the Draft Memorial Program Committee

The memorial program drafting committee began and ended its task by invoking the letter and spirit of the mission statement. The committee discussed how to translate the goals of the mission statement into concepts and program elements for a design competition. It was essential to the committee that the program provide clear guidance, while also allowing for the most creative response possible by designers.

This balance was achieved in the program document through the careful consideration, and phrasing, of each program concept and element. Particular attention was devoted to discussing individual representation of victims, the interpretation and meaning of sacred space, the power of the footprints and the authentic character of elements and artifacts that survived.

The program drafting committee wants the memorial and site planning processes to influence and be coordinated with one another for mutual benefit. The memorial program will be used as one of the criteria for the site plan selection. Once the memorial designer is selected, both the memorial designer and site planner will work together to integrate their efforts.

DRAFT MEMORIAL PROGRAM FOR THE WORLD TRADE CENTER SITE

PROGRAM GUIDING PRINCIPLES

The memorial is to:

- **EMBODY THE GOALS AND SPIRIT OF THE MISSION STATEMENT;**
- **CONVEY THE MAGNITUDE OF PERSONAL AND PHYSICAL LOSS AT THIS LOCATION;**
- **ACKNOWLEDGE ALL THOSE WHO AIDED IN RESCUE, RECOVERY AND HEALING;**
- **RESPECT THE SACRED QUALITY OF THE SPACE THAT WILL BE DESIGNATED FOR THE MEMORIAL;**
- **ENCOURAGE REFLECTION AND CONTEMPLATION;**
- **EVOKE THE HISTORICAL SIGNIFICANCE AND WORLDWIDE IMPACT OF SEPTEMBER 11, 2001;**
- **CREATE AN ORIGINAL AND POWERFUL STATEMENT OF ENDURING AND UNIVERSAL SYMBOLISM;**
- **INSPIRE AND ENGAGE PEOPLE TO LEARN MORE ABOUT THE EVENTS AND IMPACT OF SEPTEMBER 11, 2001; AND**
- **EVOLVE OVER TIME WITH OUR UNDERSTANDING OF THE EVENTS.**

PROGRAM ELEMENTS

The memorial should:

- **RECOGNIZE EACH INDIVIDUAL WHO WAS A VICTIM OF THE ATTACKS**
 - *victims of the September 11, 2001 attacks in New York, Virginia and Pennsylvania*
 - *victims of the 1993 terrorist bombing of the World Trade Center*

- **PROVIDE SPACE FOR CONTEMPLATION**
 - *an area for quiet visitation and contemplation*
 - *a visitor area for families and loved ones of victims*
 - *a separate accessible space to serve as a final resting-place for unidentified remains from the World Trade Center site*

- **CREATE A UNIQUE AND POWERFUL SETTING**
 - *be distinct from other memorial structures like a museum or visitor center*
 - *make visible the footprints of the original World Trade Center towers*
 - *include appropriate transitions or approaches to, or within, the memorial*

- **CONVEY HISTORIC AUTHENTICITY**

The memorial or its surrounding areas may include:

- *surviving original elements*
- *preservation of existing conditions of the World Trade Center site*
- *allowances for public ceremonies and celebrations*

WE WANT TO HEAR FROM YOU...

Ways to submit your comments directly to the LMDC

The tragic events of September 11, 2001 affected all New Yorkers. Remembering those who were lost, rebuilding the area destroyed, and revitalizing an important part of New York City is the mission of the Lower Manhattan Development Corporation (LMDC). From the beginning, the public has played a critical role in shaping the future of Lower Manhattan by participating in public hearings; providing comments through the LMDC website, letters and public comment brochures; and participating in other public forums.

In keeping with this commitment to public dialogue, we are asking for your comments on the innovative design concepts for the World Trade Center site and on the draft memorial mission statement and program for the World Trade Center memorial. We have created several ways for you to provide your feedback directly to the LMDC.

We are receiving public comment now through February 2, 2003. You can submit public comment in one of several ways:

1. With respect to the draft memorial mission statement and program description you can **fill out the enclosed comment form** and mail or fax it back to the LMDC at 212-406-8857 or 212-962-2341.
2. **Through LMDC's website:** www.RenewNYC.com
On the website, the public can learn about the planning process, view a slide presentation of the design concepts, read about the design teams, view the draft mission statement and program, and submit comments.
3. **At any of the upcoming public hearings:** LMDC public meetings are listed on the Events Calendar on the LMDC web site at www.RenewNYC.com.

If you are unable to access the Internet, the dates for the upcoming public hearings are as follows:

PUBLIC HEARINGS IN NEW YORK CITY

- ◀ **Monday, January 13, 2003** - Lower Manhattan Public Hearing at Pace University from 6pm to 11pm to discuss the innovative design concepts for the World Trade Center site.
- ◀ **Tuesday, January 14, 2003** - Lower Manhattan Public Hearing at Pace University from 6pm to 11pm to discuss the draft memorial mission statement and program for the World Trade Center memorial.

For your convenience the above public hearings will be simulcast at locations throughout all five boroughs and Long Island. Participants at these locations as well as on-line, will be able to view the presentation live from Pace University in Lower Manhattan, and will have an opportunity to direct their comments directly to the LMDC. The simulcast locations are as follows:

Brooklyn	Keyspan Energy Auditorium (6pm-11pm) 1 MetroTech Center, Brooklyn, NY (<i>enter at Jay Street</i>)
Bronx	The Rotunda at the North Bronx Healthcare Network / Jacobi Medical Center (6pm-11pm) 1400 Pelham Parkway South, Bronx, NY (<i>enter near the Nurses Residence</i>)
Queens	LaGuardia Community College / the City University of New York / Performing Arts Center Main Stage Theater (6pm-11pm) 31-10 Thomson Avenue, Long Island City, NY
Staten Island	The College of Staten Island (6pm-11pm) 2800 Victory Boulevard, Staten Island, NY
Long Island	Hofstra University/Student Center Theater (6pm-11pm) 200 Hofstra University, Hempstead, NY

Those unable to attend in person can view the public hearings and comment online on the LMDC website at www.RenewNYC.com. At the beginning of each of the public hearings there will be a presentation beginning promptly at 6:00 p.m. These presentations will provide you with important information related to the topic of the evening.

PUBLIC HEARING IN NEW JERSEY

- ◀ **Tuesday, January 21, 2003** - The LMDC and The Port Authority of New York and New Jersey are sponsoring a public hearing in New Jersey to discuss the innovative design concepts for the World Trade Center site and the draft memorial mission statement and program for the World Trade Center memorial. Location: Rutgers University, Busch Campus Center on the Busch, Campus, Multi-purpose Room, Bartholmew Road, Piscataway, New Jersey, 6:00 p.m. - 9:00 p.m. For directions please visit: www.rutgers.edu/centers/directions.html#bc
- 4. **Come see the innovative design concepts at the "Plans in Progress" Exhibit** at the World Financial Center's Winter Garden, located at West and Vesey Streets. The exhibit is open daily from 7 a.m. until 11 p.m. through February 2, 2003, including holidays. At the Exhibit, there is a public comment brochure that can be completed and submitted there, or mailed to us at a later date.
- 5. **Check out a documentary video at the public library.** At every branch of the public library in New York City, you may check out a video documentary about the innovative design concepts and obtain the public comment brochure that you can then complete and submit by mail. For more information please contact the New York, Queens, or Brooklyn Public Library or your local branch.
- 6. **Contact us by mail, addressed to:** **LMDC Public Comment**
One Liberty Plaza, 20th floor
New York, NY 10006

◀ **Will the LMDC accept public comment on the design concepts, and if so, how?**

Yes. The LMDC is again asking the public to play a central role in planning the future of the World Trade Center site and Lower Manhattan and welcomes comments. The LMDC has launched a comprehensive public outreach campaign entitled "Plans in Progress" that will include multiple avenues for public comment, including a special exhibit at the Winter Garden adjacent to the World Trade Center site, a large-scale public hearing in Lower Manhattan at Pace University on January 13, 2003, and a public hearing in New Jersey. In addition to these public events, the design concepts will also be accessible through www.LowerManhattan.info and the LMDC web-site at www.RenewNYC.com. Visitors will be able to learn about the planning process, view a slide presentation of the design concepts, read about the design teams, and submit comments from anywhere in the world.

For more information on the locations of public hearings and other opportunities for public participation, please visit www.RenewNYC.com. The LMDC is receiving public comment on the design concepts from December 20, 2002 through February 2, 2003.

◀ **Each of the design teams identified site(s) for the memorial in very different ways. How will the design for the memorial be determined?**

The design for the memorial will be determined through an international design competition. The design teams were not asked to design the memorial. They were asked to identify possible site(s) for the memorial within their plans for the World Trade Center site. Though some of the design teams have suggested memorial concepts to assist the public with visualizing a memorial within the context of their overall site plan, these images are for illustrative purposes only.

For more information on the creation of an appropriate memorial please visit the LMDC web-site at www.RenewNYC.com.

◀ **When will the international design competition for the memorial occur?**

In Spring 2003, the LMDC will release the memorial competition guidelines as part of the international design competition. In addition to the memorial mission statement and program elements, the site(s) for the memorial will also be included in these guidelines. A jury will be selected to evaluate memorial proposals, with a design to be selected by September 2003.

◀ **Are cultural and civic amenities included in the design concepts?**

Yes, each design provides for cultural and civic amenities, including parks and public plazas for open-air events including festivals, community and educational facilities such as libraries and schools, performing arts facilities, and museums. Provisions for cultural and civic amenities were included as part of the program that was given to the design teams.

◀ **Is West Street included in the design concepts?**

The grand promenade down West Street was one of the popular elements in the 6 schemes presented in July. The LMDC asked the 7 design teams to assume an at-grade promenade, whether regional traffic on West Street did or did not flow into a possible tunnel leading into the Brooklyn Battery Tunnel. None of the schemes require a tunnel.

◀ **Is housing included in the design concepts?**

The LMDC is currently examining ways of encouraging the continued growth of the residential communities development south of Liberty Street and the Fulton-John Street corridor, east of Broadway. The 7 design teams were asked to assume that continued growth of these communities, and also to preserve the existing Cedar Street residential buildings across the street from the site.

◀ **Who is making the decisions regarding the rebuilding of the World Trade Center site?**

The LMDC and the Port Authority, the owners of the World Trade Center site, continue to work with the State and the City of New York, including government agencies such as the Metropolitan Transportation Authority and the State & City Departments of Transportation. The LMDC and the Port Authority also work with the leaseholders at the World Trade Center site, including Larry Silverstein Properties, Westfield Properties and the Marriott Hotel. This cooperation will continue as the planning for the World Trade Center site moves forward.

◀ **Could one of the design concepts be chosen as the recommended World Trade Center Master Land Use Plan?**

Each of the design concepts are currently being evaluated based on a number of quantitative factors including engineering considerations and costs. At the same time the LMDC and the Port Authority are asking the public to provide comment on the elements of the design concepts, including the memorial context and location, skyline, connectivity of the site with the surrounding neighborhood, parks and open space and others. Until these evaluations are complete, it is not decided whether one or a combination of design concepts will be chosen.

◀ **What is the World Trade Center Master Land Use Plan and what will it include?**

A Master Land Use Plan is an urban planning tool that transforms a community's goals and aspirations into a physical plan for a specific geographic area. The World Trade Center Master Land Use Plan will include the 16-acre World Trade Center site and surrounding areas, as well as the adjacent West Street. It will delineate the area(s) reserved for memorial and establish a street system. It will also provide for public, cultural, retail, commercial and hotel uses while accounting for transportation and infrastructure below ground. It will not include detailed architecture of individual structures, rather it will suggest building forms to help the public imagine how the site could look of the Plan were fully realized.

◀ **The LMDC, in coordination with the Port Authority of New York and New Jersey, will propose a recommended World Trade Center Master Land Use Plan in February 2003. What are the next steps to arrive at this recommended plan?**

Over the next several weeks, the LMDC and the Port Authority will evaluate each design concept based on a set of technical criteria such as engineering and cost considerations, as well as qualitative factors, such as the proposed site(s) for the memorial, connectivity of the site to the surrounding neighborhoods, and public spaces. At the same time, the LMDC and the Port Authority will consider the extensive public input the LMDC receives throughout the public comment period.

◀ **Will the single World Trade Center Master Land Use Plan be released for public comment?**

Yes. The single plan will be released for comment and the public will have multiple opportunities for input, including public hearings.





Plans in Progress
Notice of Public Hearings



LMDC The Lower Manhattan Development Corporation (LMDC) and the Port Authority of New York and New Jersey invite the public to provide comment on the rebuilding of the World Trade Center site and the creation of a permanent memorial to those who were lost on September 11, 2001.

The LMDC is sponsoring two large-scale public hearings in Lower Manhattan, which will be simulcast at locations throughout all five boroughs and Long Island, and on-line at www.RenewNYC.com. Participants at these locations, as well as on-line, will be able to provide comments directly to the LMDC.

On **Monday, January 13, 2003**, the LMDC is holding a hearing on the innovative design concepts for the World Trade Center site. On **Tuesday, January 14, 2003**, the LMDC is holding a hearing on the draft memorial mission statement and program for the World Trade Center Memorial.

We want to hear from you...

Public Hearing Locations

Lower Manhattan Public Hearing

Pace University / Michael Schimmel Center for the Arts

(Between Spruce and Gold Streets)

6:00 pm - 11:00 pm

Doors will open at 5:00 p.m. Please arrive early.

www.pace.edu

The January 13th & 14th public meetings will be simulcast at the same time, at the following locations:

<u>BROOKLYN</u>	<u>BRONX</u>	<u>QUEENS</u>	<u>STATEN ISLAND</u>	<u>LONG ISLAND</u>
Keyspan Energy Auditorium 1 MetroTech Center Brooklyn, NY (enter at Jay Street) www.keyspanenergy.com	The Rotunda at the North Bronx Healthcare Network Jacobi Medical Center 1400 Pelham Parkway South Bronx, NY (enter near the Nurses Residence) www.ci.nyc.ny.us/html/hhc/jacobi/home.html	LaGuardia Community College The City University of New York Performing Arts Center Main Stage Theater 31-10 Thomson Avenue Long Island City, NY www.lagcc.cuny.edu	College of Staten Island Center for the Performing Arts 2800 Victory Boulevard (intersection of Victory Blvd./ I-278/S.I. Expressway/Route 440) Staten Island, NY www.csi.cuny.edu	Hofstra University Student Center Theater 200 Hofstra University Hempstead, NY www.hofstra.edu

To view and comment on the innovative design concepts and the draft mission statement and program, or to view the public hearings on-line, please visit the LMDC website at www.RenewNYC.com.

The innovative design concepts are on public display in the Winter Garden at the World Financial Center from December 20 through February 2, 2003.

Public comment will be accepted on the innovative design concepts and draft mission statement and program through February 2, 2003. You may also submit comments by mail to:
The Lower Manhattan Development Corporation, One Liberty Plaza, 20th Floor, New York, NY 10006

New York Governor George E. Pataki * New Jersey Governor James E. McGreevey * New York City Mayor Michael R. Bloomberg
 Charles A. Gargano, Empire State Development * Daniel L. Doctoroff, Deputy Mayor, New York City
 John C. Whitehead, Chairman, LMDC * Jack G. Sinagra, Chairman, Port Authority
 Louis R. Tomson, President, LMDC * Joseph J. Seymour, Executive Director, Port Authority